

## MISSOULA PARKING COMMISSION EXPANSION AND OPTIMIZATION IMPLEMENTATION AND ACTION PLAN

The Missoula Parking Commission (MPC), established in 1971, operates as a component unit of the City of Missoula, and is chiefly responsible for providing and managing parking and parking alternatives for the Missoula community. Missoula has evolved and grown in the years since the MPC has comprehensively evaluated its existing jurisdiction and management practices. As such, the MPC has commissioned an Expansion and Optimization study with the following objectives:

- Assess data-driven and responsive expansion opportunities for the existing MPC jurisdiction to address parking management challenges and changing parking needs.
- Optimize the existing management and operational practices of the MPC given existing conditions, changing needs and realities, and best practices.

This Implementation and Action Plan is the result of that study. The actions recommended by this Plan are expected to better support the people that live, work, and play all around Missoula with best-in-class, contextual parking programs and options. This Plan was developed in keeping with extensive analysis of supportive and relevant planning context, existing operations and parking facility performance, community engagement, and an assessment of best practices from communities experiencing similar challenges and pursuing similar goals.

This Plan is informed by the many active community, transportation, neighborhood, and other plans and documents that have been adopted by Missoula's governing bodies, including Our Missoula and the City's growth policy update. Policy initiatives that influence the Citywide Parking Plan generally include:

- **Regional Transportation and Transit:** The Missoula Urban Transportation District Strategic Plan, Missoula Connect, and the Transportation Options Action Plan advance expansion and increased service for Missoula's transit system and support a more holistic approach to access beyond just driving and parking.
- **Active Transportation:** The Bicycle Facilities and Pedestrian Facilities master plans provide goals for the percentage of trips completed on foot or by bicycle and create overarching frameworks for providing better active mobility infrastructure. Various corridor planning and design efforts Downtown seek to implement some of these broader goals and policies through actual infrastructure changes.
- **Land Use, Development and Housing:** Place-specific plans like the Downtown Master Plan and Midtown Master Plan set broad visions for sense of place, economic vitality, community character, sustainability and more in some of the city's key neighborhoods. Broader initiatives like Our Missoula work to set forth policy strategies for contextual growth and inform direction around prioritizing investment and reforming regulations to meet goals like housing availability and affordability, fiscal strength, and environmental readiness.

The following vision and guiding principles, developed in concert with the MPC Board and staff, technical and stakeholder committees, and the public, served as a guide and a filter for the ideas this Plan advances.

### VISION STATEMENT

Enact a proactive, flexible parking management program that responds to our growing and evolving community, advances our most important policy goals, remains financially sustainable, and respects Missoula's unique and varied sense of place.

# MISSOULA PARKING COMMISSION EXPANSION AND OPTIMIZATION

## IMPLEMENTATION AND ACTION PLAN

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We sought ideas and actions that:

1. Are responsive to changes in parking and access demand patterns.
2. Offer opportunities for consistency and collaboration among the many City departments and external institutional partners that work to make Missoula an even better place.
3. Prioritize a multimodal environment that maximizes mobility choice and safety for all Missoulians.
4. Leverage revenue generation to maximize cost recovery and reinvest in ways that demonstrably and tangibly benefit the Missoula community.
5. Equitably accommodate all users in need of a parking option, including long-term (8+ hours), mid-term (2-8 hours) and short-term (2 hours or fewer) parkers.
6. Enable contextual approaches to Missoula's different neighborhoods and communities.
7. Encourage efficient land use practices to maximize available land's utility to the Missoula community.

### HOW TO USE THIS PLAN

This Plan includes five sections that focus on a particular area of the parking system, including:

- Proactive and Intentional System Expansion
- Neighborhood Parking Management
- Short-Term Paid Parking
- Commercial/Employee Permits
- Parking Fines

Each section includes a brief overview of the existing conditions and critical weaknesses for that area of the parking system, the overall goal for recommended changes, and an evaluation of how recommended changes will affect community commitments related to transportation demand management, equity, and financial health and wellness. Each section then includes a series of recommended strategies and related action steps.

Recommended strategies and action steps are categorized by topic area and shown below.

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	<b>Action Step</b>	<b>Timeline</b>
<b>A: Proactive and Intentional System Expansion</b>	<p><b>A1.1:</b> Draft new ordinance language to establish time-to-time expansion of managed parking areas based on established KPIs published in an annual report.</p> <p><b>A1.2:</b> Conduct ordinance readings in accordance with City requirements.</p> <p><b>A1.3:</b> Complete and publicize annual reports on parking management priority areas.</p> <p><b>A2.1:</b> Finalize Key Performance Indicators.</p> <p><b>A2.2:</b> Finalize internal roles for Proactive Response Program implementation and management.</p> <p><b>A2.3:</b> Finalize and execute data collection plan.</p> <p><b>A2.4:</b> Review data and prioritize/classify zones.</p> <p><b>A3.1:</b> Use a decision matrix for all new structured parking investment decisions.</p>	6 months 12-18 months Annually following first year of ordinance adoption 6 months 6 months First within 6 months, then quarterly 12 months 6 months 6 months
<b>B: Neighborhood Parking Management</b>	<p><b>B1.1:</b> Amend City ordinance to streamline permit program processes.</p> <p><b>B1.2:</b> Broaden the permit program to allow for more users to benefit.</p> <p><b>B2.1:</b> Amend permit pricing with strong but gradual increases to achieve cost recovery.</p> <p><b>B2.2:</b> Consider premium pricing in areas that demonstrate high KPIs given increased value of the right-of-way in high-demand areas.</p> <p><b>B2.3:</b> Consider investing in other benefits for the community as part of the permit program.</p>	6 months 12 months 12 months 1-2 years 3-5 years
<b>C: Short-Term Paid Parking</b>	<p><b>C1.1:</b> Procure new multi-space meter technology for existing paid on-street parking and Hip Strip.</p> <p><b>C1.2:</b> Update rates to improve user experience and demand distribution, reduce excessive vehicular circulation, and improve utilization in off-street facilities.</p>	12 months 12 months

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	<b>C1.3:</b> Consider extending charging hours to 8 p.m. at minimum to account for typical peak demand.	18 months
	<b>C2.1:</b> Consider implementing a premium rate on streets where typical peak demand regularly exceeds 90%.	2-3 years
	<b>C3.1:</b> Extend paid parking into Hip Strip and accommodate with necessary procurement and staff changes.	1-2 years
<b>D: Commercial/Employee Permits</b>	<b>D1.1:</b> Procure a Virtual Permit Management System.	12 months
	<b>D1.2:</b> Increase pricing and oversell in all facilities and seek to reduce reserved parking allocations.	12 months
	<b>D2.1:</b> Consider tiered permit options in all permit-eligible facilities.	2-3 years
	<b>D2.2:</b> Consider percentage-based permit subsidies for certain groups.	2-3 years
<b>E: Parking Violation Fines</b>	<b>E1.1:</b> Update fine schedule, expanding graduated rates to all standard violations and including premiums for safety violations.	12 months

\*\*Note that all revenue and expense figures provided are high-level and based on information from previous years provided by MPC staff. A robust and timely financial analysis is recommended prior to implementation of any change expected to impact revenues and/or expenses.\*\*

## MISSOULA PARKING COMMISSION EXPANSION AND OPTIMIZATION IMPLEMENTATION AND ACTION PLAN

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## A: EXPANSION OF JURISDICTION

**Existing Conditions:** The MPC has a long-standing existing jurisdiction and a strong foundational organizational structure, with staff, a board of directors, operational protocols, and a healthy budget capable of funding expansion.

**Critical Weaknesses:** Expansion requires amendments to City ordinance and a robust public hearing process, which is a political and potentially unpredictable endeavor. Further, the MPC does not currently have clear key performance indicators (KPIs) to guide expansion decisions.

**The Goal:** Develop and initiate a new Proactive Response Program to enable thoughtful, intentional, and adaptable expansion of the Missoula Parking Commission's jurisdiction and deployment of resources.

### Projected Impacts on TDM

The new Proactive Response Program will encourage a safer multimodal environment by applying parking management approaches where there are known or projected increases in single-occupancy vehicle trips. Parking management is a critical step in directing parkers to appropriate options, reducing vehicle—vehicle, vehicle—pedestrian, and vehicle—cyclist conflict, and encouraging other transportation choices.

### Projected Impacts on Equity

Implementation of the Program will result in better access and parking management to many Missoula neighborhoods—not just a select few. Thoughtful, data-driven parking management will support more organized and equitable access for customers and visitors, residents, and employees by directing them to appropriate options and making sure that no individual or organization takes up more than its fair share of public resources.

### Projected Impacts on Financial Health

The Program encourages effective, planned use of City resources to manage parking demand. Further, some elements of the program—such as expanded paid parking in Hip Strip—are expected to result in net increases in revenue. These revenues can be reinvested into community benefits, like expanded transportation options, better technology, and even new parking inventory.

### Community Engagement and Communication Needs

The new Program will require support by and approval from City Council—particularly ordinance changes. As such, extensive community engagement is required to advance it. Specific tactics may include open houses in each community where expansion is recommended to discuss upcoming changes and gather actionable feedback on things like technology needs and mitigating unforeseen impacts.

### Strategy and Action Quick Summary

Action	Timeline
<b>A1.1:</b> Draft new ordinance language to establish time-to-time expansion of managed parking areas based on established KPIs published in an annual report.	6 months
<b>A1.2:</b> Conduct ordinance readings in accordance with City requirements.	12-18 months

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<b>A1.3:</b> Complete and publicize annual reports on parking management priority areas.	Annually following first year of ordinance adoption
<b>A2.1:</b> Finalize Key Performance Indicators.	6 months
<b>A2.2:</b> Finalize internal roles for Proactive Response Program implementation and management.	6 months
<b>A2.3:</b> Finalize and execute data collection plan.	First within 6 months, then quarterly
<b>A2.4:</b> Review data and prioritize/classify zones.	12 months
<b>A3.1:</b> Use a decision matrix for all new structured parking investment decisions.	6 months

### STRATEGY A1: AMEND CITY ORDINANCE TO FACILITATE EXPANSION OF MPC'S JURISDICTION AND ESTABLISHMENT OF MANAGED PARKING AREAS BASED ON ESTABLISHED KEY PERFORMANCE INDICATORS.

#### ACTION A1.1: DRAFT NEW ORDINANCE LANGUAGE.

The following are recommended changes to **Section 10.22.230** of the Missoula Municipal Code (MMC). Specific language would need to be written and/or reviewed by the City Attorney in accordance with State of Montana and other local laws.

- **Section A:** Add managing use of the public right-of-way through parking permit programs.
- **New Section 1:** Add new section stating that the Parking Commission may collect data in areas throughout the City that have a demonstrated need for parking management intervention due to changing development patterns, new uses, changing demographics, or other circumstances. Data collected will be focused on Key Performance Indicators<sup>1</sup>. The Parking Commission shall publish and present annual reports to City Council summarizing these data collection efforts, to include a map showing prioritization of areas deemed eligible for expansion pursuant to Key Performance Indicators, and that the City Council can/shall adopt these maps by resolution. If no new areas are deemed eligible in any given year, no resolution is needed. Note that this new section could potentially fit as a subsection under Section 10.22.240 of the MMC.
- **New Section 2:** Add new section stating that the Parking Commission may expand its jurisdiction to the prioritized areas shown in the published map when adopted by resolution. Note that this new section could potentially fit as a subsection under Section 10.22.240 of the MMC.

#### ACTION A1.2: CONDUCT ORDINANCE HEARINGS/READINGS IN ACCORDANCE WITH CITY REQUIREMENTS.

#### ACTION A1.3 COMPLETE AND PUBLICIZE ANNUAL REPORTS ON PARKING MANAGEMENT PRIORITY AREAS.

Following adoption of the new ordinance language, develop and publish annual reports for City Council resolution, to include where data was collected, results based on KPIs, and a prioritization map showing high-priority, mid-priority, and low/no-priority areas based on KPIs.

### STRATEGY A2: COLLECT DATA IN EXISTING MANAGED, HIGH-PRIORITY, AND NEWLY DEVELOPING AREAS IN ACCORDANCE WITH KEY PERFORMANCE INDICATORS.

<sup>1</sup> See Action A2.1

**ACTION A2.1: FINALIZE KEY PERFORMANCE INDICATORS.**

Establish Key **Performance Indicators (KPIs)** for the primary metric to determine parking management eligibility and type of management that may be warranted or appropriate. The following are recommended:

- **Typical Peak Hour Parking Occupancy:** 70% is an appropriate base parking occupancy to begin managing parking in an area before adequacy issues arise. However, this must cover a reasonable geographic area that supports allocation of public parking resources, including staff time and investments in infrastructure for administration and enforcement.
- **New Development and Trip Generation:** Planned new developments within a zone boundary or within 3 blocks or 1500' linear feet of a zone that may impact on-street parking supplies during typical peak conditions should also be considered. New developments projected to generate 201 or more new trips to the area at the peak hour without sufficient off-street parking supply to accommodate those trips and has received approval for the parking supply may be considered for eligibility<sup>2</sup>. Existing condition KPIs should be monitored in the year following the new development's completion to ensure they are met.
- **Classify Areas:** Classify each area or neighborhood based on determined KPI(s). Publish a publicly available, online map showing each zone's classification, with an option for address look-up.
- **Apply KPI-Based Management and Subsidies:** Establish parking management options and available subsidies based on KPI(s).
  - Average duration of stay exceeding posted time limits in a currently managed but unpaid zone should be considered for paid parking to further encourage the desired level of turnover.
  - Managed areas experiencing localized occupancies of 85% or greater, even if the average length of stay is below posted time limits, should be considered for demand-based pricing to distribute parking demands more effectively.
  - Managed areas with overall parking demands exceeding 75% for at least 6 hours or more per day, that are not attributable to a single land use or otherwise eligible for a neighborhood parking permit zone, should be considered for additional public parking supplies. Additional public parking supplies are discussed more in its section below.
  - Offer percentage-based subsidies on parking and transportation fees for areas with access scores indicating the need for a car for all or most local trips. Additionally, offer percentage-based subsidies for qualifying low-income households. Based on score ranges as provided by the Walk Score platform, areas where locations score at or below 50 should be considered for these subsidies, with percentage subsidies potentially varying based on how low the aggregate Walk Score is for a given area.

**ACTION A2.2: FINALIZE INTERNAL ROLES FOR OFFICIAL PROACTIVE RESPONSE PROGRAM IMPLEMENTATION AND MANAGEMENT.**

Looking beyond 2023 and toward proactive evaluation of expansion opportunities, it will be important to finalize internal staff roles and responsibilities for 2024 and beyond. This will include determining which administrative staff members will be responsible for the various components of the program, including developing and

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<sup>2</sup> Sufficiency of off-street parking supply should be determined in concert with the Planning, Zoning and Land Use Department as part of the Parking Code changes.

managing the data collection plan, creating, publishing and presenting annual reports, and conducting community engagement. Approximately 0.15 administrative FTE and 0.15 enforcement FTE will be needed to administer and execute the data collection plan.

#### **ACTION A2.3: FINALIZE AND EXECUTE DATA COLLECTION PLAN.**

Whether data collection is conducted by existing staff, contracted through a vendor, or some combination of the options, a detailed data collection plan should be developed to guide this intensive effort. A data collection plan should specify:

- Who is collecting data
- When will data be collected
- What method of collection is to be used
- Where data collection will occur
- How results will be analyzed and presented

Where data collection should occur may be informed by existing MPC boundaries, official or recognized neighborhood boundaries, planning area boundaries, or areas of common land use and multimodal connectivity characteristics. To support efficient use of city resources, data collection should be concentrated on areas known to have parking pressures or land use conditions that are known to contribute to parking and transportation pressures. It is assumed that there will be areas within city limits that are not included in the initial data collection effort because they do not have managed public parking facilities and do not typically experience parking pressures. While these efforts do not need to be coordinated with collection efforts related to parking pricing in the paid parking districts, it is recommended that these efforts occur concurrently, as many existing MPC zones are located adjacent to these districts. Coordinated efforts are also designed to maximize city resources and represent a consistent snapshot of the city's parking supply and behaviors.

Based on available parking occupancy data, the city might consider a data collection push in the summer months for the commercial areas, and early fall for residential areas, particularly those abutting educational facilities like the University. Staff should select areas to cover each week over a 6- to 8-week period, with data collected on weekday afternoons (12pm—2pm) and late evenings (after 10pm). This is factored into current FTE budgeting, although certain staff will have to work outside of regular hours to perform this task.

Alternatively, MPC also has the option to contract out the data collection—a projected cost of approximately \$55,000 - \$75,000 per year, in 2023 dollars. MPC may also augment its own staff with a contracted staff during these data collection periods, thereby reducing necessary contractor costs while minimizing impacts to regular staff. This method would necessitate a projected cost of approximately \$25,000 - \$30,000 per year, in 2023 dollars.

#### **ACTION A2.4: REVIEW DATA AND PRIORITIZE/CLASSIFY ZONES.**

Upon completion of the data collection and analysis efforts, review of the results against the KPIs identified in Action A2.1 will inform the eligibility and prioritization of zones. Along with collected data, the city should consider the land use context of each zone or neighborhood and its access scores<sup>3</sup>. Zones would be prioritized based on the level to which metrics are met and exceeded, so that zones experiencing the greatest need are given priority in consideration of available funding for jurisdictional expansion. Recommended classifications include:

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<sup>3</sup> This would entail a review of area Walk Score, Bike Score, and Transit Score.

- **Time Limited Parking:** Areas that experience relatively longer dwell times than is optimal to support land uses within the zone may benefit from time limits, such as in low to moderate density commercial zones. Key determining metrics for this classification include a typical peak overall occupancy of 60-80% and average dwell time greater than four hours.
- **Paid Parking:** Areas managed only by paid parking should be considered for commercial areas where parking occupancies are relatively high and parking turnover is needed to support businesses and promote accessibility. Key determining metrics for this classification include a land use mix that is approximately 90% or more commercial or non-residential, have a typical peak overall occupancy that exceeds 85%, and an average dwell time greater than three hours.
- **Parking Permits with Time Limits:** Residential or mixed-use areas that experience spillover parking demand or local parking demand from specific destinations within the zone may benefit from participation in the MPC program with time limited parking for non-permitted vehicles. Key determining metrics for this classification include a land use mix that is approximately 90% residential or mixed use and include residential units, have a typical peak overall occupancy that exceeds 80%, and an average dwell time greater than four hours.
- **Parking Permits with Paid Parking:** Residential or mixed-used areas similar to those described above that experience extreme parking pressures, such as higher turnover necessary to support area land uses or high violation rates of time limits, may be appropriate for neighborhood parking permits with paid parking. Key determining metrics for this classification include a land use mix that is approximately 90% residential or mixed use and include residential units, with a typical peak overall occupancy that exceeds 90%, and an average dwell time greater than four hours. In areas with existing time limits, additional consideration should be made of the violation rates of posted time limits.
- **No Management/Low-Priority:** Not every corner of the city generates parking demand that requires active management. These areas are generally low-density and lack significant parking demand generators or provide off-street parking supplies to accommodate the land uses' parking demands.

Areas under current management that do not meet required KPIs for a period of three years could be considered for a change in management intervention or sunsetting.

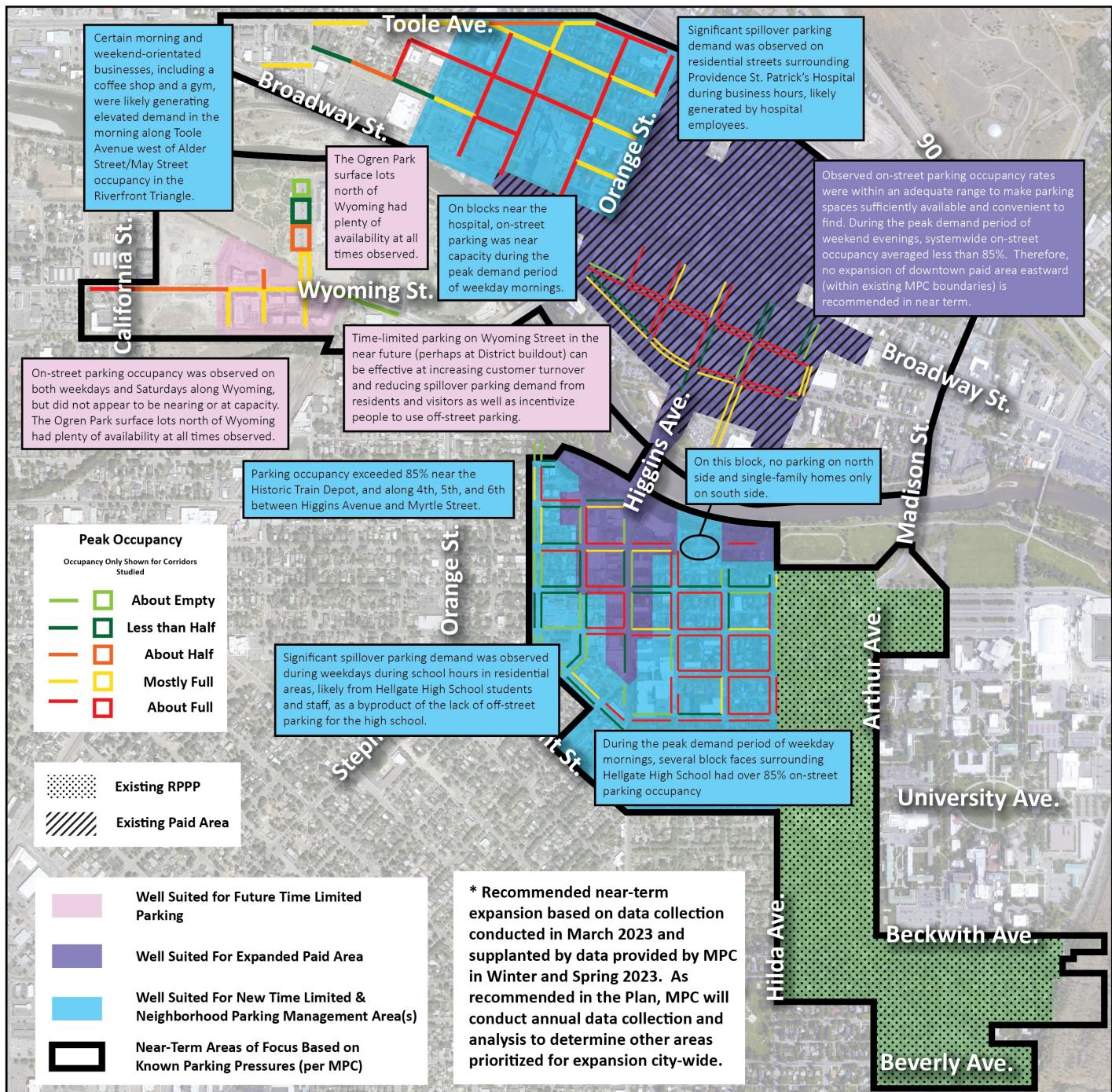
Recommended near-term expansion plans, including an overview of the data that supports these recommendations, are shown in **Figure A.1**. Data collection and analysis included on-the-ground inventory, occupancy, turnover, and visual observations captured in March 2023. A full-size version of the figure and additional detail is provided in **Appendix A**.

As data collection conducted in support of this expansion recommendation was limited, additional targeted data should be collected in these areas pursuant to KPIs to further refine and validate the recommendation. These recommendations for expansion are incorporated into and discussed in sections relating to **On-Street Permit Management** and **Short-Term Paid Parking Pricing**.

# MISSOULA PARKING COMMISSION EXPANSION AND OPTIMIZATION

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Figure A1: Recommended Near-Term Expansion of MPC Jurisdiction



### MISSOULA MANAGED PARKING EXPANSION & OPTIMIZATION STUDY



**WALKER**  
CONSULTANTS

**PROPOSED NEAR-TERM AREAS OF FOCUS  
WITH HEAT MAP DATA OVERLAY (PEAK OBSERVED)\***



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Expansion plans for most neighborhoods shown in **Figure A1** centers time-limited, enforced parking with permit options for residents and commuters. However, the expansion plans also recommend extension of paid parking across Higgins Avenue into the area commonly known as “Hip Strip”, and some of its surrounding streets (shown in purple). In this case, additional revenue is projected. Projections associated with this extension of the paid parking area, including gross revenues, enforcement expenses, and net revenues, are shown in **Figure A2**.

**Figure A2: Expanded Paid Area Recommended Rates and Projected Impacts**

Duration	# Current Transactions	Percentage	Proposed Rates	Proj. Revenues	Proj. Expenses	Proj. Net Revenues
<30m	4,873	3.26%	\$ 0.50	\$ 2,436.26		
30m - 1 hr	28,201	18.87%	\$ 1.00	\$ 28,200.52		
1 hr	48,764	32.63%	\$ 1.50	\$ 73,146.52		
1.5 hrs	12,526	8.38%	\$ 2.50	\$ 31,314.13		
2 hrs	29,060	19.45%	\$ 2.50	\$ 72,648.91		
2.5 hrs	4,290	2.87%	\$ 4.00	\$ 17,161.04		
3 hrs	9,239	6.18%	\$ 4.00	\$ 36,956.87		
3.5 hrs	1,820	1.22%	\$ 6.00	\$ 10,922.09		
4 hrs	3,283	2.20%	\$ 6.00	\$ 19,696.70		
4.5 hrs	958	0.64%	\$ 8.50	\$ 8,144.48		
5 hrs	1,675	1.12%	\$ 8.50	\$ 14,237.87		
5.5 hrs	539	0.36%	\$ 12.00	\$ 6,473.74		
6 hrs	845	0.57%	\$ 12.00	\$ 10,142.61		
6.5 hrs	407	0.27%	\$ 15.50	\$ 6,307.83		
7 hrs	617	0.41%	\$ 15.50	\$ 9,570.91		
7.5 hrs	321	0.21%	\$ 20.00	\$ 6,422.61		
8 hrs	1,432	0.96%	\$ 20.00	\$ 28,638.26		
8.5 hrs	224	0.15%	\$ 20.00	\$ 4,476.52		
9 hrs	207	0.14%	\$ 20.00	\$ 4,147.83		
9.5 hrs	75	0.05%	\$ 20.00	\$ 1,497.39		
10 hrs	78	0.05%	\$ 20.00	\$ 1,554.78		
10.5 hrs	3	0.00%	\$ 20.00	\$ 62.61		
11 hrs	1	0.00%	\$ 20.00	\$ 10.43		
				\$ 394,170.91	\$ 120,000.00	\$ 274,170.91

This change would constitute a roughly **\$270,000 increase** in net revenues.

Assumptions include:

- Proportional volume and distribution of transactions per block face based on transaction numbers based on 2022 data (latest full year) provided by MPC.
- One FTE for dedicated enforcement plus 10% additional administrative resources.

### STRATEGY A3: ESTABLISH APPROACH FOR ADDITIONS TO MPC'S STRUCTURED PARKING INVENTORY.

#### ACTION A3.1: USE A DECISION MATRIX FOR ALL NEW STRUCTURED PARKING INVESTMENT DECISIONS.

The MPC Board should establish and adopt a decision matrix for all new structured parking investment decisions representing the scope and weight of key tenets, like location, size of publicly available inventory, revenue generation potential, and incorporation of other community benefits. **Figure A3** shows a sample matrix for a potential new P3 structure, using the example of the U.S. Bank Lot site, which is a viable option for new-build two-bay structured facility. Note that assumptions have been made for the Public Inventory Size and Community Benefits categories for the purpose of this exercise.

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**Figure A3: Sample Decision Matrix for Potential New P3 Structure**

Criteria	Weight	Score	Weighted Score
Structure General Location	3	3	9
Public Inventory Size	2	2	4
Revenue Generation	2	3	6
Community Benefits	1	1	1
			<b>20</b>

Weight levels include:

- 1: Nice to have, but not important or essential
- 2: Important to the success of the parking structure from MPC's perspective
- 3: Critical to the success of the parking structure from MPC's perspective

Scores for each criteria category include:

- Structure General Location:
  - 1: Low/no priority per latest annual report
  - 2: Mid-priority per latest annual report
  - 3: High-priority per latest annual report
- Size of Publicly Available Inventory
  - 1: Under 100 spaces
  - 2: 101-300 spaces
  - 3: 300+ spaces
- Ability to Generate Revenue
  - 1: Not in an area with paid parking; incapable of near-mid-term revenue generation
  - 2: In an area with existing paid parking, but not located in a prime location
  - 3: In an area with existing paid parking and in a prime location
- Ability to Accommodate Other Community Benefits
  - 1: Unable to accommodate other community benefits to a meaningful level
  - 2: Can accommodate smaller-scale community benefits capable of serving some people—examples might include extensive bike parking or pick-up/drop-off locations for Uber/Lyft
  - 3: Can accommodate larger-scale community benefits capable of serving many people—examples might include housing a large bikeshare or carshare program, a ground floor retail location or a rooftop garden

Potential scoring levels include:

- **8-15:** No-Go
- **16-20:** Consider investment cautiously and work for concessions with private developer
- **21-24:** Consider investment strongly

## B: NEIGHBORHOOD PARKING MANAGEMENT

**Existing Conditions:** The University Area RPP offers parking support for residents without an off-street option in an area with considerable and well-documented spillover from the nearby University of Montana. While the fee is relatively nominal (\$25/year), residents still pay for the privilege of holding an on-street parking permit and contribute in part to the operational expenses to run the program—in many other jurisdictions, this privilege is offered for free, making it much **more** difficult to start covering costs. Further, the number of permits per household is at least initially capped at 2 resident permits and 2 visitor permits per year.

**Critical Weaknesses:** Permit fees and fine revenues from the RPP cover roughly 50% of expenses associated with administering the program. Excluding fine revenues, cost recovery drops to 25%. The program is only available in a small and unscalable area that has not been reviewed from a quantitative or qualitative perspective in a long time—it is artificially limited, resulting in public complaints and perceptions of inequity or “unfairness” among people living in neighborhoods with similar parking conditions. Further, the two-per-household cap is exceeded at a rate of about 6%.

**The Goal:** Modernize the program so it can serve the needs of a more robust and diverse group of Missoula community members, while recovering costs and eventually supporting even more benefits for the community.

### Projected Impacts on Equity

Compared to the current program, which significantly subsidizes reserved parking for a select group of residents, these changes will offer equitable solutions for a wide range of users, including residents, but also including commuters and short-term parkers. Further, these changes will allow the program to fund itself completely through payments from the people who directly benefit from it.

### Projected Impacts on TDM

Changes to on-street permit management include significant increases to permit pricing—encouraging other travel choices for commuters now included in the program, and potentially supporting reduced car ownership among residents. Pricing changes—particularly those shown in **Figure B2**—are expected to generate some revenues above cost recovery that can be used for investment into other transportation options and programs.

### Projected Impacts on Financial Health

While these changes constitute moderate increases to expenses, they will also result in improved cost recovery for the on-street permit management program. Some of the changes may even result in revenue generation above cost recovery, meaning more investment in community benefits like carshare programs, bikeshare programs, or expanded transit access.

### Community Engagement and Communication Needs

These changes will directly impact people who use the permit program and will also expand the program into other neighborhoods. Specific tactics may include open houses in the existing RPP area and in neighborhoods where expansion is recommended to discuss upcoming changes and gather actionable feedback on things like reinvestment opportunities, year-over-year increases, and ways to support people who have more than two vehicles in their home.

Strategy and Action Quick Summary	
Action	Timeline
<b>B1.1:</b> Amend City ordinance to streamline permit program processes.	6 months
<b>B1.2:</b> Broaden the permit program to allow for more users to benefit.	12 months
<b>B2.1:</b> Amend permit pricing with strong but gradual increases to achieve cost recovery.	12 months
<b>B2.2:</b> Consider premium pricing in areas that demonstrate high KPIs given increased value of the right-of-way in high-demand areas.	1-2 years
<b>B2.3:</b> Consider investing in other benefits for the community as part of the permit program.	3-5 years

### STRATEGY B1: MAKE KEY FOUNDATIONAL CHANGES TO CONVERT THE RESIDENT PARKING PERMIT PROGRAM INTO A MORE INCLUSIVE ON-STREET PERMIT MANAGEMENT PROGRAM.

#### ACTION B1.1: AMEND CITY ORDINANCE TO STREAMLINE PERMIT PROGRAM PROCESSES.

Existing City ordinance allows for the City to itself enact and enforce RPP zones on a petition basis with less stringent and granular requirements for quantitative data analysis than industry standards would encourage and no action from the MPC. As **Section 10.22.230** of the Missoula Municipal Code already allows and will continue to allow MPC to enact and enforce permit zones, MPC should consider working with the City to strike or significantly amend **sections 10.22.250, 10.22.260, 10.22.270, 10.22.280 and 10.22.300**, which are, in cases, too specific on location and nature of the permit programs and dilute the MPC's ability to make data-driven parking permit management decisions. Specific language would need to be written and/or reviewed by the City Attorney in accordance with State of Montana and other local laws.

#### ACTION B1.2: BROADEN THE PERMIT PROGRAM TO ALLOW FOR MORE USERS TO BENEFIT.

Enable commuters to zones to apply for permits as well and broaden the program title to "Neighborhood Parking Management Program" or "Neighborhood Parking Program to increase inclusivity and support more users.

Allow for short-term parking in all permit zones with a time limit at first, and active enforcement to maximize utility of in-demand on-street inventory. The time limit would apply to all parking within a zone, rather than for a particular space—as an example, a parker would only be permitted to park for two hours in the entire zone before having to depart. It is recommended that MPC initiate this change with free, enforced time-limited parking as described initially, and consider a move to paid parking pursuant to the KPIs detailed in under **Action 2.4** (see "Parking Permits with Paid Parking"). Key determining metrics for this classification include a land use mix that is approximately 90% residential or mixed use and include residential units, with a typical peak overall occupancy that exceeds 90%, and an average dwell time greater than four hours.

This action also constitutes the creation of additional permit types. **Figure B1** provides an overview of each new permit type, with additional considerations related to pricing. Note that for the purpose of the model and revenue projections, it was assumed that the Commuter and Mobile Vendor permit types would be priced equally to resident parking permits; Temporary Contractor permit types were not modeled, and usage would likely be highly variable.

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**Figure B1: Recommended New Permit Types**

New Permit Type	Description	Eligibility	Pricing Considerations
Commuter	A permit for employees commuting to a single business address located in a permitted zone, like a coffee shop, nail salon or healthcare facility, with an option to renew annually.	Business name and address, employment verification from registered business owner, license plate number(s).	Recommend similar pricing to Resident parking permits given similar right-of-way usage.
Mobile Vendor	A permit for people working for businesses that service multiple addresses within different permitted zones, with an option to renew annually.	Business name and address (should be within Missoula City limits), description of services provided, employment verification from registered business owner, license plate number(s). Services allowed should be limited to cleaning services, childcare/education, in-home medical/veterinary care, electricians, plumbers and HVAC technicians, insect and pest control, and landscaping.	Recommend a 15% to 20% reduction in permit price compared to Resident and Commuter parking permits given the lessened impact on the right-of-way (shorter average length of stay) in each zone
Temporary Contractor	A temporary permit for contractors working at a single address located in a permitted zone, allowing for unrestricted parking within the zone for a maximum consecutive period of 10 days. Requires reapplication for each instance.	Business name and address, description of services provided, number of days needed, address of service site, license plate number(s)	Parity with similar allowances in Downtown Core should be considered (charge of \$10/day for a maximum of \$100).

MPC could consider further discounting for certain permit applicants in the Resident, Commuter and Mobile Vendor categories. As administration of such discounts is difficult, some agencies, such as the City of Boulder, tie discount eligibility (in their case, a 50% discount) to enrollment in existing City or County income-based programs, such as food tax rebate programs, childcare assistance programs, or other subsidy programs. This allows for the applicant to receive a permit discount without requiring parking staff to conduct income verifications and other labor-intensive and sensitive tasks.

## STRATEGY B2: MAKE CRITICAL PRICING CHANGES TO ACHIEVE COST RECOVERY AND BUILD POTENTIAL FOR COMMUNITY REINVESTMENT USING PROGRAM DOLLARS.

### ACTION B2.1: AMEND PERMIT PRICING WITH STRONG BUT GRADUAL INCREASES TO ACHIEVE COST RECOVERY.

**Figure B2** shows recommended pricing increases over the next five years with one uniform permit price, assuming the program is expanded.

**Figure B2: Recommended Permit Program Price Changes with Basic Rates Only (Expansion Assumed)**

	2023	2025	2026	2027	2028	2029	2030
NPP Expenses	\$ 82,718.55	\$ 123,691.81	\$ 127,402.56	\$ 131,224.64	\$ 135,161.38	\$ 139,216.22	\$ 143,392.71
# Permits Sold (Projected for later years)	880	1930	1930	1930	1930	1930	1930
Cost Per Permit All In	\$ 94.00	\$ 64.09	\$ 66.01	\$ 67.99	\$ 70.03	\$ 72.13	\$ 74.30
User Cost	\$ 25.00	\$ 50.00	\$ 60.00	\$ 70.00	\$ 73.00	\$ 76.00	\$ 78.00
Revenues	\$ 22,000.00	\$ 96,500.00	\$ 115,800.00	\$ 135,100.00	\$ 140,890.00	\$ 146,680.00	\$ 150,540.00
Delta	\$ (60,718.55)	\$ (27,191.81)	\$ (11,602.56)	\$ 3,875.36	\$ 5,728.62	\$ 7,463.78	\$ 7,147.29
Cost Recovery	27%	78%	91%	103%	104%	105%	105%

Assumptions include:

- Changes starting in 2025
- Increased number of permits sold based on expansion recommendations shown in **Figure A1**, including a proportional increase in resident permits sold based on current number of resident permits per block, and a new suite of commuter permits. The number of commuter permits was estimated based on proportional numbers sold in communities with programs similar to that recommended (Boulder and Golden, Colorado). No intentional growth in permit numbers shown.
- 0.5 FTE for additional enforcement plus some administrative resources, with a 3% increase in expenses year over year after initial staff/administrative additions
- A strong but digestible year-over-year increase in permit rates, showing a 60% or \$15 increase in year 1, a 25% or \$10 increase in year 2, a 20% or \$10 increase in year 3, a 17% or \$10 increase in year 4, and a 3% increase rounded to the nearest whole dollar in subsequent years to keep up with costs.

**Figure B3** shows recommended permit price increases over the next five years with one uniform permit price, assuming the program is not expanded. Note that in this case, much more substantive increases are required to achieve cost recovery.

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**Figure B3: Recommended Permit Program Price Changes with Basic Rates Only (No Expansion)**

	2023	2024	2025	2026	2027	2028
NPP Expenses	\$ 82,718.55	\$ 85,200.10	\$ 87,756.11	\$ 90,388.79	\$ 93,100.45	\$ 95,893.47
# Permits Sold (Projected for later years)	880	880	880	880	880	880
Cost Per Permit All In	\$ 94.00	\$ 96.82	\$ 99.72	\$ 102.71	\$ 105.80	\$ 108.97
User Cost	<b>\$ 25.00</b>	<b>\$ 45.00</b>	<b>\$ 65.00</b>	<b>\$ 85.00</b>	<b>\$ 105.00</b>	<b>\$ 109.00</b>
Revenues	\$ 22,000.00	\$ 39,600.00	\$ 57,200.00	\$ 74,800.00	\$ 92,400.00	\$ 95,920.00
Delta	\$ (60,718.55)	\$ (45,600.10)	\$ (30,556.11)	\$ (15,588.79)	\$ (700.45)	\$ 26.53
Cost Recovery	27%	46%	65%	83%	99%	100%

While this was not modeled, MPC should also consider a substantial premium (50% or more per permit) for permits exceeding the two vehicle per household cap.

#### ACTION B2.2: CONSIDER PREMIUM PRICING IN AREAS THAT DEMONSTRATE HIGH KPI'S GIVEN INCREASED VALUE OF THE RIGHT-OF-WAY IN HIGH-DEMAND AREAS.

Figure B4 shows recommended pricing increases over the next five years with a variable permit price.

**Figure B4: Recommended Permit Program Price Changes with Premium Rates**

	2023	2025	2026	2027	2028	2029	2030
NPP Expenses	\$ 82,718.55	\$ 123,691.81	\$ 127,402.56	\$ 131,224.64	\$ 135,161.38	\$ 139,216.22	\$ 143,392.71
# Permits Sold (Projected for later years)	880	1930	1930	1930	1930	1930	1930
# Permits Sold_Base	1448	1448	1448	1448	1448	1448	1448
# Permits Sold_Premium	483	483	483	483	483	483	483
Cost Per Permit All In	\$ 94.00	\$ 64.09	\$ 66.01	\$ 67.99	\$ 70.03	\$ 72.13	\$ 74.30
User Cost_Basic	<b>\$ 25.00</b>	<b>\$ 50.00</b>	<b>\$ 60.00</b>	<b>\$ 70.00</b>	<b>\$ 73.00</b>	<b>\$ 76.00</b>	<b>\$ 78.00</b>
User Cost_Premium	<b>\$ 60.00</b>	<b>\$ 80.00</b>	<b>\$ 100.00</b>	<b>\$ 103.00</b>	<b>\$ 107.00</b>	<b>\$ 110.00</b>	
Revenues_Basic	\$ 22,000.00	\$ 72,375.00	\$ 86,850.00	\$ 101,325.00	\$ 105,667.50	\$ 110,010.00	\$ 112,905.00
Revenues_Premium		\$ 28,950.00	\$ 38,600.00	\$ 48,250.00	\$ 49,697.50	\$ 51,627.50	\$ 53,075.00
Revenues_Total		\$ 101,325.00	\$ 125,450.00	\$ 149,575.00	\$ 155,365.00	\$ 161,637.50	\$ 165,980.00
Delta	\$ (60,718.55)	\$ (22,366.81)	\$ (1,952.56)	\$ 18,350.36	\$ 20,203.62	\$ 22,421.28	\$ 22,587.29
Cost Recovery	27%	82%	98%	114%	115%	116%	116%

Assumptions include:

- Changes starting in 2025
- Increased number of permits sold based on expansion recommendations shown in **Figure A1**, including a proportional increase in resident permits sold based on current number of resident permits per block, and a new suite of commuter permits. The number of commuter permits was estimated based on proportional numbers sold in communities with programs similar to that recommended (Boulder and Golden, Colorado). No intentional growth in permit numbers shown.
- 0.5 FTE for additional enforcement plus some administrative resources, with a 3% increase in expenses year over year after initial staff/administrative additions. This assumes the fourth enforcement officer currently budgeted is hired and started.
- Premium pricing for an estimated 25% of the permitted area.
- For base pricing, a strong but digestible year-over-year increase in permit rates, showing a 60% or \$15 increase in year 1, a 25% or \$10 increase in year 2, a 20% or \$10 increase in year 3, a 17% or \$10 increase in year 4, and a 3% increase in subsequent years to keep up with costs.
- For premium pricing, a strong but digestible year-over-year increase in permit rates, showing a 20% or \$10 increase in year 2, a 33% or \$20 increase in year 3, a 25% or \$20 increase in year 4, and a 3% or \$3 increase in subsequent years to keep up with costs.

#### ACTION B2.3: CONSIDER INVESTING IN OTHER BENEFITS FOR THE COMMUNITY AS PART OF THE PERMIT PROGRAM.

The permit program offers access to many habitual transportation users in Missoula, including residents and commuters. To broaden the tangible benefits of the permit program and justify higher pricing, the MPC should

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consider partnering with Missoula in Motion, Mountain Line Transit, and other partners to identify and invest in other transportation benefits for permit holders. These could include improved transit service in permit areas, carshare and bikeshare programs, resources for owning fewer vehicles, and more.

## C: SHORT-TERM PAID PARKING

**Existing Conditions:** Parking within MPC's main jurisdictional boundary, comprising Downtown Missoula, is paid, which substantially contributes to encouraging space turnover, improving the conditions and attractiveness of other modes of travel, and supporting strong cost recovery for the Commission. The paid hourly on-street rate structure already includes graduated rates for longer stays—a market-based solution to strong turnover. Finally, the system already employs modern multi-space meters to facilitate paid parking, with multiple payment options including coins, credit card and app-based payments.

**Critical Weaknesses:** The multi-space meter system is approaching the end of its service life. There is an insufficient differential between on-street and off-street, particularly for the first two hours, which reduces the system's ability to encourage turnover on-street and leverage off-street options for longer-term parking. Further, there is no differential in pricing on very high-demand streets, like Main between Woody and Higgins, exacerbating inter-zone demand distribution challenges. Lastly, currently unpaid and unmanaged areas, like the Hip Strip, are generating parking demand at levels where intervention in the form of paid, managed parking is needed to encourage turnover and balance demand.

**The Goal:** Optimize pricing and technology to improve user experience.

### Projected Impacts on TDM

Recommended changes encourage other modes of travel by strengthening pricing and acknowledging the varying value of the city's curb space. Pricing increases will result in additional revenues for the public parking system that could fund transportation demand management and other mobility initiatives. In addition, the pricing changes are expected to result in a reduction in Vehicle Miles Travelled (VMT), derived from both price elasticity impacts (people opting for a different transportation option, rather than a personal vehicle) and reduced circulation to locate an on-street parking space.

### Projected Impacts on Equity

Recommended changes enhance equity by acknowledging the higher value of different parking facilities based on typical demand, and adjusting end user payments in proportion to the direct benefit they receive from the system.

### Projected Impacts on Financial Health

When implemented, pricing changes are expected to increase revenues by roughly \$165,000 at the low end and \$345,000 at the high end in existing managed areas. Replacing meter technology—a necessary investment—will incur a one-time capital cost of roughly \$1.4 million at the low end and \$2.8 million at the high end.

### Community Engagement and Communication Needs

While MPC can raise or change rates at any time, substantive community engagement is recommended to support smooth implementation and identify unforeseen consequences from recommended changes. Specific tactics may include a technology “test run” for new multi-space meters after they are procured and before full

installation, an open house or online engagement to discuss and gather feedback on new rates, their rationale and benefits, and a published updated parking map showing new rates. To further harmonize the relationship between MPC and the community it serves, MPC should consider committing to a strategy for reinvesting revenues that exceed operating expenses and capital budget needs into tangible benefits for the neighborhood from which revenues were exacted.

Public art competitions or solicitations for meter appearance can also add to the community's buy-in and sense of participation when procuring and installing new meters. While such a measure may necessitate an upcharge, most multi-space meter vendors can provide custom wraps. As an example, the Bethlehem Parking Authority in Bethlehem, Pennsylvania recently [partnered with the city's school district](#) to create a custom wrap created by students and installed on the city's new parking meters.



"Bethlehem Area School District is such an important stakeholder in this community so, we really wanted an opportunity to partner with them on a community project."

Steve Fernstrom

Executive Director  
Bethlehem Parking Authority



### Strategy and Action Quick Summary

#### Action

#### Timeline

<b>C1.1:</b> Procure new multi-space meter technology for existing paid on-street parking.	12 months
<b>C1.2:</b> Update rates to improve user experience and demand distribution, reduce excessive vehicular circulation, and improve utilization in off-street facilities.	12 months
<b>C1.3:</b> Consider extending charging hours to 8 p.m. at minimum to account for typical peak demand.	18 months
<b>C2.1:</b> Consider implementing a premium rate on streets where typical peak demand regularly exceeds 90%.	2-3 years

### STRATEGY C1: MAKE KEY FOUNDATIONAL CHANGES TO OPTIMIZE THE EXISTING PAYMENT SYSTEM.

#### ACTION C1.1: PROCURE NEW MULTI-SPACE METER TECHNOLOGY FOR EXISTING AND PROPOSED NEW PAID PARKING AREAS.

The existing multi-space meters Downtown have reached the end of their service life and require replacement. This procurement, which should include a vendor Request for Proposal (RFP) process, can occur simultaneously with procurement of new multi-space meters for new meter areas. Replacing meter technology and purchasing the new meters the recommended expanded jurisdiction as shown in **Figure A1** will incur a one-time capital cost of roughly \$1.4 million at the low end and \$2.8 million at the high end, assuming a current multi-space meter price of approximately \$6,000--\$12,000 per meter.

The procurement specification should include provision of all material, labor, equipment, services, and training necessary to furnish and install a fully functioning and integrated, online, real-time, multi-space parking meter system, to include the meter itself, payment system and functionality, LPR system integration, citation

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management system integration, and all necessary components and functions for turnkey usage. Proposals should show a price inclusive of provision of all material, labor, equipment, and services necessary to furnish and install fully integrated MSM system, and discussing any potential constraints or conflicts that could impact price. Further, proposals should separately show annual pricing for any maintenance, service and parts not included in the warranty period over five years.

**ACTION C1.2: UPDATE RATES TO IMPROVE USER EXPERIENCE AND DEMAND DISTRIBUTION, REDUCE EXCESSIVE VEHICULAR CIRCULATION, AND IMPROVE UTILIZATION IN OFF-STREET FACILITIES.**

**Figure C1** shows recommended rate increases for on-street parking meters and projected impacts to revenue. An overview of comparison community rates is provided in **Appendix B**.

**Figure C1: Recommended Base Rates and Projected Impacts**

Duration	# Current Transactions	Current Rates	Proposed Base Rates	Proj. Revenues
<30m	18,678	\$ 0.50	\$ 0.50	\$ 9,339.00
30m - 1 hr	108,102	\$ 0.50	\$ 1.00	\$ 108,102.00
1 hr	186,930	\$ 1.00	\$ 1.50	\$ 252,355.50
1.5 hrs	48,015	\$ 2.00	\$ 2.50	\$ 114,035.63
2 hrs	111,395	\$ 2.00	\$ 2.50	\$ 264,563.13
2.5 hrs	16,446	\$ 3.50	\$ 4.00	\$ 63,904.46
3 hrs	35,417	\$ 3.50	\$ 4.00	\$ 137,620.34
3.5 hrs	6,978	\$ 5.50	\$ 6.00	\$ 41,106.76
4 hrs	12,584	\$ 5.50	\$ 6.00	\$ 74,131.20
4.5 hrs	3,673	\$ 8.00	\$ 8.50	\$ 30,830.24
5 hrs	6,421	\$ 8.00	\$ 8.50	\$ 53,896.27
5.5 hrs	2,068	\$ 11.00	\$ 12.00	\$ 24,364.80
6 hrs	3,240	\$ 11.00	\$ 12.00	\$ 38,173.09
6.5 hrs	1,560	\$ 14.50	\$ 15.50	\$ 23,846.48
7 hrs	2,367	\$ 14.50	\$ 15.50	\$ 36,182.45
7.5 hrs	1,231	\$ 18.50	\$ 20.00	\$ 24,220.76
8 hrs	5,489	\$ 18.50	\$ 20.00	\$ 107,999.78
8.5 hrs	858	\$ 18.50	\$ 20.00	\$ 16,881.73
9 hrs	795	\$ 18.50	\$ 20.00	\$ 15,642.16
9.5 hrs	287	\$ 18.50	\$ 20.00	\$ 5,646.92
10 hrs	298	\$ 18.50	\$ 20.00	\$ 5,863.35
10.5 hrs	12	\$ 18.50	\$ 20.00	\$ 236.11
11 hrs	2	\$ 18.50	\$ 20.00	\$ 39.35
				<b>\$ 1,448,981.51</b>

This change would constitute a roughly **\$230,000 increase** from last full year available (2022), assuming no growth in transactions. The change would constitute a roughly **\$300,000 increase** from last full year available (2022), assuming average growth rate of 5% in transactions.

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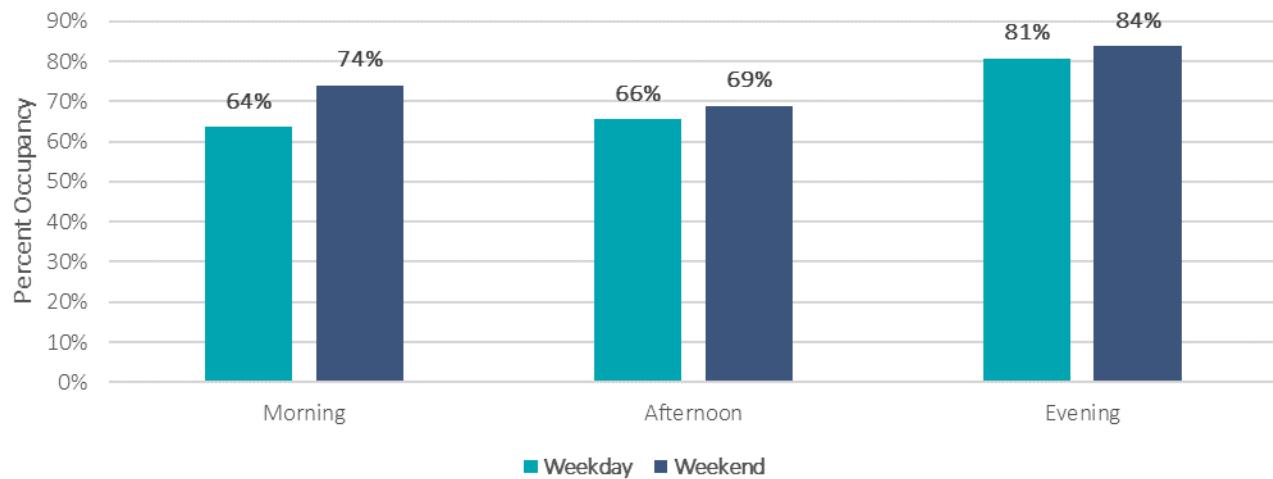
Assumptions include:

- Transaction numbers based on 2022 data (latest full year) provided by MPC.
- 2% demand elasticity for every 10% increase in price.

### ACTION C1.3: CONSIDER EXTENDING CHARGING HOURS TO 8 P.M. AT MINIMUM TO ACCOUNT FOR TYPICAL PEAK DEMAND.

Parking occupancy data collected Downtown in March 2023 peaked during the evening, between 7:00 p.m. and 9:00 p.m. **Figure C2** below depicts the rising occupancy levels during both the weekday counts and the weekend counts. This data suggests that the parking system experiences the highest occupancy levels and the most critical demand distribution challenges—where parkers are most likely to struggle with finding a space, and when management is most needed—after paid parking and enforcement hours are already over (5:00 p.m.). This finding is consistent with the land uses Downtown and in Hip Strip, which feature lively and active restaurant, bar and other activity spaces that offer entertainment well into the evening and support a robust nighttime economy. Extending the charging hours would align with this data and support improved parking management, reduced vehicular circulation, and better customer service for Missoula's nighttime patrons and visitors.

**Figure C2: Aggregated Occupancy Levels in Downtown Core, March 2023**



Note that this change was not modeled to support a conservative estimate, given the lack of data around transactions during the new charging period.

### STRATEGY C2: CONSIDER CHARGING HIGHER RATES ON THE HIGHEST-DEMAND STREETS TO IMPROVE DEMAND DISTRIBUTION AND USER EXPERIENCE.

#### ACTION C2.1: CONSIDER IMPLEMENTING A PREMIUM RATE ON STREETS WHERE TYPICAL PEAK DEMAND REGULARLY EXCEEDS 90%.

**Figure C3** shows recommended rate increases and projected impacts to revenue assuming this tiered rate schedule. Base rates are recommended for areas where typical peak demand, as assessed annually by MPC, is below or at 85%; premium rates are recommended for areas where typical peak demand, as assessed annually by MPC, is above 85%.

It is recommended that MPC consider this tiered rate schedule following one full operational year of the increased rates recommended in **Figure C1**.

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**Figure C3: Recommended Base and Premium Rates and Projected Impacts**

Duration	# Current Transaction	Current Rates	Proposed Base Rates	Proj. Base Revenues	Proposed High Tier Rates	Proj. High Tier Revenues	Proj. Total Revenues
<30m	18678	\$ 0.50	\$ 0.50	\$ 6,257.13	\$ 0.50	\$ 3,081.87	\$ 9,339.00
30m - 1 hr	108102	\$ 0.50	\$ 1.00	\$ 72,428.34	\$ 1.00	\$ 35,673.66	\$ 108,102.00
1 hr	186930	\$ 1.00	\$ 1.50	\$ 166,554.63	\$ 2.00	\$ 111,036.42	\$ 277,591.05
1.5 hrs	48015	\$ 2.00	\$ 2.50	\$ 75,263.51	\$ 3.50	\$ 52,684.46	\$ 127,947.97
2 hrs	111395	\$ 2.00	\$ 2.50	\$ 174,611.66	\$ 3.50	\$ 122,228.16	\$ 296,839.83
2.5 hrs	16446	\$ 3.50	\$ 4.00	\$ 42,176.94	\$ 5.00	\$ 26,360.59	\$ 68,537.53
3 hrs	35417	\$ 3.50	\$ 4.00	\$ 90,829.43	\$ 5.00	\$ 56,768.39	\$ 147,597.82
3.5 hrs	6978	\$ 5.50	\$ 6.00	\$ 27,130.46	\$ 7.00	\$ 15,826.10	\$ 42,956.57
4 hrs	12584	\$ 5.50	\$ 6.00	\$ 48,926.59	\$ 7.00	\$ 28,540.51	\$ 77,467.10
4.5 hrs	3673	\$ 8.00	\$ 8.50	\$ 20,347.96	\$ 10.00	\$ 11,969.39	\$ 32,317.35
5 hrs	6421	\$ 8.00	\$ 8.50	\$ 35,571.54	\$ 10.00	\$ 20,924.43	\$ 56,495.97
5.5 hrs	2068	\$ 11.00	\$ 12.00	\$ 16,080.77	\$ 13.50	\$ 9,045.43	\$ 25,126.20
6 hrs	3240	\$ 11.00	\$ 12.00	\$ 25,194.24	\$ 13.50	\$ 14,171.76	\$ 39,366.00
6.5 hrs	1560	\$ 14.50	\$ 15.50	\$ 15,738.68	\$ 17.00	\$ 8,630.89	\$ 24,369.57
7 hrs	2367	\$ 14.50	\$ 15.50	\$ 23,880.42	\$ 17.00	\$ 13,095.71	\$ 36,976.13
7.5 hrs	1231	\$ 18.50	\$ 20.00	\$ 15,985.70	\$ 22.00	\$ 8,792.13	\$ 24,777.83
8 hrs	5489	\$ 18.50	\$ 20.00	\$ 71,279.86	\$ 22.00	\$ 39,203.92	\$ 110,483.78
8.5 hrs	858	\$ 18.50	\$ 20.00	\$ 11,141.94	\$ 22.00	\$ 6,128.07	\$ 17,270.01
9 hrs	795	\$ 18.50	\$ 20.00	\$ 10,323.83	\$ 22.00	\$ 5,678.10	\$ 16,001.93
9.5 hrs	287	\$ 18.50	\$ 20.00	\$ 3,726.97	\$ 22.00	\$ 2,049.83	\$ 5,776.80
10 hrs	298	\$ 18.50	\$ 20.00	\$ 3,869.81	\$ 22.00	\$ 2,128.40	\$ 5,998.21
10.5 hrs	12	\$ 18.50	\$ 20.00	\$ 155.83	\$ 22.00	\$ 85.71	\$ 241.54
11 hrs	2	\$ 18.50	\$ 20.00	\$ 25.97	\$ 22.00	\$ 14.28	\$ 40.26
			\$	<b>957,502.21</b>	\$	<b>594,118.23</b>	<b>\$ 1,551,620.44</b>

This change would constitute a roughly **\$330,000 increase** from last full year available (2022), assuming no growth in transactions. The change would constitute a roughly **\$410,000 increase** from last full year available (2022), assuming average growth rate of 5% in transactions.

Assumptions include:

- Transaction numbers based on 2022 data (latest full year) provided by MPC.
- 2% demand elasticity for every 10% increase in price.
- Premium rates applying to approximately one-third of transactions based on occupancy data collected in existing paid parking area in March 2023.

## D: COMMERCIAL/EMPLOYEE PERMITS

**Existing Conditions:** The parking permit system offers permits in 25 different off-street facilities and some on-street locations, and benefits many. Rates differ based on location and the location's particular desirability and centrality, demonstrating differences in value among parking facilities. The permit program is a predictable and reliable source of monthly revenue for MPC, with minimal variability compared to short-term transactions.

**Critical Weaknesses:** Parking is seen as a “sunk cost” for monthly permit holders, which encourages driving and parking as a daily choice and discourages variability in commute patterns. The pricing—especially for some facilities—is likely too low for the market, leading to pass hoarding among many employers. Some parking facilities are chronically underutilized, even when there are long waitlists for permits in that facility. Off-street employee parking permits are offered as a reserved monthly option, which does not align with many people’s needs. Limited equitable options for service workers and other price-sensitive parkers—particularly if on-street paid parking hours are extended. On-street parking long-term/lease parking is offered at very low daily rates (\$2.00 for up to 10 hours of parking) for certain Downtown locations; however, as parking utilization increases, these long-term parking options could conflict with turnover and other management goals.

**The Goal:** Leverage smart technology and data analysis to improve the permit system’s ability to serve more people in different ways.

### Projected Impacts on TDM

Reducing reserved parking allocations for permit parkers and introducing alternatives to monthly permits will encourage commuters to see driving and parking as only one of many travel choices, rather than the obvious one.

### Projected Impacts on Equity

These changes will increase and diversify long-term parking options for all kinds of parkers, and price them accordingly, especially with the support of a virtual permit management system, as discussed in Action D1.1.

### Projected Impacts on Financial Health

Basic changes recommended, such as increases to pricing and oversell, are projected to increase revenues by roughly \$250,000 in Year 1, with revenue increasing in subsequent years assuming pricing continues to rise at recommended levels. Offering tiered permits may have varying impacts on revenue and should be closely tracked and monitored. An ongoing annual investment of \$150,000 to \$350,000 will be required to improve customer experience and implement more flexibility through a Virtual Permit Management System.

### Community Engagement and Communication Needs

While these action steps will impact a smaller group of people, some changes—like reducing reserved parking allocations—will necessitate one-on-one or focus group engagement with those individuals and organizations who currently hold reserved parking to discuss alternative. Further, implementation of these changes will in fact benefit from ongoing community engagement, like surveying of existing permit holders to ascertain preferred tiered permit/pass options.

### Strategy and Action Quick Summary

Action	Timeline
D1.1: Procure a Virtual Permit Management System.	12 months

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<b>D1.2:</b> Increase pricing and oversell in all facilities and seek to reduce reserved parking allocations.	12 months
<b>D2.1:</b> Consider tiered permit options in all permit-eligible facilities.	2-3 years
<b>D2.2:</b> Consider percentage-based permit subsidies for certain groups.	2-3 years

#### STRATEGY D1: MAKE KEY FOUNDATIONAL CHANGES TO OPTIMIZE THE PERMIT SYSTEM BY IMPROVING UTILIZATION AND SERVING MORE PEOPLE.

##### ACTION D1.1: PROCUREMENT OF A VIRTUAL PERMIT MANAGEMENT SYSTEM.

A virtual permit management system (VPMS) can integrate with the existing parking access and revenue control systems (PARCS) in facilities, or with a newly acquired PARCS. This system would allow for improved data tracking and retention, multiple permit/pass types, and would enable a user interface where people could purchase permits, look at their usage, and get information about parking availability. Procurement of this system would enable future implementation of tiered permit options once other action steps are achieved.

VPMS are typically sold as software, requiring an annual cost in the range of \$150,000 to \$350,000, with high variability depending on the vendor and required features. The following key features are recommended:

- Ability to manage eligibility, restrictions, sales, billing, tracking, holds and suspensions, renewal and expiration of multiple permit types.
- Provision of a customer-facing, digital portal with full access to products, services and information.
- Ability for customers to modify parking options in real-time based on eligibility.
- Ability to provide text, e-mail, or app notifications on parking options, expirations, and other key information to customers.
- Ability for MPC staff to make real-time changes to rates or availability by facility.

##### ACTION D1.2: INCREASE PRICING AND OVERSELL IN ALL FACILITIES AND SEEK TO REDUCE RESERVED PARKING ALLOCATIONS.

The following initial changes are recommended:

- Implement a minimum 10% increase in prices across the board annually for next three years to encourage elasticity.
- Implement an initial 10% increase in oversell with monitoring using existing PARCS and new VPMS.
- Set a goal of maximum 5% reserved parking allocation in any given facility to improve utilization and support latent demand represented by long waitlists.

These changes are projected to increase revenues by roughly \$255,000 in Year 1, \$400,000 in Year 2, and \$560,000 in Year 3. **Figure D1** below depicts these increases based on FY 2022 commercial/employee permit revenue and pricing as a baseline, assuming a 10% across the board increase in monthly pricing implemented each year starting in 2025, and a 10% oversell increase in each facility occurring in 2025.

**Figure D1: Projected Commercial/Employee Permit Revenue Increases**

	2025	2026	2027
<b>Average Permit Price</b>	\$ 57	\$ 63	\$ 69
<b>Projected Revenues</b>	\$ 1,469,747	\$ 1,616,722	\$ 1,778,394
<b>Increase from FY 2022</b>	\$ 255,080.07	\$ 402,054.78	\$ 563,726.95

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**STRATEGY D2: CONSIDER ADDITIONAL CHANGES TO FURTHER IMPROVE UTILIZATION, ACCOMMODATE A BROADER RANGE OF USER NEEDS, AND ADVANCE TDM GOALS.**

**ACTION D2.1: CONSIDER TIERED PERMIT OPTIONS IN ALL PERMIT-ELIGIBLE FACILITIES.**

**Figure D2** shows a sample rate schedule for tiered permit options, with base and premium rates depending on the location of the facility. Note that this includes a substantial premium (30%) for reserved parking as a disincentive, given the impact of reserved parking on system utilization and ability to serve multiple users.

**Figure D2: Sample Tiered Permit Rate Schedule**

	<b>Base</b>	<b>Premium</b>
<b>Daily</b>	\$3	\$6
<b>5-Day</b>	\$12	\$30
<b>10-Day</b>	\$25	\$60
<b>15-Day</b>	\$36	\$90
<b>Monthly Unreserved</b>	\$80	\$160
<b>Monthly Reserved</b>	\$105	\$210

**Figure D3** shows a categorization of current facilities under base or premium rates, based on existing permit pricing. Facilities with pricing set below \$60 were categorized as base, and facilities with pricing at or above \$60 were categorized as premium.

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**Figure D3: Recommended Facility Categorization based on Existing Facility Pricing**

<b>Bank Street Structure</b>	Premium
<b>Caras Lot</b>	Premium
<b>Central Park Structure</b>	Premium
<b>Clay Street</b>	Base
<b>East Alder Street</b>	Base
<b>East Front Lot</b>	Premium
<b>East Main Street</b>	Premium
<b>East Spruce Street</b>	Base
<b>Engine Lot</b>	Base
<b>Greyhound Lot</b>	Premium
<b>Kiwanis Park Lot</b>	Base
<b>Midtown Lot</b>	Premium
<b>North Ryman Street</b>	Base
<b>Owen Street</b>	Base
<b>Park Place Structure</b>	Premium
<b>Railroad Street</b>	Base
<b>Riverside Lot</b>	Premium
<b>Roam Structure</b>	Premium
<b>Smith Hotel Lot</b>	Base
<b>West Alder Street</b>	Base
<b>West Broadway Street</b>	Base
<b>West Front Lot</b>	Base
<b>West Front Street</b>	Base
<b>Woody Lot</b>	Premium
<b>Woody Street</b>	Base

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## E: PARKING VIOLATION FINES

**Existing Conditions:** Enforcement is robust, and Missoulians have an existing understanding of parking violations and generally pay attention to rules and regulations. Rates increase with recurring offenses for some violations, including overstays and non-payment. First-time violators for overstays and non-payments are given a waiver—a more friendly approach for people unfamiliar with the system who made a mistake.

**Critical Weaknesses:** Even when graduated, fines are too low to discourage repeat offenders. There are no graduated rates for the most impactful violation types, like parking in a bike lane or crosswalk. Somewhat ironically, the low fines are in effect creating a more punitive environment, where violations are more frequent than they would be if fines were set higher and the strategy focused more on penalizing habitual or particularly disruptive violators.

**The Goal:** Use higher fines as a tool to shift the enforcement focus to habitual violators and build a safer, friendlier environment for everyone.

### Projected Impacts on TDM

Recommended changes support other modes of travel by applying a substantial premium to violations that impede other travel choices, like parking in a bus zone, bike lane or crosswalk.

### Projected Impacts on Equity

Changes are expected to reduce over-usage or abuse of public resources by certain individuals—especially those who habitually violate rules that protect everyone.

### Projected Impacts on Financial Health

Despite the higher fines, this change is projected to constitute a significant **decrease** in revenues generated by fines written due to the significant decrease in violations with fines set high, particularly among frequent violators. However, these changes are very likely to result in increases to paid transactions, and overall improvement of system efficiency as more and more people follow the rules in place. Especially given a collection rate of only 65-70% compared to fines written, revenue generated by paid parking, where fees are paid right away, is preferable.

### Community Engagement and Communication Needs

The new fine rates and approach will require support by and approval from City Council. As such, extensive community engagement is required to advance it. Strategies might include emphasizing the new approach's focus on habitual violators, maintenance of the fine waiver for low-level first-time violations, and the projected reduction in fine revenues expected upon implementation.

### Strategy and Action Quick Summary

Action	Timeline
<b>E1.1:</b> Update rate schedule, expanding graduated rates to all standard violations and including premiums for safety violations.	12 months

## STRATEGY E1: UPDATE FINE SCHEDULE TO IMPROVE PARKING SYSTEM EFFICIENCY, COMPLIANCE, AND SAFETY.

ACTION E1.1: UPDATE FINE SCHEDULE, EXPANDING GRADUATED FINES TO ALL STANDARD VIOLATIONS AND INCLUDING PREMIUMS FOR SAFETY VIOLATIONS.

Figure E1 shows recommended new fines for each violation type. The new fine schedule includes:

- Reset within one calendar year (instead of 6 months, as is the current policy)
- First-time violation waiver extended to all violation types except for ADA Parking and Safety Violations, which include parking in a , crosswalk, sidewalk or bike lane.
- Graduated rates applied to all violation types.
- Substantial graduated premiums, including:
  - For safety violations, a 50% increase for the second violation, a 75% increase for the third, a 100% increase for the fourth, and a 50% increase for the fifth.
  - For all other violations, a 50% increase for the third violation, a 75% increase for the fourth, and a 100% increase for the fifth.

Figure E1: Recommended New Fine Schedule and Projected Impacts

Fine Type	Current Fine	New Fine	Proj. Violations	Proj. Revenue	Proj. Collected
Unpaid Parking- First	\$ -	\$ -	14855	\$ -	-
Unpaid Parking- Second	\$ 5.00	\$ 30.00	0	\$ -	-
Unpaid Parking- Third	\$ 10.00	\$ 45.00	772	\$ 34,749	
Unpaid Parking- Fourth	\$ 15.00	\$ 80.00	207	\$ 16,576	
Unpaid Parking- Fifth	\$ 20.00	\$ 160.00	0	\$ -	-
Overtime Parking- First	\$ -	\$ -	2514	\$ -	-
Overtime Parking- Second	\$ 5.00	\$ 30.00	349	\$ 10,475	
Overtime Parking- Third	\$ 10.00	\$ 45.00	244	\$ 10,999	
Overtime Parking- Fourth	\$ 15.00	\$ 80.00	70	\$ 5,587	
Overtime Parking- Fifth	\$ 20.00	\$ 160.00	0	\$ -	-
ADA Parking- No Placard	\$ 100.00	\$ 100.00	430	\$ 43,000	
Safety Violation- First	\$ 20.00	\$ 45.00	248	\$ 11,138	
Safety Violation- Second	\$ 20.00	\$ 66.00	40	\$ 2,614	
Safety Violation- Third	\$ 20.00	\$ 95.00	20	\$ 1,862	
Safety Violation- Fourth	\$ 20.00	\$ 190.00	13	\$ 2,508	
Safety Violation- Fifth	\$ 20.00	\$ 285.00	0	\$ -	-
Other Violations- First	\$ 20.00	\$ -	10494	\$ -	-
Other Violations- Second	\$ 20.00	\$ 30.00	1399	\$ 41,976	
Other Violations- Third	\$ 20.00	\$ 45.00	816	\$ 36,729	
Other Violations- Fourth	\$ 20.00	\$ 80.00	466	\$ 37,312	
Other Violations- Fifth	\$ 20.00	\$ 160.00	0	\$ -	-
				\$ 255,523	\$ 166,090

Assumptions include:

- Base violation numbers based on 2022 data (latest full year) provided by MPC.
- 2% violation elasticity for every 10% increase in fine level.

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- No consideration for ADA violations given lack of analysis of State of Montana laws. MPC staff should examine and determine whether premiums and/or graduated fines for this violation type are permitted.

**MISSOULA PARKING COMMISSION EXPANSION AND  
OPTIMIZATION IMPLEMENTATION AND ACTION PLAN****CONCLUSION**

This Implementation and Action Plan will result in a more supportive, responsive, and future-forward parking system for the entire Missoula community. Developed in keeping with extensive analysis and rooted in past planning efforts, this Plan recommends changes to expansion protocols, on-street permit management, short-term and long-term parking options, and enforcement approach.

The action steps included in this plan can be implemented over a period of five years in total, although many steps can be completed within 6 months to 1 year. Success will require active participation from the MPC Board and the MPC staff, and ongoing coordination with relevant City departments and institutional partners.

The community must also play a role in advancing the Plan's recommendations. Maintaining an active community presence online through Engage Missoula and in-person through targeted outreach events will enable effective, context-sensitive roll-out of critical items, such as paid parking expansion, permit changes, and updated enforcement practices.