



# Hyannis Parking Study

## Final Report

May 2017



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## WHY A PARKING MANAGEMENT PLAN

During the peak summer months Hyannis is busy with tourists visiting Main Street, attending concerts at the Melody Tent, patronizing local restaurants and heading to the Hyline and Steamboat Authority ferries. Local residents seeking to make trips downtown must compete with throngs of visitors and parking near major destinations are full. Off-peak during rest of the year, there are empty parking spaces but a similar picture, albeit on a smaller scale with full parking lots near restaurants and other major destinations and no available on-street parking on Main Street. Downtown Hyannis' and the Harbor parking supply is a total of 13,000 parking spaces, equivalent to more than 1,000 acres or 758 football fields and much of it is actually empty in the peak season. Why, then is there a need for a parking management plan? The reasons include:

- **Better balance parking demand and supply:** As the high number of parking spaces suggests, the challenge is not related to the adequacy of the supply, but rather the convenience and availability of existing supply. How can areas of congestion and high parking demand be relieved? This report seeks to answer: why are certain parking lots underused? And how can they be made more appealing?
- **Better manage peak-season demand:** Current congestion and perceived lack of parking during the summer months is limiting Hyannis' potential and creating conflict between local residents, employees and tourist traffic
- **Support economic development:** Parking supply has eaten away at the historic fabric of Hyannis and dominates the Harbor. Opportunities exist to consolidate supply and support infill development – this can only be achieved through a comprehensive parking strategy
- **Parking is not visitor and customer-friendly:** Multiple overlapping jurisdictions, different pricing and management systems make the current parking confusing and not visitor-friendly
- **Prime on-street spaces are occupied by employees:** Lack of pricing and regulations is incenting employees to park in prime on-street locations forcing customers and visitors to park in less convenient spaces
- **Identify other, related factors affecting the viability of Hyannis' parking system:** A key part of this study is to unveil challenges and obstacles to the existing parking system. Parking lots may lay empty for a multitude of reasons: perceived lack of safety, low lighting levels, poor signage
- **Assess the need for additional surface or structure parking:** This study investigates whether the conditions exist to justify building a parking facility today or in the near future.

## PLAN PURPOSE

This parking study builds on the 2013 ULI Technical Assistance Report and provides a comprehensive, data-driven assessment of existing supply and demand and immediate and mid-term implementation steps. Using new parking counts and input from key stakeholders at the Town, local marine transportation services, local residents and local merchants this report proposes a menu of smart parking strategies including better pricing, technology, design, and regulations. The study focuses on developing innovative, cost-effective, sustainable solutions that are responsive to the different needs of downtown user groups. Changes to the Town's parking management will only be successful with support from the Town, local business community, employees, residents, RTA, marine transportation, and other key stakeholders.

This document is a summary of three technical memoranda that detail the analysis supporting the Downtown Parking Management Plan.:

- Tech memo 1- Existing Conditions
- Tech memo 2- User Perspective
- Tech memo 3- Land Use Analysis

## PROJECT GOALS

To guide the Parking Management Plan, a number of project goals were developed with City staff and stakeholders and then tested at a series of stakeholder and public meetings. The goals reflect the needs of the different parking user groups including local residents, business owners, workers, and visitors to Downtown Hyannis. The goals are also based on an assessment of the key challenges (summarized on page 2 of this report) and the need for a set of attainable milestones and the parking system is improved. The overarching theme of the goals is to support downtown economic growth and redevelopment. Goals also support the Growth Incentive Zone Study, which proposes a variety of economic development initiatives in Downtown Hyannis such as creating livable neighborhoods, enhancing pedestrian access and public spaces, and promoting traffic reduction and alternative transportation modes, amongst many goals.

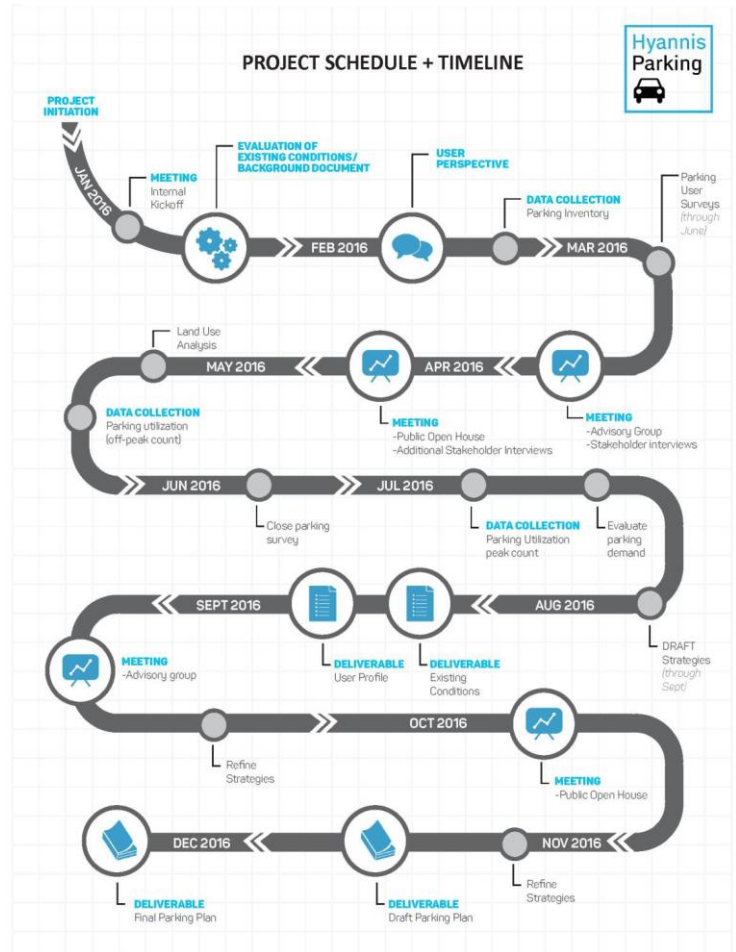
- Develop **comprehensive approach** for entire downtown parking system
- Provide **convenient, accessible parking** as part of a multimodal transportation system
- Maximize value of parking system to **serve residents, business owners, workers and visitors**
- Better **connect ferry riders/tourists to downtown** attractions
- Connect areas of available parking to hot spots of high demand
- **Protect residential neighborhoods** from spillover parking and tourism
- Identify opportunities to **consolidate, share and coordinate surface parking lots**
- Determine need and timing for future parking expansion
- Develop **wayfinding and signage** strategy



# PROJECT PROCESS

The Downtown Hyannis Parking Study is the result of a 12-month effort documenting the current parking supply and demand, regulations, estimating expected future parking demand, and recommending a series of strategies to achieve the study goals. In order to establish a baseline of the current state of on-street, off-street, public and private parking assets, the study began with a parking inventory and utilization field survey over 3 days. This data was then refined with input from Town Staff. In parallel, the project team conducted a substantial public outreach effort that included two well-publicized public workshops, a dedicated project website, an on-line survey and parking trade-off and mapping exercises. Multiple in-person interviews were also conducted with stakeholders (listed below). Working with the Growth Management Department, the team then developed potential future land development models to test the capacity for the parking system to cater to future parking demand. This exercise, plus the findings of the field surveys, stakeholder meetings and our experience of national best practices drove the development of parking strategies that will modernize Hyannis and better support economic development.

Figure 1 Hyannis Project Schedule and Timeline



## Public Process Snapshots

### Stakeholder Meetings:

- Parking Advisory Group
- Downtown Hyannis Business Stakeholders
- Hyannis Residents
- Marine Transportation Stakeholders
- Multimodal Transportation Committee
- Town of Barnstable Staff

Figure 2 Public Kick Off





## PARKING CHALLENGES- KEY FINDINGS

Parking challenges often emerge when districts are vibrant and successful. While some communities may genuinely experience parking shortages, the issue is generally not the quantity of parking itself but more a question of how it is managed. Hyannis epitomizes this scenario where there is plentiful supply, but it is not managed effectively – largely because there are many overlapping jurisdictions. Successful management better balances demand across available supply while providing for different user needs.

Issues and challenges were identified through stakeholder interviews, public outreach, the online survey and public meetings and robust data collection efforts. These challenges were grouped into seven overarching areas described below. The challenges encompass both perceived and actual parking challenges, different user needs, and the significant impacts that parking has on the overall vibrancy and development potential of Hyannis.

### **Difficulty Finding Parking in Core Areas**

There are real and perceived parking challenges within Downtown Hyannis. The reality is that at most times, in even the most desirable areas, there is parking available, but it may not be publicly accessible for all users. Parking demand is primarily concentrated within core areas of Downtown on Main Street and within the Harbor and depending on the season and time of day, parking demand fluctuates. Overall, demand is highest during the morning and lunch time periods. Demand is also highest during the peak tourist season. As part of the comprehensive parking utilization survey, the study found that the period of highest demand occurs at 12pm on a weekday during the peak summertime season. However, even at this time, there are still approximately 6,300 parking spaces available representing almost half of the supply within the study area.

### **Parking Supply Imbalances throughout the District**

A central challenge for Hyannis is the uneven utilization of parking in and out of peak tourist season, especially during the summer months. Parking demand varies significantly by location, with high demand in the Harbor and on Main Street and lower demand in off-street lots just a short walk away. Existing pricing and regulations also vary widely and do not match existing demand. This in part reflects the different jurisdictions governing parking – each with their own set of regulations and pricing. The net result is that both lots near areas of highest demand and remote lots are underutilized. This places a strain on the most desirable and high demand parking assets.

### **Demand for Parking Undervalues the Potential for Development**

Downtown Hyannis has transformed in response to the high demand for parking generated by ferry and tourists during the summertime peak. Private landowners have found it more profitable and desirable to invest in parking rather than development and have leased underutilized parcels to ferry operators or managed their own lots for informal public parking. With over 13,000 parking spaces, Downtown Hyannis has the equivalent of more than 1,000 acres or 758 football fields dedicated to storing cars. The conversion of land to parking has not only had an effect on downtown development, but has created unintended consequences, disrupting retail frontage and walkability throughout the district. For example, the abundance of parking in the harbor is a barrier to a comfortable walking environment, is an eyesore and devalues otherwise highly desirable waterfront property.

### **Divided and Inconsistent Parking Management**

The management of parking is not under the purview of one entity in Downtown Hyannis, but managed by a number of stakeholders. The Town of Barnstable, ferry operators, such as the Steamship and Hyline, the Cape Cod Regional Transit Authority (RTA), and other private landowners all have the common goal of providing accessible parking for users, however, each stakeholder approaches parking management from a different perspective. There is little to no coordination between any of these stakeholders, demonstrated through the inconsistent parking

regulations, pricing, wayfinding and district-wide marketing efforts. Unfortunately, this has created an environment that is confusing for tourists and customers attempting to travel to and park in Downtown Hyannis.

## **Employee Parking Program is Limited**

The Town of Barnstable currently provides an employee parking program, however it is offered exclusively to Town of Barnstable employees. Town employees are eligible for a free parking permit that allows parking in a number of dedicated municipal lots that are otherwise time-regulated for non-Town employees and the public. For downtown business owners and employees, there is no formalized parking options or programs to use alternative modes of transportation. Survey results showed that downtown employees in fact park closer to their destination compared to customers, making it difficult for customers to find parking during the peak time in the most desirable parking spaces. In this way, lack of designated employee parking affects the availability of customer parking in prime locations.

## **No Incentives to Support Greater Walk, Bike, and Transit Use**

Despite a relatively robust network of sidewalks connecting to surrounding residential areas, most employees and visitors drive to Downtown Hyannis. Overall, there is a lack of robust transportation alternatives such as transit or even bikeshare, a lack of bike lanes, and no programs to incentivize users to travel to Hyannis by any means other than a car. A key factor is that parking is also inexpensive, supporting driving as the primary mode of travelling downtown.

## **Pedestrian Connectivity, Safety, and Wayfinding Challenges**

Downtown Hyannis has plentiful parking supply and availability within a short walk of key destinations such as restaurants and retail on Main Street. The problem is that the walk from the parking lot often feels unsafe, is poorly lit and poorly signed, and many of the parking lots are privately-owned and not available for general public use. The need for better wayfinding, lighting, and integrated pedestrian and bicycle facilities were among the improvements most cited during stakeholder meetings, in survey responses and at public meetings throughout the study process.

## **Traffic and Circulation Impacts on the Parking System**

The South Street and Main Street one-way couplet make it a challenge for creating a walkable and comfortable environment. While one-way streets appear to help traffic flows, they also encourage higher vehicles speeds making pedestrian crossings feel unsafe. Despite neck downs and new pedestrian crossings, walking from one side of Main Street to the other can feel unsafe facing two lanes of oncoming traffic, and furthermore limits the usefulness of available parking along the south side of Main Street to destinations on the north side. Numerous merchants also agreed that the one-way system forces motorists to circle the block several times before being able to find parking – this serves as a strong disincentive to stop and shop or visit.



## STRATEGIES

Through the course of the study and previous planning efforts, the Town of Barnstable has continually expressed the need to develop a comprehensive understanding of parking to better support the changing mobility needs of those who live, work, and visit Hyannis. This Implementation Plan has helped the community uncover that parking challenges are rarely about the adequacy of parking supply, **and are instead more about access to existing supply.**

The recommendations herein are intended to guide Hyannis' parking management system. The specific recommendations drawn from this study rely on broader goals and expectations developed through this ongoing and extensive planning and outreach effort. All issues, challenges, opportunities and solutions were compiled by the consultant team based on field observations, stakeholder discussions, and public input.

Plan recommendations are interrelated such as pedestrian connections and improvements to the access and availability of existing parking supply.

Strategies were developed in tandem and should be considered co-dependent with one another. The recommendations present opportunities to increase and share the existing parking resources and assets in Hyannis.

Recommendations are categorized into the following general groupings:

- **Create a Coordinated and Village-Wide Parking System**
  - Create a Parking Management Group
  - Expand shared parking
  - Create a Downtown Hyannis Parking Benefit District (PBD)
- **Increase Parking Availability**
  - Implement demand-based pricing
  - Add parking supply
  - Maximize curbside capacity
- **Improve Legibility of Parking System**
  - Improve parking information and signage
  - Update technology
  - Adjust enforcement
  - Access improvements
- **Improve the Pedestrian and Bicycle Environment**
  - Re-Examine One-Way Circulation System
- **Accommodate Short and Long Term Parking**
  - Update employee parking permit program

## CREATE A COORDINATED AND VILLAGE-WIDE PARKING SYSTEM

Privately-owned parking is prevalent throughout the district, and is controlled by a handful of operators such as the Steamship Authority, Hyline, Cape Cod RTA, Cape Cod Hospital, and other small landowners. Each stakeholder has their own set of parking management policies and approaches that satisfies the interests of their constituents. This has resulted in a lack of consistency in parking regulations, pricing, and overall management throughout the district, especially with Hyannis' municipal parking. Although the Consumer Affairs Division is Barnstable's central department that oversees parking management within Hyannis Village, their jurisdiction is over public parking assets, and purely compliance oversight on private parking.

This set of strategies identifies opportunities to integrate parking functions in the short, medium, and long-term. These strategies also recommend that the Town become better equipped to respond to parking supply and demand changes through data collection and reporting.

### Create a Parking Management Group

The lack of coordination has created uneven patterns of demand and supply across the parking system. For example, there are spillover effects on core areas within the Downtown, where ferry users park long term in high demand municipal parking lots. Lack of consistent visitor parking, information and signage has also created a confusing and uninviting environment for visitors.

In order to create a more holistic parking system, the Town should work with local and regional stakeholders to form a **Hyannis Village Parking Management Group**, with representatives from key stakeholders including the Steamship Authority, Cape Cod RTA, Cape Cod Hospital and others. Initial tasks would focus on creating a district-wide approach to parking that represents the varying interests of all parties. Sample responsibilities that the group would manage include:

- Agree on and document a single set of parking goals for the Village of Hyannis
- Address peak and off-peak parking demands with adequate and up to date data
- Identify district-wide opportunities to leverage existing resources such as remote parking options at the airport, shuttles to remote parking in the district
- Pilot a shared parking district and implement a Shared Parking Benefit District

## Create a Municipal Sharing Program

Downtown Hyannis, with its mix of uses offers the opportunity to share parking spaces between various properties, thereby reducing the total number of spaces required compared to the same uses in stand-alone developments. This is a primary benefit in mixed-use centers, with different peak parking demands between different land uses. Shared parking utilizes spaces more efficiently, reducing the amount of land dedicated to parking, and reducing traffic congestion, as one parking space can be used for multiple uses.

The parking utilization analysis revealed that even during the peak summertime weekday time period (11am), in the highest areas of demand along Main Street, off-street public parking facilities are at or reaching capacity, **however there is a significant available supply of parking in privately owned and restricted lots.** This suggests that to utilize existing parking resources most efficiently, the public and private sectors should collaborate to unlock private spaces, either for public use or for employee permits.

## Expand the Shared Pool of Public Spaces

Leasing of private parking for public purpose is not uncommon in many communities, although the process can be challenging. To help overcome this, a well-structured shared parking program is essential. This means clearly outlining the benefits that the Town can offer to landowners in exchange for the ability to utilize their parking. The Town should categorize its shared parking opportunities into two tiers:

- **Public Parking:** The Town would pay a higher amount for privately leased spaces that are designated as hourly public parking. The lots would be signed and priced consistently with other public lots. The revenue would be split 50/50 between the landowner and the Town, and the Town would be responsible for lot landscaping, signage improvements, and meter installation/maintenance.
- **Permit Parking:** The Town would pay a lower amount for privately leased spaces that are designed as permit parking. The revenue would be split 75% landowner/25% Town, and the Town would assist with signage, basic lot maintenance, and striping reconfigurations if needed.

The agreements should address liability/insurance concerns for the landowner. In addition, the Town should guarantee retained developments rights, which assures that the shared parking areas can be returned to the landowner if development is planned.

This type of program can be particularly advantageous where the Town strategically leases parking lots that abut existing public lots, removes barriers between lots (such as fencing and gates), and restripes the lots as a single, combined facility. By reducing redundant circulation, minimizing entrances and exits, and streamlining regulations and management, the Town can effectively operate many more spaces, create greater revenues to offset lease payments, plus make available more parking supply for public use.

## Shared Parking Opportunities

There are numerous opportunities in Hyannis to redesign both public lots and potential future shared facilities. The parking behind the southern block of Main Street between High School Road and Pearl Street is currently separated into six different parking areas with a complex geometry and numerous curb cuts. Today, there are approximately 235 parking spots in each of these separate lots, and a combination and redesign of these lots can provide an additional number of parking spaces. The shared parking configuration consolidates all lots and improves the overall circulation and pedestrian experience in and around the lot. There are other opportunities to create this type of efficiency with public and privately owned facilities, as well as redesigns of existing municipal lots to increase supply, simplify vehicular circulation, and improve pedestrian safety. Shared parking would also help to create a better configuration of the North Street Lot. Working with private owners, the Town should seek to reconfigure the lot for better design and management.

Figure 6 Potential for Shared Parking Opportunity (Red Cross Lot)



## Opportunities for Infill Development

Parking and transportation issues often stand in the way of achieving broader development goals within communities. Providing dedicated parking for developments is often costly and there are spatial limitations in more historic and dense neighborhoods. However, if there is any one key ingredients to realizing mixed-use development, parking is also a unifying theme.

Within downtown Hyannis, there is an opportunity to achieve a higher density of development to support a, mixed-use downtown and vibrant district. Hyannis could capitalize on its existing downtown commercial profile by creating residential housing, which would complement the existing peak parking demand during the afternoon periods. Potential housing units could either reduce their parking within their development or be required to satisfy their parking provisions in an off-site remote lot. Specific zoning revisions could assist in supporting more mixed-use development such as:

- **A district-wide shared parking program** that pools together underutilized public and private parking assets allowing development without the constraints of providing parking for separate developments
- **In-lieu fees-** Developers would be able to satisfy their parking zoning requirements through existing built parking and could pay into a broader parking benefit district that could enhance transportation infrastructure and alternatives to driving



## Create Parking Benefit District

Improvements to the parking system, such as shared parking arrangements, and other streetscape infrastructure and safety improvements will require substantial funding from the Town in order to make these investments. A parking management fund, a revolving account that is funded by parking revenues, less program expenses, uses net revenues to invest in parking and transportation infrastructure and programs. Net revenue from the Town permit program, parking meter fees, and parking citations should be invested in a separate **Parking Benefit Fund** that would be used to invest back into the downtown district.

This program should be transparent to the public, so when a patron drops a quarter into the meter, that person knows that their payment first pays for the parking infrastructure, but then goes directly towards downtown improvements. When Hyannis merchants, customers, and residents can clearly see that the monies collected are invested physical downtown improvements – alleyways, plantings, facade improvements, safety and security officers, bicycle racks, and more, many are willing to support parking policies that generate tangible benefits for downtown. In many communities, creating a parking benefit district can assist in making parking pricing more palatable for businesses, visitors and customers, and residents because they can physically see that they are contributing to the business district.

To develop support for parking regulation changes, and to build support for charging fair market rates for permits, the Parking Management Group should have a strong voice in setting policies for the Town, deciding how Fund revenues should be spent, and overseeing investments to ensure that the monies collected from employees and customers are spent wisely. The Town should administer a newly create Parking Benefit District legislation as part of this implementation.



Each of the above clearly indicates to parkers at meters where their payments will be invested. Left: Kansas City – funds are dedicated to charity. Right: Old Pasadena, CA meter revenues are invested in local transportation improvements

Source: NelsonNygaard

## Best Practice: Boulder, CO

Boulder, Colorado is served by a Parking Benefit District called the Central Area General Improvement District (CAGID), which manages parking and subsidizes alternative transportation modes to reduce auto-dependence and support a more walkable downtown. This multi-modal focus was also prompted by the reality of limited street capacities to handle more traffic, as well as simple economics. As put by James Bailey, former CAGID planner who helped establish the program: “CAGID realized early that the economics of parking garages are dismal.” Rather than expand garage capacity, the CAGID Board decided to invest in alternatives. CAGID’s non-parking programs are managed through the City’s Downtown and University Hill Management Division. The “Eco-Pass” program provides free unlimited-ride transit passes to more than 8,300 employees of 1,200 different downtown businesses.

## INCREASE PARKING AVAILABILITY

### Implement Demand Based Pricing

A central challenge for Hyannis is the uneven distribution of parking in and out of peak tourist season, with the peak during major events and on weekends and weekdays, especially during the summer months. Parking demand also varies by location, with high demand in the Harbor and on Main Street and lower demand in off-street lots just a short walk away. Although the most prime on-street and off-street parking spaces are regulated by time limits to encourage turnover, they remain as the highest demand spaces that do not have availability. Off-street parking spaces, that are priced, received very little utilization throughout the course of the day. Existing pricing and regulations vary widely not matching demand. To address differences in parking demand by location, time of day, day of week, and season, the plan recommends that Hyannis shift to a dynamic, demand-based approach to parking management.

Pricing parking helps to put customers first in the “public parking” area by creating vacancies and turnover of the most convenient “front door” curb parking spaces to ensure availability for customers and visitors. Pricing is a strategy best used where use of available parking is above the “sweet spot” of 90%. The goal of this strategy is to efficiently manage demand for downtown parking while accommodating customer, employee, resident, and commuter parking needs. When implemented successfully, pricing attempts to create a 15% vacancy rate on each block – or roughly one space free for every seven parked cars – rather than relying on arbitrary time-limits. Paid parking ensures that residents, employees, shoppers, and visitors can find a parking space near their destination at all times of day and night, provided they are willing to pay for it. Therefore, meters support personal convenience and reduce traffic congestion. In addition, as opposed to time limits, pricing engenders a larger behavioral effect on motorists seeking short and long term parking. Pricing is a strategy best used where use of available parking is above the “sweet spot” of 90%.

The demand-based approach represents a shift in parking management for Hyannis, including charging for parking on-street and in public off-street lots/garages during peak periods. By setting specific targets and adjusting pricing/regulations, the primary goal of demand-based management is to make it easier to find a parking space and reduce the time searching for parking.

Tiered pricing options should reflect existing utilization patterns. Pricing for parking assets within the downtown core and surrounding the harbor should be set at a higher rate than options directly adjacent to these zones. Remote parking options at the Cape Cod RTA and airport are included as part of this pricing scheme. A coordinated marine transportation pricing approach will decongest the Harbor and realize the value of underutilized intercept parking. There is an opportunity for the immediate implementation of parking pricing along Main Street, however this would require technology equipment investments.

Recommendations for pricing and locations should also take into consideration the updates to the employee parking program and work to limit parking demand impacts in high demand areas. More specifically the Parking Management Group should work closely with the Sturgis School to limit the number of students allowed to drive and park in the downtown and or provide opportunities to shift parking demand in the areas of highest demand, such as remote parking.

As part of implementation, there should be **a comprehensive public engagement strategy to encourage buy-in and address any concerns** from residents, businesses, employees, and visitors and customers on the pricing structure.



In Downtown Hyannis, parking demand is highest during the peak summertime period. Pricing strategies should address the parking challenges during this time, and provide more flexibility during the off-peak season when parking utilization drops significantly. In order to implement, the following steps are needed.

- Adopt a **formal policy target for the availability of parking** on-street and off-street parking. A recommended target for on-street spaces is 85% occupied and for off-street spaces 90–95% occupied. At this level of occupancy, one to two spaces should be available at all times on each block face and a 5-10% reserve in each parking facility
- Establish **different rates and regulations** by location and time, reflecting patterns of demand
- **Communicate the program** through effective signage, wayfinding, and real-time information
- **Monitor and evaluate** parking availability on a regular basis
- Adjust rates and regulations **on a periodic basis** to meet adopted parking availability goals/targets

The following case studies were identified based on similar characteristics: economic and demographic profile, strong downtown core, seasonal/tourist peak demand, and diverse parking needs across multiple user groups.

Figure 8 Sample Seasonal Pricing Rates

**Sample Seasonal Pricing Rates  
(Peak Pricing Rates)**

**Newport Beach, California**

- Year round \$15 daily maximum (except Holidays listed below)
- May-September  
6am-9am & 6pm-10pm: \$2.50/hr  
and 9am-6pm: \$4:00/hr,
- October-April  
weekdays 6am-10pm: \$1.50/hr,  
weekends 6am-9am & 6pm-10pm:  
\$2.50/hr and 9am-6pm: \$4:00/hr
- Holiday Rates (Memorial Day,  
Independence Day & Labor Day)  
6am-10pm: 4.00/hr \$20 daily  
maximum.

Source: <http://www.newportbeachca.gov/i-am-a/visitor/parking/city-parking-lots-and-metered-parking>



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**Figure 9 Case Studies: Seasonal Parking Pricing**

Community	Seasonal Challenge	Pricing and Regulation	Impacts/considerations
Newport Beach, CA	Ferry terminal, museums, piers, retail	Higher prices in peak season and in areas of greatest demand Progressive fees (pay more/hour, the longer you stay) Higher fees on-street than off-street Payment required from 8 am to 8 pm daily	In 2014, the City also eliminated required off-street parking for most commercial uses; and Allowed shared use of parking facilities
Manitou Springs, CO	Pikes Peak, galleries, restaurants, retail	High-demand areas maintain higher seasonal pricing year round; other areas fluctuate Rates are progressive up to a daily cap	80% increase in sales tax revenue over last few years <sup>1</sup> Main challenge here is tourist spillover parking into residential areas
Nantucket, MA	High summer demand: population swells from 10,000 to 55,000	Free, time-limited on-street public parking and a residential permit system Most are 2 hour limits, 1-hour spaces and 30 minute in core Time limits are only actively enforced during peak season	In 2014 town began private-funded valet system to remote lots to help alleviate congestion in the core
Newport, RI	Historic mansions, restaurants, tourism	May 1 – October 31 hourly pricing in place: first half hour free with validation. Each additional half hour - \$1.50 Maximum per 24 hours - \$24.50	Off-season parking is free Newport residents can park free for 3 hours

<sup>1</sup> At least suggests that parking pricing appears not to have had a negative impact on economic vitality

## Add Parking Supply

Although there is the perception that there is a parking shortage in Downtown Hyannis, the reality is that it is limited to the eastern section of Main Street and the Harbor. Even in these areas, there are available, privately owned spaces. Hyannis should consider opportunities to leverage shared parking opportunities with private lots within these core areas, but should also identify potential locations to create additional parking. Formalizing on-street parking on secondary streets is a relatively inexpensive and low maintenance means of adding useful supply to the parking system. However, candidate streets should be closely evaluated to ensure that infrastructure conditions on these streets are adequate to support parking.

When analyzing other locations, the Town should consider these factors.

### Considerations

- **Location:** To be practical for downtown and harbor access, on-street parking should be within a short walking distance. Candidate streets should be about a five-minute walk, or ¼ mile from either of these zones
- **Street Width:** Street width is one of the most important design factors for identifying parking potential. Parking lanes should be no less than 8' and travel lanes 10'
- **Sidewalks:** The presence of a sidewalk and its connectivity to the larger pedestrian network provides a safe route for drivers to and from their car to their final destination. Each street should be evaluated for the presence of sidewalks and the general sidewalk conditions throughout the length of the street segment
- **Adjacent Land Uses:** The type, density and frontage of existing land uses on streets should be considered for parking
- **Traffic counts:** Understanding the existing level of vehicle volume and operations on a street is important in evaluating the context of candidate streets. Parking design may be affected by the level and operation of traffic. Parking may be seen as a benefit to slow vehicle speed and buffer adjacent areas, or particular moves or operations may limit the ability to accommodate two lanes of parking
- **Physical Elements:** Physical elements such as hydrants, bus stops, driveways/curb cuts, and sightlines were recorded to identify areas where parking would not be allowed along a street segment. The presence of these types of elements limits the potential parking on a street

Note that this parking study found that with existing development and activity levels in Hyannis, there is sufficient parking supply to satisfy demand. There is an abundance of underutilized parking during the peak period in the peak summertime season, however most of the parking is either not publicly accessible, or located further from high demand destinations.

Based on the quantity of available supply at the peak observed during the peak summertime period, almost 50%, this study recommends that there is no need to build any additional surface or structured parking in the near or mid-term. Rather the Town should manage existing resources through pricing, a Hyannis parking management district to share private and public parking resources and investing in infrastructure improvements that would enhance walking to and from parking and destinations. However, with the introduction of a parking management program, and/or more development/activity in Town, creative solutions, such as supply management and inexpensive supply additions, should be pursued prior to investing in construction of new parking.

## Maximize Curbside Capacity

Most streets in downtown Hyannis lack dedicated on-street parking and restaurant and retail employees usually occupy existing on-street parking. The net result is that curb space in Hyannis is in extremely high-demand. A majority of on-street spaces is 2-hour parking regulated to encourage high turnover and availability. However, the existing management of curbside spaces is not resolving this issue but is instead intensifying demand in the busiest areas. Curbside management along Main Street, especially in the eastern half of the district, should support higher people volume uses, which include designating curb space for valet operations and potentially taxi or ride-hailing zones. The concentration of numerous restaurants and limited amount of curbside parking on Main Street would make this an ideal location to **pilot valet operations**.

### Shared Valet Operations

By using just a few on-street spaces for drop-off and pickup combined with a designated off-street valet lot, public valet can greatly expand the capacity of curb parking in high demand areas. Generally operating during periods of high demand (evenings, weekends, special events, etc. as demand merits), this strategy represents a highly efficient use of prime curbside space. This approach would help not only expand the capacity of the most convenient parking locations, but also help to reduce search traffic, and assist in more efficient use of remote parking spaces.

There were past attempts at private valeting by individual business owners, however they were not successful, often due to lack of coordination. Moving forward, a district-wide shared valet should be managed by the Town or the Business Improvement District as a means to create a comprehensive and centralized program. Businesses should be encouraged to pool funds for the shared valet use.

Figure 10 Shared Valet Best Practices

### Best Practice: Naperville, Illinois

Administrator: City of Naperville

- City regulates zones:
  - City permit required
  - Requires shared valet zones
  - Limits one valet zone per block face
  - City issues signs and monitors for compliance
  - Requires valet vendors to provide proof of insurance

### Best Practice: Plymouth, Michigan

Administrator: Plymouth DDA

- Merchant driven pilot program in 2013 by one merchant (seasonal)
- Expanded for 2014 holiday season to include (8) eight businesses sharing cost
- DDA negotiated agreement with PNC Bank to use private bank; DDA provides insurance and marking/ promotions

Parking challenges in the Harbor primarily stem from inadequate tourist drop off locations, lack of tour bus parking and circulation issues, as well as lack of taxi and ride-hailing locations. Limited right-of-way on Ocean Street creates circulation challenges for large tour buses and results in traffic congestion during peak periods also blocking access for local resident traffic. As a result, foot traffic, tour buses, visitor vehicles and local resident traffic create an unsafe and disorganized mix on Ocean Street. . Managing the curbside by formalizing drop-off areas would ease traffic congestion along Ocean Street during the peak season and help improve pedestrian safety.

**Tour Bus Parking:** Within the harbor area, Old Colony Road has the potential width to accommodate a tourist bus layover. Currently there is adequate right-of-way to allow for one side of parking along the right side of the street just south of the baseball field. Formalizing this parking could provide up to 4-6 bus parking spaces. Tour bus drop-off should be reconfigured in the Bismore Park parking lot to ensure that there is adequate space for bus layovers and circulation and access challenges are addressed. Drop off locations should be in close proximity to ferry terminal destinations and supported by adequate pedestrian facilities such as signage and sidewalks.

Figure 11 Potential Tour Bus Parking Location on Old Colony Road





## IMPROVE LEGIBILITY OF PARKING SYSTEM

### Improve Parking Information and Signage

Wayfinding and information are key elements especially for visitors and customers to the Downtown Hyannis. Despite the proximity of public parking facilities in the downtown, one of the most commonly heard complaints about parking was the lack of informational parking signage. Parking wayfinding signage in Hyannis is scarce and often hard to find. Parking signage, both in public and private lots, is also often hard to distinguish and not clear to visitors, creating confusion on where they are allowed to park (and for how long).

Easy to read and understand parking and wayfinding signage is a critical component of deciphering a parking system. Signage that guides motorists to on and off-street parking deters drivers from excessive cruising and frustration. A wayfinding program should encourage a “park once” or “park and walk” environment, focusing not just on getting cars into the parking facilities, but getting people to visit multiple destinations on foot without moving their cars. In addition to parking facilities, signage should identify historic sites of interest, area businesses, the the Harbor front, municipal buildings, and other points of interest, plus direct patrons to pedestrian pathways around the Downtown. The Town should consider enlisting interactive applications that would assist visitors and customers with parking regulation and location information prior to arriving to Downtown Hyannis.

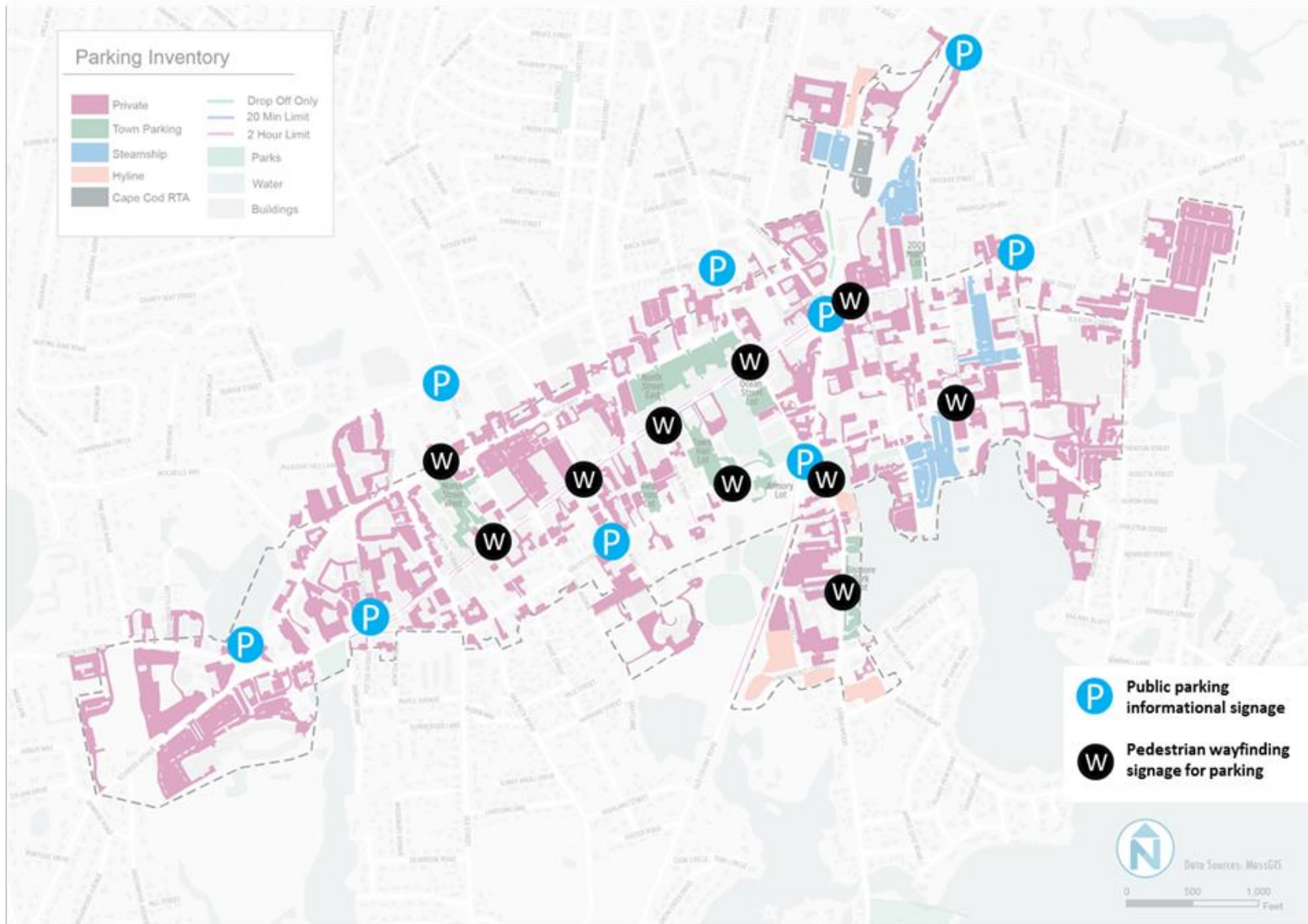
The Town may also consider installing dynamic/real-time parking signage at the North Street, Bismore Park and/or other large surface parking lots. Real-time signage can show the number of available spaces, display announcements of alternative locations of parking availability, and provide specific information such as directions to special events, temporary detours, or closure information. Benefits of this system include the direction of traffic flow away from full lots. Signs at major intersections displaying lot information can encourage drivers to move away from full lots, preventing traffic jams outside of full lots and cutting down on pollution from slow or idling cars. Also, the signs help maximize efficiency of parking facilities and time for users.

Figure 12 Improved Signage for Pedestrian Wayfinding Along Main Street



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Figure 13 Proposed Wayfinding Locations



Another critical component of providing information is to publish parking information before the user gets to town. The Town has done a great job of creating an online resource website that advertises existing downtown destinations, parking policies and services, as well as transportation options for all users. The “Park Happy” website attempts to provide an overview of existing parking locations, however navigating the website is difficult and multiple links and maps that are outdated. The website is not easily found through the Town of Barnstable website or other trip planning websites such as the Hyline, Cape Cod RTA, and Steamship Authority. As a recommendation, the website should be updated to provide a more up to date parking map that provides details about pricing, regulations, seasonal changes, and overall education about the parking system. The website should also link to trip planning tools and be used as the basis of an educational/marketing campaign to update regular users of the system of coming changes. This information should be linked to regularly visited websites and printed materials and the Town should work closely with the local ferry and transportation operators to advertise this information more holistically to create a more parking friendly district for all users. The information provided about the parking management program should be positive, and encourage people to embrace and learn the new system.

## Expand the Use of Technology

Parking management technology has come a long way since standard meters were introduced on Main Street three decades ago. Meter innovations have dramatically changed the operations and management of parking—both for the user and the operator—enhancing the customer and visitor parking experiences, making more efficient use of enforcement personnel, and simplifying the evaluation and monitoring of parking utilization.

With modern parking technology, parkers are able to utilize a number of mobile and web-based applications to plan their trips ahead of time and find parking with ease. Similarly, drivers no longer need to wonder if or where parking is available; new signing systems are able to provide dynamic and live information on parking availability. Mobile or credit payment options make the hassle of finding change a thing of the past.

Downtown Hyannis currently employs pay-by-space kiosks in some off-street municipal lots, including mobile pay-by-phone applications. Moving forward with implementation, the Town should consider consistent or complimentary technology in all on-street and off-street locations and sync together existing payment technology with license plate recognition.

Hyannis should consider adding to its existing technology with:

- **Pay-by-phone**, where a parker can pay to park (or add time) via their mobile device or cellphone and their space number or license plate
- **Smart meters** on-street; single-head meters that use credit cards, support mobile payment, and can be remotely monitored, while providing the convenience of a traditional meter on a pole
- **Pay-by-license plate kiosks**, which uses one kiosk for multiple parking spaces, allowing the user to pay with coin, credit or mobile device with their payment linked to their license plate so that moving a car or returning another day is effortless. Pay-by-plate technology can also replace the permit program hangtag system
- **License Plate Recognition (LPR)**-Adding license plate recognition will allow enforcement officers to use handheld device units to easily and quickly scan license plates and reconcile whether or not payment is valid. In conjunction with LPR, Pay by Plate technology can also replace the employee permit program hangtag system. Users would not need to display a hangtag, but instead their license

## Re-Calibrate Enforcement

Like most communities, Barnstable’s existing parking management system relies heavily on enforcement to ensure desired compliance of regulations. However, less enforcement and enhanced management of the parking management combined with improved enforcement can be very helpful in reaching the parking goals set by the regulatory framework. Parking enforcement operations, while always necessary, should be designed to work in tandem with the larger goals and pieces of the parking management plan. Enforcement should help to ensure and enforce goals, and not be punitive and deter customers and visitors away from the District. Ticketed customers complain to businesses or worse – never come back.

Instead of relying heavily on citation enforcement, the Town should first amend its parking regulations to rely less on time limits to manage behavior and more on pricing, as described in the Demand-Based Pricing section. To complement the customer-first approach, enforcement staff should be used not just to ticket cars but also be ambassadors for the Town and Visitors Center.

Enforcement is part of an integrated parking system. Hyannis should rebrand their enforcement staff as District Ambassadors for visitors in the Downtown, focused more on encouraging appropriate parking behavior through friendly assistance and providing directions, as opposed to diligent ticket writing. Enforcement should focus on ensuring availability for customers. The staff may also adapt its current parking violation tickets to provide more information, such as tips on how to use the technology, what the rules and regulations are, and where to find free parking. Similarly, coordination is essential between the staff and parking management. Staff should participate in regular meetings with the Town to serve as a feedback loop for better management of parking resources. This would include things like identifying areas of confusion to customers, locations where availability is poor, areas where regulations should change, etc.

Currently, the Town has employed this methodology specifically in and around the Bismore Park parking lot and welcome center along the harbor front. Gateway Greeters that are responsible with assisting visitors with parking and wayfinding information. This approach has not been taken district-wide and should be incorporated as a means to reinforce the parking system and district goals.

Recommendations for improving enforcement operations include:

- Enforcement staff should be District Ambassadors, representing the Town and Visitors Center. Ambassadors should be trained and equipped with tourism information, including historic sites, ferry information, local restaurants and shops, and other information
- Staff should be trained and equipped with parking information, including maps, to be able to direct price-sensitive customers to free, long-term parking areas, and others to appropriate parking areas
- Ambassadors should vary enforcement hours throughout the day and week so regular visitors and employees do not know when to expect enforcement (e.g. vary hours within meter spans)
- The Town should consider a first-ticket free policy, which means that for each calendar year, a parker's first violation fee is waived
- The Town should provide information, regarding parking rules, regulations and locations, to violators on printed parking citations
- Ambassadors should work with the Parking Management Group, Town staff, and downtown businesses to ensure adherence to and satisfaction with regulations, and make recommendations for modifications to the management program
- As license plate technology upgrades are installed, integrate enforcement & ticketing with upgraded technology to maximize efficiency



## ACCESS IMPROVEMENTS

Downtown Hyannis is endowed with a dense and walkable street network that connects mixed-use retail, offices, and restaurants to nearby residential streets and neighborhoods. The downtown has an inviting historic, small-town New England appeal, which attracts employees, residents, tourists, and customers at all times of the day. However, there are several barriers throughout the downtown that deter pedestrian activity limiting access to existing parking supply. This is often due to a combination of actual and/ or perceived barriers such as the presence or absence of sidewalks, visibility of parking from key destinations, perceived safety and low lighting levels. Left unaddressed these will continue to be barriers to efficient use of existing parking supply. As part of the overall recommendations of this study, some of these improvements can be funded in part by the additional revenue generated in the Parking Fund.

### Improve the Pedestrian and Bicycle Environment

Investments that enhance the existing pedestrian environment provide long-term benefits for all users within a parking system. Customers, residents, and employees choosing to walk to the District rely heavily on existing pedestrian infrastructure to provide safe and secure access to their destination. After parking their vehicles, motorists become pedestrians, and wayfinding and safe access become crucial components of their Hyannis experience. Providing better pedestrian safety and access improvements encourages walking as a means to get to and from the Downtown to other destinations along the harbor front and throughout the district. Moreover, enhanced infrastructure creates more parking opportunities everywhere, allowing users the opportunity to park and walk a little further- if the walk is well lit, safe, and pleasant.

The Town should work to enhance pedestrian connections to, through, and from parking locations. Comments from the public process identified safety and access issues, including the lack of lighting in municipal parking lots, difficult crossings along South Street and at the intersection of Old Colony Road, South Street, and Ocean Street intersection, and poor visible connections to specific lots from Main Street. Alleyways could be improved through adding pedestrian-scale lighting, creating wayfinding signage to these alleyways from both Main Street and parking lot locations, as well as branding the alleyway to make it more visible as shown in Figure 12.

Some alleyways along Main Street that could be improved include:

- Connections to North Street West Lot: the entrance from Main Street is not currently well-signed or lit
- Connections to the Town Hall Lot: existing signage is small and not well publicized
- Connections to North Street Lot: the alleyway near Rockland trust and alleyway near Mrs. Mitchell on Main street is not well-signed

Creating multimodal improvements will unlock additional supply within a short walk from the core areas of demand. Better signage, lighting, and sidewalk improvements along Pearl Street would help improve the perception of parking in the Ocean Street Lot, which is primarily underutilized during the time that other nearby parking resources are full. Improvements to intersections such as the Old Colony Road, South Street and Ocean Street will provide more direct and safe connections for ferry users and tourists to Downtown Hyannis.

**Figure 14 Example Pedestrian Area that Needs Improvement (Ocean Street Lot)**



Hyannis is positioned to be a great bicycling community, as it has an abundance of recreational and commercial destinations in town and in surrounding communities. However, within the boundaries of Downtown Hyannis there is a lack of dedicated on-street bicycle facilities and few locations for bicycle parking. Anecdotal and survey evidence proves that the lack of supportive facilities are the main obstacle for cycling.

Expanding bicycling can reduce the need for some vehicle parking and greatly contribute to the health and vitality of Hyannis' business and residential neighborhoods. As a recommendation, the Town should examine opportunities to connect to both local and regional off-street trails and identify potential on-street treatments within the heart of downtown. In addition, Barnstable should invest in enhancing the presence, location, type, and supply of bicycle racks to promote biking as a means of travel to and from the Hyannis. Short-term bicycle racks should be strategically placed in front-door locations, nearest to shops and businesses.

## **Re-Examine One-Way Circulation System**

Comments throughout the public process have alluded the one-way system as a hurdle for the parking and transportation system. The existing one-way couplet, Main Street and South Street creates a barrier for pedestrians and motorists, which makes parking and destinations much more difficult to access although they are relatively close in proximity. Recommendations for this study reinforce the ULI Study for 2-way Main Street. Further examination for the 2-way conversion of Main Street should take into consideration the redesign of the Airport Rotary and Yarmouth Road.

Converting the roadway circulation to a two-way system would have a number of important transportation benefits which have been demonstrated in dozens of successful two-way conversions around the country as well as nearby in Lowell and Lawrence. Most recently, Market Street and Merrimack Street in historical Downtown Lowell, as shown in Figure 15, were converted from one-way flow to two-way flow in 2013.

Figure 15 Market Street Before and After



Market Street before conversion felt like a wide highway, not a downtown street.

Market Street after becoming two-way has a downtown environment.

Specifically, the benefits of converting to a two-way system include:

- While preserving the same amount of through vehicle capacity, the system would provide alternate circulating routes for travelers
- Dispersing traffic on multiple routes avoids the single concentrated pinch points that exist today
- Motorists would have a more direct route to their destinations, eliminating longer looping routes
- Simple two-lane roads which will operate at slower speeds, making streets much safer for pedestrians and enabling businesses to serve harbor visitors on foot
- Residents commuting through the area won't have a single unavoidable pinch point of congestion but instead multiple options to avoid seasonal traffic congestion
- A safer and more complete two-way system can actually accommodate more person movement than the current network by promoting more walking and biking

Implementation steps for a 2-way conversion study include

- Gather new, up-to-date traffic counts
- Build existing synchro network
- Design conceptual future synchro network
- Assess existing conditions, levels of service
- Project future traffic demand and model levels of service with two-way in place
- Outreach
- 25% conceptual design
- Issue RFP for design bid documents

## ACCOMMODATE SHORT AND LONG TERM PARKING

### Update Employee Parking Permit Program

Employee permit programs currently exist in downtown Hyannis, however the program is fragmented and not comprehensive. The Town provides an employee parking permit exclusively for Town employees and separately they provide over 500 employee permits, however it is exclusively limited to employees of businesses abutting the North Street lot. As of December 2016, 174 employee permits have been allowed to park in these lots:

- Town Hall Lot
- 200 Main Street Lot
- Armory Lot
- Red Cross Lot
- Ocean Street Lot

Over the last year, the program has grown in response to the lack of availability in prime off-street lot locations. The popularity of this program is no surprise given that permits are free for Town employees. Dedicating long-term permit parking in prime and high demand parking locations has created localized parking challenges. The utilization survey indicates that the utilization in the Town Hall lot is high, and that there is little available capacity to accommodate more cars. In addition, there are competing demands between the ability to accommodate customers and permit holders in the most desirable off-street parking locations, in particular the Town Hall Lot during the lunch hour.

With the growing constraints of today's public off-street public supply, a revised and comprehensive permit parking program should be instituted to address the needs of various user groups in the Downtown. The existing program should broaden the existing employee parking program to be inclusive of all downtown Hyannis employees. The goal of this revised permit program is to anticipate and support the shift of long-term parkers to more remote locations. This will adequately address and enhance opportunities to create availability along the chain of most valuable on-street and off-street and remote locations for those who are more price sensitive and willing to walk further from their destination.

In tandem with the demand based pricing strategy, the cost for the most prime and high demand locations for employee parking should be reflected in permit pricing. Lots such as the Town Hall Lot, Red Cross Lot, and Armory lot should be priced at a higher permit rate compared to those outside of the core and high demand parking zone. The Town should also consider limiting the number of permits per lot, which could easily be tracked by license plates and enforced through LPR technology. More remote parking in lots such as the 200 Main Street Lot and western North Street Lot should be priced at a lower rate or free for employees. Employee parking permits should not be allowed during both the peak and off-peak seasons at the Bismore Park parking lot. Town Hall employees should be encouraged to park in the Ocean Street, Red Cross, Armory, and 200 Main Street lots to free up spaces within the Town Hall lot for public use.

The existing employee permit program should be restructured to include the following

- Lease existing underutilized private parking lots for employee permit use (as part of the shared parking program)
- Price permit rates to respond to existing pricing and parking demand
- Permits would be valid only at designated off-street lots (the Town may consider capping the number of employee permits based on lot location and parking demand)



## ACTION PLAN

Parking strategies proposed for Hyannis cannot be implemented overnight, nor can they all be implemented concurrently. Some strategies, however, can be implemented quickly; others may take years. Some strategies work well when implemented together; others must wait until a series of steps are taken first.

The Action Plan is a roadmap that supports the strategies outlined in the previous section. It is ordered by recommended timeframe for implementation and categorized based on the five primary strategies already identified. The Action Plan can be a living document and used by Town staff, business partners, and residents to help inform decisions.

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Category	Strategy	Actions	
<b>Short Term 1-2 Years</b>			
<b>Create a Coordinated and Village-Wide Parking System</b>	<b>Establish Parking Management Group (PMG)</b>	<ul style="list-style-type: none"> <li>▪ Identify stakeholders from Marine Transportation, RTA, local business owners to form the Hyannis Parking Management Group</li> <li>▪ Agree on and document a single set of parking goals for the Village of Hyannis</li> <li>▪ Establish roles and responsibilities to implement, monitor, and evaluate program</li> <li>▪ Establish short-term goals and standing meeting for implementation steps</li> </ul>	
	<b>Create a Municipal Sharing Program</b>	<ul style="list-style-type: none"> <li>▪ Identify an entity to manage such as Park Barnstable/Other</li> <li>▪ Develop in-house library of shared parking principles, draft agreements, and FAQ</li> <li>▪ Identify district-wide opportunities to leverage existing resources such as underutilized private and remote parking options at the airport, shuttles to remote parking in the district</li> <li>▪ Map boundaries of Shared Parking Districts</li> <li>▪ Develop information packets and marketing materials to discuss with landowners on benefits of shared parking program</li> <li>▪ Work with landowners to discuss shared parking potential</li> <li>▪ Update zoning as needed to support shared parking opportunities and a municipal parking district</li> </ul>	
	<b>Create a Parking Benefit District</b>	<ul style="list-style-type: none"> <li>▪ Create guidelines for the Parking Benefits District Program (PMG will oversee)</li> <li>▪ Work with the legal department to craft legal Benefit District language</li> <li>▪ Establish guidelines and fund for use of surplus parking revenues</li> </ul>	
	<b>Increase Parking Availability</b>	<b>Implement Demand Based Pricing</b>	<ul style="list-style-type: none"> <li>▪ Adopt a formal policy target for the availability of parking on-street and off-street parking. A recommended target for on-street spaces is 85% occupied and for off-street spaces 90–95% occupied. At this level of occupancy, one to two spaces should be available at all times on each block face and a 5-10% reserve in each parking facility.</li> <li>▪ Create parking availability goal for each zone or in the case of Main Street, block fronts and high demand lots</li> <li>▪ Explore shared parking agreements with landowners located nearest to highest demand areas</li> <li>▪ Identify pricing structure including premium parking and cheaper remote parking</li> <li>▪ Evaluate: zonal pricing boundaries, proposed rates, any time limits, and overall seasonal span</li> </ul>
		<b>Add Parking Supply</b>	<ul style="list-style-type: none"> <li>▪ Create and finalize evaluation criteria for incorporating streets working with residents and Town Departments</li> <li>▪ Identify a number of streets to pilot on-street parking</li> </ul>
		<b>Manage High-Demand Curbside Locations</b>	<ul style="list-style-type: none"> <li>▪ Research valet programs and identify an entity to manage</li> <li>▪ Work with Downtown businesses to identify common valet, loading locations and develop curbside regulations</li> <li>▪ Consider allocating curbside in prime areas to other uses such as bike corrals to help support greater bike mode share</li> </ul>

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Category	Strategy	Actions
<b>Short Term 1-2 Years</b>		
<b>Improve Legibility of Parking System</b>	<b>Improve Signage / Navigation to Available Parking</b>	<ul style="list-style-type: none"> <li>▪ Inventory existing parking signage</li> <li>-GPS locate locations, type, content, image</li> </ul>
		<ul style="list-style-type: none"> <li>▪ PMG should work closely with Downtown and Harbor stakeholders to finalize a signage and wayfinding plan (based on study recommendation)</li> </ul>
		<ul style="list-style-type: none"> <li>▪ Collaborate with Marine Transportation entities, BID and others to provide uniform signage across district – Parking Benefit District funds may be used to support signage program</li> </ul>
		<ul style="list-style-type: none"> <li>▪ Create print and web-ready parking map with parking information summary</li> <li>- Print and distribute to local businesses</li> <li>- Post on Town webpage</li> <li>- Encourage businesses to post online</li> </ul>
	<b>Update technology</b>	<ul style="list-style-type: none"> <li>▪ Identify on-street parking locations and lots that will have technology and discuss best options for integrating with existing lot technology</li> </ul>
		<ul style="list-style-type: none"> <li>▪ Invite several parking technology vendors to pilot/test new parking payment technology on Main Street and lots. Use for demonstration, education, and user feedback.</li> </ul>
		<ul style="list-style-type: none"> <li>▪ Contact parking vendors. Schedule a pilot/testing period and advertise.</li> </ul>
		<ul style="list-style-type: none"> <li>▪ Develop capital plan to install and use smart meters, pay by plate kiosks, pay by cell, and LPR enforcement handhelds. Include capital costs in next FY budget.</li> </ul>
	<b>Re-calibrate Enforcement</b>	<ul style="list-style-type: none"> <li>▪ Parking enforcement should focus on information and education via parking ambassadors while working to ensure adherence to parking regulations. Vary hours to match meter span. Work to develop policies on enforcement, including varied enforcement spans</li> </ul>
		<ul style="list-style-type: none"> <li>▪ Create information and provide training on parking policy, show how meters work, provision of maps and directions, first ticket forgiveness, information on business and events. Develop appropriate materials for distribution.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Ambassadors should work with the Parking Management Group, Town staff, and downtown businesses to ensure adherence to and satisfaction with regulations, and make recommendations for modifications to the management program.</li> </ul>		
<b>Access Improvements</b>	<b>Improve the Pedestrian and Bicycle Environment</b>	<ul style="list-style-type: none"> <li>▪ Identify locations to improve crosswalk striping and visibility</li> </ul>
		<ul style="list-style-type: none"> <li>▪ Assess potential pedestrian signal upgrades</li> </ul>
		<ul style="list-style-type: none"> <li>▪ Identify locations for lighting improvements</li> </ul>
		<ul style="list-style-type: none"> <li>▪ Install short term signage</li> <li>- Add pedestrian signage on alleyways/walkways to North Street, Ocean Street and North Street west-side lots</li> <li>- Post signage at major vehicular gateways such as Barnstable Road and North Street, Main and Center Streets</li> </ul>
	<b>Re-Examine One-Way Circulation System</b>	<ul style="list-style-type: none"> <li>▪ Evaluate conversion of one-way streets to two-way - needs traffic model, up-to-date counts and network analysis</li> </ul>
		<ul style="list-style-type: none"> <li>▪ Work with area stakeholders and businesses to discuss benefits for the Village's transportation system and implementation steps</li> </ul>

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<b>Accommodate Short and Long Term Parking</b>	<b>Update Employee Parking Permit Program</b>	▪ Conduct Town employee parking needs assessment and alternative parking options
		▪ Create a tiered employee parking program that works alongside the demand based pricing scheme and shared parking locations
		▪ Notify existing Town Hall employee permit holders of upcoming changes.

<b>Category</b>	<b>Strategy</b>	<b>Actions</b>
<b>Phase 2 (3-5 years)</b>		
<b>Create a Coordinated and Village-Wide Parking System</b>	<b>Establish Parking Management Group (PMG)</b>	▪ Coordinate with the Town's parking operation and management functions (Parking Consumer Affairs)
	<b>Create a Municipal Sharing Program</b>	▪ Continue to draft and finalize shared parking code language
		▪ Pilot shared parking agreements with private landowners
	<b>Create a Parking Benefit District</b>	▪ Create a la carte shared parking elements, including consistent signing, consistent pricing, standard permit/lease rates, maintenance/improvement standards, etc. and identify participation tiers
▪ Identify and pilot lot(s) through a formalized shared parking agreement		
<b>Increase Parking Availability</b>	<b>Implement Demand Based Pricing</b>	▪ Continue to draft and finalize shared parking code language
		▪ Designate and pilot zonal parking pricing: high priced Harbor and Main Street parking, lower prices at RTA garage and at locations away from high demand areas
		▪ Add pay stations to Town Hall and North Street Lots to allow pricing
		▪ Add meters on Main Street, in higher demand areas
		▪ Document needed regulatory ordinance changes and implement and publicize proposed changes. These boundaries should be modified based on community feedback and practical application.
<b>Increase Parking Availability</b>	<b>Manage High-Demand Curbside Locations</b>	▪ Evaluate and monitor utilization and pricing (every 6-weeks or couple of months)
		▪ Designate valet/restaurant parking on Main Street
		▪ Change signs/regulations for live parking and/or taxi spaces
		▪ Designate loading areas on Main Street
		▪ Allocate curbside in prime areas to other uses such as bike corrals to help support greater bike mode share



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Category	Strategy	Actions
<b>Phase 2 (3-5 years)</b>		
<b>Improve Legibility of Parking System</b>	<b>Improve Signage / Navigation to Available Parking</b>	▪ Update parking regulatory signage
		▪ Design content (including Lot Names) and layout for signage – create standardized model of signs
		▪ Determine costs and order signage materials, including supportive poles, etc.
	<b>Update technology</b>	▪ Determine procurement and pilot: - Smart meters and/or kiosks - Pay by cell vendor - License plate recognition (LPR) enforcement - Online permit registration and payment
		▪ Roll out pay by cell -Create promotional cards and programs to explain how pay by cell works -Pilot in municipal parking lots
		▪ Work with enforcement staff and Town staff to monitor effectiveness of technology
		▪ Integrate technology with online platforms (Barnstable website, Marine transportation websites, RTA, etc.)
<b>Re-calibrate Enforcement</b>	▪ Ongoing evaluation of rebranding enforcement staff	
	▪ Garner feedback from officers as well as the public to improve customer-oriented functions	
<b>Access Improvements</b>	<b>Improve the Pedestrian and Bicycle Environment</b>	▪ Draft plans for select intersection redesigns or infrastructure improvements
		▪ Include intersection construction in CIP in 2018
		▪ Improve lighting, crosswalk striping and visibility in identified locations
	<b>Design/Implement One-Way Circulation System</b>	▪ Develop designs for intersection, signal, roadway improvements
		▪ Identify potential phased approach/ pilot implementation
▪ Identify funding sources		
<b>Accommodate Short and Long Term Parking</b>	<b>Update Employee Parking Permit Program</b>	▪ Implement the new employee permit program
		▪ Acquire a web-based payment system for monthly permit purchases; eliminate annual hang tag system. Enforce using license plates and sync with new enforcement technology.
		▪ Publicize and market on Town and BID websites and with Downtown employers