



TOWN OF ARLINGTON, MASSACHUSETTS

ARLINGTON CENTER PARKING STUDY PROJECT SUMMARY



DRAFT

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NYGAARD



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ARLINGTON CENTER STUDY AREA



Introduction

The Town of Arlington understands that parking issues can only be addressed through a comprehensive program. This study captures the utilization patterns of various groups and also has sought input on the unique motivations, characteristics, and sensitivity to policy changes that will be critical to developing workable solutions.

Details of the study findings are documented in a series of Public Presentations and Technical Appendices. The results of the study are a series of interrelated recommendations that when implemented in tandem, address the issues and concerns identified through the data analysis and public process.

The recommendations are organized using the following headers:

- » Establish clear priorities for regulations
- » Flip pricing to create availability
- » Create additional long-term parking opportunities
- » Aid system with technology, signage and information
- » Supporting elements, such as a parking benefit district and shared parking

PRINCIPLES

Regular customers seek convenient access and are less price-sensitive. Provided they can easily find available parking, most employees of the businesses in Arlington Center seek to minimize parking cost and maximize convenience, but must be motivated to preserve availability of prime customer spaces. Residents, of course, prefer to park near their homes and have the least tolerance for inconvenience, unless there is a clear benefit or reward.

All of these competing desires are considered using guiding principles throughout the study process:

- » Provide convenient parking for customers/clients
- » Accommodate employees and long-term parkers
- » Improve signage, regulations, and information
- » Invest in technology and new revenue control equipment

BACKGROUND

Interest in taking a comprehensive look at parking in Arlington Center first began with efforts of the Arlington Center Parking Working Group of the Town's Transportation Advisory Committee (TAC). In 2013-2014, this group sought to identify issues through the collection of data on existing parking supply, utilization, and turnover. After an initial set of findings were developed, the Working Group recommended that a larger study be conducted in 2014 to carry initial ideas forward with a goal of developing a study that would create a more user-friendly parking program for all Center users.

ARLINGTON CENTER OPEN FORUM JANUARY 9, 2014 - SUMMARY OF PUBLIC COMMENTS



Public Participation Process

The consultant team facilitated a multi-step public outreach process to understand more about the preferences, behaviors, and concerns of those who visit Arlington Center.

- » **Surveys:** To collect data of parking needs and preferences, the Town posted a twenty-six-question electronic survey on its website, local paper, email lists, and at area businesses, generating more than 1,000 responses.
- » **Open Forum:** Early in the study process, residents, business owners, and employees were invited to participate in a hands-on “Parking Open Forum” designed to gather as much qualitative input as possible through interactive components. (See map on opposite page.)
- » **Public Meetings:** A final presentation of initial ideas and strategies was presented to the public in March 2014.
- » **Merchants Meeting:** The team also met with merchants in Arlington Center to review strategies.



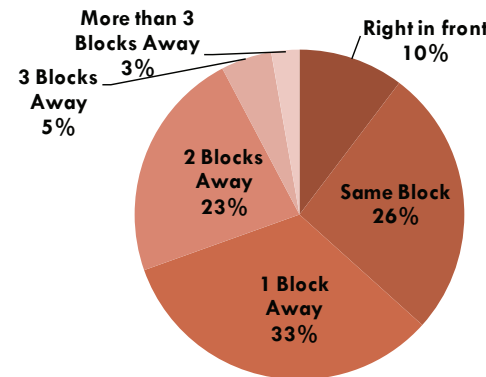
Public forums solicited public input on issues and feedback on strategy ideas.

KEY FINDINGS

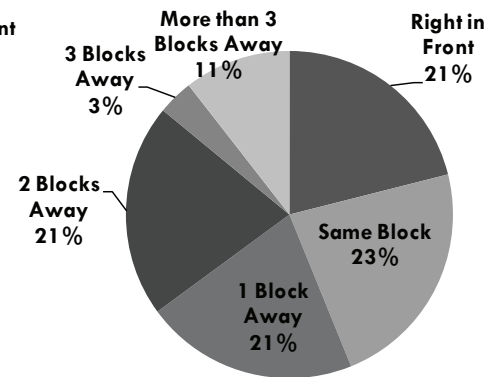
- » Most visitors park within a block of their destination, but most circle to find that parking space
- » Most customers report that they stay for less than an hour
- » Employee parking needs are not met, especially for part-timers, and 52% report that they park on Mass Ave and Medford Street when working in the Center
- » The kiosk and permit areas of Russell Commons Lot are confusing
- » Off-street lots are hard to find and the walking conditions are unsafe and ill-lit, especially at night
- » Bus layover and taxi stand areas could be relocated to improve the quality of the plaza at Massachusetts Avenue and Medford Street
- » Participants want better parking accommodations at events like the farmer’s market and Regent Theatre

HOW FAR FROM YOUR LOCATION DO YOU PARK?

CUSTOMERS

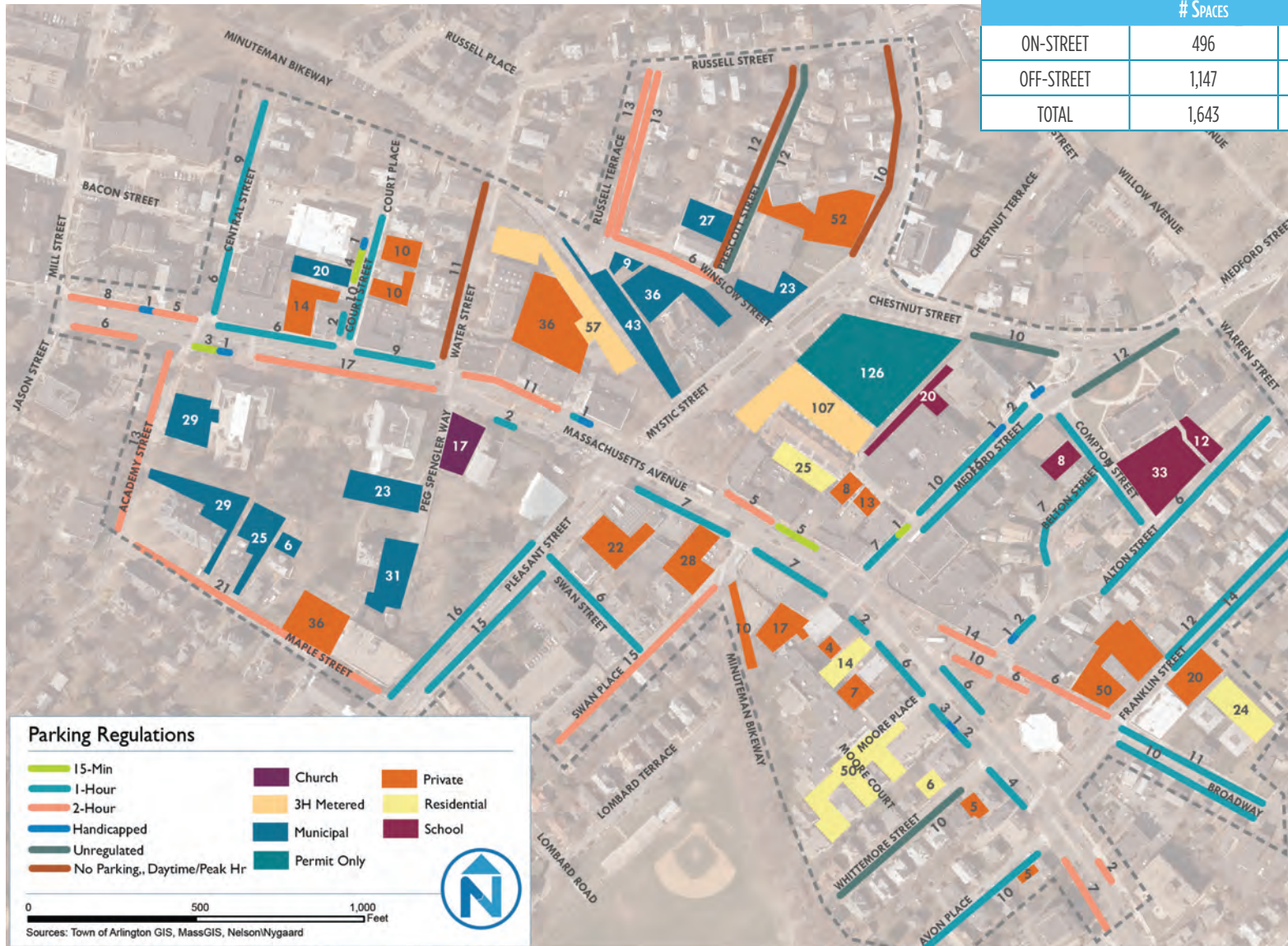


EMPLOYEES



ARLINGTON CENTER PARKING REGULATIONS AND SUPPLY

ARLINGTON CENTER PARKING SUPPLY



	# SPACES	%
ON-STREET	496	30%
OFF-STREET	1,147	70%
TOTAL	1,643	---

Existing Conditions

PARKING INVENTORY

The Arlington Center parking study encompasses the area surrounding the core business district and civic center along Massachusetts Avenue between Mill Street and Pond Lane as far North as Russell Street and as far South as Maple Street. Parking inventory includes all on- and off-street public and private parking areas within this area. Overall, the study captured more than 1,500 total parking spaces in Arlington Center.

KEY FINDINGS

- » The on-street parking areas are a mix of one-hour and two-hour regulations
- » Parking regulation signage is unclear and, in many cases, is inconsistent
- » To park for longer than three hours, one needs a permit
- » On-street parking is free while off-street parking is \$0.50/hour
- » Monthly permits cost \$50/month (or about \$2.50/day)
- » 30% of off-street supply is private

OFF-STREET PARKING

OFF-STREET	1,147 SPACES	%
PRIVATE	337	30%
MUNICIPAL	301	27%
3-HOUR METERED	164	14%
PERMIT	126	11%
RESIDENTIAL	119	10%
SCHOOL	73	6%
CHURCH	17	2%

ON-STREET PARKING

ON-STREET	496 SPACES	%
1-HOUR	234	47%
2-HOUR	178	36%
UNREGULATED	44	8%
NO PARKING, RESTRICTED	33	6%
15-MINUTE	13	2%
HANDICAPPED	8	1%

PARKING UTILIZATION AND TURNOVER COUNTS

Parking utilization counts provide a time series of typical parking demand for a typical day in an area. A comprehensive picture of parking utilization helps to clearly identify patterns of high or low usage, the impact of regulations, and assess how much of the parking supply is utilized throughout the day. Parking turnover counts reveal the length of stay of individual cars by parking space.

The project team analyzed weekday and weekend parking utilization counts that were collected by Precision Data Industries, LLC. Counts were conducted in mid-November 2012 on a Thursday and a Saturday. Data collectors captured weekday parking demand for 12 hours (8am to 8pm) with counts every hour. Weekend parking demand was captured for 10 hours from 10am to 8pm. Both counting days reflected typical parking demand conditions, with the exception of Thursday evening counts, which reflect demand during an event at Arlington Catholic High School. Note: utilization counts represent a subset of the full inventory (~700 spaces) within the study area.

KEY FINDINGS

- » On-street parking is much busier than off-street parking
- » Daytime peak utilization occurs around the lunch hour
- » Isolated parking challenges occur around Town Hall, Kickstand Cafe, the Regent Theatre, and the private schools
- » In the evening, during an event, once parking is unregulated, activity peaks and spots are 85% full
- » Metered lots are half-full, except during events
- » On average, parkers stay for 1 hour and 36 minutes on Massachusetts Avenue and on average, 14.5% of cars stay longer than two hours

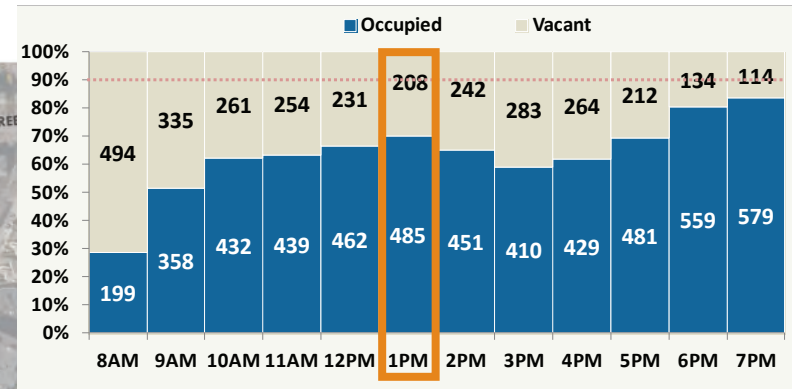
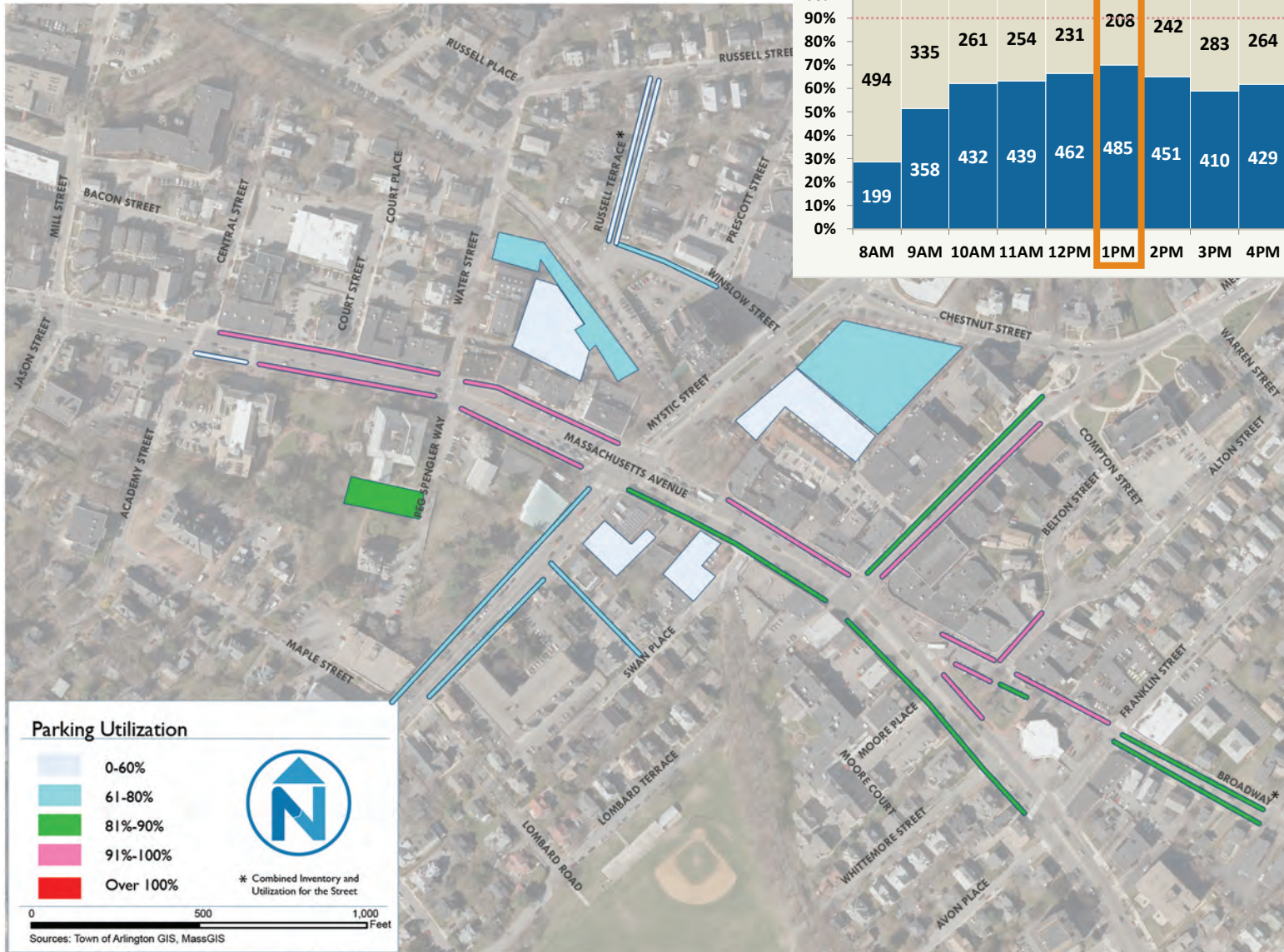
UTILIZATION MAPS

The maps on the following pages show the **peak parking utilization profiles** for the weekday and weekend.

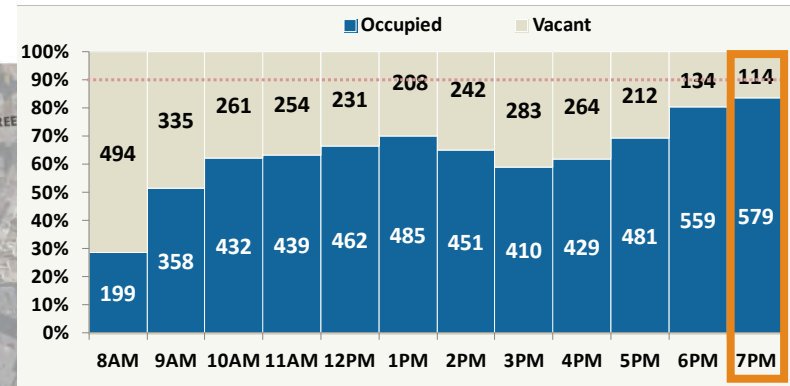
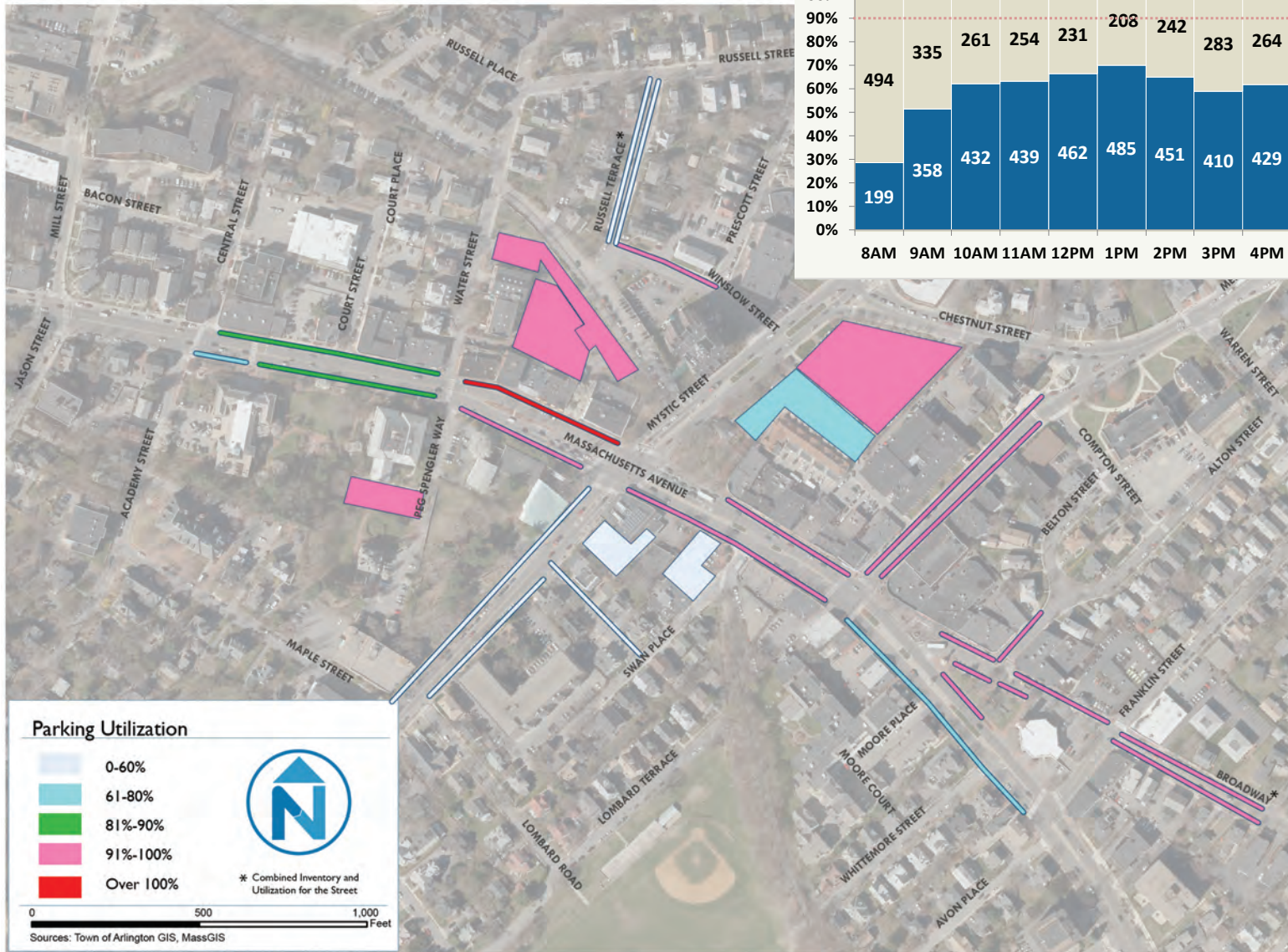
With each map is a utilization chart that shows overall demand throughout the day. The red lines indicate “functional capacity” of parking, i.e. a vacancy of 15-percent on-street, or about 1 out of 8 on-street spaces is available and 90% for off-street lots, a recognized national standard of when a parking area is effectively full.

On the utilization maps, light blues represent 0-80% full parking, green represents when parking is between 80 and 90% full, pink marks when parking is over its functionally full capacity of 90%, and red marks that an area is beyond full.

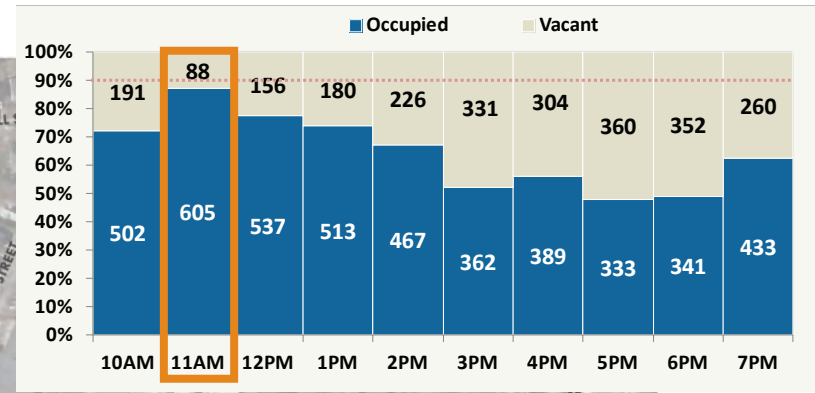
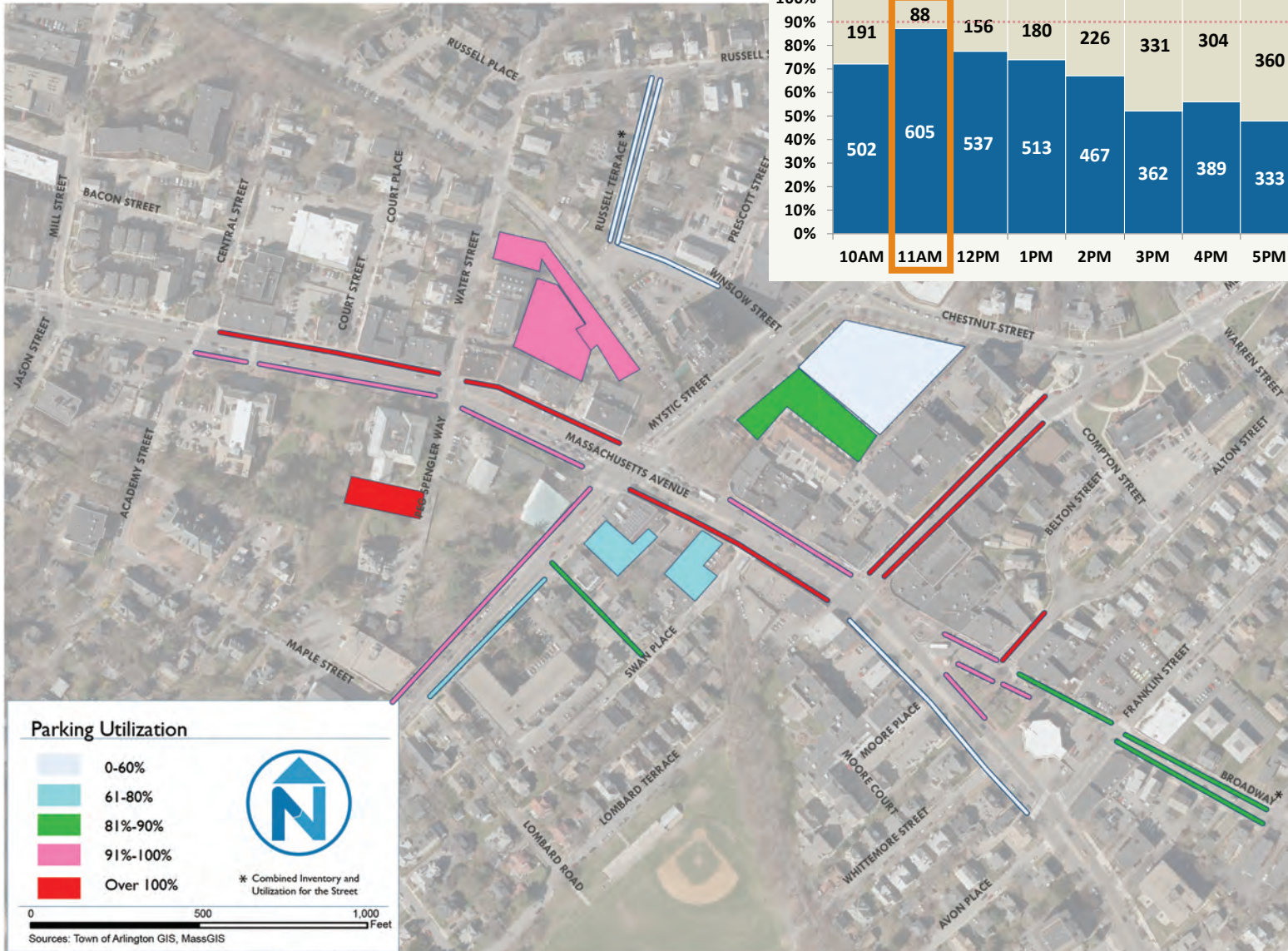
WEEKDAY DAYTIME PEAK PARKING UTILIZATION: 1PM-2PM



WEEKDAY EVENING PEAK PARKING UTILIZATION: 7PM-8PM



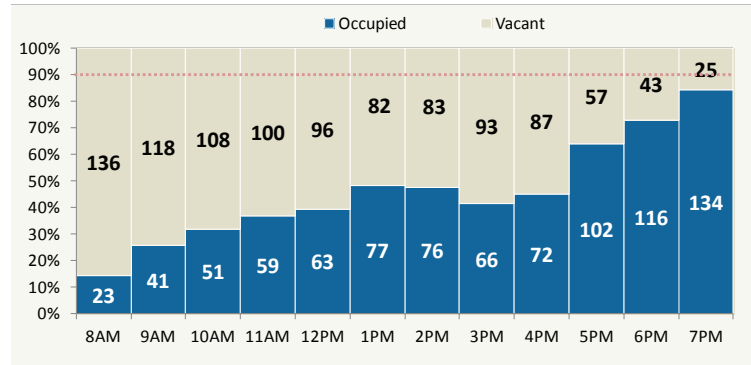
WEEKEND PEAK PARKING UTILIZATION: 11AM - 12PM



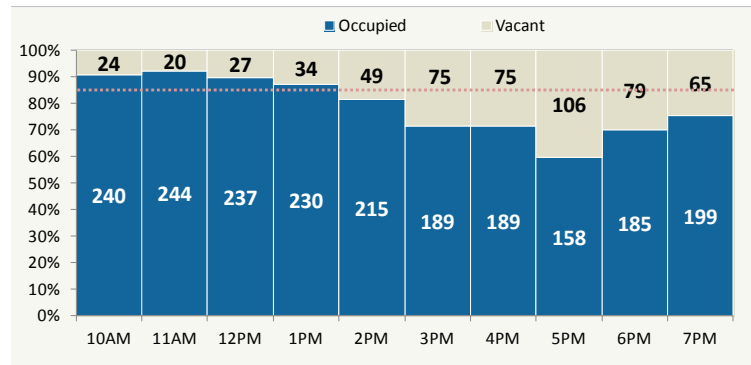
UTILIZATION CHARTS

The utilization charts show a detailed picture, by hour, of how full parking gets on-street and off-street. The blue bars indicate how many cars are parked each hour; the beige area indicates the number of available parking spaces.

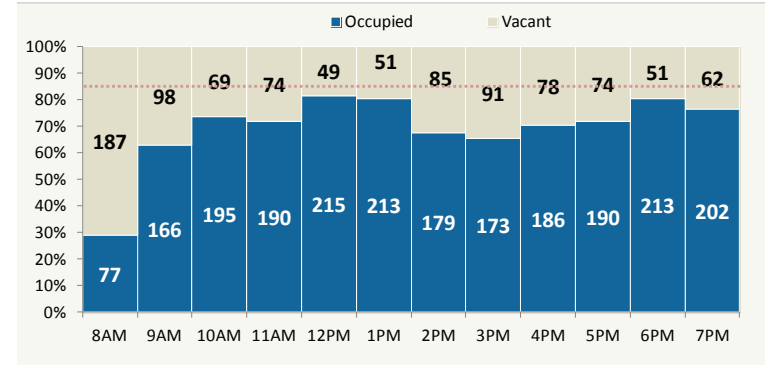
WEEKDAY METERED LOTS UTILIZATION



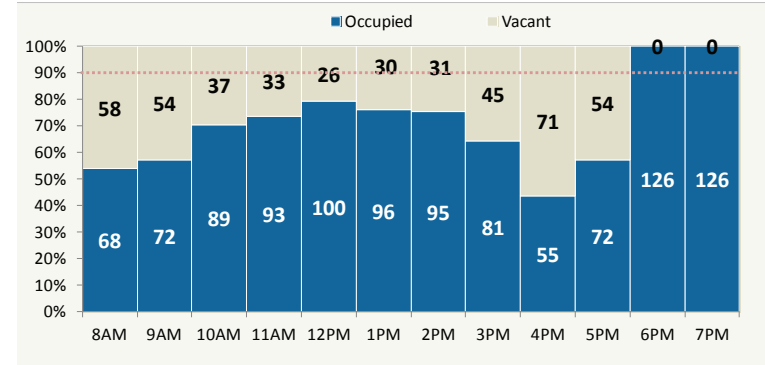
WEEKEND ON-STREET UTILIZATION



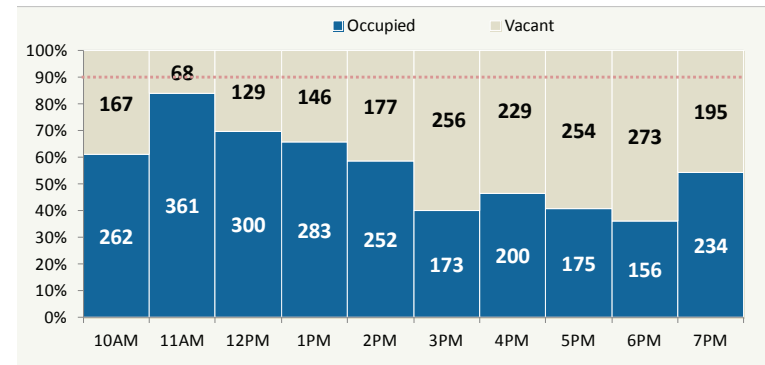
WEEKDAY ON-STREET UTILIZATION



WEEKDAY PERMIT LOTS UTILIZATION



WEEKEND OFF-STREET UTILIZATION



MULTIMODAL EVALUATION

The Minuteman Bikeway and numerous MBTA bus connections make Arlington Center a cross-roads for multi-modal travel. The Town is currently conducting a safety study, funded by MassDOT's Clean Air and Mobility Program, to improve the conflict area where the Minuteman crosses through Massachusetts Avenue at Mystic and Pleasant.

Generally, there is potential to reduce the demand for parking in the Center via the non-driving transportation options. If these connections are enhanced and promoted, more people might choose to walk, bike, and take transit to and from the Center. Walking connections are particularly important in terms of parking, as every motorist is a pedestrian when they exit their car.

Particular issues include:

- » The Russell Commons lot is hard to find for pedestrians - there are only two access points, and they are not well-lit when walking back to their cars after work or a theatre show.
- » Many are concerned about the quality of the plaza at Massachusetts Avenue and Broadway due to the idling taxis and buses on layover between route runs.

NON-MOTORIZED CONNECTIONS IN THE CENTER



The Minuteman Bikeway provides a non-motorized connection for both nearby residents and regional commuters. Racks located throughout the center create convenient parking for those that travel by bike.

MBTA BUS SERVICE IN ARLINGTON CENTER



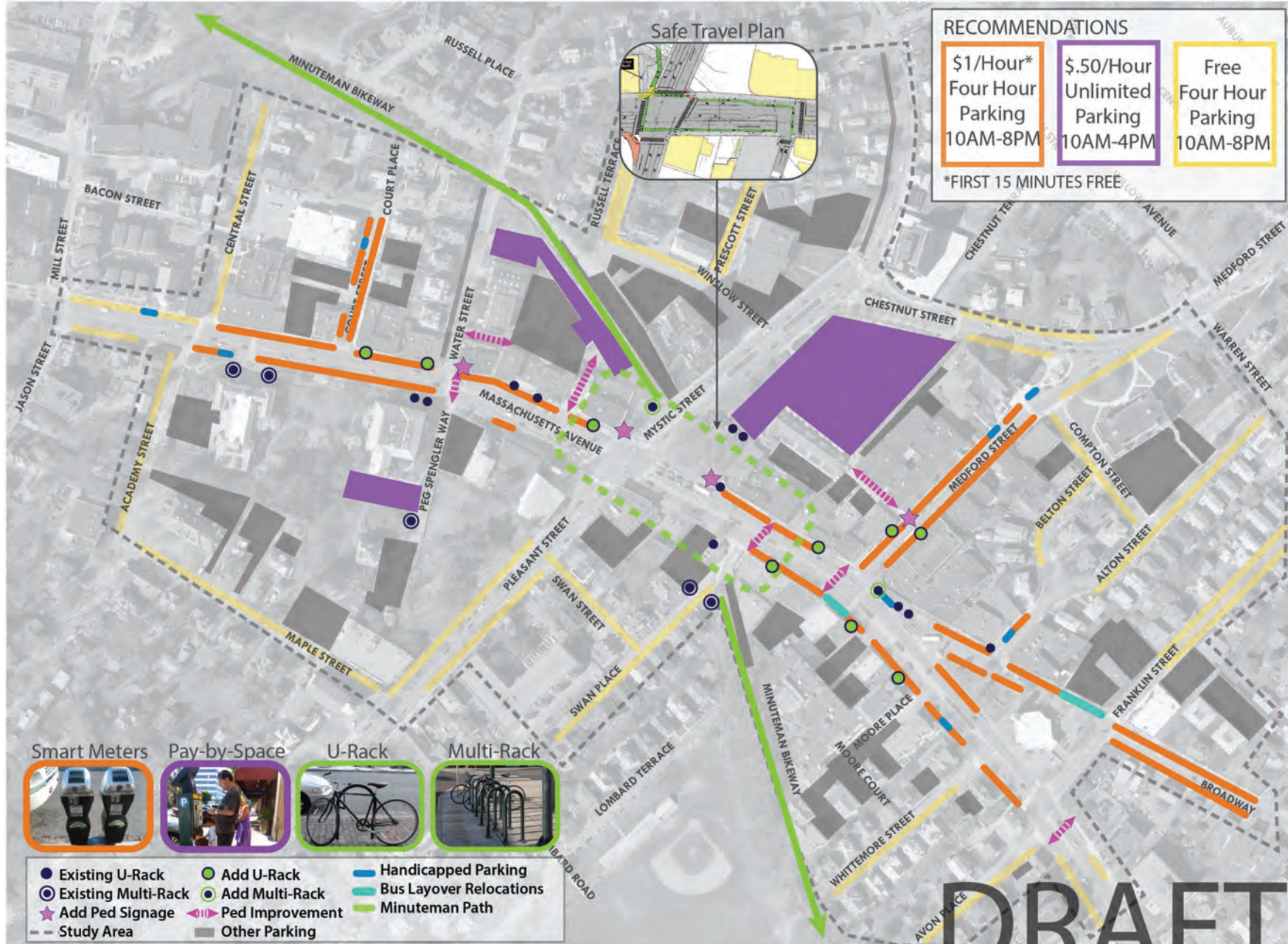
Six MBTA bus routes connect Arlington Center to the "T" and other regional destinations, like the Burlington Mall. During the public participation process, it was suggested that the location of the 80 and 87 route layovers diminish the quality of the pedestrian plaza at Mass Ave and Broadway. Idling engines create an unpleasant atmosphere, and the 87 bus blocks sightlines for walkers trying to cross Broadway.

SAFETY AND ACCESS ISSUES AT LOTS



When a person gets out of their car, they are a pedestrian. Uninviting pedestrian access to and from parking lots discourages people to park in the lots.

SUMMARY OF RECOMMENDATIONS



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Recommendations

A comprehensive parking management plan includes a series of interactive strategies that work together to achieve a set of goals. Implementing one strategy without another will likely not have the same impact when implemented together.

Recommendations for improving parking management in Arlington Center are to:

- » **Establish Clear Priorities for Regulations:** Existing regulations are confusing; on-street signage is a mix of one and two hour spaces, with some of the signs indicating a span of hours and others without. In the Russell Commons Lot, it is difficult to discern which area is for permits, and which is for metered parking, or if some areas are a combination of both. Instituting regulations that are easy to understand and that work towards Town goals - namely the economic vitality of Arlington Center - is essential.
 - » **Flip Pricing to Create Availability:** The current pricing scheme in the Center has a price on spaces that are farther away from the Center, while it leaves its most desirable spaces - those on Mass Ave - free. By pricing the most desirable spaces with a rate that is reflective of its value, parkers will adapt their behaviors to either pay to park in the front-door spaces or pull around the corner and pay less.
 - » **Create Additional Long-Term Parking Opportunities:** To legally park in a public lot in Arlington Center for more than three hours, a monthly permit is needed. For part-time employees, visitors, and customers, this is inconvenient and a barrier for spending time in the Center.
 - » **Aid System with Technology, Signage, and Information:** A parking system is only a success if it is easy to understand. Simple, convenient, and accessible payment technology, clear signage, and regulatory information available in print and on the web aids in making the parking experience positive.
- » **Supporting Elements:** There are many opportunities to support a smart parking management system, including:
 - Parking Availability Goal
 - Parking Benefit District
 - Shared Parking
 - Multimodal Improvements
 - Event Management Plan
 - Lot Redesigns
 - Transportation Demand Management Programs
 - Parking Governance Structure



ESTABLISH CLEAR PRIORITIES FOR REGULATIONS

Parking regulations should be created and implemented to achieve Center goals. Time limits, prices, efficient curbside uses, and other smart regulations all work in tandem to create the type of place that Arlington Center wants to be. Parking regulations are inextricably tied to:

- » Economic vitality
- » Local business health
- » Successful events and special activities
- » Pedestrian environment
- » Traffic patterns
- » Transit infrastructure
- » Development potential
- » Pedestrian and bicycle infrastructure
- » Safety
- » Signage and wayfinding

Regulations should also support the Town's Master Plan efforts. In addition, the system should be designed to be fiscally responsible, not just today but over time.

With a primary goal of increasing parking availability, implementing "customer-first" policies will help transform a parking system that is currently set up as "do not park here" to an environment that lets parkers know where they can park.

Customer-first policies that should be implemented include:

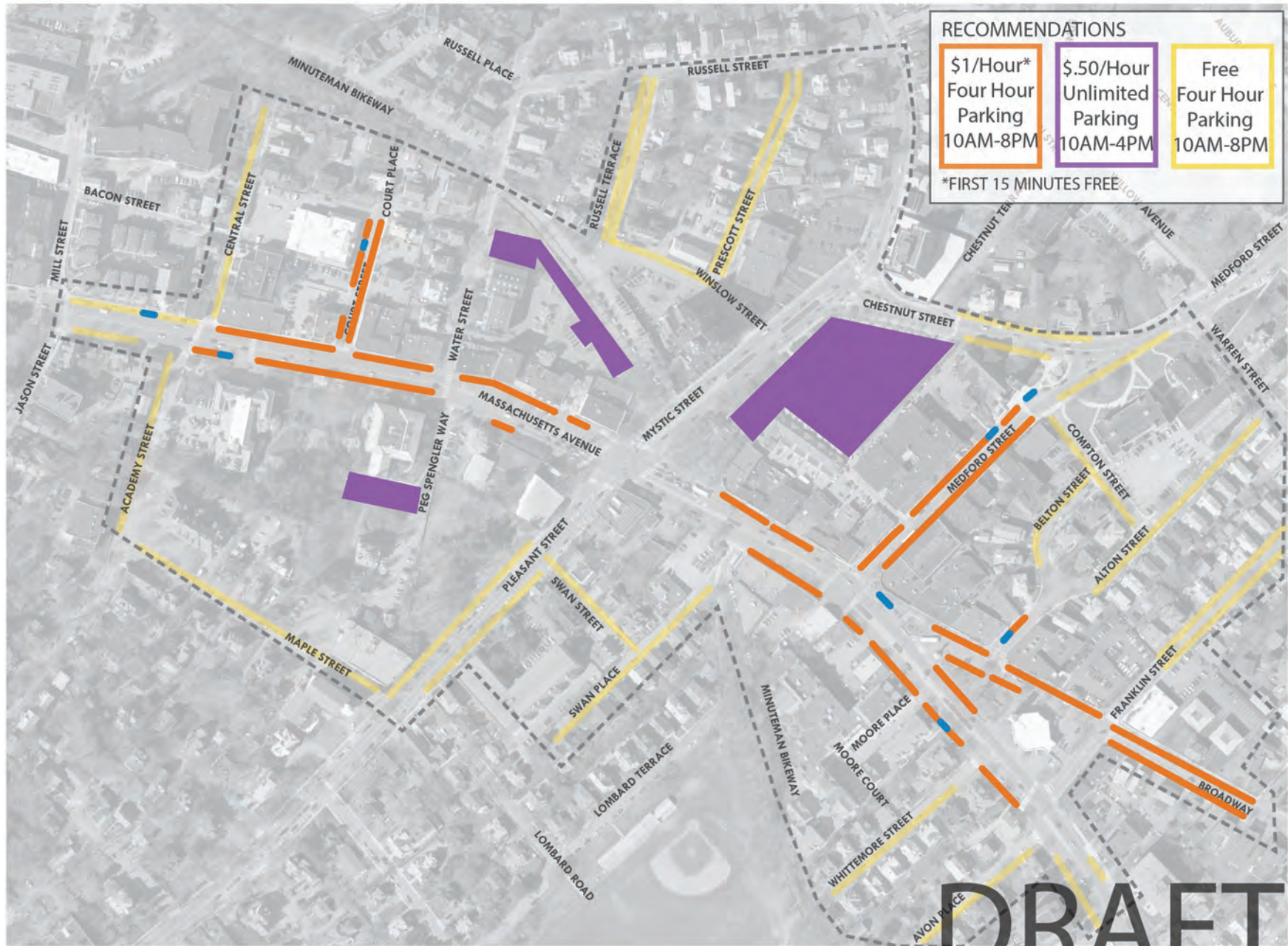
- » First 15 Minutes Free: Have a grace period of 15 minutes for on-street parking, so there is no need to pay for a very short stay.

- » Enforcement Policy: Have a first ticket (per calendar year) free per car.
- » Adjust Meter Spans: Pricing when the Center is busy - only until 4pm in the lots and until 8pm on-street - and starting meters at 10am instead of 8am - prices during periods of demand, not during traditional office hours.
- » Eliminate/Extend Time Limits: Let pricing manage availability, not arbitrary time limits.

Another customer-first policy is adequately managing handicapped parking as an integral piece of the overall parking system. Off-street zoning code dictates the amount of handicapped parking needed off-street; there are no rules and regulations for on-street. Although the data shows that the number of handicapped parking spaces is sufficient for the current demand, the location and access to these spaces could be improved. The team recommends establishing a handicapped parking policy that defines a process for requesting and evaluating new handicapped spaces. These policies/guidelines can also be used to evaluate/change some existing spaces. The policy should include:

- » A goal of creating overall parking availability in key areas
- » Have geographic boundaries
- » Include a process of how to request additional handicapped spaces or change locations of existing handicapped spaces (e.g. what department, what needs to be included in a request, how to submit a request, the approximate turnaround time of request, who must review/approve request, etc.)
- » Include design parameters such as being adjacent to ADA compliant pedestrian ramps; adjacent/near appropriate land use; be as close as possible to ADA accessible building entrances/exits; relationship/distance to other handicapped parking spaces; utilization of nearby handicapped spaces; and other relevant site specific factors

PARKING PRICING RECOMMENDATIONS



FLIP PRICING TO CREATE AVAILABILITY

Parking should be managed by measuring parking availability. Today, it is near impossible to find a parking space on Mass Ave, while it is often easy to find availability in the Russell Common and Railroad lots. High utilization of the prime parking assets on-street suggest that their pricing should be higher than the pricing off-street. These prices and balance between the on- and off-street rates are critical to opening up available spaces.

The team recommends a strategy of pricing on-street parking in the Center in the busiest, most desirable areas only. The pricing should be moderate, so as to alter employee behavior, but not to drive customers away. Price should be set to maintain availability and allow parkers to self select on where they are going to park, based on their own price sensitivity and willingness to walk further.

Pricing zones can and should be refined through discussion, including extending the boundaries of the higher priced core, as long as the system is kept relatively simple and easy for the user to understand. Changes should include:

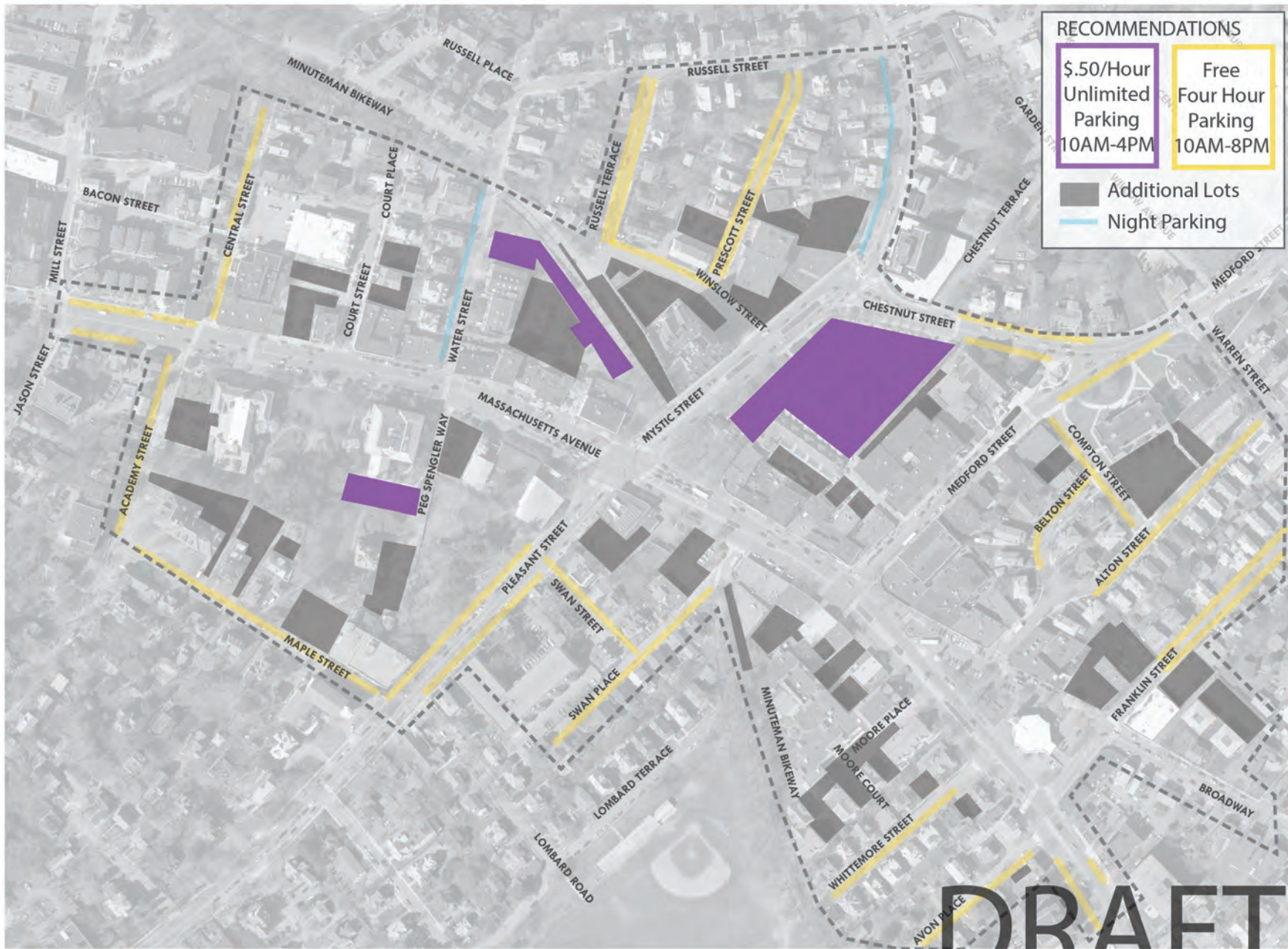
- » Rates: Introduce priced parking in key on-street areas; maintain a lower price off-street
- » Time Limits: Extend time limits to four hours on-street to allow for longer-stays (“pay to stay”); eliminate time limits off-street
- » Span: Shift the current spans to reflect parking demand, from today’s flat 8am - 6pm to 10am - 8pm on-street and 10am - 4pm off-street. Pricing should continue to be in effect Monday - Saturday.

See map on opposite page for more details.

PARKING SUPPLY PRICING RECOMMENDATIONS

TYPE	EXISTING			PROPOSED		
	TIME LIMIT	# SPACES	PRICE/HR	TIME LIMIT	# SPACES	PRICE/HR
ON-STREET	1-HOUR	234	\$0	4-HOUR	204	\$1
	2-HOUR	178	\$0			
	UNREG.	44	\$0	4-HOUR	273	\$0
	NIGHT	33	\$0	NIGHT	21	\$0
	15-MIN	13	\$0	--	--	--
	HANDIC.	8	\$0	HANDIC.	9	\$0
OFF-STREET, PUBLIC	3-HOUR	164	\$.50	UNLTD.	313	\$.50
	PERMIT	126	\$50/MONTH	PERMIT	TBD	\$50/MONTH

ADDITIONAL LONG-TERM PARKING OPPORTUNITIES



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CREATE ADDITIONAL LONG-TERM PARKING OPPORTUNITIES

To legally park in a public lot in Arlington Center for more than three hours, a monthly permit is needed. For part-time employees, visitors, and customers, this is inconvenient and a barrier for spending time in the Center. First, the three hour off-street time limit should be eliminated; patrons should be able to stay as long as needed.

Second, the Center employee permit program should be continued, with a smaller section of the Russell Commons lots dedicated to the program. With no time limit in the lots, it is expected that many permit holders will instead choose to pay per day, not purchase a monthly permit. The number of permit holders is expected to decrease, making more room for transient parkers. In addition, the Town should consider opening up additional areas for permit holders, possibly including some private lots through shared parking agreements. This would continue to free up room in the public lots for customer parking.

LONG-TERM PARKING SUPPLY PRICING RECOMMENDATIONS

TYPE	EXISTING			PROPOSED		
	TIME LIMIT	# SPACES	PRICE	TIME LIMIT	# SPACES	PRICE
ON-STREET	UNREG.	44	\$0	4-HOUR	273	\$0
	NIGHT	33	\$0	NIGHT	21	\$0
OFF-STREET	3-HOUR	164	\$.50/HR	UNLTD.	313	\$.50/HR
	PRIVATE & OTHER	669	NA	NA	646	NA
	PERMIT	126	\$50/MONTH	PERMIT	TBD	\$50/MONTH



Single-head smart parking meters that accept both credit cards and coins enhance convenience for those that do not carry exact change.



New pay by space kiosks, supplemented with adequate signage and paint, will work well in Arlington's off-street parking lots.



The Arlington Center Chamber of Commerce has pulled together a helpful parking brochure for the Center that promotes local businesses. This could exist as an interactive web map as well to inform customers before they travel.

AID SYSTEM WITH TECHNOLOGY, SIGNAGE, AND INFORMATION

TECHNOLOGY

Arlington Center's existing parking technology makes it difficult for people to pay to park. It contributes to frustrations and parking tickets, and upgraded kiosks are needed. The team recommends that before any pricing changes, the new meter technology replaces the existing in the lots. The Town should consider:

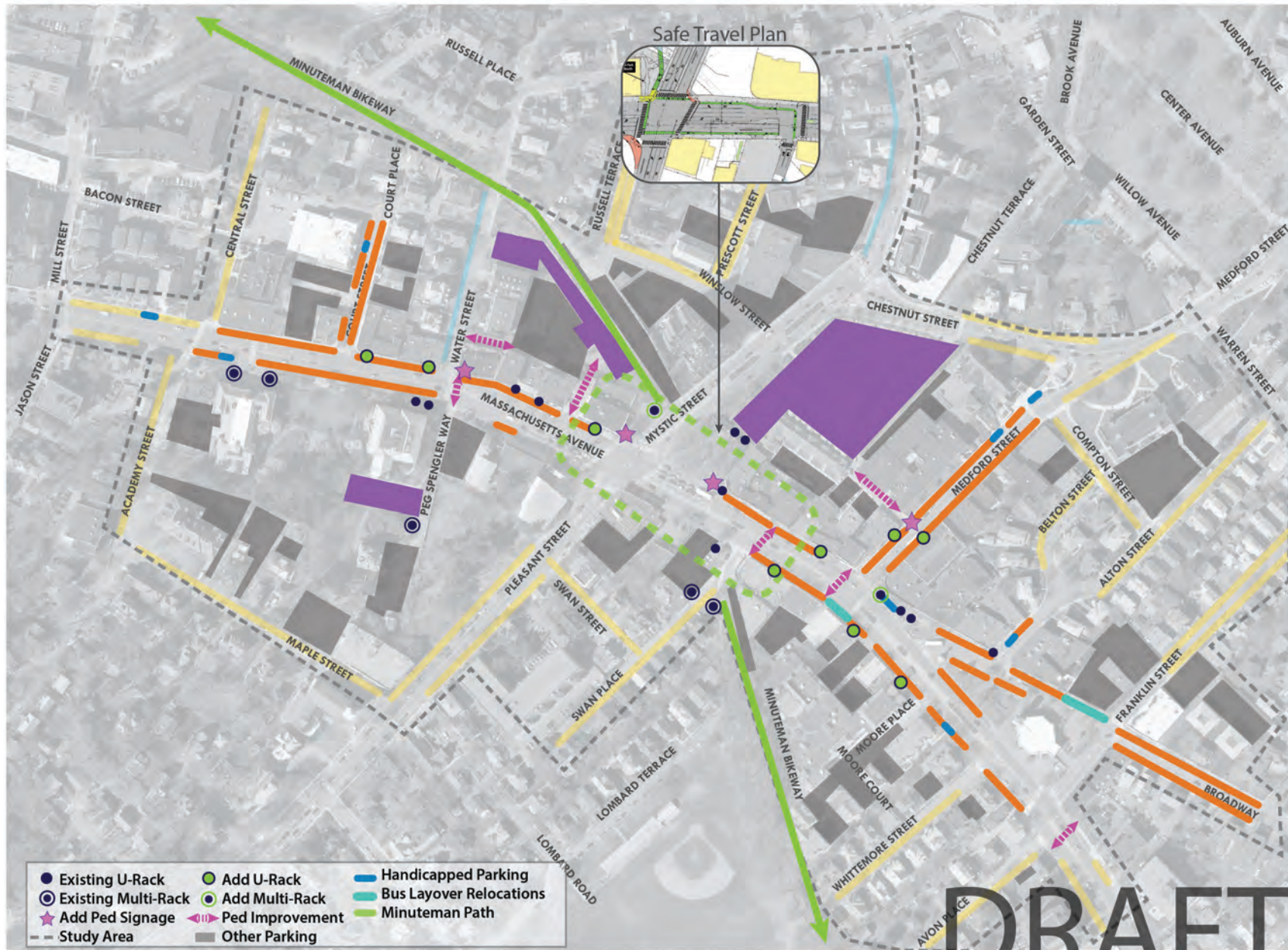
- » Payment technology that is:
 - Reliable
 - Easy to use and understand
 - Takes credit cards and coins
 - Is compatible with pay by cell
 - Is compatible with efficient enforcement handhelds
 - Provides easily-accessible data to analyze utilization patterns
- » Implementing technology:
 - On-street with single-head smart meters to increase customer convenience
 - Off-street in the lots using pay by space kiosks, which means that each space is numbered, and parkers must remember their space number that they punch into the kiosk
 - Pay by cell so parkers can pay for or extend time via their cell phones, with no need to return to their car

SIGNAGE

Between the Minuteman Path, the Regent Theater, local shops, and more, Arlington Center has a number of infrequent visitors that rely on signage and related information to know where to park. Providing these visitors with a positive experience from when they arrive in the Center to when they leave is essential. Three components of signage and information in Arlington Center are:

- » Before You Arrive: Parking information available before one arrives in Arlington Center makes it easy for those that research beforehand. Having a single, simple map posted on the web, from the Town's website, to the Chamber of Commerce, to the restaurants and shops, and other activity centers, provides the same set of up-to-date information for everyone.
- » At Your Arrival: Signage as you approach the Center that points drivers in the right direction of how to access parking lots. Today, when you arrive in town, there are a few green signs posted, but they are inconsistent and make it difficult to navigate.
- » During Your Stay: Pedestrian-oriented signage that includes information about parking locations (plus names and distances by block or walking minutes) of other attractions helps oriented people. This will help to promote a "park once" strategy.

MULTIMODAL RECOMMENDATIONS



SUPPORTING ELEMENTS

There are many opportunities to support a smart parking management system. Having well-lit and safe walking connections, utilizing available parking resources before constructing new ones, and making transit an attractive and convenient choice for Center visitors and employees is all connected to the use of parking in the Center.

The Town should explore the following supporting elements:

- » **Parking Availability Goal:** The Center should maintain its parking system for parking availability, meaning that pricing and regulations should be periodically evaluated and adjusted to reach a goal of about 85% availability on-street and 90% off-street. Managing parking to achieve these goals, rather than by a set price, will lead to intended results. In addition, parking changes to achieve these goals should be managed by the Town's parking governance structure, not by the Board of Selectmen.
- » **Parking Benefit District:** 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. This could include striping and signage improvements, upgraded lighting, enhanced walkways, and more.

If parking revenues seem to disappear into the General Fund, where they may appear to produce no direct benefit for downtown businesses, there will be little support for parking policies that may ultimately benefit business, such as introducing pricing on-street, upgrading parking meters, or adjusting regulations. When the Center's merchants and residents can clearly see that the monies collected are being spent for the benefit of their centers, on projects that they have helped to choose, they become willing to support parking

policies that generate revenue for the Town. If experience from other municipalities is any guide, many will become active advocates for the concept.

To develop support for parking regulation changes, and to build support for charging fair market rates for permits, local stakeholders should have a strong voice in setting policies for the Town, deciding how Fund revenues should be spent, and overseeing Center investments to ensure that the monies collected from employees and customers are spent wisely.

- » **Shared Parking:** Public parking supply expansion is possible through shared parking lease agreements with nearby property owners. Leasing private property may occur through the Town, with the Town leasing the additional parking, or between two private entities. Shared parking agreements may be for certain days of the week or times of day, or general agreements.

For example, during evening events, the Town or a private entity may consider working with churches, banks, or schools - land uses that typically have little evening activity - to lease parking to accommodate the large demand associated with events.

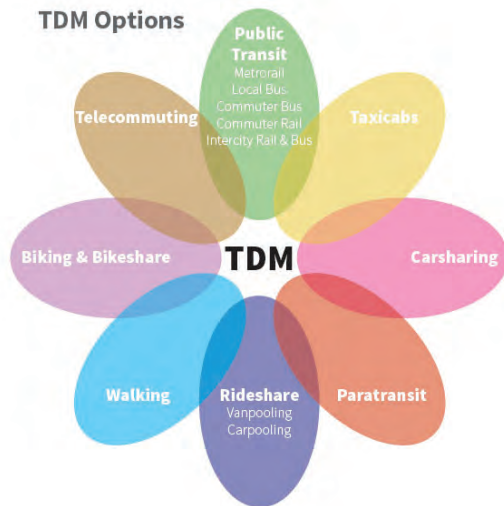
- » **Multimodal Improvements:** Reducing parking demand through improving multimodal access gives people safe and attractive choices to access the Center. This ranges from transit amenities and routing improvements, bicycle infrastructure and parking, safe intersections, and adequate sidewalks.

Examples of multimodal investments in the Center include:

- Relocating the layover locations of the 80 and 87 MBTA bus routes to improve pedestrian conditions at the plaza at Massachusetts Avenue and Broadway.
- Installing more bike racks throughout the Center
- Enhancing the lighting and safety of pedestrian routes to the Railroad Avenue Lot and the Russell Commons Lot.



Biking to Arlington Center can be encouraged through covered bike parking that protects bikes from rain and snow. Racks like those in Columbus, Indiana (Left) can reinforce business and or town branding and identity. Bicycle corrals (right) take up one on-street parking space, providing parking for 10-12 bikes.



Transportation Demand Management (TDM) can promote and incentivize non-motorized and public transport options. Credit: www.commuterpage.com



Old Pasadena uses its meter revenue to enhance the streetscape in their business district. This program is advertised on meters so parkers know where their money is going.

- » **Event Management Plan:** Activity in the Center peaks throughout different times of the week and at different times of the year, usually for only a few hours at a time. An event parking management plan would plan for and utilize nearby under-utilized parking facilities during times of peak demand, for example, during the Farmer’s Market, a show at the Regent Theater, and a sporting event at Arlington Catholic.

An event parking plan should accommodate peak parking demand through assets that are available during peak times. Information and signage should clearly designate parking facilities for event times.

- » **Lot Redesigns:** Simple striping efficiencies, changing ingress and egress points, and improving circulation can substantially improve parking lots, particularly to increase the parking supply and improve safe pedestrian access.
- » **Transportation Demand Management Programs:** Transportation Demand Management (TDM) refers to a package of strategies to encourage residents and employees to drive less in favor of transit, carpooling, walking, bicycling, and teleworking. It encompasses financial incentives such as parking charges, parking cash-out, or subsidized transit passes; Guaranteed Ride Home programs to give employees the security to carpool or ride transit; compressed work schedules; and information and marketing efforts. TDM programs have been shown to reduce commuting by single-occupant vehicle by up to 40%, particularly when financial incentives are provided. With existing transportation choices in Arlington Center, including public transportation options, employers, including the Town, and new developments should be encouraged to implement a package of TDM programs for its employees.
- » **Parking Governance Structure:** Managing parking assets in a Town center environment is complicated; this includes everything from snow removal to zoning to signage. All

departments that are involved in managing parking in Arlington Center should regularly coordinate via a “Parking Champion”, or lead staff person that can work to carry initiatives forward. This Champion is the “go-to” for all parking issues and can delegate when needed. The Parking Champion is supported by a Parking Management Committee, which should be responsible as a sounding board for parking issues, should vet recommendations, regularly monitor and evaluate parking utilization, and assist with implementation. This Committee should be comprised of a diverse group of stakeholders, possibly including a retail merchant, a restaurant merchant, a bank representative, and an office representative, plus Town staff from DPW, Police, Planning and Community Development, and the Parking Clerk. The Committee could report directly to the Transportation Advisory Committee or the Board of Selectmen.



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