

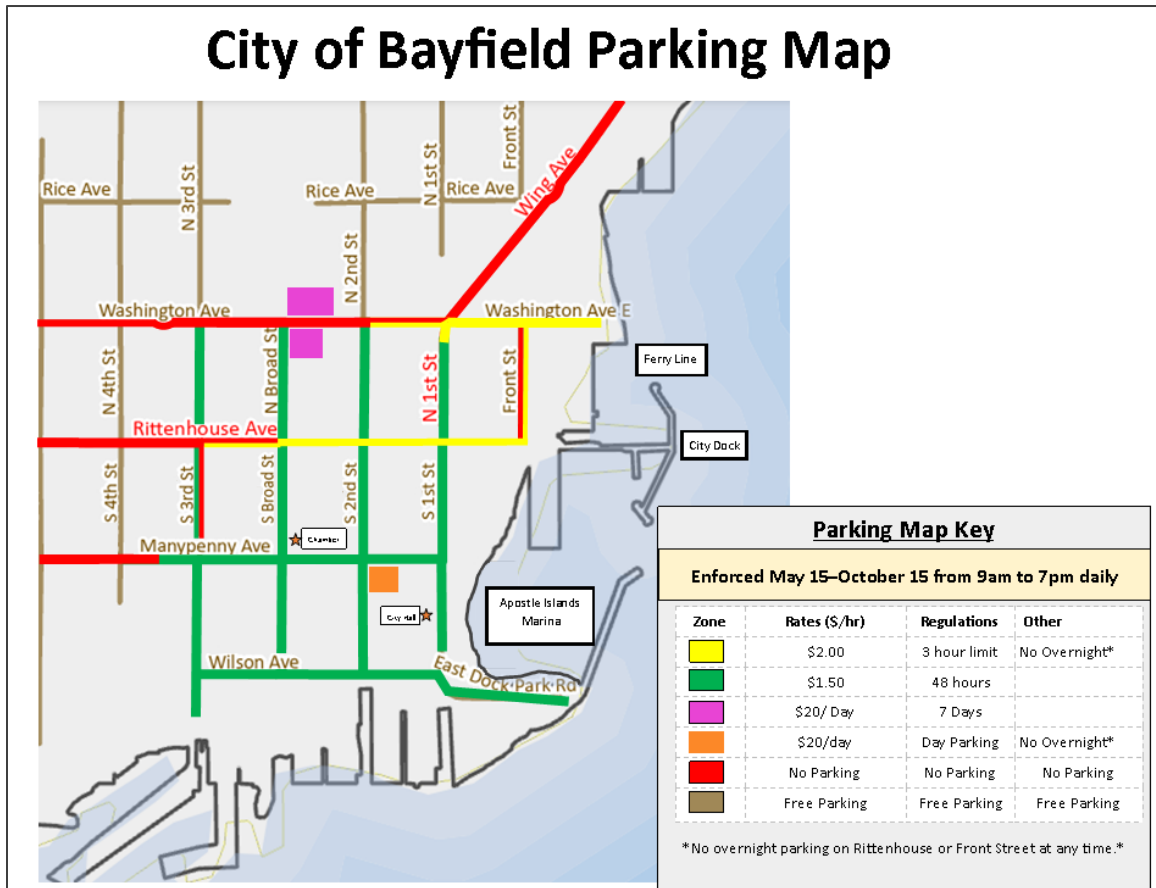
November 18, 2022

Honorable Mayor Gordon T. Ringberg
 City of Bayfield
 125 South First Street
 Bayfield, WI 54814

**RE: Proposal for Professional Services
 City of Bayfield Parking Management Plan Implementation Support**

Dear Mayor Ringberg,

Kimley-Horn and Associates, Inc. (“Kimley-Horn” or “Consultant”) is pleased to submit this letter agreement (the “Agreement”) to the City of Bayfield (“Client”) for providing parking consultant services to support the implementation of Bayfield’s Parking Management Plan. The project study area will consist of the area outlined below and is based on the recommendations from the City’s Parking Management Plan prepared and approved by the City of Bayfield Parking Committee in 2021. A copy of the PMP is attached to this letter.



Project Understanding

Over the past several years Bayfield stakeholders have been formulating a parking management plan (PMP) to address several City challenges. A parking committee was formed to draft a parking management plan to be implemented in 2022. The draft PMP is comprehensive and addresses programmatic and operational considerations to implement a paid parking program for Bayfield. In discussions with City staff, it is our understanding Bayfield desires subject matter expert guidance and advisement to fully implement the parking committee's recommendations. The outcome of this effort will include high-level recommendations to successfully implement the PMP.

Scope of Services

TASK 1 – PROJECT MANAGEMENT AND STAKEHOLDER ENGAGEMENT

Kimley-Horn's project manager will work directly with an assigned City staff member throughout the project. Project coordination and administration included in this task assumes an approximate two (2) to four (4) month project duration.

Implementing the PMP will require strategic stakeholder engagement with city staff, residents, interested stakeholders, and elected officials. Up to two (2) Kimley-Horn staff members will meet virtually with the City's assigned staff member(s) monthly not to exceed five (5) one (1) hour meetings. Kimley-Horn will participate in up to two (2) in-person and two (2) virtual meetings with stakeholders including but not limited to residents, interested stakeholders, and elected officials. Kimley-Horn proposes that in-person meetings occur towards the beginning and end of the project with virtual meetings scheduled throughout the course of the project. It is assumed City staff will assist in identifying participants for each meeting and hosting in-person meetings.

TASK 2 – PARKING MANAGEMENT PLAN (PMP) VALIDATION

The Bayfield Parking Committee created a comprehensive PMP, that is attached to this letter. The City requested the assumptions and recommendations of the PMP be validated against best management practices and the ability to be implemented. Up to two (2) Kimley-Horn staff members will meet virtually with the City's Parking Committee during the plan validation process. Kimley-Horn will participate in up to two (2) virtual meetings with the City's Parking Committee for this task.

Deliverable(s)

Kimley-Horn staff will prepare a technical memo, to be provided in MS Word and PDF format, summarizing the feasibility of the PMP assumptions and recommendations. Kimley-Horn will address up to one (1) round of consolidated comments from the City.

TASK 3 – IMPLEMENTATION ACTION PLAN

Kimley-Horn staff will create an implementation action plan composed of validated recommendations from the Bayfield PMP. Within this implementation action plan, validated recommendations will be prioritized to provide implementation guidance to City staff. The implementation action plan will be organized around four key aspects of the PMP including:

- Parking rates, restrictions, and payment options
- Permit parking eligibility, fees, and issuance
- Enforcement procedures, staffing, and technology
- Program ongoing operations and monitoring

Deliverable(s)

Kimley-Horn staff will create an implementation action plan, to be provided in MS Word and PDF format, prioritizing validated PMP recommendations for implementation. Kimley-Horn will address up to one (1) round of consolidated comments from the City.

TASK 4 – PARKING VENDOR ONBOARDING SUPPORT

If the PMP is approved by City Council, Kimley-Horn will support City staff in the procurement and onboarding of technology partners to support paid and permitted parking that can be efficiently enforced by the City. This service includes drafting procurement documents for City staff to review and finalize, and working with the selected vendor to implement necessary aspects of the PMP. Kimley-Horn will participate in up to three (3) one (1) hour meetings with the selected vendor during the onboarding process.

Deliverable(s)

Kimley-Horn staff will prepare up to two (2) procurement documents, to be provided in MS Word and PDF format, to support the implementation of PMP recommendations. Kimley-Horn will address up to one (1) round of consolidated comments from the City.

Information Provided by the Client

We shall be entitled to rely on the completeness and accuracy of all information provided by the Client or the Client's consultants or representatives.

Schedule

We will provide our services as expeditiously as practicable with the goal of meeting a mutually agreed upon schedule. We anticipate completion of these services within two (2) to four (4) months of receiving authorization to commence work.

Fee and Expenses

Kimley-Horn will perform the services in Tasks 1-4 for the total lump sum fee below. Individual task amounts are informational only. **Kimley-Horn reserves the right to reallocate budgets between tasks.** All permitting, application, and similar project fees will be paid directly by the Client.

Task 1 Project Management and Stakeholder Engagement	\$14,000
Task 2 Parking Management Plan Validation	\$ 9,000
Task 3 Implementation Action Plan	\$10,000
Task 4 Parking Vendor Onboarding Support	\$ 7,000
Total Lump Sum Fee (Not-to-Exceed)	\$40,000
Estimated Expenses (Not-to-Exceed)	\$3,500
TOTAL NOT-TO-EXCEED FEE	\$43,500

Lump sum fees will be invoiced monthly based upon the overall percentage of services performed. Payment will be due within 25 days of your receipt of the invoice and should include the invoice number and Kimley-Horn project number. Expenses will be billed as incurred.

Closure

In addition to the matters set forth herein, our Agreement shall include and be subject to, and only to, the attached Standard Provisions, which are incorporated by reference. As used in the Standard Provisions, "Consultant" shall refer to Kimley-Horn and Associates, Inc., and "Client" shall refer to the City of Bayfield, WI.

Kimley-Horn, in an effort to expedite invoices and reduce paper waste, submits invoices via email in an Adobe PDF format. We can also provide a paper copy via regular mail if requested. Please include the invoice number and Kimley-Horn project number with all payments. Please provide the following information:

_____ Please email all invoices to _____

_____ Please copy _____

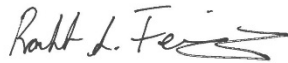
If you want us to proceed with the services, please have an authorized person sign this Agreement below and return to us. We will commence services only after we have received a fully-executed agreement. Fees and times stated in this Agreement are valid for sixty (60) days after the date of this letter.

To ensure proper set up of your projects so that we can get started, please complete and return with the signed copy of this Agreement the attached Request for Information. Failure to supply this information could result in delay in starting work on your project.

We appreciate the opportunity to provide these services to you. Please contact me if you have any questions.

Very truly yours,

KIMLEY-HORN AND ASSOCIATES, INC.



Robert Ferrin, CAPP
Senior Project Manager



Justin Muller, P.E.
Vice President

CITY OF BAYFIELD

SIGNED: _____

PRINTED NAME: _____

TITLE: _____

DATE: _____

Client's Federal Tax ID: _____

Client's Business License No.: _____

Client's Street Address: _____

Attachment A – City of Bayfield Parking Management Plan & Summary
Attachment B – Standard Provisions

ATTACHMENT A - City of Bayfield Parking Management Plan & Summary

City of Bayfield, Wisconsin

Parking Management Plan
2021 - 2026

Prepared & Approved by the City of Bayfield Parking Committee
P.O. Box 1170 Bayfield, WI 54814
715-779-5712

Parking Committee Members:

Jane Halverson
Beta Bodin
Kristen Sandstrom
Bob Zawislak
Joanne Cirillo
Matt Carrier

City Staff:

John Fangman – Chief of Police
Billie Hoopman – City Clerk
Dionne Johnston – City Treasurer
Tom Kovachevich – Public Works Director
Sarah Mather – Office Assistant

www.cityofbayfield.com

CHAPTER 1 - Introduction

The City of Bayfield is a vibrant community known for its natural beauty, historic character, and recreational opportunities. As the gateway to the Apostle Islands and a robust tourism industry, Bayfield draws many visitors from around the world. Bayfield also prides itself on maintaining its small town and historic character while supporting thriving recreation, arts, and tourist industries.

Given its unique character and popularity, demand for parking in downtown has been an ongoing issue, highlighting existing inefficiencies with parking management. Of particular concern has been high demand during peak periods, employee parking, and limited information for users.

Furthermore, maintaining existing parking infrastructure and making improvements represent significant expenditures to Bayfield. In Wisconsin, municipalities are limited by state laws in how they generate revenue. Primary options, historically, have been property tax and state shared revenue. Caps imposed at the state level on property taxes and declining shared revenues are preventing the City from effectively maintaining its assets and providing services to its citizens.

Implementing paid parking as part of a greater parking management plan would generate revenue and support a transportation system where drivers pay their fair share of the road and what it costs to provide parking. In other words, paid parking equitably passes the costs of driving to drivers, rather than the population at large.

Therefore, the City has committed to developing a plan that will address these issues and take advantage of opportunities therein. Previous initiatives have investigated parking challenges but did not create a unified vision or path forward. This plan represents the first approach to rethinking parking management.

It is important to emphasize that there is no “silver bullet” solution. A plan that simply “builds more parking” is limited in effectiveness and feasibility due to availability of land and the costs of parking facility construction. Furthermore, making large investments in parking infrastructure without a supporting framework will preclude the City from other important projects such as affordable housing.

This Plan prioritizes an approach that seeks to better manage existing supply, while offering recommendations that can support broader parking solutions. The primary recommendation is to implement paid parking and regulations to better respond to the downtown’s significant seasonal and daily variations in parking demand. At its simplest, it is proposed that Bayfield use paid parking to address its stagnant revenues and to achieve a goal of consistent parking availability.

Plan Goals

- Develop a cost-effective parking management plan to generate reliable revenues for the City’s roads and public facilities infrastructure
- Better manage existing parking infrastructure.
- Use data to understand parking behavior and inform recommendations.
- Make parking as convenient as possible for residents, employees, and visitors.

- Ensure parking management supports local businesses.
- Develop strategies to manage employee and special event parking demand.
- Effectively communicate how parking management supports downtown vitality.
- Create a plan for action with definitive steps for implementation.

CHAPTER 2 – Background

Parking and access to downtown are ongoing concerns for the City of Bayfield. In 1969 early planners expected during peak months “10,000 to 15,000 cars per day” due to the Apostle Islands National Lakeshore. Therefore, they planned to construct an entry and orientation center (Figure 2-1) to accommodate all the vehicles and stated “One of the most critical threats to Bayfield's character would be an

overabundance of automobiles, moving or parked, within the City. There is no getting around the fact that cars are here to stay, but they need not totally dominate the scene.” While these numbers never came to fruition, automobiles and access continue to be a concern for the community.

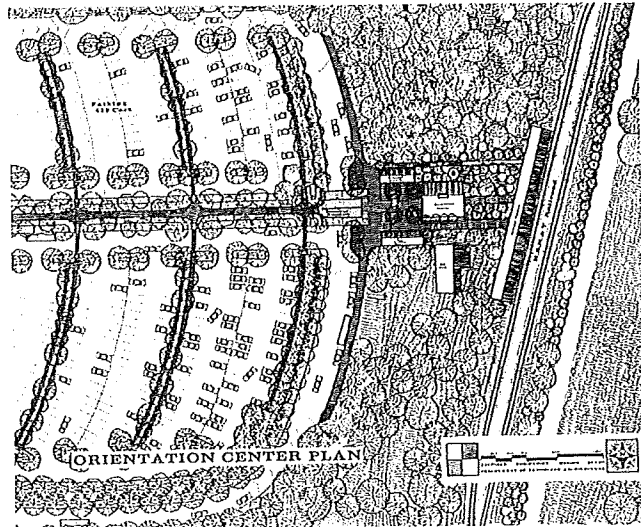


Figure 2-1: 1969 rendering of Entry and Orientation Center

The 2019-2029 Comprehensive Plan recognized the importance of parking and access, saying “Transportation is a basic necessity that should meet the needs of residents and visitors, while being affordable and accessible to everyone.” and “Summer visitors often struggle to find their way around town, and their need for parking puts pressure on Bayfield residents and businesses.” The Plan sets forth goals and actions to address these concerns as follows:

Goal 1: Bayfield supports a full range of safe and efficient public and private transportation options, motorized and non-motorized, marine, and pedestrian in the City and the Chequamegon Bay region.

1. Develop, implement, and maintain a local way-finding system that is informative and compatible with the aesthetics and character of the community.
2. Work to ensure that pedestrian destinations (e.g. school, library, recreation center, downtown, waterfront, residential areas) are safely connected to encourage foot travel.
3. Ensure that the existing local and regional transportation systems meet the needs of all users, especially youth, seniors, and those with limited incomes.
4. Maintain adequate marine access to and from the City.
5. Provide appropriate routes for winter access by off-road vehicles.

Goal 2: Bayfield utilizes innovative parking strategies consistent with its hometown character to accommodate seasonal demands.

- Expand and encourage additional off-street parking options to preserve downtown parking spaces for customers of local businesses

Actions to be Implemented 2020-2025

- By 2022, initiate a Parking Study to identify the parking problems and potential solutions. Information may help to revise Parking Ordinance in a more meaningful way.

Parking infrastructure is costly to maintain and improve and has not been prioritized as the financial state of the City has deteriorated. In the 2021 state of the City Mayor Ringberg said:

“Earlier this year, our audit firm, Baker Tilley, put together a financial planning tool to help us see into the future. Now understanding that there is no such thing as a true “crystal ball”, and that any forecast is only as good as the data that is put into the model, the initial report from Baker Tilley stated: ‘Based on the assumptions used in the financial planning model and building off of the 2021 budget, the estimated average annual budget deficit over the next 10 years is \$127,400. Without additional revenues or permanent budget reductions, fund balances could be depleted by 2027.’ Now we’ve known the City was in trouble for a while, and every year we would agonize to prioritize our needs, and then reduce spending somewhere. We cut back on some operations and services, deferred maintenance, and postponed major projects, but despite all the reductions, our revenues could not keep up with inflation. We knew we were approaching a tipping point where, if nothing changed, we would need to lay off staff and drastically reduce more services, but with this financial planning model we could now see that we don’t have as much time as we hoped to find a solution.”

Parking and access to Bayfield are ongoing concerns for the community. To fully address these over the long term will take a substantial input of capital. As such, an opportunity exists to use a paid parking program to generate revenue for parking infrastructure and downtown improvements. Further, the development of a Parking Management Plan, which implements paid parking, can use innovative strategies to accommodate seasonal demands. Therefore, recognizing the goals and actions set forth in the Comprehensive Plan and the need for additional revenue, the Parking Committee was tasked with the following purpose:

Parking Committee Purpose: *To create a Comprehensive Parking Management Plan that can be adopted and fully implemented by June 1st of 2022 that better manages existing parking assets, assesses current parking demand, forecasts future parking needs, and develops a first-rate seasonal Commercial District paid parking system that keeps up with existing businesses, projects underway, and future development; while balancing business, residential, visitor, and commuter parking needs to generate revenue for the support of parking infrastructure, downtown improvements and other important City initiatives.*

As with any implementation plan, it’s important to think about a phased approach that prioritizes balance and relies on data for the support and evolution of the parking operation and program. The management techniques recommended in this plan are designed to improve the parking experience and create operational infrastructure that will enable data-driven decisions. To support a sustainable downtown, a proactive approach is recommended for management of valuable parking and street assets.

CHAPTER 3 - Existing Parking Conditions and Supply

Assessment of parking supply is one important element in parking and traffic planning, but it is important to consider that changes in supply will not always impact driver behavior. There are other factors and strategies to consider as well. The question becomes, “if I build more parking, will it solve the root issue?” The City

currently has a supply of spaces that are often not chosen by routine parkers because of their locations, lack of associated wayfinding, or regulations that do not enable balanced utilization of parking assets.

Building more parking before addressing the existing conditions may result in creation of expensive and underutilized assets. The following Parking Management Plan will outline recommended steps for managing and optimizing existing supply.

Parking Inventory

The City of Bayfield has a total of 3044 public and private parking spaces available¹. Within the proposed paid parking area (Table 3-1) there are a total of 1333 parking spaces², including capacity for 514 vehicles to park on-street (39% of the total supply in the area), and 562 spaces in privately-owned for commercial use off-street lots (42%). The remaining 257 parking spaces within the area (19% of total supply) are located in publicly owned lots.

Parking Inventory		
Type	City	Paid Area
Public Parking Lots	415	257
Street Parking	1977	514
Commercial/Private Lots	652	562
TOTAL	3044	1333

Table 3-1: City of Bayfield Parking Inventory

Use of on street-parking and public parking lots are regulated by time limits. In the downtown area most on-street spaces are limited to 2hrs with some spaces reserved for short-term parking (15-30 minutes). Long term 14- day parking is permitted in public lots during peak season. Other street parking is available with a 48-hour restriction outside of the downtown area.

- 1) **Parking Availability:** The above table (Table 3-1, Chart apx-1 (appendix pg. 29)) details the amount of parking spaces available in the City of Bayfield. The study area is defined as Washington Avenue south to Wilson Avenue and Fourth Street east to Pine Street (Figure 6-1, pg.11).
- 2) **Management:** The current on-street and lot parking management regime consists of free time-limited parking in some locations and the issuance of tickets for violations.
- 3) **Enforcement:** There are several areas of enforcement distinguished by specific periods of active enforcement. Except for a few locations, the majority of the time-limits are only actively enforced during the prime tourist season.

Adherence to parking time-limits is managed by the police department with the assistance of seasonal enforcement staff during the peak season. The enforcement staff patrol a certain area throughout the day monitoring each vehicle’s length of stay. If a vehicle is still in the same space beyond the permitted time, the enforcement personnel will issue a citation. This is a labor-intensive enforcement system.

Inherent in a time-limit regulated management system is a tendency for drivers to avoid tickets by moving their vehicles every hour, two hours, or whatever the time limit dictates. This introduces traffic generated solely by vehicles that have no reason to be moving aside from shuffling to avoid tickets.

¹ Does not include private residential garages or driveways

² Does not include private residential garages or driveways

Key Issues and Opportunities

- 1) During the peak season, demand for access is high and parking can be difficult to find.

Although parking can be difficult to find along Rittenhouse Ave and its adjacent streets – particularly during major events and weekends – parking remains available within walking distance of the downtown even at the busiest times.

- 2) Parking is available for most of the day, but prime spots are still in heavy demand.

- 3) Parking demand varies by time of year, day of week, time of day, and location.

Parking occupancy varies by day of week and time of day, as well as by the location of the parking area. In addition to the substantial increase in parking demand during special events and the peak of summer, a few key trends are known:

- During the non-peak season, parking utilization is highest on weekends.
- Parking availability is significantly higher in more distant lots/streets from downtown. Topography and distance likely limit parking demand in the more remote spots.
- Private, off-street parking locations have lower rates of utilization than public on-and off-street parking, except during periods of high demand.

- 4) Current parking regulations are not consistently enforced

- 5) Limited parking information makes it more difficult to find available parking

The limited availability of parking information makes it difficult to find parking, which contributes to congestion in downtown as motorists search for parking. Consistent signage is not available to let drivers

know where parking is located (Figures 3-1, 3-2, and 3-3). Moreover, limited information is available online.



Figure 3-1: Municipal lot parking

Figure 3-2: 2-hour parking signs

Figure 3-3: Municipal lot parking/ No sleeping

6) Employee parking is problematic

Many employees park in the downtown area and employee parking demand is high, especially in the peak season. Many employees have significant incentives to drive and park downtown, including commuters due to inability to find affordable housing in Bayfield and limited viability of transit options.

7) Oversized vehicles create congestion and limit spaces

The City has seen an increase in RVs and camper trailers which take up multiple parking locations and create congestion. Further adding to the problem are trucks with boat trailers. While the boat ramp offers boat trailer parking it is not sufficient during peak usage.

8) Madeline Island parking Demand

The Madeline Island Ferry is the primary means by which people and goods reach the town of La Pointe. The Ferry dock is located at the eastern end of Washington Avenue. This corridor places a considerable strain on City parking infrastructure and creates high parking demand.

CHAPTER 4- Public Process **This Chapter will be updated/completed after public process*

Bayfield has a robust downtown, with many users competing for a finite supply of parking. Business owners search for convenient customer access, residents hope to retain on-street residential parking, business employees seek convenient locations, and people destined for Madeline Island look for convenient access to park and ride the ferry. A more effective management plan for downtown Bayfield's parking must consider all these users. To hear from City residents, employers/employees and visitors, the parking committee facilitated public meetings June 2022. The meetings shed light on the various competing uses confronting downtown Bayfield's parking supply. The following public process was followed.

Community Survey

- A survey was released in January/February 2021 to better understand our residents and visitors experience parking in downtown Bayfield. To get a representative sample of those who frequently park downtown the survey was released on the Bayfield Chamber Blast, sent to our surrounding communities Red Cliff, Town of Russel, Town of Bayfield, and Town of Bayview, and posted to the City website.

Stakeholder Engagement

- A series of targeted stakeholder interviews were conducted as part of the public outreach process to gather input from those most familiar with parking issues and challenges in downtown Bayfield. City Parking Committee members identified and invited stakeholders including business owners,

institutions, paid parking area residents, Bayfield Chamber of Commerce, key City departments and committees. The primary goal of these small-group meetings was a free-flowing exchange about implementing paid parking and an understanding of specific parking experience and perspectives in downtown Bayfield. Several common themes emerged, which are summarized in Chapter 5

Open House

- Over ___ members of the public, ranging from downtown residents to business owners and surrounding community members participated in an open-house style public meeting hosted at Bayfield Public Library. The Open House included a brief presentation of the Parking Management Plan, and several engagement and interactive activities. The engagement exercises included a hands-on priority voting dot exercise, a parking confessional mapping exercise, a map identification exercise, an open comment “sticky wall” where general comments about transportation and parking experience are posted, and a question-and-answer period.

CHAPTER 5 – Parking Management Best Practices

Taking into consideration the literature of parking industry planners and proactive parking management plans created by other municipalities the following are a summary recommended best practices.

1) Seek Consistent Curbside Availability

On-street spaces along primary commercial streets are the most likely to generate high levels of demand. Unless actively managed, these spaces will lack availability during high-demand periods. As a result, it is common to find these spaces actively regulated through pricing and/or time limits. The most cited objective of this active management is “turnover” — increasing the number of cars that can be accommodated by reducing average parking duration, and “turning over” the same spaces consistently throughout the day. A more precise objective that many cities are starting to embrace, however, is “availability” — the presence of empty spaces at any given time.

Ideally, one or two on-street spaces will remain empty/available, even during demand peaks, along all blocks. Similarly, when approximately 10% or more of spaces are available within off-street locations, these facilities feel well managed and viable for short-term parking needs.

If functional availability can be maintained, turnover and parking duration do not need to be actively managed. This is a significant advantage, as these measures are much more difficult to document and alter through management and regulation. By contrast, relative levels of availability can be measured through regular observation and undesirable levels of availability can be addressed by adjusting pricing or time limits.

2) Payment Accessibility as a Management Tool

What drivers tend to most dislike about paid parking is not the cost, which is often quite modest compared to what is spent by a typical shopper/diner in a thriving downtown. While no one prefers to

pay for something that they could get for free, what tends to most frustrate drivers is: 1) the fear of getting a ticket if their meter “runs out” and 2) a non-user friendly parking system.

The first comment can be addressed using the enforcement recommendations outlined below. The second comment can be addressed through payment technology – smart meters and/or mobile payments – that accept credit cards and digital payments. Clear, visitor-focused signage that explains when and where this payment technology is available will help to ease visitors’ anxiety of being unable to pay for the full length of their parking duration. Removing these barriers should be viewed as key steps toward using parking rates to maintain consistent availability among downtown’s most high-demand spaces, particularly during high-demand times.

A parking meter app allows users to electronically extend the amount of time parked, set time limit notices, and determine available parking locations. These features are an excellent means to improve user experience and convenience.

While most of the paid parking system users often have the proper technology to interact with the app it will remain important to offer areas where payment can be received as cash. A simple payment station can provide parkers with a fee envelope and dashboard receipt.

3) Non-Punitive Enforcement

Enforcement is essential to the effective management of public resources. Ideally, municipalities strive to both encourage parkers to visit and patron area establishments and enforce parking regulations.

Some options available for consideration include a “first-time forgiveness” approach whereby first-time violators are issued a warning. Similarly, a “courtesy” ticket system is an option by which the first ticket is \$0, but then coupled with an incremental fine structure. An incremental fine structure is another available enforcement method to help deter parking violations yet continue proper enforcement. Keeping the fine for first-time infractions very low while increasing the subsequent fines can help deter convenience-motivated drivers.

4) Monitor Performance

Establishing a monitoring program to track effectiveness pricing and management strategies is critical for successful parking management. This is the only way to ensure that the management plan is accomplishing the core objective of consistent availability among all parking options. A monitoring program should require:

1. Weekly visual assessments of availability along primary commercial blocks, and high demand side-street blocks during midday peak-demand period (1 PM), as well as the Saturday evening peaks (5 PM).
2. Seasonal system-wide counts of:
 - a. All on-street spaces and lots during midday peaks
 - b. All short-term lots during midday peaks
 - c. All long-term lots at mid-morning and mid-afternoon

CHAPTER 6 – Primary Objectives and Strategies

This chapter details the primary objectives and strategies designed to help Bayfield improve parking in the downtown area. The strategies were developed in collaboration with City staff and the Parking Committee, while informed by parking data and input from the community. It is important to emphasize a number of key points.

First, parking behavior and demand is influenced by several factors. Parking is not solely about the number of spaces or their regulations, but also about how people can access downtown by biking, walking, or other transportation methods.

Second, there is no single solution to downtown's parking challenges. Simply adding more parking will not result in success. Therefore, any approach to downtown parking must be a package of strategies designed to support one another.

Third, expectations must also be realistic, as progress will be incremental. It will not only take time for the City and stakeholders to plan and implement the recommendations in this chapter, but also to realize their benefits and adjust as conditions change over time. An action plan (Chapter 8) will help the City navigate implementation.

Fourth, the strategies describe an approach that seeks to better manage existing supply and ensure that the City's parking assets are better utilized in the most cost-efficient manner possible.

Finally, the plan includes 9 parking strategies, all of which have been developed to support the primary objective of implementing a paid parking system in the Commercial District. The implementation of paid parking will redefine the City's overall approach to parking management in downtown. The strategies, have been developed as a framework by which paid parking will serve as a management tool to provide easily accessible and consistent parking. The 9 strategies are as follows:

1. Demand Based Pricing for Commercial District Parking
2. Resident Parking Permit
3. Annual Parking Permit
4. Employee Parking
5. Wayfinding and Signage
6. Enforcement
7. Pursue Shared Parking Agreements
8. Establish Monitoring Program
9. Develop Communications Plan

1. Demand Based Pricing for Commercial District Parking

Summary

Paid parking offers a range of benefits, including the ability to generate much needed revenue, influence driver behavior through variable rates, and efficiently utilize existing parking supply. The revenues from paid

parking can help support the parking operation, required staffing, and other important City initiatives. A proposed budget for 2022 is in the appendix (page 25).

A demand-based paid parking system should be used within the downtown area. Demand-based pricing is about treating and managing your most desirable parking assets as your most valuable ones. Then, setting pricing of those spaces to reflect that demand while creating “availability.” The best parking practices for “optimal” availability levels are 15% for on-street spaces, and about 10% for off-street. At these targets, parking is well used, but availability (and the perception of it) remains, so that customers can find parking in the most convenient and desirable areas.

Parking Locations

To achieve these desired targets the downtown should be divided into zones that reflect their demand. The parking map (Figure 6-1) provides a recommended framework for differentiating parking rates and regulations by parking type, zoning the specific lots and on-street areas as either “Premium,” “Standard,” “Value,” and “Free”

- **Premium (Yellow Zone)** lots and blocks are recommended to have the highest hourly and daily parking rates, with a goal of facilitating short-term parking and high turnover. Premium status is recommended for (1) Rittenhouse Avenue, (2) Manypenny, and the streets between.
- **Standard (Blue Zone)** parking areas are recommended to include the side streets adjoining the ferry landing. Time restrictions should take into consideration short trips to the island. The Standard rates are intended to be lower than the rates in premium locations.
- **Value (Green Zone)** parking areas include those parking locations on the periphery of the downtown including all lot locations. Having lower rates in the lots will encourage drivers who will have an extended stay to not take up more valuable street locations. Due to lower demand this area can be used for the employee parking permit program.
- **Free** parking should be shown as the streets that adjoin the paid area. Note: All streets outside paid parking areas will continue to be free for parking but remain subject to standing regulations.

Proposed Rates and Regulations

It is recommended that the Paid Parking System be enforced seasonally from May 15 to October 15. The proposed rates schedule for 2023 and regulations are in the appendix (page 25). It is important to emphasize that these are the first version of hourly prices, and they may not achieve the target availability rates. An annual monitoring effort (Recommendation 8) is essential to ensuring that the rates are adjusted based on demand. It may take several rate adjustments, as well as implementation of the other recommendations, before the City is able to effectively meet the target rates.

Implementation of Demand-Based System

Figure 6-1: Map outlining study area for spaces and proposed zones for demand-based parking

Implementation of a demand-based program will require careful planning and key action steps. Outlined below are the key steps to successful implementation.

- Adopt a demand-based parking program for the downtown, including:
 - Setting specific goals and targets for the availability of on-street and off-street parking, such as “The City will aim to keep one or two spaces available on each block or in each lot for arriving vehicles.”
 - Granting Parking Committee authority to change meter and permit rates, off-street parking fees, and on-street parking regulations as necessary to meet occupancy/availability targets, without action by Council.
 - Setting minimum and maximum hourly parking rates. □ Set thresholds for action and the amount that rates can be lowered or raised per rate adjustment (i.e. \$.25 or \$.50 per rate adjustment).
- Establish boundaries for the demand-based parking management zone.
- Define boundaries for the “Premium,” “Standard,” “Value” and “Free” parking areas. The boundaries of each zone may be subject to change on an annual basis, based on evidence of changes in parking demand.
- Choose a technology company that will provide a metering system which allows for convenient payment, enforcement support, and easy interface.
- For those without access to technology a simple payment station located in public lots can provide parkers with a fee envelope for cash/check and dashboard receipt.
- Charge parking rates that differ by area and based on observed parking patterns.
- Establish monitoring program (Recommendation #8). At least twice per year—during both the peak summer season and the off-peak summer season—the City should monitor the use of on-street and public off-street parking in the downtown area. This includes collecting parking occupancy and vehicle duration of stay data every hour on at least two weekdays and one Saturday during each paid parking season.
- Draft a communications plan (Recommendation #9) to educate the public about the demand-based paid parking management program.
- The City must use clear signage and public information to communicate when and where higher and lower rates and different parking regulations apply, as described in Recommendation #5.
- Adopt simple methodology and actions for demand-based changes, including thresholds for action.
- Review parking rates and regulations on at least an annual basis and if needed adjust to reflect new information about parking patterns.
- To provide additional input, all staff proposals to change rates, regulations, or meter/permit zone boundaries should be reviewed by the City’s Parking Committee

Benefits

- **Make it easier to find parking:** By maintaining one to two spaces open on each block and in each parking lot, demand-based parking management will improve the availability of parking across the downtown, making it easier for visitors, employees, and residents alike to find parking where and when they need it.

- **Better conformity to regulations:** Citations are less likely, as greater availability reduces the perceived need to park illegally rather than pushing and overstaying time limits.
- **Improve access to Rittenhouse Ave/Downtown:** by providing better parking information and more parking options.
- **Increase revenues:** By charging for parking revenue will be generated to fund the parking system/infrastructure and other important City initiatives.
- **Avoid the expense of adding parking supply:** By promoting the availability of parking and access to the Downtown through better management, demand-based pricing and regulation can help the City avoid near-term capital expenses. For a new surface lot each space costs an average of \$5,000 to \$10,000 to construct. For a new structured parking facility each space costs an average of \$25,000 to \$50,000 to construct.³

2. Resident Parking Permits

Summary

Resident: Shall be considered a property owner or person who rents from a property owner within Bayfield City limits.

Implementing paid parking in the downtown area may create unnecessary inconvenience for City residents. Therefore, it is recommended residents be issued a permit that will allow them to continue to park in the downtown area without paying the hourly rate. Furthermore, a special permit should be created specifically for residents who live within the paid parking boundary as they will be impacted differently. The City should provide permits free of charge to residents with these stipulations:

- Each applicant shall provide proof of residency (utility bill, property tax receipt, lease agreement showing applicant's name on lease), valid vehicle registration, and valid driver's license.
- Permits will be tied to license plates thereby allowing for license plate recognition technology use.
- Each residence or business is eligible to receive up to 1 permit free of charge.
- All permit details can be viewed in the appendix.

Benefits

- Issuing parking permits to residents will give them the ability to run errands and access downtown free of charge
- Residents without off-street parking, located within the paid parking area, will be able park free of charge

3. Annual Parking Permit

Summary

³ <https://cityobservatory.org/the-price-of-parking/#:~:text=Surface%20parking%20spaces%20cost%20about,a%20price%20for%20using%20them.>

Many of the parking users are from communities such as the Town of Bayfield, Town of Russell and Red Cliff. Many of these users make frequent trips to Bayfield to patronize businesses, use the post office, or public library. Recognizing their importance as neighbors, it is recommended surrounding community members be allowed to purchase an Annual Permit to park in the downtown area without paying the hourly rate. The following stipulations shall apply:

- Each applicant shall provide valid vehicle registration, and valid driver's license.
- Permits will be tied to license plates thereby allowing for license plate recognition technology use.
- All permit details can be viewed in the appendix.

Benefits

- Issuing annual parking permits will allow those who frequent city businesses or amenities the ability to run errands and access downtown free of charge.

4. Employee Parking Permit

Summary

Convenient employee parking is essential for supporting downtown businesses. Recognizing that employees often park for extended periods of time it is recommended an employee parking permit program be created. The City should provide permits free of charge with the following stipulations:

- Each applicant shall provide proof of employment (pay stubs, W-2 Form, or employer verification letter), valid vehicle registration, and valid driver's license.
- Permits will be tied to license plates thereby allowing for license plate recognition technology use.
- Permits will expire at the end of each season.
- Permit holders are only allowed to park in the Green Zone.
- Employees may park in other zones but will be subject to rate charges.
- All permit details can be viewed in the appendix.

Benefits

- By designating an area with lower parking demand for employee parking this frees up the most convenient nearby on and off-street public spaces for customers and creates a more business-friendly atmosphere on Rittenhouse Ave and its side streets.

5. Wayfinding and Signage

Summary

The City should prioritize parking signage and wayfinding. Easy to read and understand parking and wayfinding signage is a critical component of deciphering a parking system. Signage that effectively guides motorists to on and off-street parking avoids excessive cruising and driver frustration. With the proposed demand-based approach (Recommendation #1), signage and wayfinding will be especially important to communicating pricing and regulations. Additionally, this signage should be coordinated to include identification of key sites of interest, municipal buildings, and other public points of interest, parks and trails, plus direct patrons to pedestrian pathways around Downtown. (See Figure 5-1 for examples.) The following are three components of signage and information in Downtown that should be addressed:

- **Before You Arrive:** Making parking information available for visitors and customers before arriving at Bayfield will allow parkers to plan their trips ahead of time and find parking with ease. Having a single, simple map posted on the City's website, downtown restaurants, and shops' web pages, and posted at other community locations, will provide a consistent informational map for visitors. Off-street parking lots should have consistent branding on the website as well as on site, so drivers can easily recognize the locations.

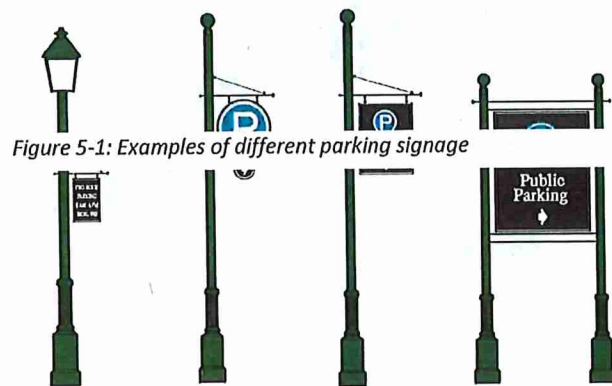


Figure 5-1: Examples of different parking signage

- **At Your Arrival:** Today, when you arrive in Bayfield, there are a few parking signs posted, but they are small, inconsistent, and often placed in obscure locations which make it difficult to navigate to parking. Signage should be clearly visible, designed consistently, placed in strategic locations, and should provide clear guidance to and from parking locations.
- **During Your Stay:** Pedestrian-oriented signage that includes information about parking locations and other attractions helps orient and enhance the downtown experience for all users. Creating clear and visible pedestrian signage to both local destinations and to and from parking locations is critical.

Benefits

- **To City:** Consistent signage can improve the aesthetic look of the downtown. Directs motorists to underutilized off-street lots, freeing up the most convenient curbside spaces, and maximizing the efficiency of a parking system. Eliminates traffic caused by cars "cruising" for on-street parking. Helps dispel perceived (but not actual) shortages in parking. Facilitates consistent enforcement practices.
- **To Customers:** Can reduce parking search time in half. Improved overall experience and perception of parking. Multiple methods to find information. Consistent signage can reduce anxiety about tickets and reduce enforcement/compliance incidents.
- **To Businesses:** Improved experience for customers and users.

6. Enforcement and Compliance

Summary

Bayfield currently relies heavily on enforcement to ensure compliance of existing parking regulations. Enforcement is time consuming and labor intensive. Existing regulations are not consistently enforced due to lack of resources, difficulty hiring officers, and not wanting to create an unwelcoming atmosphere. Ticketed customers complain to businesses or worse – never come back.

To successfully implement the new parking management system consistent enforcement is necessary. Parking enforcement operations should help to ensure and enforce parking availability and broader parking management goals, and not be punitive and deter customers and visitors away from downtown. The following enforcement measures should be considered:

- **Enforcement as Parking Ambassadors:** Parking Enforcement Ambassadors (PEAs) should be downtown advocates, representing the City and promoting its businesses. PEAs should be trained and equipped with downtown destination information, including social events, local restaurants and shops, and other information. PEAs can be a positive presence in the community, offering smiles and answering visitor questions. While monitoring parking, there's often an opportunity to educate on where best to park and how to access different areas of downtown. PEAs may be empowered to use their time to ensure that parkers understand the regulations and have extra opportunity to choose to follow posted restrictions.
- **Enforcement as Front-Line Management:** PEAs should work with the Police Department, Parking Committee, City staff, and downtown businesses to ensure adherence to and satisfaction with regulations and make recommendations for modifications to the management program.
- **Consider Fine Structure:** The existing fine structure should continue to be used and adapted as more data and information is gathered from new parking system
- **License Plate Readers (LPR):** PEAs may be equipped with LPR technology that is integrated with the meter system, stores plates of permitted vehicles, and allows for issuance of warnings for first violations.
- **First Ticket Free:** As a considerate gesture it is recommended a "first ticket is free" policy (for non-safety violations) be adopted.

Benefits

- Approaching enforcement through the ambassador model creates positive compliance and avoids the punitive nature of citations
- The ambassador model allows enforcement officers to be advocates for the community and help create a welcoming environment.

7. Pursue Shared Parking Agreements

Summary

As the City collects data on use of on-street and public off-street parking in the downtown area. It may be necessary to consider additional parking supply. As building additional parking supply is costly, shared parking agreements with private entities may allow for additional supply.

Shared agreements should be carefully contracted to avoid miscommunication. The City's brand, signage, and marketing efforts can help support concise information to the public regarding the rules of the arrangement. The following are a few items for consideration:

- **Term:** The term should define an evaluation process for return on investment.
- **Rules:** Parameters for use should be clearly defined, such as available hours, number of spaces, and time restrictions.
- **Maintenance:** Cost and operational demand are important for budgeting.
- **Utilities and Taxes:** Outline responsible parties for cost-sharing.
- **Signage:** Signage should be consistent with City branding and should offer clear regulations.
- **Enforcement/Security:** Outline responsibility for enforcement, towing, and security issues.
- **Insurance and Indemnification:** Contracting should consider litigation.
- **Termination:** A termination clause should be well considered.

To incentivize participation in shared parking agreements, the City could create a revenue sharing agreement and provide in-kind services, such as plowing, and maintenance in exchange for property owners allowing the public to use their parking.

Benefits

- Reduces parking demand in the downtown, especially during peak periods.
- A more cost-effective alternative for creating additional parking supply

8. Establish Monitoring Program

Summary

In order to implement the recommendations in this plan successfully, it is important the City of Bayfield commit to data collection and reporting. Data tracking and reporting will document actual usage of the parking system, explain how the system functions, and most importantly, inform the demand-based parking management system. This is crucial information upon which the Parking Committee and staff would make decisions regarding adjustment to parking rates, permit fees, parking enforcement hours, and paid/permit zone boundaries. This recommendation also offers an opportunity for the Parking Committee to better educate City employees, City Council, and the community about the benefits and use of the parking system. Additionally, annual reporting will significantly improve transparency of the system.

Therefore, to facilitate the effective operation of the new parking management program, it is recommended that procedures and policies be adopted for monitoring, enforcement, and reporting. Clear and consistent

policies are essential to understanding and communicating the impacts of the parking management program on parking availability. Specific recommendations include:

Monitoring

- Develop and adopt specific benchmarks for system performance under the parking management program (Recommendation #1), including:
 - Occupancy targets by block and lot
 - Permit issuance by type/month/year
 - Revenue
 - Seasonal permits
 - By zone
 - Citation collection revenue by type
 - Events
- Develop and implement specific procedures for tracking benchmarks, including occupancy counts, revenue by source and location, and enforcement metrics. Occupancy counts should be conducted twice during the peak season and include the following data:
 - Occupancy by zone and by off-street lots
 - Occupancy on an hourly basis from 8 a.m. to 8 p.m. Occupancy on a weekday, weekend, and special event
- Document any additions or loss of public and private parking within the downtown

Enforcement

- Adopt specific guidelines for downtown parking enforcement, articulating that its primary function is to ensure efficient operation of the parking system to meet the parking availability targets.
- Adopt specific guidelines and policies for PEAs that emphasize an “Ambassador” approach. PEAs should prioritize customer service, sharing information and communicating the program. The issuance of citations should be targeted.
- Collect and review citation data and identify common infractions and citations. Define metrics and benchmarks for enforcement, including:
 - Total citations issued
 - Citations by type/block/zone/lot
 - Appeals requested by block/zone/lot/issuing officer
 - Citation collection rate
 - Number of outstanding citations

Reporting

- The Parking Committee should issue an annual Parking Report for review by the City Council and post it to the City website. The Annual Report should include the following information, at a minimum:
 - Review goals and objectives of parking management plan
 - Summarize management and enforcement policies
 - Report annual parking data (see above), with a particular emphasis on occupancy data and parking availability by location
 - Recommended rate and regulation adjustments by location and time to achieve occupancy targets

- Summary of investment made in the Paid Parking Area. Highlight future projects and give a timeline for implementation/completion
- Summary of other key information, including parking space addition/loss by public and private, technology enhancements, capital and maintenance work, customer service and outreach initiatives, financial position, current year accomplishments, and future year goals.

Benefits

- City staff, officials and representatives will have current information to accurately discuss the state of parking in Bayfield.
- Rather than being asked to provide information, the Parking Committee is actively informing the community.
- Due to transparency, the community will develop trust in the City to provide high levels of customer service and sound operational methodology.
- By actively engaging the community, The Parking Committee will receive feedback on what aspects of the system are appreciated and where there are opportunities. Feedback is essential in developing new programs, eliminating poor policy and honing existing operations.

9. Develop Communications Plan

Summary

Successful implementation of this parking management plan will require clear, consistent, and ongoing communication with the public and downtown stakeholders. The City should develop and implement a communication and outreach plan that clearly articulates the goals, objectives, benefits, and details of the proposed recommendations in this plan. In particular, the parking management program, resident parking permit, and employee parking policy.

The specific recommendations include:

1. Identify and dedicate a staff member to develop parking communications, marketing, and outreach materials in collaboration with the app provider.
2. The Parking Committee should develop key messages based on different user groups, such as businesses, property owners, residents, visitors, employees, and others. Messaging should focus on clearly communicating the goals/objectives, how the programs work, how people can utilize new services, and where they can find more information.
3. Disseminate marketing/communication information across multiple platforms, such as City website, chamber of commerce website, social media and brochures.
4. Conduct workshops and/or one-on-one meetings with downtown stakeholders.
5. Develop press releases and engage in education/outreach with key press outlets.
6. Communications should occur two months prior to implementation and continue as an ongoing effort post-implementation.
7. Develop a way for people to provide comments and feedback on the system.
8. Developing a stand-alone parking website would be the best way to access parking information, pay tickets, and provide feedback.

Benefits

- Creates dialogue between community and staff prior to and after plan adoption
- Allows staff and committee members to proactively educate the community on the proposed program, while ensuring that stakeholders can provide input.
- Clear, simple, and intuitive messaging can communicate the goals, objectives, benefits, and details of the programs.
- Messaging can reduce confusion about the system and reduce the potential for citations.

CHAPTER 7 – Long-term Strategies

1) Standing Parking Committee

The implementation of the Parking Management Plan will need to be monitored and adapted as new data is gathered and technology changes. A standing parking committee should be created to oversee the implementation/management of the paid parking system, generate reports, and ensure its success. Further, to develop support for the paid parking system, it is crucial to give local stakeholders input in developing parking policies and advising how Bayfield's parking revenues should be used.

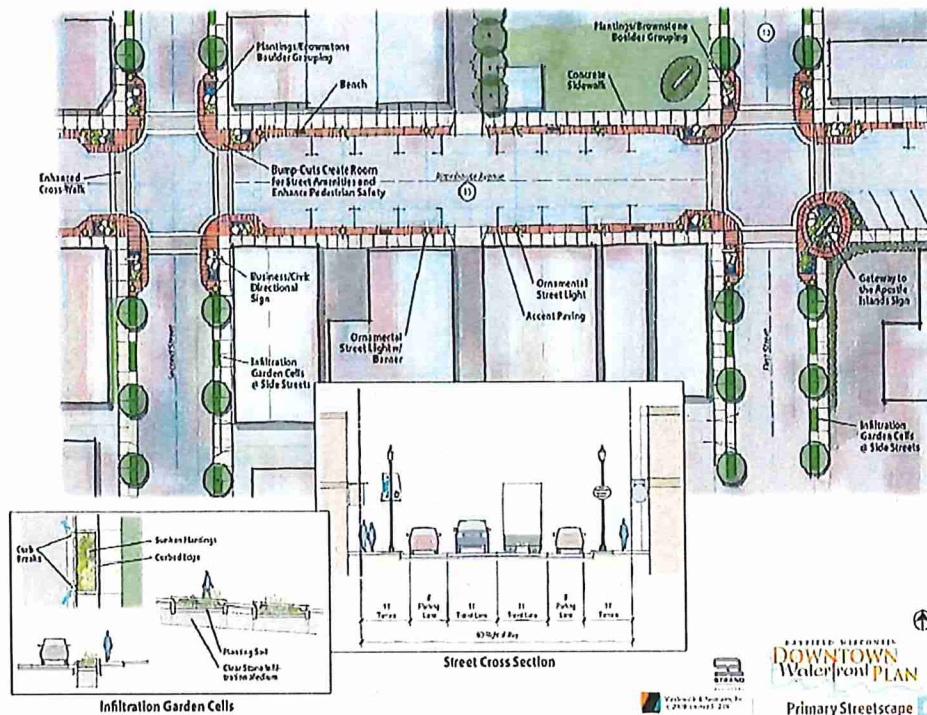
Therefore, it is recommended that the parking committee be made up of 6 members: City councilmember, planning commission member, public works member, and 3 commercial district stakeholders.

2) Parking Infrastructure Capital Improvement Plan

To support the paid parking program the City should invest back into the downtown district. It is recommended that the parking committee annually create a 10 year capital improvements plan based on collected parking data and community feedback. Parking infrastructure represents significant investment and must be carefully planned to ensure the investments support the overall paid parking program.

The capital improvements plan should be transparent to the public, so when a user pays for parking, they know that their payment pays for the parking infrastructure, and other downtown improvements. The Downtown Waterfront Plan (Figure 6-1) that was adopted in 2003 details many such improvements. One improvement that could immediately be investigated is constructing additional parking spaces.

Ultimately Bayfield's merchants, customers, and residents will be more willing to support parking policies when they can clearly see that the monies collected are invested into physical downtown improvements – enhanced pavement, new sidewalks, plantings, signage, and stormwater infiltration elements.



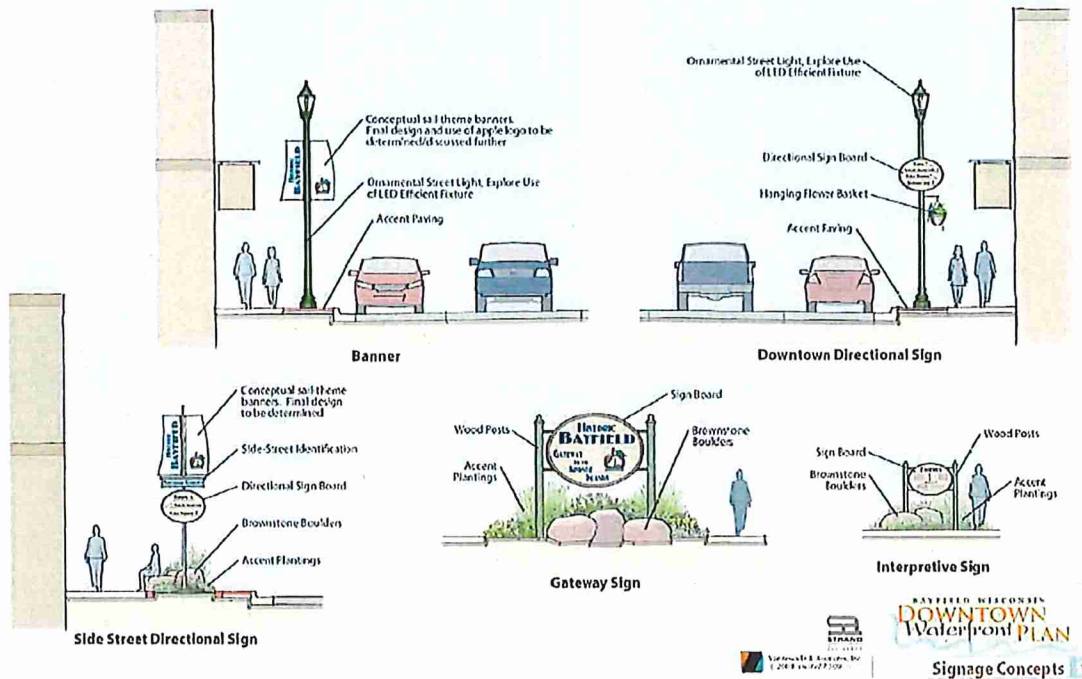
3) Pedestrian and Bicycle Improvements

Parking is not just about parking, it is about getting from the car to your destination or destinations, and then back to the car. The City should explore improvements to the walking environment to encourage a more connected network and more pedestrians on the street, which in turn, helps others feel safer. Another important benefit of a more connected pedestrian network is that parking facilities are in closer proximity to the driver's destination.

Currently, the downtown is divided into several somewhat disjointed districts. These areas should be made to better reinforce each other's functions, and all should be linked to the unifying waterfront opportunity. There is a disconnect between Rittenhouse Avenue retail business district and the rest of downtown. This is physical separation due to topography and cultural separation due to lack of identifiable wayfinding icons and routes.

Some physical improvements could improve this situation. A clear waterfront and historic theme needs to be communicated throughout downtown. This could manifest itself using a palette of community signage (Figure 6-2), and hierarchy of streetscape enhancements. Important business streets and trail linkages should stand out as special routes to be explored by visitors with direction signs, and informational displays that point out community highlights. Visitors should be slowed down, to appreciate views of the water looking down the east-west streets and to observe business and cultural opportunities along the way.

Certain roadway, sidewalk, and bicycle routes need to stand out from other downtown streets and walkways. These have been identified as important business corridors, the waterfront walkway experience, or experiential pathways that feature community assets. Visitors like to stroll, but with careful



guidance will be more willing to extend their routes beyond Rittenhouse Avenue and past interesting businesses, institutions, historic sites and natural features throughout downtown.

4) Special Event Plan

Special events draw crowds of visitors to Bayfield and will place unique demands on the parking system. Each event has a different dynamic, mix of users, and localized impact on parking and transportation. The Parking Committee can work with Stakeholders to develop targeted Event Management Plans that could do the following:

- Provide parking information in advance of the event (building on signage and information recommendations)
- Designate parking facilities for use during event times
- Parking location assignment
- Access for disabled/special permit parking
- Consider parking off-site and providing a shuttle
- Active Communication

Figure 6-2: 2003 Downtown Waterfront Plan signage concept designs

- Temporary on-street directional signs
- Enforcement or Police presence
- Signage during event, such as when lots are full

5) Striping and Diagonal Parking

As the City begins collecting parking data it may become clear additional parking is needed. Beyond seeking out shared parking agreements (Recommendation # 7), there are other alternative methods to create low-cost supply.

The City endures harsh winters that often lead to faded paint striping on the streets. City staff are devoted to re-painting each spring and summer as resources and time allow. There is currently an opportunity to infuse resources into the Public Works team to support striping of faded parking stalls and curbs and to paint new stalls in areas where none are delineated. By adding striping to new or unmarked areas, the City can promote and enforce more efficient use of parking spaces. Ultimately, more vehicles will fit on a block face if parked efficiently within allocated lines.

Additionally, more parking spaces could be provided by changing certain streets to diagonal parking similar to what is seen on Front Street. A good candidate street for this is Wilson Ave. Due to its narrow size one-way traffic flow would need to be implemented. An alternative method for this street would be to change it to one way traffic and allow parallel parking on both sides.

CHAPTER 8 – Action Steps

- Investigate Parking Passes – Who and how will they be issued
 - ✓ What is envisioned – different colors for different pass groups?
 - ✓ Provide estimates for number of passes in each group.
 - ✓ Estimate Staff hours need to implement passes
 - ✓ Determine required/legal documents to issue passes
 - ✓ Provide updated budget figures for passes
 - ✓ Digital options? Available? What cost? Estimate number of people who will still want to come to City Hall to obtain a pass.
 - ✓ What are the Set-up fees? Technical advice? IT needed to implement?
 - ✓ Can we limit the time they are offered? No passes after July 15th?
 - ✓ How will the passes be tracked by the PD? A list? How will it be generated? Updated?
- Investigate Parking Citation Program
 - ✓ Automated Programs available? Cost?
 - ✓ Handheld License Plate Reader? Cost?

- ✓ What are the Set-up fees? Technical advice? IT needed?
 - ✓ Consider budget changes due to enforcement / non-enforcement?
 - ✓ More general, how is the PD supposed to handle this new endeavor being an officer down?
What are the general expectations?
- Job Descriptions and Job description changes
 - ✓ Develop Job Description for Parking Enforcement Person
 - ✓ Develop Language for any other staff changes / expectations
- Discuss Signs needed
 - ✓ Are we using the ones from Park Mobile? One style? Will that work?
 - ✓ Some signs need additional language like no parking anytime between _____, Cost? Vendor? Price? Length of Time to Receive?
 - ✓ Will all signs be the same color? Will they be different colors based on the zones? If different, how many for each zone?
 - ✓ How will wayfinding branding be included or not included on signs? Is there time to coordinate?
- Discuss Fee
 - ✓ Are Convenience Fees and Taxes going to be added to rates.
 - ✓ Amend Budget accordingly.
- Public Works
 - ✓ Are streets going to be striped? Which ones?
 - ✓ Estimate cost for digging post
 - ✓ Determine pole type
- Complaints
 - ✓ How are complaints handled?
- Update Budget
 - ✓ Implementing Paid Parking is primarily being done to generate revenues.
 - ✓ We need to provide a solid updated budget for this purpose. Understanding the real costs will be important to the program's success and with communication/transparency with the public.
- Modify plan and provide draft copy to Council for consideration
 - ✓ Does plan need to be reviewed by legal Counsel?
 - ✓ Do we need any other legal document to implement? Ordinance?
 - ✓ Make amendments and move for final adoption.
- Begin Public outreach
 - ✓ Use Park Mobile Communication to assist

- ✓ Develop Summary sheets/ FAQs

CHAPTER 9 - Conclusion

As Bayfield continues to see increased visitation, the City will face mounting pressures to maintain/improve parking and access conditions within Downtown. This has been recognized in the 2019 – 2029 Comprehensive Plan. To accomplish these goals set forth in the Comprehensive Plan represents a significant investment from the scarce resources of the City. Implementing a paid parking management system will provide much needed revenue to the City, allowing it to meet these goals and assist with other projects across the City.

The perception that Bayfield lacks parking is not a result of insufficient supply, but rather of parking management. Several key parking management strategies are available to help correct the demand imbalance between the most and least-utilized parking locations and improve access to Downtown for its residents, employees, visitors, and patrons. These strategies include, but are not limited to:

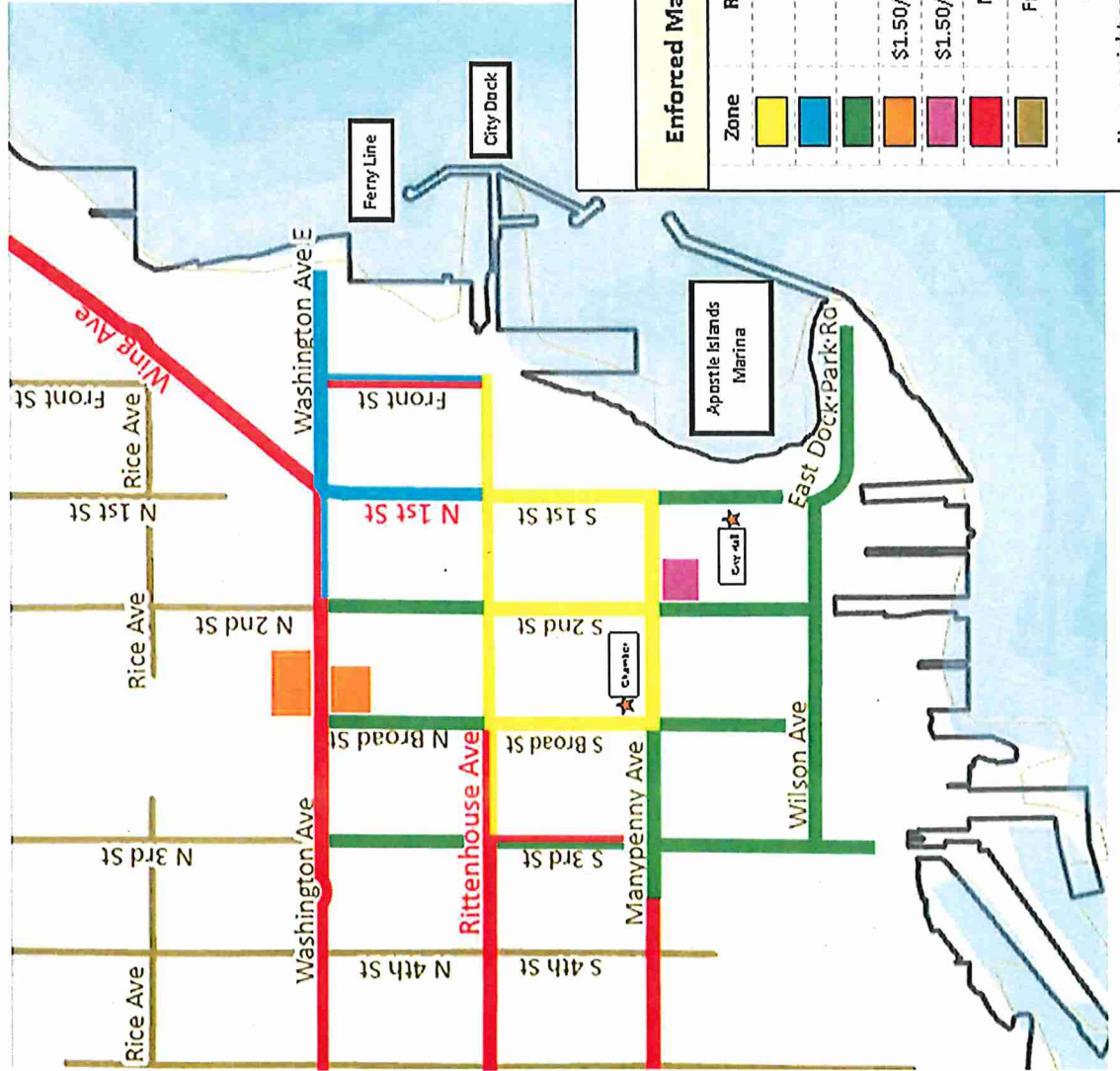
- Comprehensive communications plan for visitors, including wayfinding, signage, and information elements that effectively direct visitors and short-term parkers to the parking locations that best suit their needs.
- Demand-based parking management, an approach that creates tiered parking rate zones to achieve space availability goals, with higher rates in high-demand, centrally located zones and lower rates in peripheral areas with lower demand.
- Community outreach is key to successful implementation of recommendations included in this Plan. Adjustments to parking regulations and especially enforcement that impacts employees, should coincide with education-based programs that inform the public about changes and encourage a continued assessment and dialogue.

In order for Bayfield to continue thriving as a hub of historic, cultural, artistic, and economic activity, a comprehensive and technically derived action plan will serve the City well as it continues to optimize parking resources and effectively communicate parking availability and area-wide wayfinding.

DRAFT

Appendix

City of Bayfield Parking Map



Parking Map Key

Enforced May 15–October 15 from 9am to 7pm daily

Zone	Rates (\$/hr)	Regulations	Other
Yellow	\$2.00	3 hour limit	No Overnight*
Blue	\$1.50	5 hour limit	No Overnight*
Green	\$1.25	48 hours	
Orange	\$1.50/hr or \$20/day	14 days	
Pink	\$1.50/hr or \$20/day	48 hours	
Red	No Parking	No Parking	No Parking
Brown	Free Parking	Free Parking	Free Parking

* Unless you have a resident pass.
No overnight parking on Rittenhouse or Front Street at any time.

Appendix Cont.

Proposed 2022 Parking Revenues

Zone	Spaces	Hourly Rate	Days Enforced	Hours Enforced	100% Occupancy Revenue	40% Occupancy Revenue	20% Occupancy Revenue
On-Street	514	\$1.75*	153	10	\$1,376,235.00	\$550,494.00	\$275,247.00
Off-Street	135	\$1.50	153	10	\$309,825.00	\$123,930.00	\$61,965.00
Total					\$1,686,060	\$649,671.00	\$275,247.00

Zone	Spaces	Hourly Rate	Days Enforced	Hours Enforced	100% Occupancy Revenue	40% Occupancy Revenue	20% Occupancy Revenue
Standard	186	\$1.50	153	10	\$426,870.00	\$170,748.00	\$85,374.00
Premium	59	\$2.00	153	10	\$180,540.00	\$72,216.00	\$36,108.00
Value	404	\$1.25	153	10	\$772,650.00	\$309,060.00	\$154,530.00
Total					\$1,380,060.00	\$552,024	\$276,012.00

*hourly rate was averaged among the spaces X rate for general on street parking

For the purposes of budgeting please use the revenue projection of \$258,172.20. This represents a very conservative estimate as it is calculated with average hourly rate and 20% occupancy. Other communities typically assume 40% occupancy but seeing as this is our first attempt at paid parking I felt it important to very conservative in our estimate.

Appendix Cont.

Proposed 2022 Expenditures

ENFORCEMENT				
Category	Position	Cost/Wage	Time/Qty	Expenditure
Labor	Enforcement Officer	\$17.25	1530	\$26,392.50
Equipment	Tablet	\$1,200	One time	\$800.00
Communications	Phone Provider		Monthly	\$242.00
Materials	Uniform	\$418	2 employees	\$836.00

*\$17.25/hr cost includes Fringe it was calculated assuming the position would be paid \$15/hr with a Fringe amount being 15% of Gross Wage.

PUBLIC WORKS				
Category	Description	Cost/Wage	Time/Qty	Expenditure
Labor	Sign Installation	\$52.80/Sign	120	\$6,336.00
Materials	Post/Hardware			\$10,000.00
Improvement	Striping			\$15,000.00
Equipment	Core Drilling			\$5,000

ADMINISTRATION				
Category	Position	Cost/Wage	Time/Qty	Expenditure
Staff	Treasurer	\$175/week	30 weeks	\$5,250.00
Legal	Review/Codify Ordinance			\$2,500.00
Mapping				\$750.00
			Total	\$73,106.50
			Expenses	\$73,106.50
			20% Contingency Fund	\$14,621.30
			Expense Grand Total	\$87,727.80

\$175/week is assuming 3-4hrs/week for treasurer. This cost would include fringe.

*The expenditure projections contain both ongoing and one-time expenses. The projections are made for the duration of one season from May 15 to October 15.

Action Item	Sub Action	Entity Responsible	Initiate By	Est. Cost.	Deadline
Investigate Parking Passes					
	Style of Pass—digital or physical	City Hall Staff			22-Sep
	Amount of passes in each group	City Hall Staff			22-Sep
	Tracking system	Staff/ Parking/ Police			22-Sep
	Update Budget figures for permits	City Hall Staff/ Parking			22-Sep
	Staff hours for Implementation	City Hall Staff/ Parking			22-Sep
	Investigate legal documents to issue passes				22-Sep
	Investigate set up fees, tech advice, IT				22-Sep
Parking Citation/ Enforcement					
	Develop job description for PEA	City Police			22-Sep
	Investigate LPR	City Police			22-Sep
	Update budget changes	City Hall Staff			22-Sep
Signage	Expectations of the Police Department	Parking			22-Sep
	How many signs are needed per block	City PW			22-Sep
	Signs needing additional language	City PW/ Police			22-Sep
	Sign design: Color, size, verbiage	City Hall/ PM			22-Sep
	Ordering Signs	City Hall/ PM			23-Feb
	Multiple styles?				22-Sep
	Update budget to reflect	City Hall Staff/ Parking			22-Sep
	Incorporate wayfinding	Planning			22-Sep
Ordinances	Ordinance changes	Parking/ Staff/ Council			22-Sep
	Legal review?				
	Language for staff changes	Parking/ Council			22-Sep
Budget					
	Update budget	Parking/ Staff			22-Sep
Public Outreach	Investigate fees and Taxes	Staff			22-Sep

	Develop Summary Sheet/ FAQ Use Park Mobile to Assist	Parking		22-Sep
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Appendix cont.

Permits

Permits

General Rules

- Permit rules and regulations only apply during paid parking season.
- Permit holders are issued a sticker registered to their vehicle that allows a 3-hour block of parking time. You can move to any stall within those 3 hours but are subject to a ticket if your vehicle stays over 3 hours total without paying the meter.
- To be valid Vehicle stickers must:
 - o Be fully adhered & visible on the lower right hand passenger side
 - o Sticker must match license plate
- Permits are non-transferable and must match license plate registration.
- Permit holders are subject to all parking regulations including a \$20 fine for "IMPROPER DISPLAY" of a permit.

Paid Parking Area Resident Permit

- Cost – Free
- Renewal – This sticker must be renewed every year
- Eligibility – Any person who is a resident homeowner or resident tenant eligible to vote in the City of Bayfield paid parking area with a valid driver's license, current vehicle registration, and current utility bill, property tax statement, or rental agreement that proves ownership/rental within City limits. Name on registration must match name on utility bill, tax statement rental agreement.
- Additional Details
 - o Permit exempt from 3-hour limit and allows parking up to 48 hours
 - o Overnight parking allowed in paid parking area except for Rittenhouse Avenue and Front Street.
 - o Each resident homeowner or resident tenant shall be issued 1 sticker free of charge.

Property Owner/Tenant Permit

- Cost – Free
- Renewal – This sticker must be renewed every year
- Eligibility – Any person who is a property owner or resident tenant eligible to vote in the City of Bayfield with a valid driver's license, current vehicle registration, and current utility bill, property tax statement, or rental agreement that proves ownership/rental within City limits. Name on registration must match name on utility bill, tax statement rental agreement.
- Additional Details - Each property owner homeowner or resident tenant shall be issued 1 sticker free of charge. Allows overnight parking in Green Zone.

Annual Permit

- Cost - \$50.00
- Renewal - This sticker must be renewed every year
- Eligibility – Any person with a valid driver's license and vehicle registration. Allows overnight parking in Green Zone.
- Additional Details – There are no residency or property ownership requirements for this permit

Employee Permit

- Cost – Free
- Renewal – This sticker does not renew
- Eligibility – Any person who is employed by a business in the City of Bayfield with a valid driver's license, current vehicle registration, and recent pay stub that proves employment within City limits. Name on registration must match name on pay stub.
- Additional Details – Permit holder shall only be allowed to park in the Green Zone. Permit is exempt from hourly restrictions but may not park overnight. Employees may park outside the designated zone but will be subject to rate charges. Employers will be responsible for communicating to City Hall any changes in employee status to allow permits to be deactivated as necessary.

DRAFT

Appendix Cont.

Overall Parking Space

Parking Inventory		
Type	City	Paid Area
Public Parking Lots	415	257
Street Parking	1977	514
Commercial/Private Lots	652	562
TOTAL	3044	1333

Count

Row Labels	On Street	Private Lot	Public Lot	Grand Total
Harbor			122	122
Marina			92	92
Boat Ramp			22	22
Pavillion			8	8
Lakeside	117	238	69	424
First	44	134		178
Front	20	34		54
Washington	53	70		123
Iron Bridge N			20	20
Iron Bridge S			9	9
Mannypenny Lot			40	40
Main Street	59	15		74
Rittenhouse	59	15		74
Side Streets	163	68	6	237
Broad	56	47		103
Mannypenny	50			50
Second	57	21		78
Library			6	6
Walkable	175	241	60	476
Broad	32	57		89
Mannypenny	0			0
Second	30			30
Third	51	184		235
Washington	15			15
Wilson	43			43
East Dock			41	41
HR Beach			10	10
City Hall	4		9	13
Residential	1463	90	158	1711

Broad	0			0
First	90			90
Front	66			66
Mannypenny	100			100
Rittenhouse	48			48
Second	96			96
Third	48			48
Washington	0			0
Wilson	96			96
North Limits	30			30
Lynde	49			49
Sweeney	29			29
Rice	61			61
Old Military	64			64
Pine	18			18
Forth	116			116
Sixth	42	45		87
Seventh	84	45		129
Eighth	72			72
Ninth	102			102
Tenth	96			96
Eleventh	48			48
Fifth	108			108
School			107	107
Courthouse			28	28
Ball Field			23	23
Grand Total	1977	652	415	3044

Chart apx-1: list of all parking spaces in the City of Bayfield

cityclerk cityofbayfield.com

From: Matt Carrier <matthew-carrier@bethel.edu>
Sent: Thursday, May 12, 2022 6:43 AM
To: cityclerk cityofbayfield.com
Cc: Kristen Sandstrom
Subject: Fwd: Permits

Hi Billie,

Please include the following email after Parking Plan materials in the Council packet.

Thanks,
Matt

----- Forwarded message -----

From: Kristen Sandstrom <kristensandstrom74@gmail.com>
Date: Wed, May 11, 2022 at 10:54 AM
Subject: Re: Permits
To: Matt Carrier <matthew-carrier@bethel.edu>

Matt,
Here are my thoughts on permits to share with the council:

As a member of the parking committee I have thought long and hard about the subject of permits and who "should" or "deserves" a complimentary parking permit. My simple response is **all or none**. There has been discussion of giving permits to the residents of the city of Bayfield - I think that is a useless gesture, as the city of Bayfield residents are one of the smallest groups of people utilizing parking spaces (especially during the summer). The majority of people bringing a vehicle into the city for shopping, etc are residents of the Town of Bayfield, the Red Cliff reservation, and the Town of Russell.

Therefore, if the council feels strongly about providing permits for folks outside of the paid parking zones, then they should include the entire 54814 zip code. While I understand this is a question of revenue and those who live outside of our city limits do not pay taxes, I think that is a narrow argument and doesn't truly take into consideration the true size of our community. Our business community expands far beyond the city limits and I do believe that should be considered. Our city's businesses depend greatly on the patronage of citizens in the surrounding townships. Therefore if we're talking about providing this privilege to our community we need to recognize that the word community goes far beyond boundaries and who pays taxes. I am a renter in the City of Bayfield and have never paid property taxes - does that make me less of a citizen in the city of Bayfield?

SO... if any permits are distributed outside of those who live in the I believe it should encompass the entire 54814 zip code (our true community). If not, then the permits should only be permitted to those who live in the paid parking zones, and possibly give those residents the ability to get a temporary permit for friends or family when they have visitors.

Thank you to the council for taking these viewpoints into consideration.

cityclerk cityofbayfield.com

From: Matt Carrier <matthew-carrier@bethel.edu>
Sent: Thursday, May 12, 2022 6:43 AM
To: cityclerk cityofbayfield.com
Cc: Bob Zawislak
Subject: Fwd: Parking Plan Concerns

Hi Billie,

Please include the following email after Parking Plan materials in the Council packet.

Thanks,
Matt

----- Forwarded message -----

From: Bob Zawislak <rdzawislak@gmail.com>
Date: Wed, May 11, 2022 at 4:54 PM
Subject: Parking Plan Concerns
To: Matthew Carrier <matthew-carrier@bethel.edu>

Matt Carrier

Please relay my concerns to the Bayfield City Council.

I am in full agreement that the Parking Management Plan needs to be implemented.

There are two items that I find concerning to me.

1. That Bayfield City residents are limited to only 1 free pass per household. Many homes have multiple family members and each member may have a vehicle. I do not know what the "perfect" number of passes might be, but I believe only one free pass is rather limiting. This is not a personal problem for me. I am thinking about those who live further from downtown, have multiple vehicles in use, and find it necessary to drive downtown for services. City residents already are financially involved in parking expenses by paying taxes to support the city infrastructure.
2. The surrounding community residents likely will have to purchase annual parking passes at \$50 per vehicle. Perhaps it would be a goodwill gesture to reduce the fee for these residents to \$30 per pass. This rate might also be offered to Bayfield City residents having to purchase passes for multiple vehicles.

Respectfully,

Robert J. Zawislak
Parking Committee Member

--
Matt Carrier

cityclerk cityofbayfield.com

From: Matt Carrier <matthew-carrier@bethel.edu>
Sent: Thursday, May 12, 2022 12:32 PM
To: cityclerk cityofbayfield.com
Cc: Beta Bodin
Subject: Fwd: Parking

Hi Billie,

One more email that I received regarding the upcoming Council review of PMP. Please include after Parking Plan materials in the Council packet.

Thanks,
Matt

----- Forwarded message -----

From: Beta Bodin <brownstonecentre@gmail.com>
Date: Thu, May 12, 2022 at 11:51 AM
Subject: Parking
To: Matthew Carrier <matthew-carrier@bethel.edu>, Sarah Mather <cityoffice@cityofbayfield.com>

Hi Matt

I hope this isn't too late, but it's been my first chance to sit down with this Parking Plan. Several thoughts off of the top.....

1. I am not going to stop drilling the concept that this plan completely and inadequately fails to address the shortage of parking in town. City residents openly admit they do not come down town during summer days now because of the lack of parking. One woefully small paragraph in this plan talks about the future of the parking issues, but said plan does nothing to address the issue. The conversation has been driven toward revenue raising for the City's immediate needs only, and not toward solutions of the seasonal parking shortage that exists. The longer the City avoids this issue the more looming it becomes. This is a challenging problem that no one seems to want to tackle, but putting our heads in the sand hoping the problem will somehow correct itself isn't the answer. I truly believe that a specific percentage of this parking revenue should be set aside for the specific purpose of purchasing/creating additional parking and that this should be included in this plan.

2. RV parking is also woefully under addressed. There seems to be some placement for RV's, but for Very Few and size restrictions limit locations. Where in general are the rest of these types of vehicles going to be sent to park? Maybe I'm missing it, but I don't see agreements in place with potential use of secondary owner lots. Am I'm missing something.....
?

2. Employee parking, boat parking, and Island employee parking all in the green zone. It's not going to work..... That is a very high demand in very few spaces.

I really do appreciate all of the work that has gone into this effort by you, the city staff, and committee members to get this far into this plan. I also agree that there needs to be some kind of commitment from the Council in order to continue, should the City want to continue down this path. But I think some of these issues need to be hammered out first.

--

OVERVIEW:

The City of Bayfield Parking Committee was formed to evaluate the potential revenue stream from implementing paid parking in the 'downtown district' and assess parking needs in the City of Bayfield. Based on assumptions used in the Financial Plan provided by audit firm, Baker Tilly in April 2021 and building off the 2021 budget, the estimated average annual budget deficit over the next 10 years is \$128,800 annually. Without an additional revenue stream or permanent budget reductions to staff or services, the fund balance could be depleted by 2027.

The City of Bayfield goes through a yearly budget cycle where requests from committees are prioritized, and funds are distributed to projects based on need. The City of Bayfield currently has a multitude of needs that are not being met because there is not a steady, effective, revenue generating system in place to meet all the requests from the community. Baker Tilly recommended 8 potential revenue generating systems for the City of Bayfield to investigate for increased revenues, one of which was a paid parking system.

With a focus on the 'downtown district', the City of Bayfield Parking Committee, various other City committees, and members of city staff (Chief of Police, Public Works Director, Treasurer City Clerk, Office Assistant) have had discussions about the effectiveness and implementation of paid parking and offer the following recommendations:

RECOMMENDATIONS:

Recommendation 1: Recommend implementing a digital paid parking system in the 'downtown district' on public streets between Wilson and Washington and Front and 3rd street and in public lots in the City of Bayfield between May 15th and October 15th 9am to 7pm daily with different fees and regulations based on street or lot.

Justification:

Digital System: Recommend using digital parking 'meters' via a digital parking company. There would be no physical meters on the street, rather signs that drivers can use an app on their phone or call a number to pay for parking. Upon recommendation, there should be 3 signs per block. This ultimately will not reduce the clutter in the downtown area but will give a clearer indication of where to park and how to pay for parking.

Downtown District: Recommend creating a zone between Wilson and Washington and Front and 3rd because it encompasses the majority of downtown without moving into much of the residential areas in the City of Bayfield. This is the area where most of the attractions are and where drivers are parking. The district is subject to change based on driver usage data collected after the first year of implementation.

Dates: The City of Bayfield is a community that thrives on summer tourism. With the influx of tourists in the summer months most of the revenue that can be generated happens between May and October. Avoid paid parking November to April due to lack of drivers.

Times: This time frame (9am to 7pm) will encompass most of the drivers in the City of Bayfield Downtown District. Between 9am and 7pm, residents or visitors will still be able to access establishments in the morning and evenings without having to pay for parking. Times are subject to change based on driver usage data collected after the first year of implementation.

Fees: We recommend keeping the fees a reasonable and manageable rate for drivers per hour or day depending on one of two 'zones'—Green and Yellow (Figure 1). Rates should be kept low so it does not offend visitors. Fees are subject to change based on turnover rates. We recommend starting fees at \$1.50/ hr in the Green area and \$2.00/ hour in the Yellow area and lots at \$20/day.

Implementation Timeline: Recommend completion and implementation of the project by May 2023

Implementation Cost: Staff time.

Action Items:

1. Create new, professional map of parking—outsource
2. Inform and update Chamber of Commerce, business owners, downtown residents, and the surrounding communities when Paid Parking will be implemented, enforced, and how they will need to comply with new regulations and rules. (more under Recommendation 3)—City Hall staff, Parking Committee
 - a. Should be a letter referring people to an informational session after the contract has been signed.
 - b. Several sessions should be set up to reach a broader range of people.

City of Bayfield Parking Map

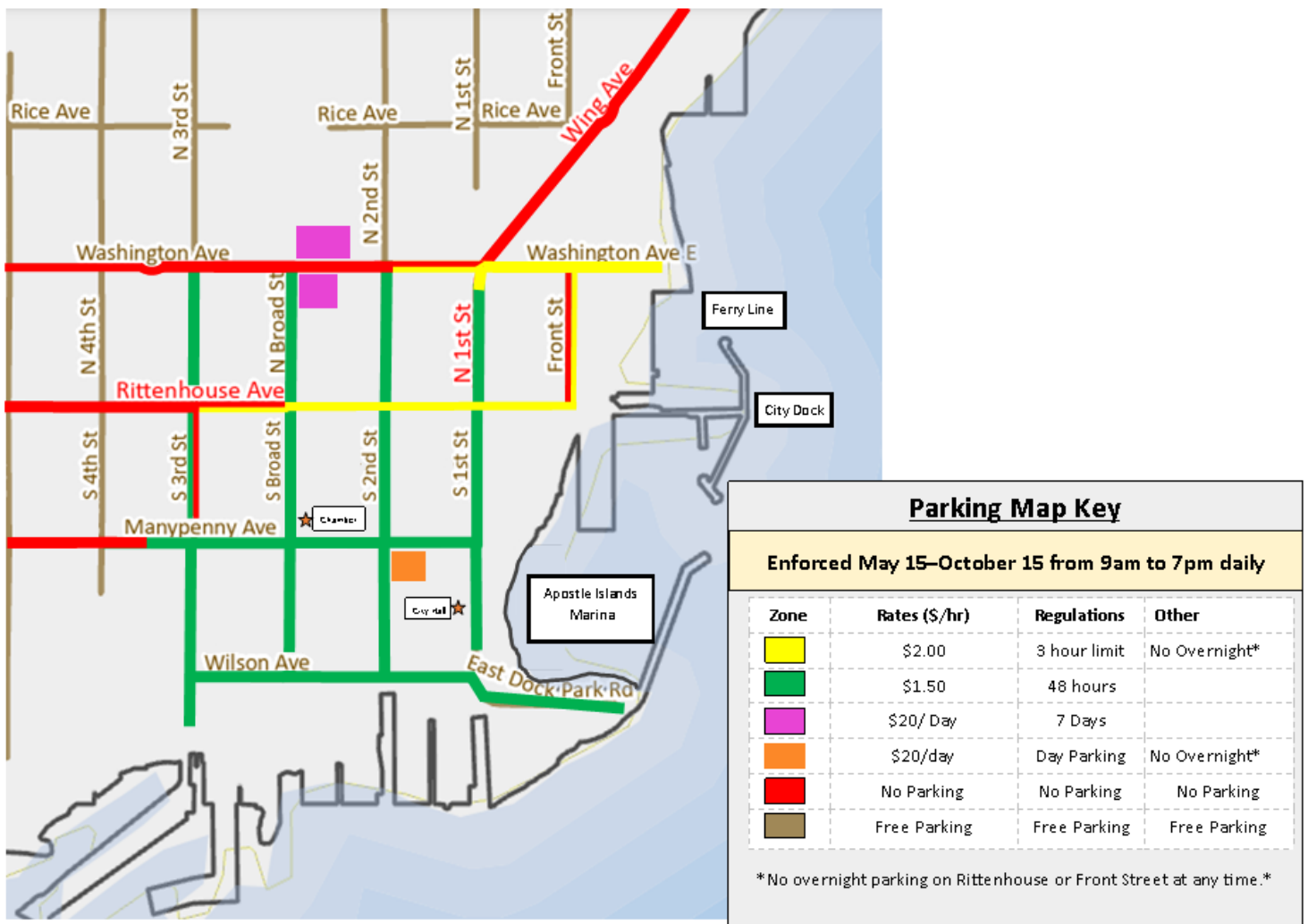


Figure 1: Recommended parking zones, fees, and restrictions in the City of Bayfield downtown district.

Recommendation 2: Recommend contracting ParkMobile as a contactless parking payment provider.

Justification: ParkMobile is the top mobile payment market leader for paid parking with a presence in over 400 cities across the country including Minneapolis and over 25 million users. Since ParkMobile’s footprint is so large, drivers from visiting areas will likely be familiar with the ParkMobile system already. Using the free app, drivers can find and pay for parking, receive notifications before their time expires, and extend hours, if needed. Drivers also have the capability of

using text-to-park or directly through Google Maps. This allows for the drivers to know where their 'meter' time is always. Drivers without smartphone may call and make payment over the phone.

Do not recommend accepting cash payments currently due to tracking capabilities and security and theft issues.

Implementation Timeline: Recommend signing a contract with ParkMobile in January 2023 per their recommendation.

Implementation Costs: Staff time. Council approval of contract.

Action Items:

1. Request legal review of contract before signing—City attorney
 2. Review accepting cash payments in the future via cashbox or kiosk—Parking Committee, Police
-

Recommendation 3: Recommend working with ParkMobile on signage and a communications plan for the public once the contract has been signed.

Justification: ParkMobile has the capability with their marketing team to promote the newly implemented ParkMobile system through awareness, adoption, engagement, retention, and advocacy. ParkMobile has the capacity to contact local media and provide advertising, provides demos, works on engagement with geo-fencing our area, provides promotions and updates as well as re-engagement strategies when requested. ParkMobile will also provide customized signs free of charge for the entire 'downtown district'. ParkMobile recommends 3 signs per block.

Implementation Cost: Staff time & committee time for sign design, post hole drilling, and informational meetings.

Implementation Timeline: Post hole drilling: Summer/ Fall 2022

Marketing and signs: January 2023 once contact is signed.

Communications plan: Feb/March/April 2023.

Action Items:

1. Work with Planning Commission on new wayfinding signage and incorporate logo with new ParkMobile signs—Parking Committee, Planning Comm, ParkMobile
 2. Set up informational meetings for the public and stakeholders closer to implementation date—Parking Committee, ParkMobile
 3. Determine post type and where each post will go—Public Works
 4. Determine language for signs and zones—Public Works, Police
-

Recommendation 4: Recommend hiring 3 staff members as Parking Enforcement Ambassadors (PEA) to handle office duties and enforcing paid parking using a License Plate Recognition device (LPR) and nForce from ParkMobile.

Justification: The status of the City of Bayfield Police Department does not offer extra time to enforce paid parking. With only two employees in the department, we recommend hiring 3 new part time staff members to take on the role of enforcement under the Paid Parking program. Three employees will allow for 2 enforcement ambassadors and 1 administrative role to handle complaints, tracking, and reporting.

We recommend using a license plate recognition device (LPR) to track license plates and handle ticketing. ParkMobile offers nForce, a free tracking software system, which can be used on any internet enabled device and would require the PEA to enter in each license plate individually. With the use of an LPR, nForce can integrate seamlessly to connect the operations and would allow for license plates to be scanned instead of manually entered which would have less human error and more efficiency.

We recommend hiring the third separate seasonal PEA to handle office duties, tickets, accounting, tracking, complaints, and become the liaison to the Paring Committee. This hire will report findings, complaints, and data to the Parking Committee and Council for review monthly during operations.

Implementation Timeline: January 2023

Implementation Cost: LPR: TBD
Staff Time.

Action Items:

1. Create job description for PEA—Police
 2. Investigate LPR and how many are needed—Police
 3. Determine feasibility of hiring 3 new staff members—City Hall Staff, Police.
 4. Determine parking fee structure for unpaid tickets, illegal parking, and unpaid fines for PEA to enforce—Police
-

Recommendation 5: Recommend offering a for-fee physical parking permit for residents and tenants who live in the downtown district to park during the day without using ParkMobile.

Justification: There are not many residents and tenants in the downtown district, however, for residents who live in the district and do not have private off-street parking, the newly added expense of parking their car every day while they are in residence would likely have a negative impact on financial situations. We recommend offering a for-fee pass for residents who live directly in the district to help offset the cost of parking downtown.

We recommend charging a minimal fee for these residents and tenants to allow them to park overnight and during the day without having to make payment to the ParkMobile app. This will allow the city to still profit and allows residents who live in the Downtown District some leeway when it comes to parking.

For residents in the downtown district with private-parking spaces a for-fee pass would still be allowed to be purchased.

Parking passes will be tied to license plate numbers and address, are not transferrable and will need to be renewed annually.

The PEA Administrative staff will be responsible for issuing permits.

Implementation Timeline: March 2023.

Implementation Cost: Permit costs.

Action Items:

1. Determine how many people live directly in the 'downtown district'—Parking Committee
 2. Determine how many passes would be needed per household—Parking Committee
 3. Determine a fee schedule for passes—Parking Committee
 4. Create parking pass permit application—Parking Committee
-

Recommendation 6: Recommend purchasing vacant land in the downtown district to increase parking options in the City of Bayfield for larger vehicles, campers, and trailers.

Justification: The City of Bayfield has 3 lots available for drivers to park in. Together these lots can offer parking for up to 70 vehicles. With the inflow of campers and boaters in the City of Bayfield we recommend pursuing purchasing vacant land in the downtown district to be used as parking for boats, campers, and other vehicles.

This will not only allow for more parking options in the downtown district but will hopefully alleviate on-street parking congestion.

Recommend signage on Highway 13 noting boats and campers of designated spot.

Recommend leaving the lot gravel/grass in the first year and making alterations to the lot after the first or second year or implementation.

Implementation Timeline: Summer 2022

Implementation Cost: Varies on land costs. Staff time.

Action Items:

1. Determine vacant lots in the City of Bayfield downtown district—City Hall Staff
 2. Determine feasibility of acquiring the lots and if owners are interested in a sale—City Hall Staff
 3. Determine cost of lots and how they will be purchased—City Hall Staff, Council.
 4. Determine repairs, cost for engineer and replacement of surface and cost for sidewalk—Public Works
 5. Consider rental options for events in place of street closures—City Hall Staff, Parking Committee.
-

Recommendation 7: Recommend not striping parking spaces and roads and making minor improvements to the current lots in the first year of implementation.

Justification: Due to Pavement Service Evaluation and Rating (PASER) score on streets in the City of Bayfield, lack of sidewalks across the downtown district, and cost we do not recommend striping the streets for parking spaces. We recommend making minor improvements to the current lots in place for accessibility and visibility.

Implementation Timeline: Spring 2023

Implementation Cost: Public Works Staff time.

Action Items:

1. Determine cost of gravel for Manypenny lot.—Public Works
 2. Reposition/ replace car bumpers in Manypenny lot—Public Works
 3. Assess striping in the future and what roads would benefit—Public Works
-

Recommendation 8: Update zoning, ordinances, job descriptions, fee schedule and procedures to reflect new paid parking plan.

Justification: With the implementation of paid parking in the downtown district, zoning, ordinances, job description, fee schedule, and procedures should be updated accordingly to reflect new rules and regulations associated with the parking plan.

Lastly, we recommend updating the hourly rate on Rittenhouse and Front Street to 3 hours instead of 2 hours to accommodate a longer stay allowing for drivers to frequent more shops, excursions, and dining.

Implementation Timeline: By January 2023 when contract is signed

Implementation Cost: Staff time. Legal review and public hearing.

Action Items:

1. Update parking ordinance to accommodate 3-hour parking on Rittenhouse and Front Street—City Hall Staff
2. Update ordinances to reflect new changes—City Hall Staff

3. Seek legal review on new ordinances and procedures—City Hall Staff
 4. Public hearing on new ordinances changes—City Hall Staff, Parking Committee.
-

Recommendation 9: We recommend that the Parking Committee stay active and become a stand-alone committee.

Justification: If adopted, we recommend that the Parking Committee stay active to regularly evaluate and modify the recommendations listed as necessary. Reestablishing an AD Hoc Parking Committee each year to evaluate the effectiveness of these recommendation and other parking issues would be time consuming and lively ineffective as new commission members would have to be sought out and onboard each year.

Having a standing Parking Committee would allow for the City Council to send any parking related issues to the Parking Committee for research and analysis any time such issue arises.

Implementation Timeline: Stand-alone committee by May 2023 then continually

Implementation Cost: Staff Time

Action Items:

1. Recommend stand-alone committee to Mayor and Council—Parking Committee
-

CONCLUSION:

We acknowledge that these 9-recommendations area not be-all-end-all solutions, but they are a good start to a new direction. With these recommendations, we hope to alleviate on street-parking in the downtown district while generating revenue for the City of Bayfield

APPENDIX:

Future items:

1. Investigate and review shared parking agreements with vacant lot owners and parking lot owners in the City of Bayfield downtown district
2. Investigate and review special assessment of sidewalks on all lots in the downtown district
3. Conduct a sidewalk and walkability study to make the downtown district a more pedestrian-friendly space.

Proposed Budget: The budget is expected to change.

Parking Fund			
Revenues			PROP. BUDGET
	PARKING MISC REVENUE		
	PARKING TICKET PENALTIES		
	PARKING STALL COLLECTIONS--YELLOW		\$ 155,142.00
	PARKING STALL COLLECTIONS--BLUE		\$ 48,195.00
	PARKING STALL COLLECTIONS--GREEN		\$ 106,144.00
	PAKRING LOT COLLECTIONS		\$ 64,260.00
	PARKING TICKET--COLL AGENCY		
	PARKING STICKERS--BAYF CO		\$ 25,000.00
	PARKING STICKERS--EMPLOYEES		\$ 9,000.00
	PARKING STICKERS--ADD. RES		\$ 10,250.00
	MISC SALES		\$500
		TOTAL	\$ 418,491.00
Expenditures			
	PARKING ENFORCEMENT AMBASS. WAGES		\$ 27,370.00
	STAFF HOURS* W/ FRINGE		\$ 35,109.80
	HEALTH INS		
	FICA/MEDICARE		
	RETIREMENT		
	UNEMPLOYMENT		
	PARKING FEE COLLECTION		passthrough
	CREDIT CARD FEE		\$ 56,561.22
	PERMTS		\$1,300
	OFFICE SUPPLIES		\$1,000
	POSTAGE		\$1,000
	OPERATING SUPPLIES		
	EQUIPMENT		
	TELEPHONE		
	TAXES		\$ 16,535.42
	UNIFORM		\$ 1,000.00
		TOTAL	\$ 139,876.44



**ATTACHMENT B
KIMLEY-HORN AND ASSOCIATES, INC.
STANDARD PROVISIONS**

- 1) **Consultant's Scope of Services and Additional Services.** The Consultant will perform only the services specifically described in this Agreement. If requested by the Client and agreed to by the Consultant, the Consultant will perform Additional Services, which shall be governed by these provisions. Unless otherwise agreed to in writing, the Client shall pay the Consultant for any Additional Services an amount based upon the Consultant's then-current hourly rates plus an amount to cover certain direct expenses including telecommunications, in-house reproduction, postage, supplies, project related computer time, and local mileage. Other direct expenses will be billed at 1.15 times cost.
- 2) **Client's Responsibilities.** In addition to other responsibilities herein or imposed by law, the Client shall:
 - a. Designate in writing a person to act as its representative, such person having complete authority to transmit instructions, receive information, and make or interpret the Client's decisions.
 - b. Provide all information and criteria as to the Client's requirements, objectives, and expectations for the project and all standards of development, design, or construction.
 - c. Provide the Consultant all available studies, plans, or other documents pertaining to the project, such as surveys, engineering data, environmental information, etc., all of which the Consultant may rely upon.
 - d. Arrange for access to the site and other property as required for the Consultant to provide its services.
 - e. Review all documents or reports presented by the Consultant and communicate decisions pertaining thereto within a reasonable time so as not to delay the Consultant.
 - f. Furnish approvals and permits from governmental authorities having jurisdiction over the project and approvals and consents from other parties as may be necessary.
 - g. Obtain any independent accounting, legal, insurance, cost estimating, and feasibility services required by Client.
 - h. Give prompt written notice to the Consultant whenever the Client becomes aware of any development that affects the Consultant's services or any defect or noncompliance in any aspect of the project.
- 3) **Period of Services.** Unless otherwise stated herein, the Consultant will begin work after receipt of a properly executed copy of this Agreement. This Agreement assumes conditions permitting continuous and orderly progress through completion of the services. Times for performance shall be extended as necessary for delays or suspensions due to circumstances that the Consultant does not control. If such delay or suspension extends for more than six months, Consultant's compensation shall be renegotiated.
- 4) **Method of Payment.** Client shall pay Consultant as follows:
 - a. Invoices will be submitted periodically for services performed and expenses incurred. Payment of each invoice will be due within 25 days of receipt. The Client shall also pay any applicable sales tax. All retainers will be held by the Consultant and applied against the final invoice. Interest will be added to accounts not paid within 25 days at the maximum rate allowed by law. If the Client fails to make any payment due under this or any other agreement within 30 days after the Consultant's transmittal of its invoice, the Consultant may, after giving notice to the Client, suspend services and withhold deliverables until all amounts due are paid.
 - b. If the Client relies on payment or proceeds from a third party to pay Consultant and Client does not pay Consultant's invoice within 60 days of receipt, Consultant may communicate directly with such third party to secure payment.
 - c. If the Client objects to an invoice, it must advise the Consultant in writing giving its reasons within 14 days of receipt of the invoice or the Client's objections will be waived, and the invoice shall conclusively be deemed due and owing. If the Client objects to only a portion of the invoice, payment for all other portions remains due.
 - d. If the Consultant initiates legal proceedings to collect payment, it may recover, in addition to all amounts due, its reasonable attorneys' fees, reasonable experts' fees, and other expenses related to the proceedings. Such expenses shall include the cost, at the Consultant's normal hourly billing rates, of the time devoted to such proceedings by its employees.

- e. The Client agrees that the payment to the Consultant is not subject to any contingency or condition. The Consultant may negotiate payment of any check tendered by the Client, even if the words “in full satisfaction” or words intended to have similar effect appear on the check without such negotiation being an accord and satisfaction of any disputed debt and without prejudicing any right of the Consultant to collect additional amounts from the Client.
- 5) **Use of Documents.** All documents and data prepared by the Consultant are related exclusively to the services described in this Agreement and may be used only if the Client has satisfied all of its obligations under this Agreement. They are not intended or represented to be suitable for use or reuse by the Client or others on extensions of this project or on any other project. Any modifications by the Client to any of the Consultant’s documents, or any reuse of the documents without written authorization by the Consultant will be at the Client’s sole risk and without liability to the Consultant, and the Client shall indemnify, defend and hold the Consultant harmless from all claims, damages, losses and expenses, including but not limited to attorneys’ fees, resulting therefrom. The Consultant’s electronic files and source code remain the property of the Consultant and shall be provided to the Client only if expressly provided for in this Agreement. Any electronic files not containing an electronic seal are provided only for the convenience of the Client and use of them is at the Client’s sole risk. In the case of any defects in the electronic files or any discrepancies between them and the hardcopy of the documents prepared by the Consultant, the hardcopy shall govern.
- 6) **Intellectual Property.** Consultant may use or develop its proprietary software, patents, copyrights, trademarks, trade secrets, and other intellectual property owned by Consultant or its affiliates (“Intellectual Property”) in the performance of this Agreement. Unless explicitly agreed to in writing by both parties to the contrary, Consultant maintains all interest in and ownership of its Intellectual Property and conveys no interest, ownership, license to use, or any other rights in the Intellectual Property to Client. Any enhancements of Intellectual Property made during the performance of this Agreement are solely owned by Consultant and its affiliates.
- 7) **Opinions of Cost.** Because the Consultant does not control the cost of labor, materials, equipment or services furnished by others, methods of determining prices, or competitive bidding or market conditions, any opinions rendered as to costs, including but not limited to the costs of construction and materials, are made solely based on its judgment as a professional familiar with the industry. The Consultant cannot and does not guarantee that proposals, bids or actual costs will not vary from its opinions of cost. If the Client wishes greater assurance as to the amount of any cost, it shall employ an independent cost estimator. Consultant’s services required to bring costs within any limitation established by the Client will be paid for as Additional Services.
- 8) **Termination.** The obligation to provide further services under this Agreement may be terminated by either party upon seven days’ written notice in the event of substantial failure by the other party to perform in accordance with the terms hereof, or upon thirty days’ written notice for the convenience of the terminating party. The Consultant shall be paid for all services rendered and expenses incurred to the effective date of termination, and other reasonable expenses incurred by the Consultant as a result of such termination.
- 9) **Standard of Care.** The standard of care applicable to Consultant’s services will be the degree of care and skill ordinarily exercised by consultants performing the same or similar services in the same locality at the time the services are provided. No warranty, express or implied, is made or intended by the Consultant’s performance of services, and it is agreed that the Consultant is not a fiduciary with respect to the Client.
- 10) **LIMITATION OF LIABILITY.** In recognition of the relative risks and benefits of the Project to the Client and the Consultant, the risks are allocated such that, to the fullest extent allowed by law, and notwithstanding any other provisions of this Agreement or the existence of applicable insurance coverage, that the total liability, in the aggregate, of the Consultant and the Consultant’s officers, directors, employees, agents, and subconsultants to the Client or to anyone claiming by, through or under the Client, for any and all claims, losses, costs or damages whatsoever arising out of or in any way related to the services under this Agreement from any causes, including but not limited to, the negligence, professional errors or omissions, strict liability or breach of contract or any warranty, express or implied, of the Consultant or the Consultant’s officers, directors, employees, agents, and subconsultants, shall not exceed twice the total compensation received by the

Consultant under this Agreement or \$50,000, whichever is greater. Higher limits of liability may be negotiated for additional fee. This Section is intended solely to limit the remedies available to the Client or those claiming by or through the Client, and nothing in this Section shall require the Client to indemnify the Consultant.

- 11) **Mutual Waiver of Consequential Damages.** In no event shall either party be liable to the other for any consequential, incidental, punitive, or indirect damages including but not limited to loss of income or loss of profits.
- 12) **Construction Costs.** Under no circumstances shall the Consultant be liable for extra costs or other consequences due to unknown conditions or related to the failure of contractors to perform work in accordance with the plans and specifications. Consultant shall have no liability whatsoever for any costs arising out of the Client's decision to obtain bids or proceed with construction before the Consultant has issued final, fully approved plans and specifications. The Client acknowledges that all preliminary plans are subject to substantial revision until plans are fully approved and all permits obtained.
- 13) **Certifications.** All requests for the Consultant to execute certificates, lender consents, or other third-party reliance letters must be submitted to the Consultant at least 14 days prior to the requested date of execution. The Consultant shall not be required to execute certificates, consents, or third-party reliance letters that are inaccurate, that relate to facts of which the Consultant does not have actual knowledge, or that would cause the Consultant to violate applicable rules of professional responsibility.
- 14) **Dispute Resolution.** All claims arising out of this Agreement or its breach shall be submitted first to mediation in accordance with the American Arbitration Association as a condition precedent to litigation. Any mediation or civil action by Client must be commenced within one year of the accrual of the cause of action asserted but in no event later than allowed by applicable statutes.
- 15) **Hazardous Substances and Conditions.** Consultant shall not be a custodian, transporter, handler, arranger, contractor, or remediator with respect to hazardous substances and conditions. Consultant's services will be limited to analysis, recommendations, and reporting, including, when agreed to, plans and specifications for isolation, removal, or remediation. The Consultant will notify the Client of unanticipated hazardous substances or conditions of which the Consultant actually becomes aware. The Consultant may stop affected portions of its services until the hazardous substance or condition is eliminated.
- 16) **Construction Phase Services.**
 - a. If the Consultant prepares construction documents and the Consultant is not retained to make periodic site visits, the Client assumes all responsibility for interpretation of the documents and for construction observation, and the Client waives any claims against the Consultant in any way connected thereto.
 - b. The Consultant shall have no responsibility for any contractor's means, methods, techniques, equipment choice and usage, sequence, schedule, safety programs, or safety practices, nor shall Consultant have any authority or responsibility to stop or direct the work of any contractor. The Consultant's visits will be for the purpose of endeavoring to provide the Client a greater degree of confidence that the completed work of its contractors will generally conform to the construction documents prepared by the Consultant. Consultant neither guarantees the performance of contractors, nor assumes responsibility for any contractor's failure to perform its work in accordance with the contract documents.
 - c. The Consultant is not responsible for any duties assigned to it in the construction contract that are not expressly provided for in this Agreement. The Client agrees that each contract with any contractor shall state that the contractor shall be solely responsible for job site safety and its means and methods; that the contractor shall indemnify the Client and the Consultant for all claims and liability arising out of job site accidents; and that the Client and the Consultant shall be made additional insureds under the contractor's general liability insurance policy.
- 17) **No Third-Party Beneficiaries; Assignment and Subcontracting.** This Agreement gives no rights or benefits to anyone other than the Client and the Consultant, and all duties and responsibilities undertaken pursuant to this Agreement will be for the sole benefit of the Client and the Consultant. The Client shall not assign or transfer any rights under or interest in this Agreement, or any claim arising out of the performance

of services by Consultant, without the written consent of the Consultant. The Consultant reserves the right to augment its staff with subconsultants as it deems appropriate due to project logistics, schedules, or market conditions. If the Consultant exercises this right, the Consultant will maintain the agreed-upon billing rates for services identified in the contract, regardless of whether the services are provided by in-house employees, contract employees, or independent subconsultants.

- 18) **Confidentiality.** The Client consents to the use and dissemination by the Consultant of photographs of the project and to the use by the Consultant of facts, data and information obtained by the Consultant in the performance of its services. If, however, any facts, data or information are specifically identified in writing by the Client as confidential, the Consultant shall use reasonable care to maintain the confidentiality of that material.

- 19) **Miscellaneous Provisions.** This Agreement is to be governed by the law of the State where the Project is located. This Agreement contains the entire and fully integrated agreement between the parties and supersedes all prior and contemporaneous negotiations, representations, agreements, or understandings, whether written or oral. Except as provided in Section 1, this Agreement can be supplemented or amended only by a written document executed by both parties. Any conflicting or additional terms on any purchase order issued by the Client shall be void and are hereby expressly rejected by the Consultant. If Client requires Consultant to register with or use an online vendor portal for payment or any other purpose, any terms included in the registration or use of the online vendor portal that are inconsistent or in addition to these terms shall be void and shall have no effect on Consultant or this Agreement. Any provision in this Agreement that is unenforceable shall be ineffective to the extent of such unenforceability without invalidating the remaining provisions. The non-enforcement of any provision by either party shall not constitute a waiver of that provision nor shall it affect the enforceability of that provision or of the remainder of this Agreement.