

**CITY OF MONROE - GENERAL SERVICES COMMITTEE
CITY HALL CONFERENCE ROOM
300 W. CROWELL STREET, MONROE, NC 28112
Thursday, October 5, 2023 - 3:00 PM**

**AGENDA
www.monroenc.org**

1. Downtown Monroe Parking Study Report
2. Downtown Monroe Master Plan Draft
3. Budget Amendment for Downtown Veteran's Banner Program
4. Certification of Tax Base and Tax Charge for 2023-2024
5. Resolution Requesting to Modify Slogans at Welcome Signs
6. Budget Amendment and Reimbursement Resolution for Monroe Country Club Golf Carts
7. Ordinance to Amend Contracting Authority
8. Monroe Aquatics and Fitness Center Proposed Increase in Joining Fees
9. Budget Amendment for Good Jobs Great Cities Strategic Marketing and Communications Program Contract

Other Items



City of Monroe Parking Study **2023**



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1. EXECUTIVE SUMMARY

WGI performed a parking study for the City of Monroe's downtown area. The study area was bounded by the railroad tracks to the north, Charlotte Avenue to the west, Maurice Street to the east, and Lancaster Avenue to the South. The study included the following tasks:

- Review of provided data, previous City parking and planning studies
- Public Outreach and Survey
- Site visit and parking occupancy review
- Comparable cities analysis

The study included providing short (0-2 years), mid (3-5 years), and long-term (5-10 years) recommendations regarding the following issues:

- Parking organizational structure
- Parking supply, current, and future demand
- Mobility Improvements
- Downtown beautification
- Parking technologies
- Parking rates/time-limits and Enforcement
- Wayfinding and informational signage
- Improved Pedestrian Experience

The parking supply and demand analysis shows that there is a surplus of parking supply/capacity to meet the City's current parking demand. Most existing City off-street parking locations are designed for maximum efficiency and include the limit of possible parking spaces the site can provide. Analysis was also performed to identify a site, conceptualize, and estimate costs for structured parking. In coordination with City staff, the Old Police Lot at the corner of Hayne and Morgan was identified as the ideal site to provide additional parking.

Based on a peer review of six comparable cities selected by proximity and population characteristics, none of the communities charge fees for parking, however all have time limited parking that is actively enforced. For most of the communities parking is subsidized/funded from a Tax Increment Fund (TIF) district, which is financed from a sales tax.

As of the conclusion of this study, it is our understanding that parking enforcement has been recently eliminated by the City. WGI recommends that the City reinstate parking enforcement for time-limited spaces to support the economic revitalization of Downtown. In addition we recommended the procurement of parking technologies to enhance the efficiency of enforcement staff while also providing robust data pertaining to parking demand and occupancy. Our recommendations also focus on curb, crosswalk, mobility, and sidewalk improvements to promote a more walkable Monroe that will aid in balancing parking demand for the City.



2. EXISTING CONDITIONS

PARKING SUPPLY

The City of Monroe currently manages approximately 1,032 parking spaces within the downtown.. This includes approximately 364 on-street spaces, and 668 off-street spaces provided in 11 surface parking locations. For the purposes of analysis and a better understanding of the patterns of parking demand in Monroe, the parking supply was divided into two districts, a **North District** (north of Franklin) encompassing the Veterans Assistance Services (VA), city and county government buildings, and the **South District** encompassing the Main and Hayne Street corridors that includes the Dowd Center Theatre, as well as several food and beverage venues as shown in **Figure 1**.

City of Monroe, NC

- 1,052 Total Spaces
- 364 On-Street Parking Spaces
- 688 Off-Street Parking Spaces



Figure 1 - Downtown Monroe Parking Map

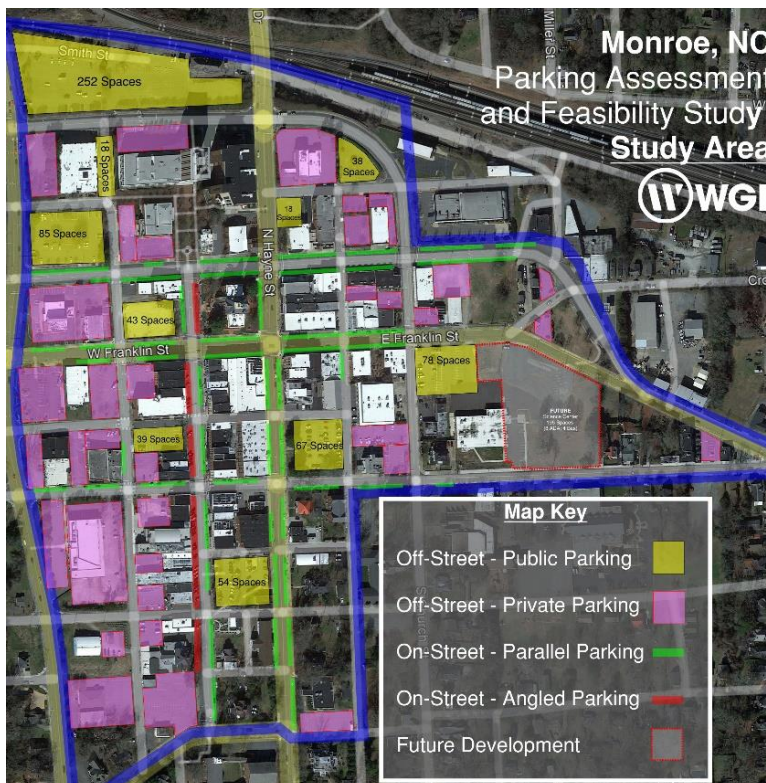


Figure 2 - Monroe NC Parking Inventory Map

provides a map of the parking inventory with space totals for off-street locations offering public parking.

On-street parking in the Downtown core includes 276 2-hour time limited spaces, 76% of total on-street spaces. Time-restricted on-street spaces are located on Jefferson, Franklin, Hayne, Main and most of Windsor Streets. There are another 88 on-street spaces which are unrestricted. Eighteen (18) on-street spaces have been designated for ADA/accessible use (4.9% of total on-street spaces). Main Street provides 71 angled on-street spaces which are striped at a 45-degree angle to the curb, this represents almost 20% of the total on-street spaces.

The City provides 688 off-street parking spaces at ten (10) surface parking locations throughout the study area. Apart from the 1-hour time-restricted City Hall lot, off-street locations provide unrestricted parking. There are nineteen (19) designated ADA/accessible spaces provided at off-street locations. **Figure 2**



NORTH PARKING DISTRICT

The North Parking District contains 171 on-street parking spaces along Franklin, Jefferson, Main, and Hayne Streets and 435 spaces in six (6) surface parking locations north of Franklin Street. The district captures business and government activity occurring at the VA , City, County, and an assortment of retail. This district contains approximately 59% of the study area parking supply (47% of on-street spaces, and 65% of off-street spaces) and has peak demand during the business day.

- Except for seven (7) spaces on W. Jefferson Street, 158 on-street spaces in this area are time-restricted to 2 hours.
- There are fourteen (14) total spaces designated for Accessible (ADA) use (2.3% of the North district total spaces), seven (7) located in two (2) different off-street locations and seven (7) on-street spaces located on Franklin, Jefferson, and Main Streets.
- For off-street parking in this area, there are seven (7) spaces designated for ADA use in two (2) locations, four (4) City reserved spaces (adjacent to City Hall), and 66 1-hour time limited spaces in the City Hall lot, all remaining off-street spaces are unrestricted, Fifteen (15) of the 171 on-street spaces are angled spaces (N. Main St.).
- Fifteen (15) of the 171 on-street spaces are angled spaces (N. Main St.).
- Directly to the west of the study area across Charlotte Avenue, construction is underway for new police station. There are also plans to construct a new fire station and senior center in this area as shown in **Image 1**. With these new buildings and associated parking areas, it should be anticipated that parking in the North district will be changing as construction completes. Moving existing fire, police, and senior center parkers from their current locations will change the occupancies and uses of current parking locations that serve these users.

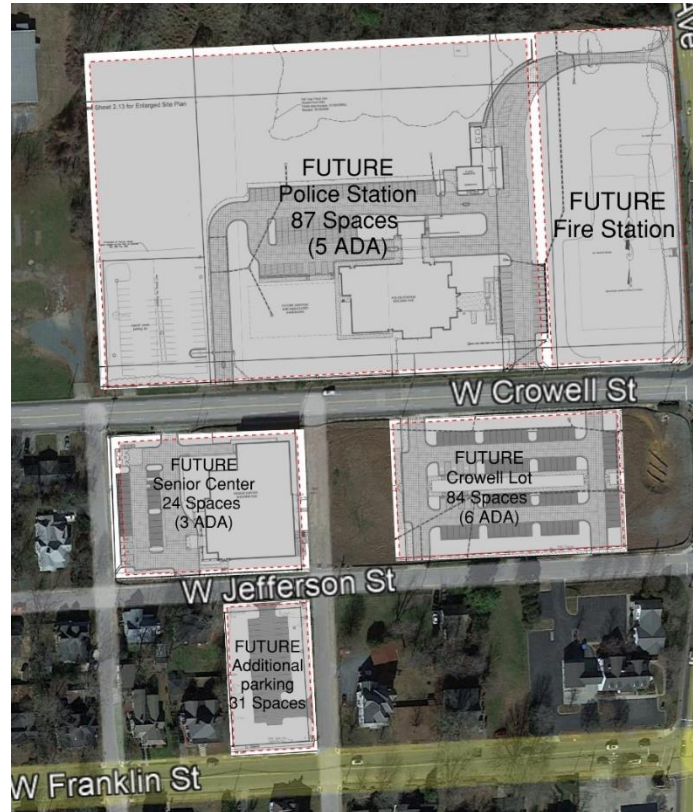


Image 1 - North district future development

The intended developments will bring an estimated 226 parking spaces to this portion of downtown.

Table 1 - North Parking District Spaces

	Number of Blocks/Lots	Number of Spaces	Accessible Spaces	EV Spaces	City Reserved Spaces
Off-Street	6	454	7	0	4
On-Street	26	171	7	0	0
Total	32	625	14	0	4



SOUTH PARKING DISTRICT

The South Parking District has 193 on-street spaces and 233 off-street spaces south of Franklin Street. The district captures the Dowd Center Theatre, as well as an assortment of shops, restaurants, and breweries. The area contains approximately 41% of the study area parking supply (53% of on-street spaces, and 35% off-street spaces) with peak demand occurring during the afternoons/evenings as well as during events, which occur up to twice a month from spring through fall. Since this area is where most of events occur (Music on Main, Halloween Festival, Cruise-Ins, etc.), it regularly experiences peak demand.

- 112 On-street spaces along or within 1-block of Hayne or Main Streets are time restricted to 2-hour time limits.
- There are twenty-three (23) total spaces designated for ADA use (5.4% of the South district total spaces), twelve (12) located in four (4) different off-street locations and eleven (11) on-street spaces located on Hayne, Main, Windsor, and Beasley Streets.
- There are two (2) electric vehicle (EV) charging spaces in the Hayne-street side of the Talleyrand off-street lot.
- Except for the seven (7) spaces designated for ADA use, and two (2) spaces designated for EV charging, all remaining off-street spaces are unrestricted.
- Of 193 on-street spaces, 56 are angled (45-degree) spaces, 29% of on-street spaces in the South district.
- East of S. Church Street, between Franklin and Windsor Streets is the newly renovated Monroe Science Center. Accompanying the renovations are plans to repave the adjacent surface area and convert it to paved surface parking as shown in Error! Reference source not found.. This development will bring an estimated 195 new parking spaces to this portion of downtown.



Table 2 - South Parking District Spaces

	Number of Blocks/Lots	Number of Spaces	Accessible Spaces	EV Spaces	Reserved Spaces
Off-Street	5	234	12	2	0
On-Street	30	193	11	0	0
Total	35	427	23	2	0



EXISTING SUPPLY OBSERVATIONS

Parking Enforcement

Parking enforcement is an essential tool used to manage parking and maintain levels of service for patrons. Enforcing time limited spaces requires consistent monitoring of the spaces, with staff cataloguing the parking inventory in spaces, then identifying vehicles overstaying time-limits. This process can also be used to generate valuable planning data that details block-face and occupancy histories that can then be compared to local activity and adjacent land uses/occupancy.

At the time of the inception of this study, and during the first series of occupancy observations, the City utilized two (2) part-time retired police officers to enforce parking. Parking enforcement is currently a police department responsibility, with parking tickets issued as non-moving violations, enforced through the municipal courts.

During observations, City staff were observed monitoring the City Hall lot, using a “chalking” method to identify vehicles overstaying the posted 1-hour time-limit for the lot. The chalking method requires staff to use chalk to physically mark a vehicle’s tires (as shown in **Image 2**), typically drawing a vertical line across the tire to the adjacent ground. Vehicles that have moved will be unable to realign the vertical line on their tire with the mark on the ground when re-parking, thereby identifying which vehicles have moved, and which have not. In 2019 a federal appeals court ruled that the chalking of tires to be illegal and a trespass upon a citizen’s Fourth Amendment rights against unreasonable searches. While the process is still in place in many communities across the country, the practice is being replaced with digital methods of cataloguing vehicles (i.e., license plate recognition-LPR).



Image 2 - Example of tire chalking

The 1-hour City Hall parking lot was the only area with active parking enforcement during WGI’s onsite observations. Parking enforcement staff, chalk marks, and parking tickets were not observed in any on-street or other off-street parking areas. Based on conversations with the City, by the conclusion of the study, parking enforcement may have been curtailed altogether.



Image 3 - City Hall parking signs

The Old Police Station off-street parking lot by Hayne Street was the only location where obvious parking violations were observed. Due to the lot design, this location leaves room at the end of each of the center bays for recirculation between the parking spaces and the sidewalk (see **Image 4**). While the amount of space allocated is technically insufficient to allow for a vehicle to recirculate without encroaching on the sidewalk, during most of the occupancy observations vehicles were observed parked in these areas (see **Image 5**) encroaching on the sidewalk in some instances. Picture Set 1 provides examples of line straddling and taking 2 space violations observed but not enforced during occupancy observations. Without parking enforcement, the City



Image 5 – Design Intent



Image 4 Actual Use



will have challenges controlling these types of parking behaviors or gathering any type of historical parking data for future planning purposes.



Picture Set 1 – Examples of Line Straddling-Taking 2 Spaces

On-Street Parking Alternate Use

On-street parking in close proximity to the final destination is the preferred parking choice for most that visit the City. This parking behavior is typical for a downtown area. On-street parking was far more utilized than the off-street locations. There are 71 45-degree angled parking spaces included along Main Street. The City has converted several of the parallel on-street spaces on Main Street (adjacent to the main Street Bistro) to a parklet for curb side dining as shown in ilmage 6 - Curb side dining on Main St. **Image 6**. This use is well received by the community with customers seen using these seats during occupancy observations.



Image 6 - Curb side dining on Main St.

Electric Vehicle (EV) Charging

The City provides electric vehicle (EV) charging at the Hayne Street side of the Correll Parking Garden lot, where there are two (2) EV charging spaces. The Chargepoint chargers provide two (2) level 2 charging cables for electric vehicles. Level 2 charging describes vehicles that have received a substantial charge after a 4-hour time period has elapsed. The parking industry standard for public electric vehicle charging is to place a



4-hour time limit on the space and require the charged EV to move once charging is completed to allow another vehicle to access the charger. Currently the signs indicate the space can only be used while charging as shown in **Image 7**. Continuing increases in demand for EV charging may require these spaces to be routinely monitored to ensure turnover of the spaces.



Image 7 - EV Charging Station - Correll St. Parking Garden

The Pedestrian Experience

The sidewalks along many of the streets in downtown include landscaping, trees, city infrastructure (lights poles, traffic lights, signs etc.), outdoor dining at restaurants, and wayfinding signage helping customers find different stores. The sidewalks were observed to be very constricted in many places as shown in **Picture Set 2**. Opportunities exist to enhance the pedestrian experience through possible sidewalk widening, which should be further detailed in the pending Master Plan report.



Picture Set 2 - Constricted Sidewalks



Image 8 - Cruise-in vehicles backing into spaces

For the cruise-in event, which allows owners to showcase their vehicles, most customers backed their vehicles into angled spaces, forcing observers to walk along the street side of vehicles as shown in **Image 8**.

PARKING OCCUPANCY

Parking occupancy is the measurement of utilization of the parking system. Parking occupancy measurements can inform the City about current usage of facilities and can validate or reject perceptions of the system. Parking occupancy can give insight into adequacy or the amount of parking available compared to parking demand, proximity of available parking, and establish hotspots.

WGI staff visited downtown Monroe to observe parking occupancy during presumed peak conditions (event). Observations were recorded using dash mounted cameras, which were then analyzed to generate occupancy for on and off-street public parking in the study area. There were six (6) separate parking occupancy observations taken on three (3) dates agreed upon by the city to represent three (3) different parking scenarios:

- *Typical Weekday* – Three (3) occupancy observations captured typical weekday business hours activity to better understand the parking demand and occupancy patterns different areas within the City. WGI observed parking occupancy on **Thursday May 12, 2022** from **8:00 AM until 10:00 AM** (EST) and again from **2:00 PM to 4:00 PM** (EST). Follow-up observations were performed on **Friday May 20, 2022**, from **10:00AM to 12:00PM** (EST). Morning (AM) observations were taken to better understand parking activity associated with peak business hours, with a follow-up observation performed in the afternoon (PM, after the lunch hour, to understand any differences between morning and afternoon activity).
- *Typical Weekend* – One single (1) occupancy observation captured typical weekend hours activity to better understand the parking demand and occupancy patterns within the City. After discussions with the City, WGI observed parking occupancy on **Friday May 20, 2022** from **5:00 PM until 7:00 PM** (EST). A Friday evening dinner time observation was determined by WGI to be representative of typical weekend activity based on occupancy counts. The observation coincided with a “Music on Main” Event.
- *Peak Demand (Event)* – Two (2) occupancy observation captured peak demand activity within the study area. On Friday April 8th, 2022 two (2) events were scheduled to occur on the same day, a “Cruise-In” Event on South Main (which included an Art Walk), as well as a comedy show (James Gregory) occurring at the Dowd Theatre in the evening. After discussions with the City, it was determined that peak occupancy observations would occur on this date. WGI observed parking



occupancy on **Friday April 8, 2022** from **4:00 PM until 6:00 PM** (EST) and again from **7:00 PM to 8:00 PM** (EST). The first occupancy observation was intended to observe the flow of activity associated with the "Cruise-In", with the second observation intended to include the comedy show activity.

WEEKDAY PARKING OCCUPANCY

Observation Date(s): Thursday, May 12, 2022, and Friday, May 20, 2022
AM Observation Times: 8-10AM (5/12/2022) and 10:30AM-12PM (5/20/2022)
PM Observation Times: 2-4PM (5/12/2022)

Weekday occupancy counts were collected during the peak periods of AM and PM activity in a central business district. The morning (AM) period was the period highest occupancy, averaging 69% for the study area as shown in **Table 3**. The North District showed an average of 70% occupancy, while the South District averaged 64% occupancy during the AM periods.

- In the North District during the AM observations, on-street occupancies (73% average occupancy) slightly exceeded off-street occupancies (69% average occupancy).
- The South District showed a wide variance between on and off-street, with off-street occupancies (76% average occupancy) far exceeding on-street occupancies (49% average occupancy).
- There is a noticeable difference in AM and PM occupancies, with PM occupancies falling by as much as 25% when comparing the average AM occupancy to the single PPM occupancy observation as shown in
- **Table 4.**
- Activity during typical business days were oriented around county and city government buildings.

Table 3 - Weekday AM Parking Occupancy

	5/12/2022 8-10AM	5/20/2022 1030AM- 12PM	Average
North District	66%	74%	70%
Off-Street	65%	73%	69%
On-Street	70%	76%	73%
South District	62%	66%	64%
Off-Street	77%	75%	76%
On-Street	42%	56%	49%
All Parking	65%	72%	69%

Table 4 – AM-PM Change in Weekday Parking Occupancy

	AM Average	5/12/2022 2-4 PM	Change
North District	70%	44%	-26%



Off-Street	69%	42%	-27%
On-Street	73%	50%	-23%
South District	64%	40%	-24%
Off-Street	76%	48%	-28%
On-Street	49%	32%	-17%
All Parking	69%	44%	-25%

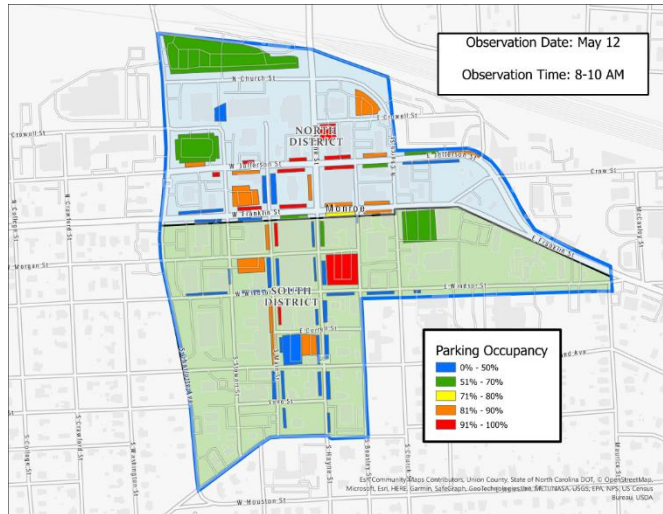


Figure 4 - 5/12/2022 - AM Parking Occupancy

5/12/2022 AM Observation Notes:

1. Old Police Station lot was at capacity.
2. Three off-street lots near full – North
3. 70% on-street space occupancy – North
4. 42% on-street space occupancy – South
5. 65% off-street occupancy – North
6. 77% off-street occupancy – South
7. **65% Total Parking Occupancy**

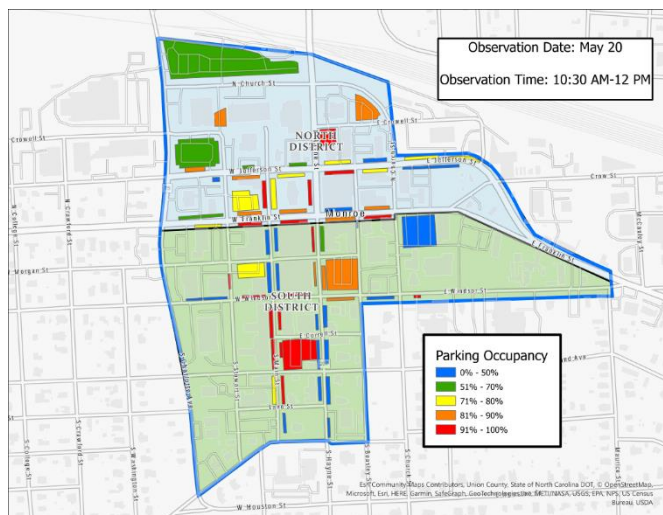
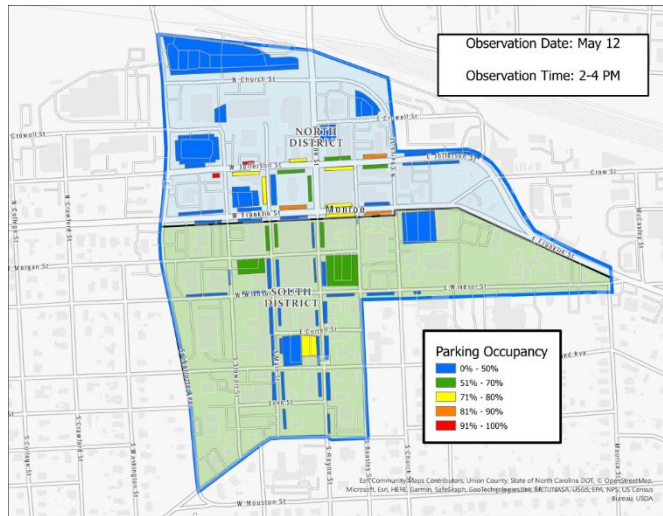


Figure 5 - 5/20/2022 - AM Parking Occupancy

5/20/2023 AM Observation Notes:

1. Old Police Station lot near at capacity.
2. Correll Parking Garden was at capacity.
3. 76% on-street space occupancy – North
4. 56% on-street space occupancy – South
5. 73% off-street occupancy – North
6. 75% off-street occupancy – South
7. **72% Total Parking Occupancy**



5/12/2023 PM Observation Notes:

1. Old Police Station lot was at capacity.
2. 50% on-street space occupancy – North
3. 32% on-street space occupancy – South
4. 42% off-street occupancy – North
5. 48% off-street occupancy – South
6. **44% Total Parking Occupancy**

Figure 6 - 5/12/2022 - PM Parking Occupancy

WEEKEND PARKING OCCUPANCY

Observation Date:

Friday, May 20, 2022

PM Observation Times:

5-7 PM

Weekend parking occupancy observations occurred on the evening of Friday May 20th, 2022, from 5:00PM until 7:00PM, a time-period during which central business districts see an increase in parking demand for restaurants and retail. The Friday that was selected by the City coincided with a scheduled “Music on Main” event. Music on Main had six scheduled events in 2022, one per month between April and September. These events close 1-block of Main Street between Morgan and Franklin Streets and provide a stage for live music with an assortment of food, promotional, and retail vendors. Overall parking occupancy was observed at 55% occupied during the observation periods, however there was a drastic difference in the occupancies of the North and South district. The North district experienced 37% occupancy, while the South district experienced an 80% occupancy due to proximity to the event.

Table 5 – Weekend PM Parking Occupancy

	5/20/2022 5-7 PM
North District	37%
Off-Street	30%
On-Street	58%
South District	80%
Off-Street	79%
On-Street*	82%
All Parking	55%

*Note: 35 On-Street Spaces in the South District were closed for Music on Main during the second occupancy count

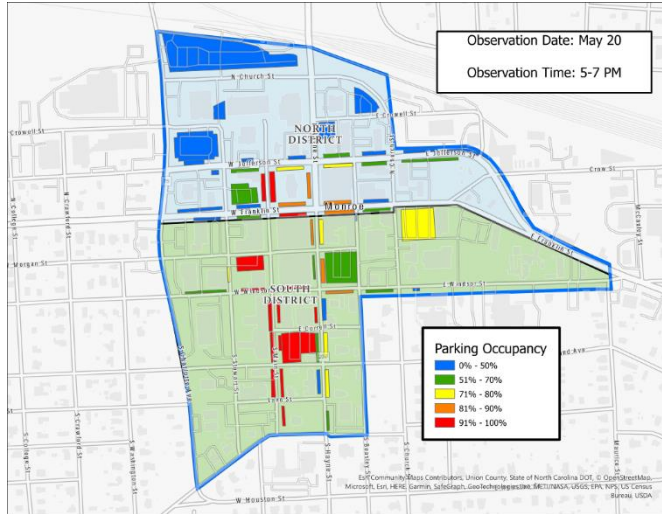


Figure 7 - 5/20/2022 – PM Parking Occupancy

5/20/2022 PM Observation Notes:

1. Correll Parking Garden and Belk on Main lots were at capacity.
2. 58% on-street space occupancy – North
3. 82% on-street space occupancy – South
4. 30% off-street occupancy – North
5. 79% off-street occupancy – South
6. **55% Total Parking Occupancy**

PEAK DEMAND (CRUISE-IN EVENT) PARKING OCCUPANCY

Observation Date:

Friday, April 8, 2022

PM Observation Times:

4-6 PM and 7-8 PM

Per the City, Friday April 8th, 2022, would be the best representation of peak/event demand the City. This was due to two (2) the coinciding events occurring on the same night, the "Cruise-In" event, and a comedy show (James Gregory) occurring at the Dowd Theatre. Initial observations were taken from 4-6 PM with a follow-up observation from 7-8 PM. Cruise-Ins occurred seven times in 2022, once per month between April and October. This event takes place on S Main Street, with classic cars parked in on-street spaces for showcase. The South District held consistent parking occupancy between both observation periods diminishing by only 1%, with a slight shift toward the off-street parking supply by the second observation. The North District experienced an emptying of the off-street lots at the end of the business day, and a slight increase in on-street occupancy, mostly along the Franklin Street corridor, due to the event.

Table 6 - Event Parking Occupancy

	4/8/2022 4-6 PM	4/8/2022 7-8 PM	Change
North District	39%	23%	-16%
Off-Street	43%	17%	-27%
On-Street	29%	40%	+11%
South District	68%	67%	-1%
Off-Street	68%	74%	+6%
On-Street	68%	59%	-9%
All Parking	52%	42%	-10%

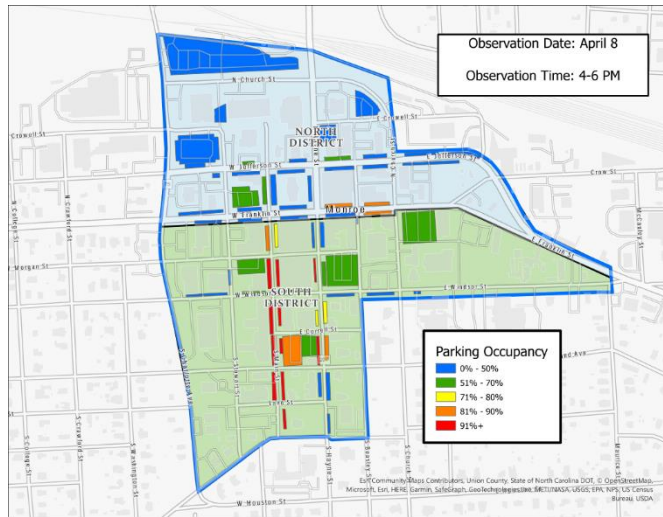


Figure 8 - 4/8/2022 - 4PM Parking Occupancy

4/8/2022 4PM Observation Notes:

1. 29% on-street space occupancy – North
2. 68% on-street space occupancy – South
3. 43% off-street occupancy – North
4. 68% off-street occupancy - South
5. **52% Total Parking Occupancy**

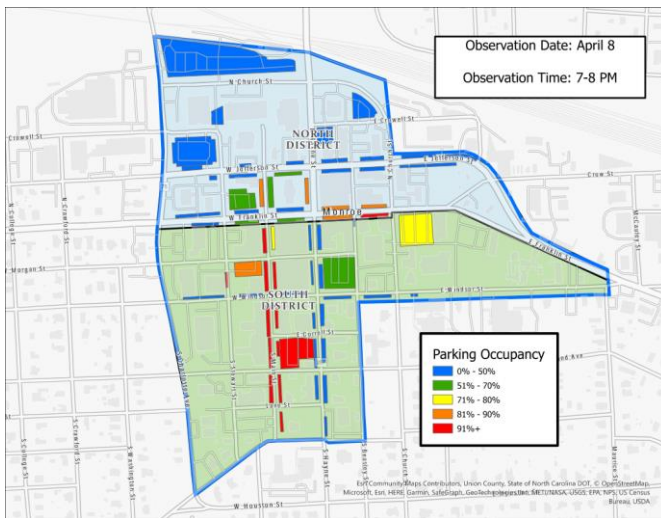


Figure 9 - 4/8/2022 - 7PM Parking Occupancy

4/8/2022 7PM Observation Notes:

1. Correll Parking Garden and Belk on Main lots were at/near capacity.
2. 40% on-street space occupancy – North
3. 59% on-street space occupancy – South
4. 17% off-street occupancy – North
5. 74% off-street occupancy - South
6. **42% Total Parking Occupancy**

OFF-STREET

Table 7 shows a summary of off-street parking location parking inventory and occupancies. There is varying parking demand for off-street locations by time of day and day of the week. The North district off-street locations seem to exclusively serve business hours parking demand, while off-street locations in the South district are susceptible to a mix of demand including retail, restaurant, and events. An inventory map has also been provided in **Figure 10**. Figures in parentheses on the map indicate the number of ADA/Accessible spaces provided in that location.

Table 7 – Off-Street Parking Occupancies

Facility Name	Spaces	4/8	5/12	5/20
---------------	--------	-----	------	------



		4PM - 6PM	7PM - 8PM	8AM - 10AM	2PM - 4PM	10AM - 12PM	5PM - 7PM	North / South
Church St. Lot	252	47%	9%	60%	40%	70%	28%	N
Potter and Company Lot	78	59%	71%	69%	38%	49%	71%	S
City Hall 1-Hour Lot	85	27%	39%	59%	47%	66%	39%	N
Police Station Lot	66	68%	53%	97%	61%	91%	64%	S
Hotel Joffre Lot	43	60%	51%	84%	47%	79%	70%	N
Crowell St. Lot	38	34%	0%	82%	50%	87%	3%	N
Correll Parking Garden – Main St.*	37	89%	100%	49%	24%	92%	100%	S
Belk on Main Lot	35	69%	83%	83%	57%	74%	100%	S
City Hall Side Lot	18	33%	0%	50%	33%	89%	0%	N
Hayne & Crowell St. Lot	18	50%	0%	100%	33%	100%	0%	N
Correll Parking Garden – Hayne Street*	17	59%	94%	88%	71%	94%	94%	S
Average Occupancy		54%	45%	75%	46%	81%	52%	
Vacant Spaces		316	375	175	375	131	332	

*Note – Correll Parking Garden shown as separate locations due to varying parking demand experienced by varying street accessibility



Figure 10 - Off-Street Parking Inventory Map

General Comments:

- 435 (63%) of the total 688 off-street parking spaces are in the North district, with 253 (37%) located in the South district.



- North district surface parking locations are unable to provide parking to the South district due to the distance these locations are from the Main St. corridor south of the Courthouse.
- The City Hall lot has 1-hour time limits posted at each entrance. This location was the only area where time limits appeared to be enforced within the study area. Uniformed city staff were observed using chalk to mark tires of vehicles parked in the location.
- Signage at off-street locations identify the locations as public parking but lack any branding to the parking lot's name or general proximity to destinations.
- Several off-street parking locations need restriping, see **Image 10** and **Image 10**, specifically the Church Street Lot, the Police Station Lot, and the Potter and Co. Lot.



Image 9 – Worn striping – Potter and Co. Lot



Image 10 – Worn striping and stencils – Police Station Lot

ON-STREET

Table 8 provides a summary of on-street parking occupancies separated by district. As with off-street locations, parking occupancy varies widely by time of day, day of the week, and district. The North district seems to experience the highest demand during business hours on weekdays, while the South district seems to experience the highest demand during evenings and events. An on-street parking inventory map is provided in **Figure 11**. Figures in parentheses in the map indicate the number of ADA/Accessible spaces provided in that location.

Table 8 – On-street Parking Occupancies

On-Street Parking	Spaces	4/8		5/12		5/20		Avg.
		4PM - 6PM	7PM - 8PM	8AM - 10AM	2PM - 4PM	10AM - 12PM	5PM - 7PM	
North District	171	29%	40%	70%	50%	76%	58%	54%
South District	193	68%	49%	42%	32%	56%	82%	55%
<i>Average</i>		49%	45%	56%	41%	66%	70%	54%
Vacant Spaces		187	202	160	214	123	109	166

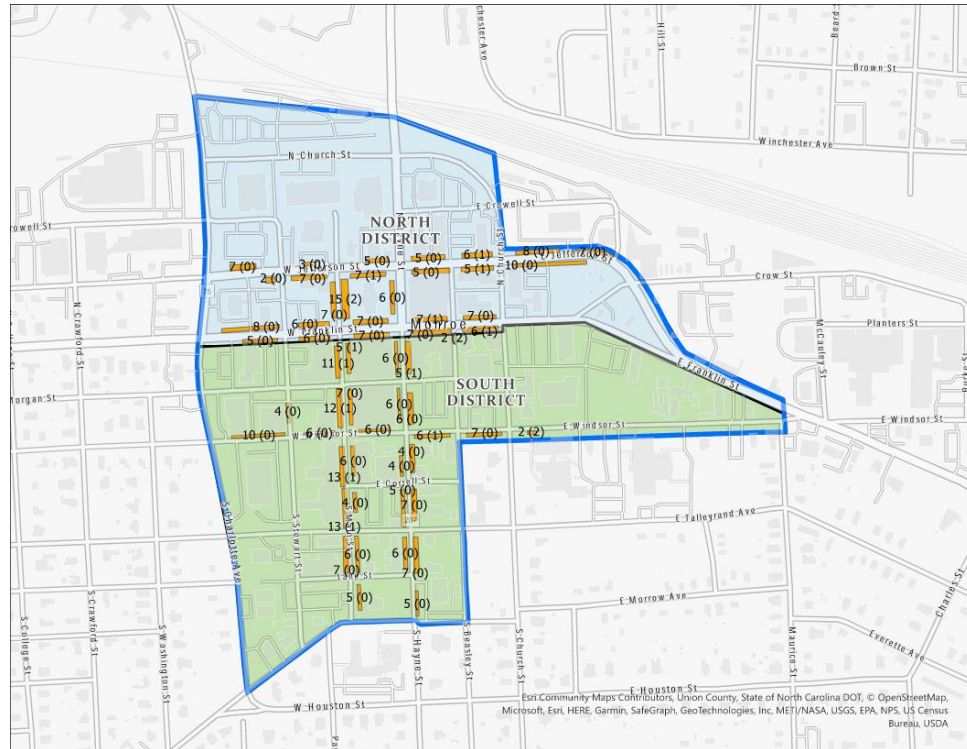


Figure 11 – On-street Parking Inventory Map

General Comments:

- 276 of the total 364 on-street spaces have signs indicating the spaces have 2-hour time limits. None of these time limits appeared to have been enforced.

GIS ASSET MAPPING

Existing conditions were mapped using Geographic Information System (GIS). Shapefiles were given to the City of Monroe as part of the submission of this report. Shapefiles include existing on-street and off-street parking facilities with space counts as well as separate shapefiles containing the parking occupancy counts. Shapefiles can be used in the future for informational purposes or to communicate with residents.



3. PUBLIC ENGAGEMENT

CRUISE IN AND HALLOWEEN PUBLIC INPUT BOOTH

WGI conducted public outreach during two events on the weekend of October 14th-15th, 2022. On Friday, October 14th, input was collected at a Cruise-In from 4 PM to 8 PM and on Saturday, October 15th, input was collected at a Halloween Festival from 8 AM to 1 PM. Attendees participated in two activities to provide input, which are outlined in the following sections. A survey was available for participants to complete. An electronic version, via a QR/bar-code weblink, was provided as well as a paper survey, with both Spanish and English.



Image 11 - 10/14/2022 - Cruise-In Public Engagement

Public engagement for the "Cruise-in" event on the evening of Friday October 14th was limited, with little public engagement. City staff assisted in actively soliciting and engaging community members to participate. Only nominal participation was experienced during this event, as it was less attended than Music on Main.



Image 12 - 10/15/2022 - Halloween Festival Public Engagement

Public engagement for the Halloween Festival on Saturday October 15th was very active, children drew their parents to the table to receive candy, and parents were eager to share their viewpoints and take a water once they understood the nature of our activities. The Halloween event was very well attended with consistent engagement for more than 4 hours. Most of the activity responses were received during this event.



PUBLIC PARKING INVESTMENT ACTIVITY

It is always important for a City to understand how it's citizens prioritize the improvements that may be needed. Especially when it pertains to parking. Building consensus with the local community about how and what infrastructure improvements should be undertaken begins with understanding the community's perception of what is most needed. This activity was intended to gauge the public's perception of where the City should invest in Public Parking.

Participants were given stickers and asked to place them on a poster according to which topics they would invest in related to public parking in Monroe. Participants were given five stickers to 'invest' into the categories. Options for sticker placement included the following:

- **More Parking Supply** – The City needs more parking, the City should invest in developing additional parking which may include a parking structure for City visitors.
- **Enhancing the Pedestrian Experience** – The City has sufficient parking and should invest in enhancing the pedestrian experience, which may include the removal of some on-street parking spaces.
- **Safety & Security** – The City should invest in security upgrades for parking including more regular patrols by police.
- **EV Charging** – The City should invest in more electrical vehicle (EV) charging stations.
- **Mobility** – The City should invest in mobility options for downtown such as scooter and bike share programs, more bike racks, take-out/delivery spaces for restaurants, and ride-share (Uber/Lyft) staging space.
- **No Action Needed** – There is sufficient parking and money should be used elsewhere.



Image 13 - How the City should invest in public parking public – Activity Board



Table 9 – Parking Investment Activity Board Responses

Investment Area	Number of Votes
More Parking	48
Enhancing the Pedestrian Experience	43
Safety & Security	26
EV Charging	6
Mobility	23
No Action Needed	6

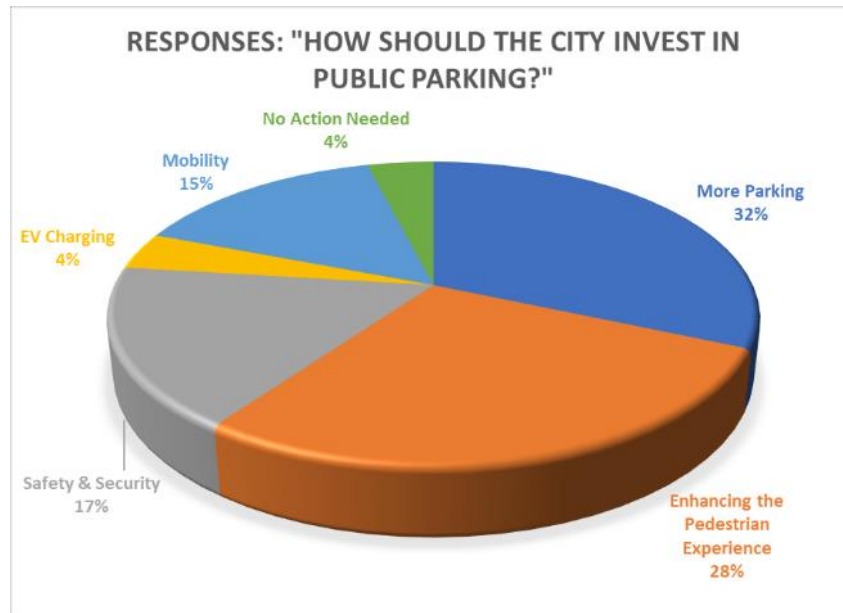


Figure 12 - Parking Investment Activity Response chart

Conclusions:

It should be noted that majority of the responses received for this activity were during an event period when close proximity parking is typically unavailable. As such, it is not unexpected that the highest percentage (32%) of responses indicated they would like the City to invest in more parking. There was a recurrent sentiment of an expectation of close-proximity parking among participants, even in downtown which is a common sentiment. The second most responded to item was less anticipated, with 28% of participants indicating the City should invest in enhancing the pedestrian experience. Many participants indicated the lack of safe pedestrian access to/from downtown to local communities was the primary contributor for why they do not go downtown more often. 17% of participants indicated they would prefer the City to invest in safety and security improvements for public parking, while 15% indicated they prefer mobility investments.



MAP YOUR PARKING ACTIVITY

To better understand the local community's parking behaviors and trends, a mapping activity was created to encourage participants to share their typical parking locations and destinations when visiting downtown as well as where they would prefer more parking. By understanding the current and preferred parking locations as well as the typical destinations of downtown users, the City can better understand the relationship between where the community currently parks and desires potential future parking, and how that information correlates with the predominant typical destinations in downtown.

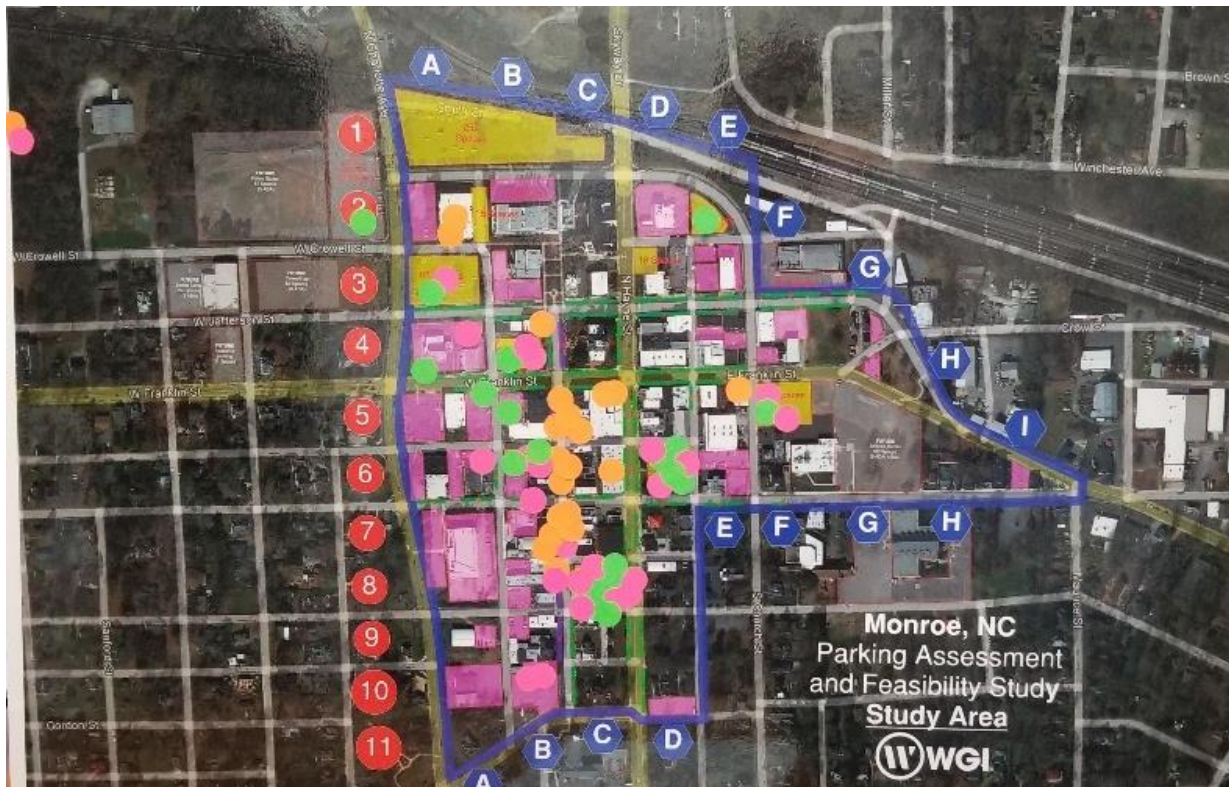


Image 14 - Map your parking - Activity Board

Participants were asked to place three (3) different color stickers on a poster containing a map of the study area.

- **Green Stickers:** Participants were asked to place stickers where they typically park downtown.
- **Orange Stickers:** Participants were asked to place stickers at their typical downtown destination.
- **Pink Stickers:** Participants were asked to place stickers where they want more parking.

Green Dots – Typical Parking Location

Green dots were primarily placed in off-street parking locations south of Franklin St. These lots included the Police Station Lot at the northeast corner of Hayne St. and Windsor St. (4 stickers), the Cornell St. Parking Garden located north of Talleyrand Ave. between Main St. and Hayne St. (6 stickers), and the Belk Lot at the corner of Morgan, Stewart and Main. This is anticipated since the public engagement occurred during events occurring on South Main Street. Single stickers were scattered across other locations north and west of these lots, but no other concentrations were identified as shown in **Figure 13**.



Orange Dots – Typical Destinations

Orange dots were intended to identify the typical destinations of participants. Since the engagement activities both occurred on Main Street, and most City activities occur on Main Street, it was anticipated that most of the destination dots are placed on Main Street. Two thirds of the orange dots placed on the map are in the three-block stretch between Talleyrand Ave and Franklin St on South Main Street. Four additional dots were placed within a block of this corridor. Several downtown residents stopped by and participated in the engagement activities placing destination stickers at their home locations on Jefferson and Hayne Streets.

Note: One orange dot was placed beyond the extent of the provided map, directly west of the future fire station.

Pink Dots – More Parking Wanted

Pink dots represented locations where people wanted more parking. The locations where participants desired more parking closely followed the locations in which green (typical parking location) dots were placed. This represents that participants are accepting of current parking locations and want to be able to find additional parking in areas where they usually park.

Note: One pink dot was placed beyond the extent of the provided map, directly west of the future fire station.



Figure 13 – Responses – Where do you typically park?



Figure 14 - Responses - Where is your typical destination?



Figure 15 - Responses - Where do you want more parking?



ONLINE SURVEY

A link to an online survey was made available to Monroe residents for 30 days. In addition, clipboards with survey printouts were available at all the public engagements, although none were completed. Surveys were provided in English and Spanish languages. Survey responses ranged from October 10 to November 7, 2022 with 92 total responses (91 English, 1 Spanish).

RESPONDENT DEMOGRAPHICS

Survey respondents were asked to select their primary interest in downtown Monroe. See **Figure 16** for a full breakdown of responses. The two largest groups of respondents were visitors/customers (36 responses) and respondents who work downtown (26 responses). Downtown business owners represent 21 of the 92 respondents (22.8%), capturing an important portion of those interested in Monroe's parking and potential solutions. **Figure 17** provides the zip codes of respondents. Most responses were received from participants living in the two primary area codes of downtown Monroe, 28112 and 28110.

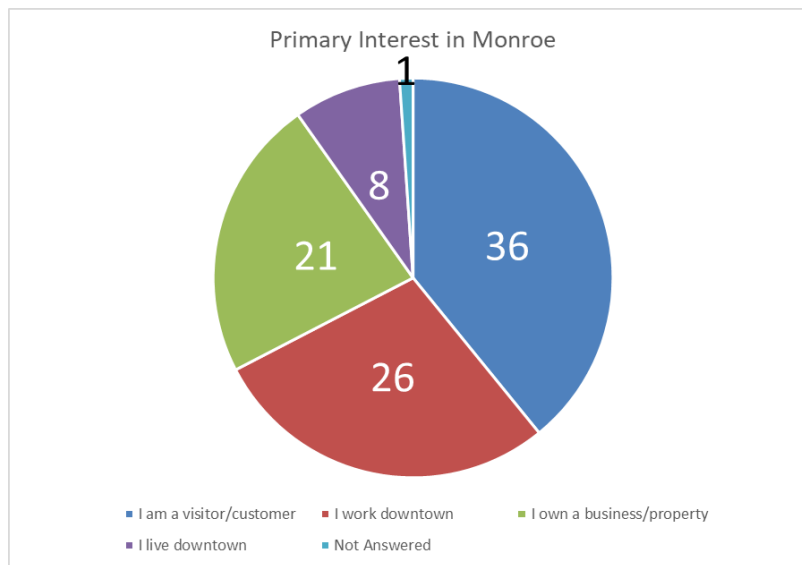


Figure 16 - Respondent Interest in Monroe

Please indicate your postal zip code:

Answered: 92 Skipped: 0

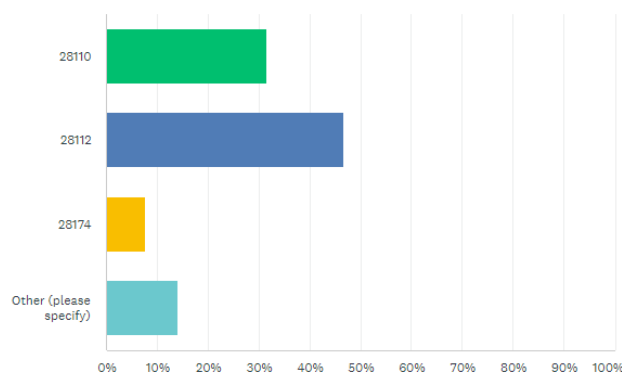


Figure 17 - Respondent Zip Codes



USER DESTINATIONS AND PARKING BEHAVIOR

Responses to questions regarding the purpose of participant's visits to Downtown ranged widely with the majority equally divided between shopping, restaurants, festivals/special events, and working in downtown. Surprisingly, only approximately 25% of respondents indicated they go downtown for courts or government services as shown in **Figure 18**. Responses to where participants parking were not surprising with 50% indicating they park in public off-street locations, and 40% indicating they park in public on-street locations as shown in **Figure 19**.

Typically, what is your main purpose for visiting downtown Monroe? (Check all that apply)

Answered: 91 Skipped: 1

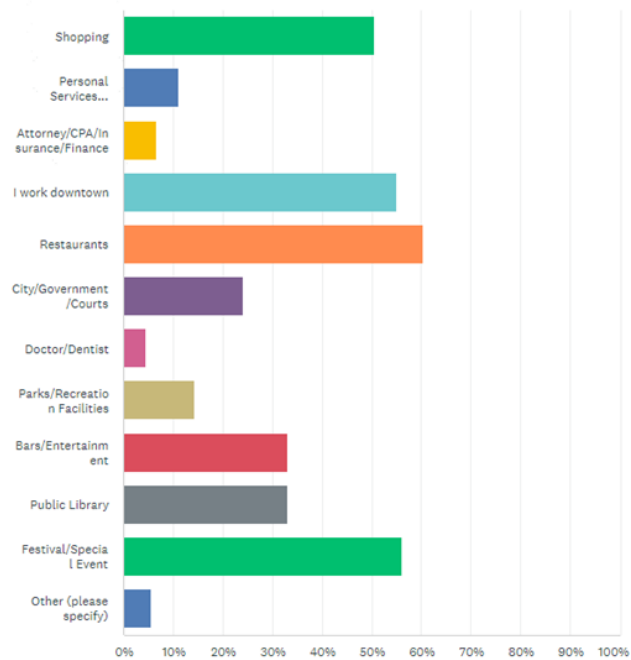


Figure 18 - Responses - Main purpose for going downtown.

If you drive a car downtown, where do you typically park?

Answered: 90 Skipped: 2

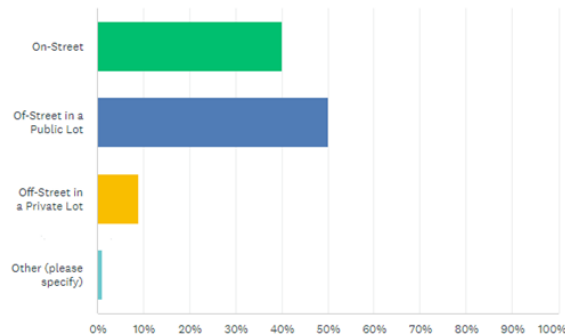


Figure 19 - Responses - Where do you park?



Figure 20 provides participant responses for how long their typical length of stay is in downtown, approximately 50% of respondents indicated their length of stay in downtown exceeds 6-hours.

What is your length of stay during a typical visit to downtown?

Answered: 91 Skipped: 1

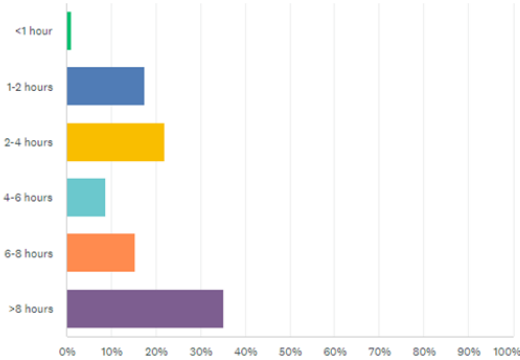


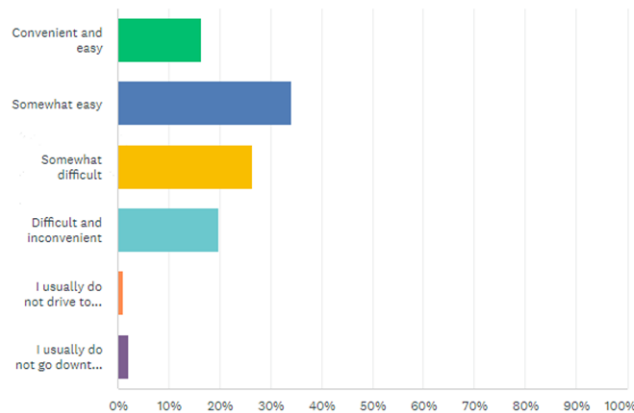
Figure 20 - Responses - Length of stay in downtown.

ATTITUDES ABOUT EXISTING CONDITIONS

Figure 21 provides responses to the difficulty of finding available parking in downtown. More than 50% of responses indicated parking was easy or somewhat easy to find downtown.

How would you describe your ability to find a parking space downtown on a typical weekday/workday?

Answered: 91 Skipped: 1



ANSWER CHOICES	RESPONSES
Convenient and easy	16.48% 15
Somewhat easy	34.07% 31
Somewhat difficult	26.37% 24
Difficult and inconvenient	19.78% 18
I usually do not drive to go downtown	1.10% 1
I usually do not go downtown at this time	2.20% 2
TOTAL	91

Figure 21 - Responses – Difficulty in locating parking in downtown.



Figure 22 provides a chart of responses to an inquiry about respondent's perception of their parking experience downtown.

Which of the following describe your parking experience downtown?: (Check all that apply)

Answered: 89 Skipped: 3

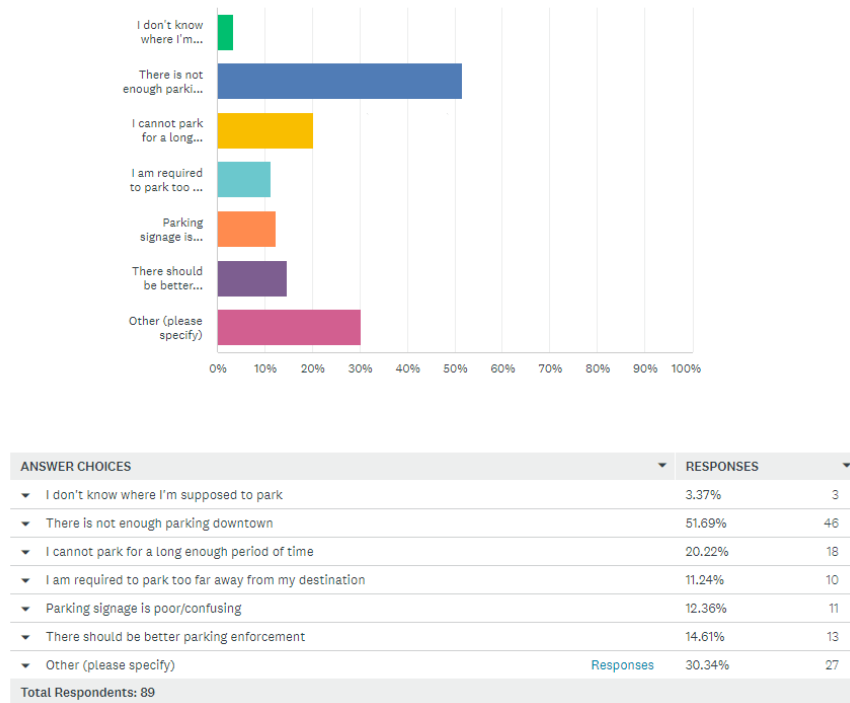


Figure 22 - Responses – Parking complaints

PAYMENT FOR UPGRADES

Figures 23 and 24 provide responses to the question of who should pay for parking, while Error! Reference source not found. qualifies those responses based the type of downtown user. The majority of all respondents indicated they believe city tax dollars should pay for Monroe.



Figure 23 - Responses by user type

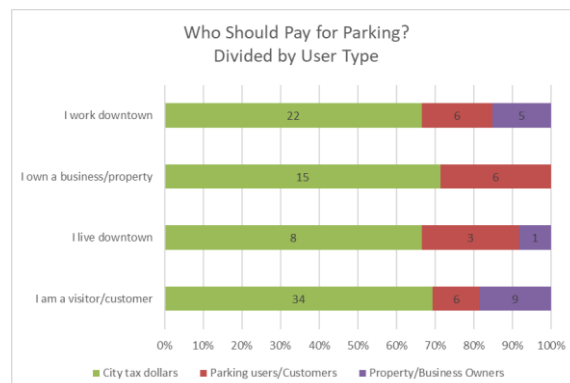


Figure 24 - Who should pay for parking?



LONG FORM RESPONSES

Several of the survey questions included sections for respondents to supply additional remarks, and/or clarify their responses. There were 70 of these long form responses to the survey. WGI reviewed and summarized these responses in **Table 10**.

Table 10 - Survey long form response summary

Count	Response
12	A parking structure is needed in downtown.
11	I am satisfied with the current parking situation downtown.
9	There should be dedicated parking for government employees.
5	More surface parking lots are needed downtown.
5	I do not want paid parking to be instituted in Monroe.



4. OPERATIONS, POLICY, AND TECHNOLOGY REVIEW

OPERATIONS AND PARKING ENFORCEMENT REVIEW

The City currently has no dedicated parking management and no documented routine parking enforcement practices as detailed in **Parking Enforcement** section of this report. Parking is managed between multiple city departments including Public Works and Police. During discussions with City staff, WGI was informed that there had recently been two enforcement officers doing spot checks, including one checking the hourly lot near the courthouse and one making rounds enforcing on-street parking. Two (2) part-time parking enforcement officers had been used but had retired by the completion of the study. WGI recommends adding dedicated parking responsibilities to an existing city staff position or creating a position to lead the City's parking department. Managing parking in Monroe warrants City resources and attention and should be accounted for in the City's organizational structure.

WGI recommends adding formalized parking responsibilities to an existing city staff position or creating a position to lead the City's parking department. Managing parking in Monroe warrants City resources and attention and should be accounted for in the City's organizational structure.

TECHNOLOGY REVIEW

There is currently no parking technology implemented or planned in Monroe. As of the time of this study, paper tickets and chalk were used in enforcement. These methods are no longer considered best practice in parking enforcement. Additionally, no technologies are in place which allow the City to manage its parking supply or enforcement. Parking technologies such as parking enforcement software and license plate recognition (LPR) for enforcement would increase management efficiencies and enforcement. Technologies of this type will also increase the level of service and positively impact patrons and businesses within the City. These technologies are further discussed in the Recommendations section of this report.

FINANCIAL ANALYSIS

CURRENT BUDGET

Parking financials were not provided by the City for the purposes of this study. WGI recommends that parking be managed as a city department or division with a dedicated budget, similar to other departments. The intention of a dedicated budget would also allow for the operation to function as an enterprise fund, supporting all expenses and overhead through revenues generated. Prior to the financial stability of the parking department, parking expenses should be accounted for through the general fund. Financial options as presented in the following section provide methods for parking to be a self-sustaining resource or supported as a community asset.

FINANCIAL OPTIONS

The following sections detail financial options available to the City for its parking system. Paid parking, general fund allocation, Tax Increment Financing (TIF)/Special Service Areas (SSAs), and bonds are all effective financing strategies which can be found in cities of all sizes across the nation.

Free/Fee Parking Consideration

Contemplating implementing, increasing, sustaining, and/or removing existing parking fees should be carefully considered. To ensure the success of a paid parking program, a public education campaign should



be a priority and all encompassing. Public parking provided by a municipality supports the economic vitality of a community. Typically, fees for parking become necessary when the parking supply begins to experience increasing demand such that it becomes limited or abused by the users. For municipalities, parking fees are typically introduced as a parking demand mitigation tool. Parking fees can create an emotional choice/decision in users as to the value/need for parking in their experience compared to other modes of transportation. Municipal operation of parking should reflect this understanding.

On-street parking typically has the highest value of any parking in a city. This is due to competition and increased demand for curb space. The increase in demand for a given curb space is relative to the distance of that curb to the destination or ultimate demand generator. Curb space has always had increased demand due to proximity and ease of access. In some cases, these parking spaces are directly in front of businesses and are the most convenient for patrons. Recently, increased non-parking-oriented demand for curb space has risen. This is somewhat attributable to the pandemic, growth in take-out/delivery business, outdoor dining areas, delivery services, and mobility options. Cities across the country are re-evaluating and re-prioritizing curb management and the role on-street parking plays in the demand for curb space. In many cities the curb parking spaces are being reclaimed for other demands such as mobility staging and storage, outdoor dining and activity areas, and green space. Urban centers such as New York City and Austin have been revisiting curbside priorities since the pandemic began.

On-street parking pricing should typically exceed off-street parking pricing by 50-100% depending on the proximity of the parking to the destination. This pricing should be coupled with policies and time limits implemented to encourage short-term use of curb spaces and longer-term uses of off-street spaces. This strategy will promote turnover of proximal curb space. This strategy is equitable as it provides the resource of convenient parking to many users. Pricing should be high enough that 10-20% of on-street space is vacant at any given time. The described philosophy is attributable to Cities that experience escalated demand for on and off-street parking that could exceed the supply of parking if fees are not charged.

The City currently has significant parking vacancy in on-street and off-street locations, both in the North District and the South District. While parking is in high demand in pockets of downtown, prevalence of vacant spaces within two blocks of these locations reflects an adequate supply. Due to the current low demand and occupancies of parking in downtown Monroe, the parking supply resources should be leveraged to support and encourage existing activity as well as attract new investment/development in downtown.

WGI recommends maintaining the existing free time-limited parking for On-Street parking in both the North District and South District with time restrictions as further detailed below:

North District – The North district parking activity is predominantly oriented towards business hours and days. While occupancies were very high in certain off-street locations in this district, there were still ample available on and off-street spaces (~20%) in this area. Parking occupancies in this district should continue to be monitored regularly (once in the morning and once in the afternoon) and catalogued as a Key Performance Indicator (KPI) of how the parking system is performing.

South District – The South district parking activity seems to be oriented towards restaurant, retail, and event activity. Regular monitoring of parking occupancies during typical business hours may not yet be necessary, however monitoring and cataloguing the occupancies in the area as a Key Performance Indicator (KPI) during evenings and events may reflect the need for increased parking management during these times.



Once parking occupancy and demand grows, it may be necessary to implement, re-introduce, and/or change on-street rates/free periods and subsequent off-street parking rates/free periods. Where possible, we recommend a performance-based tiered parking rate strategy be implemented. This strategy would require identification and tracking of Key Performance Indicators (KPIs, e.g., parking occupancy) of the parking system to establish thresholds at which different rate tiers or operational processes could be introduced. The lowest rate tier should be the one offering free parking as shown in the below example:

Example –Performance-Based Tiered Parking Rate and Enforcement Strategies				
Parking Occupancy (KPI)	<50% Occupancy	51-65% Occupancy	65-85% Occupancy	> 85% Occupancy
Parking Rate	Rate D (Free)	Rate C (Time-limited)	Rate B (\$1/hour)	Rate A (\$2/hour)
Enforcement Hours	Occupancy Monitoring 5 days/week	8 hours/day 5 days/week	10 hours/day 6 days/week	12 hours/day 6 days/week

Financing Strategies

There are a variety of parking budgeting strategies that can be applied to fund the City's parking system. Below is a summary of some strategies commonly used in municipalities.

Parking Revenue

Revenue generated from the parking rates, fees, and citations can be applied exclusively to fund the parking system. These funds are separate from the General Fund, but many times once expenses and overhead are covered a portion is budgeted to supplement any General Fund shortfalls. Contributions to the General Fund will likely vary due to the fluctuation in revenues. Along with the City Budget Office, the Parking Supervisor may determine how these funds are spent to support the operation and infrastructure improvements for the parking system.

General Fund

The City has a general fund of monies from taxes that is applied to fund City programs, these funds could be used to invest in parking operations.

Tax Increment Financing/Special Service Area Districts

Special Service Area (SSA) funds are utilized for activities, projects and programs intended to improve economic development. There is also Tax Increment Financing (TIF) that concentrates on redevelopment areas and involves private developers. These funds are applied to improve or support the parking system through taxes paid by the developers.

General Obligation Bonds

A City can issue general obligation bonds based on the financial health of the City. These bonds place added financial obligations which can hamstring funding future infrastructure needs. Revenue bonds are another option which are based on parking revenues. Due to the absence of parking fees, revenue bonds are not a reasonable option to fund parking improvements.



PARKING ADEQUACY AND DEMAND MODELING

EXISTING CONDITION

Existing conditions show vacant spaces available at all observation times.

FUTURE ADEQUACY

Using observed parking conditions, short-term and long-term growth were calculated according to anticipated growth of Monroe. This analysis is based on population and assumes that parking demand will grow proportionally to the community. While other factors such as downtown activity should be considered, there is insufficient material to accurately predict and model parking demand based on these considerations.

Monroe has fluctuated in size since 2011. Table 11 shows the population by year according to the US Census Bureau and the corresponding average growth rate considering population growth and number of years. With the highest growth rate being 0.91%, a 1% growth rate was used to be conservative in anticipating the growth of parking demand.

Table 11: Historical Growth Rate

Year	Population	Growth Rate (From Year to 2021)
2021	34,888	
2020	34,575	0.91%
2019	35,506	-0.87%
2018	35,458	-0.54%
2017	35,240	-0.25%
2016	34,805	0.05%
2015	34,428	0.22%
2014	34,196	0.29%
2013	33,821	0.39%
2012	33,592	0.43%
2011	33,290	0.48%

Note: Population statistics via US Census Bureau

Demand by Time and Zone

The following sections analyze growth given a 1% growth rate over 3-year and 7-year periods. For this exercise an effective full factor was used to consider potential problem areas in the future. Effective full is a concept which uses a percentage of occupancy at which users perceive parking to be full, creating perceptions of parking shortage and related issues and complaints. In this section, an 85 % effective full factor is used, shown in red in each of the scenarios which exceed effective full.

Weekday

Existing		Short Term (3 years)		Long-Term (7 years)	
8-10 A	2-4 PM	8-10 A	2-4 PM	8-10 A	2-4 PM



North District	68%	46%	70%	47%	73%	49%
Off-Street	68%	44%	70%	45%	72%	47%
On-Street	70%	50%	72%	52%	75%	54%
South District	62%	40%	63%	42%	66%	43%
Off-Street	77%	48%	80%	49%	83%	51%
On-Street	42%	32%	44%	33%	46%	34%
All Parking	65%	44%	67%	45%	70%	47%

Weekend

	Existing		Short Term (3 years)		Long-Term (7 years)	
	4-6 PM	7-8 PM	4-6 PM	7-8 PM	4-6 PM	7-8 PM
North District	40%	24%	42%	25%	43%	26%
Off-Street	45%	18%	46%	18%	48%	19%
On-Street	29%	40%	30%	42%	31%	43%
South District	68%	67%	70%	69%	73%	72%
Off-Street	68%	74%	70%	76%	73%	79%
On-Street	68%	59%	70%	60%	73%	63%
All Parking	52%	42%	53%	43%	55%	45%

Peak Demand/Event

	Existing		Short Term (3 years)		Long-Term (7 years)	
	10:30-12 PM	5-7 PM	10:30-12 PM	5-7 PM	10:30-12 PM	5-7 PM
North District	76%	39%	79%	40%	82%	41%
Off-Street	77%	31%	79%	32%	82%	33%
On-Street	76%	58%	78%	60%	82%	63%
South District	66%	80%	68%	83%	71%	86%
Off-Street	75%	79%	77%	82%	80%	85%
On-Street	56%	82%	58%	84%	61%	88%
All Parking	72%	55%	74%	57%	78%	59%

COMPARABLE CITIES ANALYSIS

To understand how the City compares with similar cities, a list of general comparative characteristics was established to generate a list of comparable aspects of similar cities, primarily based upon population and proximity to Charlotte. Each city was researched to better understand the following:



- Does the City have paid parking?
 - If so, how is it organized?
 - Does it include permit programs?
- Are parking rules being enforced?
 - If so, what are the time-limits?
- Downtown economics, presence of businesses
- Comparable census data and trends
- Subsidized housing in proximity to CBD
- Parking minimum requirements
- Downtown events, prevalence

SELECTED CITIES

Based on population size and regional similarities, the following cities were selected for peer cities analysis:

- Concord, NC
- Fort Mill, SC
- Gastonia, NC
- Hickory, NC
- Lincolnton, NC
- Spartanburg, SC

Of the peer cities group, Monroe is the third smallest in terms of population, and one of five county seats. All selected cities were deemed to be similar in size, proximity to the Charlotte metropolitan area, and parking characteristics. **Table 12** shows which locations are county seats. Error! Reference source not found.4 shows three (3) of the locations were 16-20 miles from Charlotte, and three (3) of the locations were 29-65 miles from Charlotte with Monroe in the middle at 24 miles from Charlotte. It should be noted that central Spartanburg is approximately 34 miles from Greenville, SC which is another metropolitan center in the area. Monroe has the third smallest population of the group of cities analyzed as shown in Error! Reference source not found..

Table 12 - Comparable Cities

	Population (2021 ACS)	County Seat?	Distance from Charlotte
Monroe, NC	34,888	Yes	24 miles
Fort Mill, SC	27,991	No	16 miles
Concord, NC	107,697	Yes	20 miles
Gastonia, NC	81,161	Yes	20 miles
Lincolnton, NC	11,352	Yes	29 miles
Hickory, NC	43,532	No	45 miles
Spartanburg, SC	38,401	Yes	65 miles

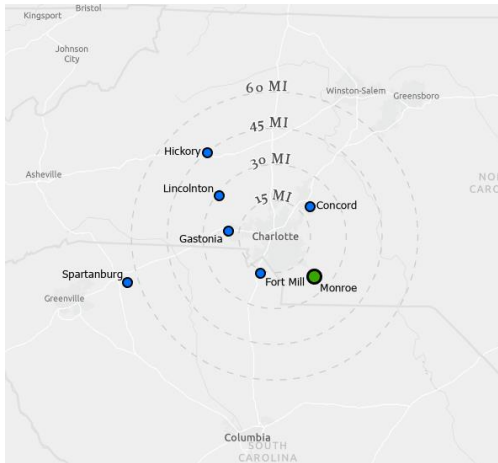


Figure 25 – Comparable Cities distance

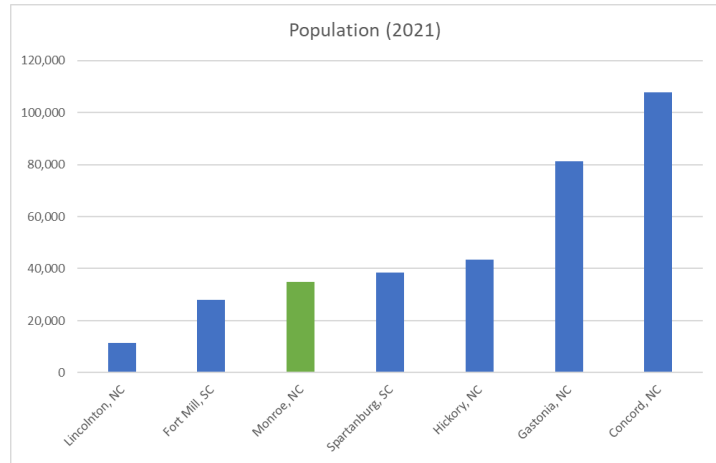


Figure 26 - Comparable Cities population

PUBLIC PARKING RATES AND TIME LIMITS

None of the cities included in the comparison charge for on-street parking as shown in **Table 13**. Only Spartanburg charges fees for off-street structured parking garages during business hours and removes those fees after-hours and weekends. Only Fort Mill, SC does not have on-street parking time limits in their downtown core. Three (3) of the compared cities include time limits in off-street locations, while the other three (3) had no time limits as shown in **Table 14**.

Table 13 - Comparable Cities Parking Fees

	On-Street	Off-Street
Monroe, NC	Free	Free
Concord, NC	Free	Free
Fort Mill, SC	Free	Free
Gastonia, NC	Free	Free
Hickory, NC	Free	Free
Lincolnton, NC	Free	Free
Spartanburg, SC	Free	\$0.50/hr or \$4/day FREE nights and weekends

Table 14 - Comparable Cities Parking Time Limits

	On-Street-Downtown Core	Off-Street
Monroe, NC	2 Hours	None (1 Hour at City Hall) 3 Hours in bottom level of garage, none all other locations
Concord, NC	2 Hours	None
Fort Mill, SC	None	None
Gastonia, NC	2 Hours	None
Hickory, NC	3 hours	3 hours
Lincolnton, NC	2 Hours	None (30 mins at City Hall)
Spartanburg, SC	2 Hours	None (Paid on Weekdays)



ORGANIZATIONAL STRUCTURE

Table 15 shows that each of the compared cities uses the police department to enforce parking rules and time limits, however Fort Mill does not use time limits. Police simply enforce safety violations (e.g., ADA/accessible parking, blocking fire hydrant, etc.).

Table 15 - Comparable Cities parking enforcement

	Parking Enforced?	By Who?
Monroe, NC	No	Police Department
Concord, NC	Yes	Police Department
Fort Mill, SC	Yes*	Police Department
Gastonia, NC	Yes	Police Department
Hickory, NC**	Yes	Police Department
Lincolnton, NC	Yes	Police Department
Spartanburg, SC	Yes	Police Department

*Note – Fort Mill, SC does not use time-limits for parking, parking enforcement is dedicated to safety violations.

**Note – During the course of our research we discovered an article indicating Hickory NC has dedicated a single full-time police officer enforce parking rules in the downtown area.

MARKETING, BRANDING, AND PROMOTIONS

WGI researched the marketing and branding efforts each of the comparable cities has made towards communicating and branding how the public can access parking resources when visiting downtown.

Concord, NC

Downtown Concord has a landing page on the downtown website. This page contains the map shown in Error! Reference source not found., showing parking locations and restrictions, as well as communicating the proximal downtown destinations. Concord appears to be updating this regularly in an effort to communicate with the public as part of ongoing downtown construction projects. The City of Concord's website does not include very much information about parking, while the Downtown Concord offices and website seem to be the entity communicating the parking information as well as advocating for development and progress in Concord.

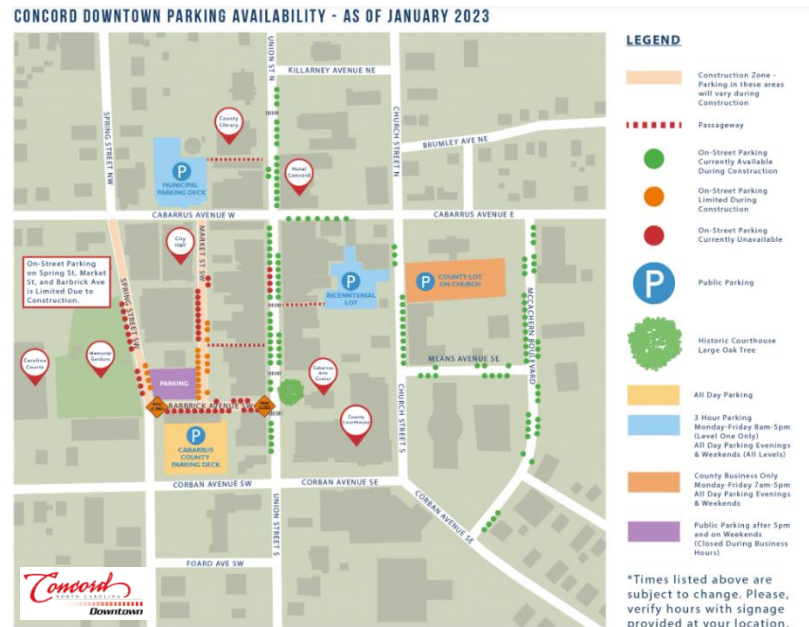


Figure 27 - Concord, NC parking map

Fort Mill, SC

Fort Mill seems to have very little information online regarding parking downtown, although their downtown is limited to 2-3 block portion of Main Street, with free unrestricted surface parking lots available behind the Main Street buildings. York County seems to be the predominant entity marketing downtown activities and amenities to the Public.



Figure 28 - York County website for Fort Mill

Gastonia, NC

The City of Gastonia is the predominant purveyor of local parking information. The City provides maps of parking and downtown attractions on their website, although finding the specific page referencing the information is challenging.

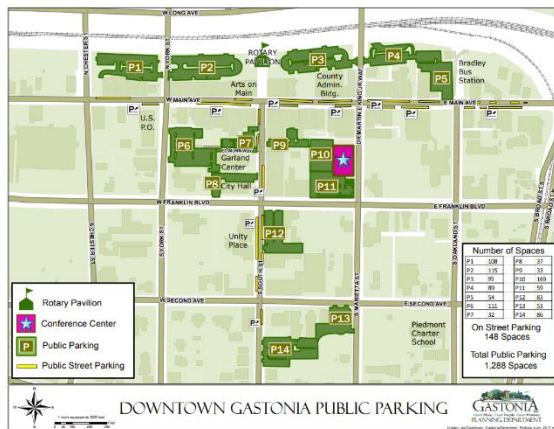


Figure 29 - Gastonia, NC parking map



Figure 30 - Gastonia, NC downtown attractions

Hickory, NC

The City of Hickory provides the map shown in **Figure 31** on the parking webpage of the City's website. The map communicates parking rules to the public. The City also provides another detailed map of event parking, such as the Farmer's market in downtown. The Hickory Downtown Development Authority (HDDA) provides these same maps on their website. This promotes consistent messaging to residents and visitors on downtown parking and efficiency among City staff.



Figure 31 - Hickory, NC parking map

Lincolnton, NC

The City of Lincolnton, NC provides the parking map shown in **Figure 32** on their website. The map communicates the locations, restrictions, and names of on and off-street parking locations.



Figure 32 - Lincolnton, NC parking map

Spartanburg, SC

Spartanburg's website has a downtown parking page, which gives details on parking locations and the number of spaces available at each location. The website details and communicates parking time limits and rates during business hours and says that parking is free on evenings and weekends. The site also provides a google map link to each parking location. The City also provides details for attractions within two (2) blocks for each major off-street parking facility.



**Parking in Downtown
Spartanburg:
Affordable, Accessible,
Abundant**

"Can't you feel 'em circlin' Can't you feel 'em drivin' round
You got decks to the right, you got spots to the left But
you're holding [...]"

PARKING BRANDING, SIGNAGE, AND ADVERTISING

EXISTING MATERIALS

Website

The City of Monroe does not have a webpage dedicated to parking. While there is an abundance of physical parking and wayfinding signage place throughout the study area for visitors to downtown, the lack of online resources does not allow visitors to inform themselves about the Monroe parking experience. Given the availability and access to information remotely, many people are now planning their visits to destinations ahead of time. While it is likely that most of the visitors of downtown Monroe are recurring, events like downtown festivals, Music on Main, and/or Cruise-Ins draw other visitors who could benefit from the prevalence of parking resources available.

Providing visitors with a central place for parking information gives the City a tool to manage the content and quality of information about City parking. One example would be directing evening visitors for an event toward parking primarily used for daytime business parking. During Music on Main, the Police Station Lot was only 64% occupied when measured (approximately 6:00 PM) despite 91% daytime



occupancy (approximately 11 AM). Informing visitors about this parking resource could change the perception of parking in the City.

Parking Maps

Wayfinding maps can be found via monument signs throughout Downtown Monroe. (Error! Reference source not found.). These maps provide visitors a visual map aid that conveys the attractions and destinations in downtown. These wayfinding maps could easily be converted to additional marketing materials including website content, brochures, and/or distributed along with event information and press releases. The Dowd Center Theatre webpage also provides this parking map, which is not linked to the City website.

The City does not currently market or advertise information related to Downtown parking on City websites or via printed maps. Like the website, printed maps could be a powerful tool and to orient visitors to destination and parking locations available in the City. Websites, printed materials, brochures, and other branding/marketing about the City should include simple communication about parking rules, locations, availability, and accessibility.



Image 15 - Monroe Wayfinding map sign

Parking Monument Signage

Monument signage has been updated since 2018. **Image 16** shows the proofs of the since installed signage for the City. In addition to these pole signs, the City has also installed banners (**Picture Set 3**) displaying the Universal "P" for public parking to identify public parking locations. The signage that was installed provides consistent and effective information to visitors regarding locations of parking and wayfinding to downtown destinations from their parking locations. The off-street parking location signs and banners do not include off-street parking location names.

Observation:

While the wayfinding maps clearly communicate the location and names of attractions, neither the maps or the identifying parking banners provide names of off-street parking locations. Instead, the maps and banners simply have the off-street locations identified with the Universal "P" to indicate public parking. We recommend naming off-street locations with their existing names (i.e., Correll Parking Garden, Belk on Main, Hotel Joffre Lot, etc.), adding naming plaques or small signs to existing signs, and including the off-street location names on the wayfinding maps. Providing a naming convention to a parking location will help visitors navigate the parking options available to them.



Picture Set 3 - Parking Signs and Banners

City of Monroe Parking Signs

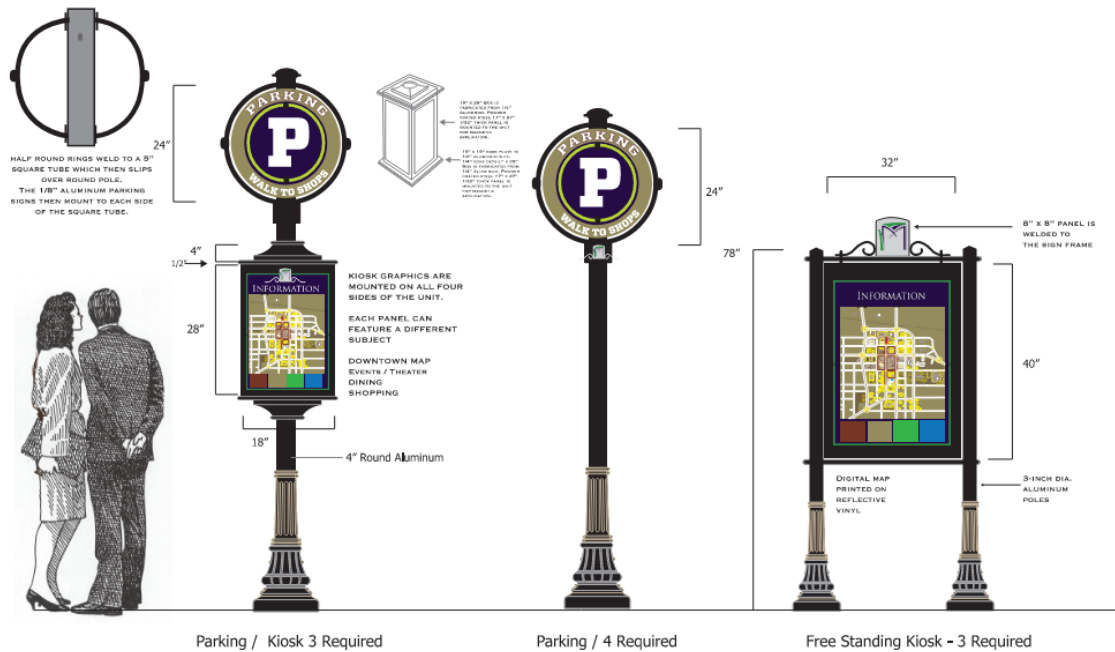


Image 16 - Monroe Parking and Wayfinding Sign Proof

Wayfinding Signage

Consistent wayfinding signage can be found throughout the Downtown area. The current signage is appropriate both in content and style, informing visitors of their destinations. The wayfinding signs do not provide parking location information. To increase the visitor experience, it is recommended to include off-street parking locations on the City wayfinding signs. **Picture Set 4** provides examples of currently installed wayfinding signs found in the study area.



Picture Set 4 - City Wayfinding Signs

COMPARABLE CITIES PARKING BRANDING AND MARKETING

Other cities in the peer cities group are leveraging their websites to inform visitors about parking. In some cases, Monroe does not currently have a need to communicate in the same way as peer cities listed but should consider these examples for future growth.

For parking infrastructure, Spartanburg, SC does a good job of informing the public about locations of parking facilities and where they can walk to from each parking deck. Hickory, NC does a good job of informing visitors of time limits using a PDF which is updated on the website. Hickory also communicates street and lot closures for their Farmer's market in another map on their parking landing page. For more active parking management, Concord, NC is a good example of how to provide brief yet useful information about construction or event parking.

BEST PRACTICES

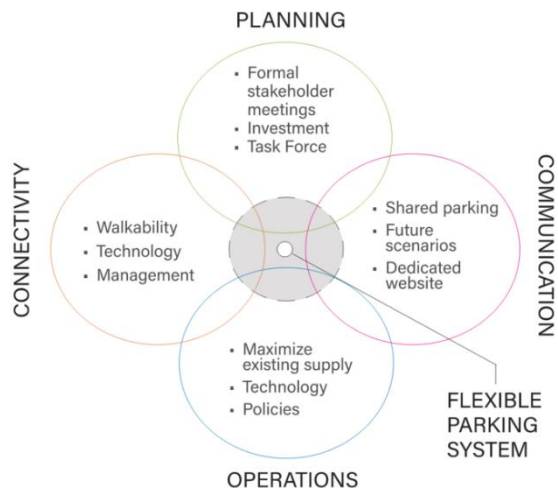
Current signage which has recently been updated is in line with industry best practices. Additional signage could be added to private facilities to clarify availability of parking in surface lots within Downton. Additional lots made available for public use through shared use agreements or lot expansion should continue to be clearly signed consistently with the recently installed signs, both ground level and banner signs. This provides consistency to parkers and eliminates confusion. Additional monument signs may be added to facilities located further away from destinations, especially Main Street and the Courthouse.



5. RECOMMENDATIONS

This chapter provides an overview of the recommendations provided by WGI for Downtown Monroe to implement based on our knowledge of the study area, input from public engagement, and physical observations. The recommendations provided within this study support Downtown Monroe's goals and objective of providing a walkable, pedestrian friendly environment that will promote and encourage downtown economic vitality while managing and monitoring parking demand. Further, the recommendations should align with the Downtown Master Plan Update. The recommendations will build and define the benchmark for parking in Downtown moving forward. Each recommendation summary includes discussion points, challenges, and opportunities.

The following recommendations are broken down into Short-term, Mid-term, and Long-term recommendations in order of priority, with the understanding that some issues overlap. Several of the recommendations will require the cooperation of both public and private organizations and individuals. In particular, we believe the short-term recommendations articulated below can help improve existing parking resources until such time that structured parking capacity is feasible.



Take Aways

- Maximize Use of Existing Parking Supply
- Strategically Invest in Parking Technology to generate better data
- Improve Walkable Options to Reduce/Balance Parking Demand in coordination with the New Masterplan
- Enhance Parking Administration and Operations



ORGANIZING PARKING

Parking Needs a Home and Leader – The City's parking assets do not have a defined organization for its management. Currently, the management of parking functions (off-street, policies, enforcement) are spread across various divisions within the City government and organizations. Efforts should be made between internal City groups and outside organizations to **consolidate parking functions into a singular source or department**. Progressive and flexible management can optimize parking efficiency and reduce the amount of required parking inventory. This recommendation explores how monitoring parking inventory, development trends and technology impacts parking demand. When entering a parking endeavor such as this, **a dedicated staff member or third-party entity is required** as the associated tasks are vast and involved.



Implementation Steps

1. *Convene a Parking Task Force* - A Parking Task Force will be a forum for regular and active communication with stakeholders to discuss parking needs throughout Downtown can help build consensus for future parking changes in the City.
2. *Create and support a Parking Organizational Structure* - The community has an expectation that police are tasked with ensuring public safety. This perception can significantly complicate parking enforcement when having uniformed police officers in marked vehicles enforcing parking regulations. City parking is a public resource that supports the economic vitality of a community and should be managed as such. Transitioning parking enforcement away from City police and either privatizing parking management or transitioning management to Public Works or another appropriate department will provide a better organizational framework for parking services.
3. *Define a Parking Manager* – Hire in-source or out-source parking and operations manager or assign to existing staff.
4. *Communications Plan* – Establish formal and consistent communication plan between internal partners and community stakeholders about parking in Monroe.
5. *Expand Parking Management* – As the parking occupancies and utilization grow, consider supportive parking staff like additional enforcement staff, marketing/communications, and data integrator.

Intended Benefits

- ✓ Shared information and partnerships form to create a system where challenges are met in a communitive environment.
- ✓ Decisions are streamlined through consolidated policy, programs, technology management and vision.
- ✓ Management can be leveraged to improve Downtown experience and change negative parking perceptions.

Importance

- 1 Capacity to align policies to support a common vision. Capability to leverage management tools and future technologies to proactively balance parking access and demand.
- 1 Investment support through utilization of programs and policies.
- 1 Capability to modify management approaches as demand fluctuates in a timely fashion.
- 1 Provide City with effective means to manage parking.

Implementation Strategy

Short-Term

- ★ Convene a Parking Task Force
- ★ Create and support a Parking Organizational Structure
- ★ Define a Parking Manager

Mid-Term

- ★ Parking Communications Plan
- ★ Expand Parking Management

KEY TAKEAWAY

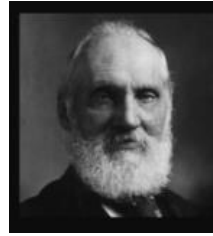
Progressive and flexible management can optimize parking efficiency and reduce the amount of required parking inventory.



IMPROVE PARKING OPERATIONS

Compliance Through Visibility

Currently there is limited or no parking enforcement of posted time limits. Additionally there is no parking technology utilized to manage parking Downtown. This recommendation focuses on improving enforcement of existing parking policies to understand how parking enforcement supports and affects utilization, occupancy, and overall parking success.



If you can not measure it, you can not improve it.

~ Lord Kelvin

Implementation Steps

1. *Hire* – Hire and train Parking Enforcement staff to provide visible parking enforcement and customer service as part of the community, portraying the process more as an ambassador than as an enforcer.
2. *Evaluate & Procure* – Evaluate and procure LPR cameras, possible mobile patrol units, parking enforcement software and/or hardware.
3. *Communicate* – Clearly communicate enforcement goals and policies on City website, press releases, social media, as well as on a printed parking map. Publicize when parking will be enforced again. Over time we recommend tracking and regularly communicating on and off-street parking occupancies through the city parking landing page to keep the public informed of how City parking resources are being used and managed.
4. *Patrol* – Actively and visibly patrol all parking locations (on and off-street) enforcing parking policies daily. Install policies to issue first violations as a non-fine warning to vehicles in violation. Reassess this policy annually. We recommend tokenizing collected license plate data, communicating and storing this historical parking occupancy information for use in future city planning.
5. *Adapt Parking Policies* – Regularly evaluate parking enforcement zone boundaries, time-limits, patrol routes, as well as on and off-street enforcement processes. Adjust align parking enforcement policies and processes with the Monroe Master Plan and the broader vision for how for the best use of the City's parking resources. (Parking Task Force)
 - Consider a performance-based approach to parking management whereby the performance of the parking system triggers changes in parking management.
 - Conduct a workforce management review to ensure there are enough enforcement agents to patrol the enforcement zone at the current activity level as well as future activity levels.
6. Introduce a pilot program to charge parking fees in areas that show consistently high occupancies during peak periods (e.g., Main Street).



Intended Benefits

- ✓ Encourage short term parking in time-limited, close-proximity spaces to downtown destination with long-term parking pushed to off-street and on-street spaces without time limits.
- ✓ Improved occupancy and utilization data pertaining to how City parking resources are used.
- ✓ Increases in compliance with time-limits as well as parking enforcement revenues.

Importance

- ❗ Improved availability of close-proximity parking spaces to downtown destinations through enforcement of time limits.
- ❗ Capability to acquire and use parking management tools and technologies to proactively balance parking access and demand.
- ❗ Improved parking data and utilization information for City planning and transparency purposes.
- ❗ Promoting compliance with City parking policies through accountability for misuses of parking resources.

KEY TAKEAWAY

Progressive and flexible management can optimize parking efficiency and reduce the amount of required parking inventory.

Implementation Strategy

Short-Term

- ★ Hire Parking Enforcement staff
- ★ Evaluate Parking Enforcement technologies
- ★ Communicate Parking Enforcement policies to the public
- ★ Patrol on and off-street parking locations more regularly

Mid-Term

- ★ Adapt parking policies (time limits, enforcement hours, etc.)

Long-Term

- ★ Create a pilot program to charge parking fees in areas with consistently high occupancies



PARKING TECHNOLOGIES

License Plate Recognition (LPR) Systems

License Plate Recognition (LPR) systems utilize cameras to observe and catalogue the license plate numbers of stationary or moving vehicles. In parking operations and enforcement, the LPR cameras and systems are used in mobile (e.g., mounted to vehicles or using a mobile device) or fixed position (e.g., at vehicle entrances/exits to off-street locations, etc.). The newest iterations of LPR technology apply algorithms through software to existing camera footage to obtain license plate data from any camera with sufficient image clarity. These systems are used to gather and analyze license plate data for on street and off-street parking for both parking enforcement and access control among many other uses. LPR systems enable the use of virtual permits (i.e., the license plate serves as the permit for a vehicle), and Pay-by-Plate operations (i.e., parkers enter their license plates when making payment). There is an additional benefit of enhanced data that the LPR systems provide. Through storing the historical occupancy data produced by these systems, the City has access to occupancy histories by location and/or block. LPR systems have gained widespread adoption in tolling and traffic enforcement applications across the country and the Chicago/Marion Street Lot currently uses this technology.



In free parking scenarios the license plate data is used to track parking time periods through digital logging of observed plates and tracking the duration of time a vehicle has been parked, flagging vehicles that have overstayed posted time periods to be cited with parking violations. In paid parking scenarios, observed plate data from parked vehicles is compared to plate lists of paid/permitted vehicles to identify non-compliant vehicles to be cited with parking violations.



- **Parking Enforcement** – Procure/purchase a patrol vehicle (if needed) and mobile LPR cameras and software system for use in patrolling on and off-street parking locations. (Estimated Costs – Vehicle \$20,000; 2- LPR Cameras and permit/enforcement software \$35,000).





- **On-Street Parking Operations** – With signs in place, a patrol vehicle, LPR cameras, software, and associated mobile applications, this will be all the equipment that is necessary in enforcing the recommended time limits for on-street parking.
- **Off-Street Parking Operations** – The LPR enforcement system is well-suited to provide efficient enforcement for the off-street parking lots. The use of mobile LPR patrols at off-street locations provides a coordinated operating process for all City parking.
- **Virtual Permitting** - Converting to LPR enforcement will enable the use of vehicle license plates as credentials for monthly parkers, also known as virtual permitting. This process allows monthly parkers to register their license plates, which are cross referenced as authorized plates automatically by the LPR cameras during enforcement rounds. This is a cost-effective and efficient process that eliminates the need to send physical credentials to customers and provides customers the ability to self-administrate their monthly account by listing multiple plates and/or adding/deleting plates over time.



- **Parking Technology**

- ❖ *Virtual Permitting, LPR Parking Enforcement, and Permit Management* – Virtual Permitting is the use and tracking of a vehicle's license plate as the identifying credential in a parking system. License Plate Recognition (LPR) cameras are cameras specifically designed to observe and catalogue vehicle license plate information. Implementing virtual permitting and LPR enforcement will dramatically improve the efficiency of parking enforcement. The most efficient way to use LPR is through a vehicle mounted LPR camera that automatically scans plates as the vehicle patrols on and off-street parking locations and alerts the driver when an unauthorized or overtime vehicle is present.
- ❖ *Enhanced Parking Data* – Virtual permitting with LPR enforcement will provide opportunities to produce enhanced data that is invaluable in examining.
 - ❖ **Parking Occupancy/Availability Data** – LPR data can be separated by location and tokenized to populate occupancy and availability databases that can provide parking occupancy and availability information, both in real-time, and for historical analysis. Parking availability by location can be tied to websites and/or mobile applications to provide parkers with a picture of parking availability downtown. Parking Occupancy data can be analyzed by location to identify trends and opportunities for programmatic efficiencies. Parking occupancy and availability data is a Key Performance Indicator (KPI) of the efficiency and functionality of a parking system.





- ❖ **Utilization Data** – Parking utilization data informs parking management/administration of the amount of use a parking privilege receives and is another Key Performance Indicator (KPI) of how a parking system is functioning. Utilization data is the key to understanding the trends of occupancy of the different user groups within the system. As with occupancy data produced through LPR enforcement, enforcement patrols generate data that can populate parking utilization databases by user.
- ❖ **Historical Analysis** – Having utilization and occupancy histories for Downtown will provide invaluable historical data. For example, the historical occupancy and utilization data will inform future planning for Downtown parking demand and the amount of parking that will be needed to support any expansion in parking supply.
- ❖ **Predictive Analytics** – Historical occupancy and utilization data can be pushed to software using predictive algorithms to forecast parking occupancies and utilization. These software companies use parking data and considers other data provided (i.e., building occupancies and programming, events schedules, etc.) to provide predictions of on-street and off-street occupancies and utilization percentages under varying circumstances. Many municipalities use this type of software to populate parking availability websites and applications that inform parkers on which locations will have available spaces. Below are some examples of companies that provide this type of software.



- **Dynamic Curbs, Flexible Parking** - Curb Management provides the framework for organizing and prioritizing competing curb lane uses. A curb management plan provides consistent rationale for informed decisions regarding uses and prioritization. Develop a curb management plan that: prioritizes curb uses, defines the curb lane uses, is flexible by design, and can smoothly transition from one curb use to another (i.e., Delivery loading zone in the day and parking zone in the evening). Work with loading vendors to define strategies. Define proximity conditions for loading activities and define policies based on time of day and use. Parking time limits can be implemented to require more frequent turnover of parking spaces where desirable. This strategy can be implemented alongside less restrictive parking zones to serve the needs of multiple users.
- **Re-Asses Parking Policies**

Flexible Policies, Optimized Parking - Flexible policies regarding time constraints, parking ratios, shared parking, etc. should be considered. Parking policies must evolve to meet the nuances and distinct demands of the Downtown study area. Monitor parking ratios within Downtown study area. Where and when appropriate make necessary adjustments to meet developmental and parking demands. Understanding that there are ebbs and flows in parking and having a flexible development plan which includes parking ratios is key.

Curbside Use Priorities by Context			
Priority	Residential	Commercial & Mixed Use	Industrial
1	Support for Modal Plan Priorities		
2	Access for People	Access for Commerce	
3	Access for Commerce	Access for People	
4	Greening	Activation	Storage
5	Storage	Greening	Activation
6	Activation	Storage	Greening



This parking infraction fee chart is on the City of Charlotte website. Parking Enforcement is an integral part of parking planning and managing the City's parking resources. Having this information readily available on the City's website is just one step in effectively managing the City's on-street and off-street parking resources. Most of the peer cities don't show violations or fee schedules for parking infractions on their individual websites. Monroe for example just shows a parking infraction is \$25 which is incorrect as an ADA infraction is typically at least \$100. This is an easy fix from a website perspective. The City will need to reassess their parking infraction fees and post them on the City website.

Parking Infractions

- Parking sign violation - \$25
- Obstructing traffic - \$25
- Parking left side of curb - \$25
- Parking improperly - \$25
- Meter violation - \$25
- Blocking driveway/alley - \$25
- Parking on sidewalk - \$25
- Loading zone - \$25
- No neighborhood parking permit - \$25
- Littering from vehicle - \$25
- Rush hour violation (7 a.m.- 9 a.m./4 p.m.-6 p.m.) - \$100
- Key in unattended vehicle - \$100
- Parking in handicapped space - \$100
- Blocking handicapped curb cut - \$100
- Parking in fire lane - \$100
- Parking within 15 feet of fire hydrant - \$100

Holiday Parking Enforcement

Meters will not be enforced during the following holidays:

- New Year's Day
- Martin Luther King, Jr. Day
- Good Friday
- Memorial Day
- Independence Day
- Labor Day
- Veterans Day
- Thanksgiving Day + Day After
- Christmas Eve and Christmas Day

However, all other parking violations such as parking within 15 feet of a fire hydrant and parking in no parking areas along with special event restrictions remain enforceable.



ENHANCE THE PEDESTRIAN REALM AND IMPROVE MOBILITY

Based on the consistent availability of vacant parking spaces in the downtown area, and the current curb design which includes angled and parallel on-street parking spaces, there are opportunities to reclaim curb space to increase space in pedestrian areas that could encourage downtown development and revitalization without negatively impacting parking availability. The potential and current popularity of Main Street businesses and the prevalence of vacant parking (both on and off-street) at peak times, presents an opportunity to reimagine the Main Street corridor while still providing parking within a two-block radius of the corridor. Implementing a complete streets program would involve reclaiming space dedicated to angled parking and using this space for other uses such as widened sidewalks, landscaping, parklets, or expanded patio seating for businesses.

Implementation Steps

1. Reaffirm the City's long-term strategy to improve the pedestrian and mobility experience on Main Street.
2. Install Bump-outs to diminish roadway width at intersections between W. Franklin Street and Lancaster Avenue.
3. Restripe and upgrade pedestrian crosswalks at newly installed bump-outs.
4. Install a new striped crosswalk on Main Street near the Correll Street Parking Garden.
5. Install Bike racks near Off-Street parking locations and downtown destinations.
6. Convert angled on-street spaces on Main Street to parallel spaces. Widen sidewalks and introduce a bike/mobility lane adjacent to the new parallel on-street spaces.
7. Pilot a micro-mobility program for Downtown.
8. Pilot a downtown circulator that can shuttle visitors throughout downtown.

Intended Benefits

- ✓ Improved Pedestrian Safety
- ✓ Walking District helps balance parking demand.
- ✓ Wider Sidewalks – Increasing pedestrian access, comfort, as well as creating retail/restaurant opportunities.
- ✓ Slower Vehicular Traffic
- ✓ Increased access for alternative mobility

Implementation Strategy

Short-Term

- ★ Reaffirm Strategy
- ★ Install Bump-outs
- ★ Upgrade and widen crosswalks
- ★ Install Bike Racks

Mid-Term

- ★ Convert angled on-street spaces to parallel

Long-Term

- ★ Upgrade and widen pedestrian crossings and crosswalks

KEY TAKEAWAY

Through enhancements to the pedestrian realm, Monroe can create a Walking District that can help balance parking demand while providing access to alternative modes of transportation that improves safety and calms traffic.

Importance

- ! Improve Pedestrian Safety
- ! Alternate Mode Access
- ! Improved Aesthetics
- ! Traffic Calming

Pedestrian and Streetscape Improvements

Local residents and Main Street business owners may initially resist this process due to the historical provision of close proximity on-street parking. The conversion of the corridor will take time and there



should be ample consideration and accommodation made to the historical businesses on Main Street to ensure their continued vitality and sustainability.

These considerations for the Main Street corridor should coincide with the master plan and any future plans published by the City of Monroe. This section proposes potential uses of the corridor related to parking and pedestrian improvements but should be considered complimentary to any plans for the corridor.

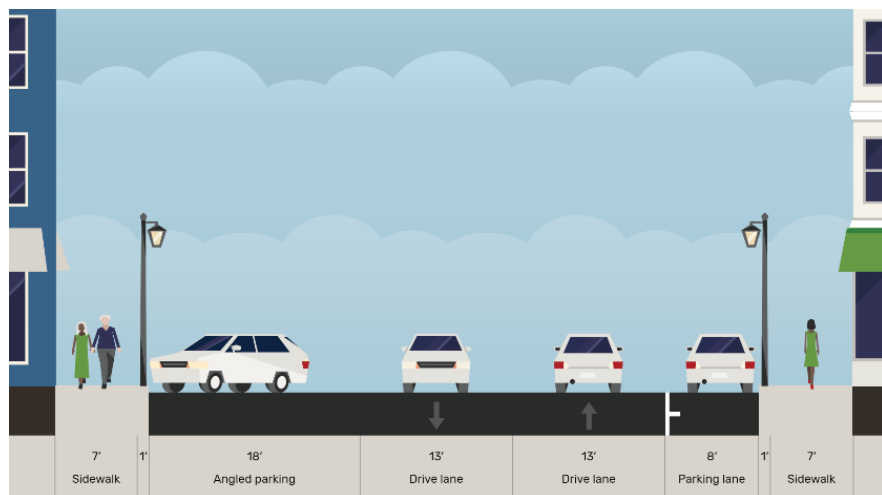
Any removal of angled parking along the Main Street corridor should be considered as a long-term strategy for the corridor. Potential added parking demand would require alternate parking solutions such as shared use agreements with businesses, additional public surface parking, or structured parking near the corridor. Based on current occupancy data, a peak event still sees significant amounts of vacant parking in the South District (77 vacant public spaces). This is at a time when 35 spaces along Main Street were closed and not factored into the occupancy count.

Streetscape layouts are presented in the following sections. Each layout uses a typical width (68 feet) of the corridor and reimagines the allocation of space on the corridor to better support businesses and people rather than existing parking spaces.



Existing Main Street Corridor

The image below shows a typical cross section of Main Street looking north. The left (west) side of the street uses approximately 8 feet for sidewalks, 18 feet from the curb for angled parking, and a 13-foot drive aisle. The right (east) side of the street uses space similarly for sidewalks but uses only eight feet for parallel parking. Currently, there are 56 angled spaces on the west side of the street.

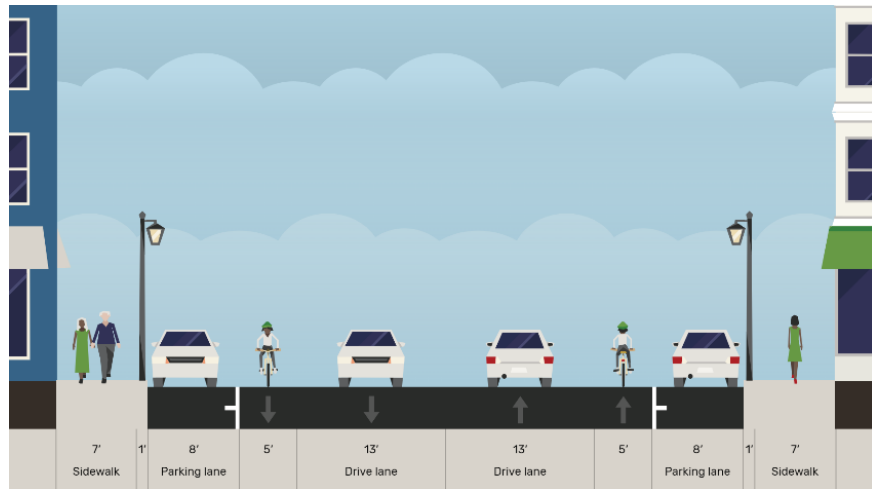




Option 1

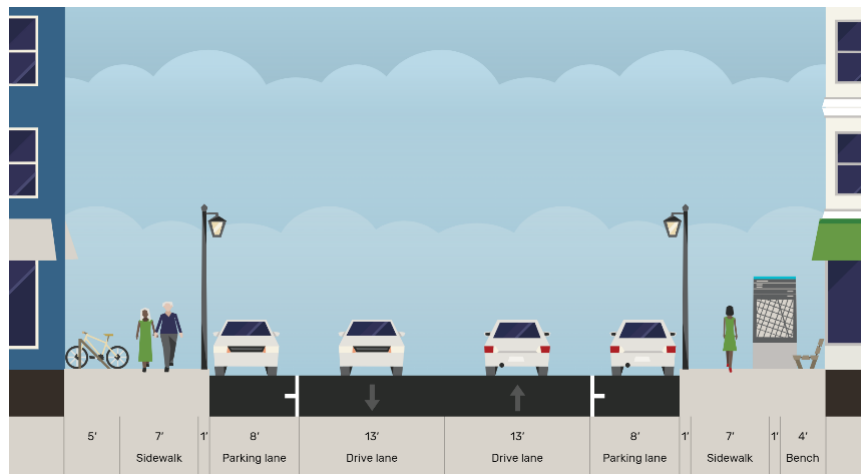
Option 1 maintains the current curb width and keeps parking on both sides of the street. The west side of the street switches to parallel parking, creating 10 feet of space between the curb. This option shows the 10 feet being used for bike lanes in both directions. Adding dedicated space for bikes within the right of way encourages multimodal access to the corridor and when not being utilized

provide additional space for those parallel parking to access their vehicles safely. Converting angled spaces to parallel spaces results in a loss of approximately 17 spaces, which could be absorbed by the current off-street parking supply.



Option 2

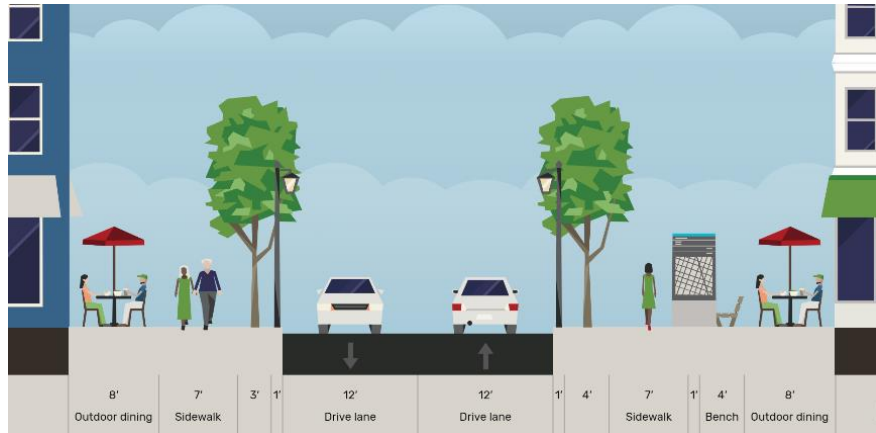
Option 2 also maintains on-street parking on both sides of the street. This option capitalizes on the 10 feet of space created by switching from angled to parallel parking by adding five feet to each sidewalk, narrowing the street and adding amenities for pedestrians. This expanded sidewalk could accommodate items such as street furniture, wayfinding signage, bike racks, and landscaping. These additions improve walkability and create a friendlier context for pedestrians to enjoy a walkable downtown district using a "park once" philosophy.





Option 3

Option 3 shows the biggest change in the streetscape, eliminating on-street parking on both sides of the street. Travel lanes are also narrowed (13' to 12') to provide traffic calming effects as the current pedestrian buffer of on-street parking is removed. With the additional available space, the concept shows outdoor dining added on both sides as well as street furniture, wayfinding signage, and landscaping. These changes are aimed at improving the pedestrian experience of walking the corridor, with the goal of adding pedestrian traffic to the sidewalks.



The below sketch provides an example of how implementing bump-outs, expanding sidewalks, and introducing mobility lanes might change the streetscape on Main Street in Monroe NC.



NEIGHBORHOOD CONNECTIVITY

The North and South Districts were each evaluated for overall connectivity to areas outside of the study area. Generally, these areas lack dedicated infrastructure for bicycles and pedestrians. Pedestrian and bicycle accessibility for the study area is important in terms of providing access to all wishing to access land uses within the study area. Improving pedestrian and bicycle comfort connectivity allows for increased accessibility for vulnerable users such as those with disabilities, elderly, youth, and those with limited access to personal vehicles. Additionally, shifting behavior of those requiring a parking space for shorter trips from surrounding neighborhoods would serve to free parking spaces for use by those traveling from further away.

For the North District, the railroad tracks act as a natural deterrent for pedestrians accessing from directly north and east of the study area. Areas west of the study area are better connected, with sidewalks on at least one side of the street for east-west streets directly west of Charlotte Avenue.

For the South District, many of the streets surrounding the area within a comfortable walk of popular destinations lack sidewalks. Generally, these are low-density residential areas which would not likely provide a high volume of walking trips, but still limit access by modes other than automobile. Walking



sheds are often drawn between $\frac{1}{4}$ and $\frac{1}{2}$ mile to accommodate to majority of the population. Within this radius, the areas transition to residential with mixed sidewalk availability.

Sidewalk improvements are not required in the context of this study, but the implications of the existing inventory should be recognized. The realities of the existing sidewalk availability limits these residential areas' connectivity to popular destinations within the study area. This is likely separating residential and commercial parking demands which is often a desirable outcome for residents, however, this also limits the same residents' ability to access the study area safely and comfortably without driving a personal vehicle.

MICRO-MOBILITY

Short-Term (0-3 years)

Biking and micro-mobility options should be centered around a "park once" philosophy. For the purposes of planning for transportation, this means efficiently getting users to their parking place and providing a range of transportation options to complete the final portion of their trip (i.e., the last mile).

Bike share programs are common around the country and can be branded for City. Bike share programs can include e-bikes to provide options that are comfortable for all needing mobility solutions to connect their parking location to their destination. These services can also geo-fence locations to define where the bikes cannot be ridden.



Mid-Term (3-6 years)

Micro-mobility is transportation using lightweight vehicles such as scooters and bicycles. The addition of micro-mobility such as scooters to supplement the previously proposed bike system would be targeted for approximately three years from the implementation of the previous measures. This ensures that the basic TDM measures have been implemented and gained some level of adoption. These programs would likely work with the same provider as the bike share program and could have scooters as well as other kinds of bikes, e-bikes, and electric skateboards. Similarly, to the bike share program, operating these devices while partnering with the City ensures that the City has additional control over who/what/when/where the devices are being used.



Additionally, the on-demand services could be considered for expansion to shuttle service. These services are being launched nationwide in both human operated scenarios and autonomous pilot situations. If parking is in high demand for one district, shuttle service would provide the option for visitors to parking in the district with parking availability and request a ride using the shuttle service, providing the last-mile solution and increasing the amount of desirable parking spaces. Shuttle vehicles can range from the size of a six-seat golf cart to a passenger van. Programs are often piloted using grant funding through a transportation agency or economic development agency.





PARKING BRANDING AND MARKETING

For most downtown workers, residents, and visitors, the experience of visiting downtown begins and ends with parking. Those unfamiliar with the downtown area will seek this information out. Many similarly situated cities utilize this public interest in their downtown community parking resources as an opportunity to brand not only parking, but the overall experience of visiting the downtown area. This begins with branding parking, providing access to up-to-date data on locations of parking as well as popular downtown destinations. We recommend the City take this opportunity to completely build a brand for Monroe Parking and by extent the downtown area and destinations as a whole.

Implementation Steps

1. Brand Parking in Downtown Monroe by creating a distinctive identity tied to the history and vision for downtown Monroe's future.
2. Define Off-street location names, parking district names, and add nameplates to existing parking signs.
3. Create a living downtown parking map that can be downloaded as a pdf from the City parking landing page.
4. Create a City Oriented Parking Landing Page with access to up-to-date maps, links for paying or appealing parking citations, and a place for citizens to provide comments and suggestions.

Implementation Strategy

Short-Term

- ★ Create a Parking Brand
- ★ Name Off-Street Locations and Parking Districts
- ★ Create an updated parking map including downtown destinations.
- ★ Create and maintain a City of Monroe parking landing page on the City's website.

KEY TAKEAWAY

For most the experience of visiting downtown typically begins and ends with the parking experience. A distinctive, well-crafted, and thoughtful branding of parking as a part of the downtown experience can alleviate any misgivings, confusion, or frustration users may have.

Importance

! Providing more accurate parking information should inform more possible visitors of the ample parking resources available to the public in Monroe. This could assist in expanding the businesses and customers that use downtown.

Intended Benefits

- ✓ Minimize confusion and inform parkers about options for parking in Monroe.
- ✓ Building trust in users.
- ✓ Growing Monroe's downtown by attracting new business and customers.



Parking Branding - EXAMPLES

Below are provided several examples of how cities have branded their parking programs. The examples include (from left to right): Charlotte NC, Chapel Hill NC, Wilmington NC, and Atlanta GA.

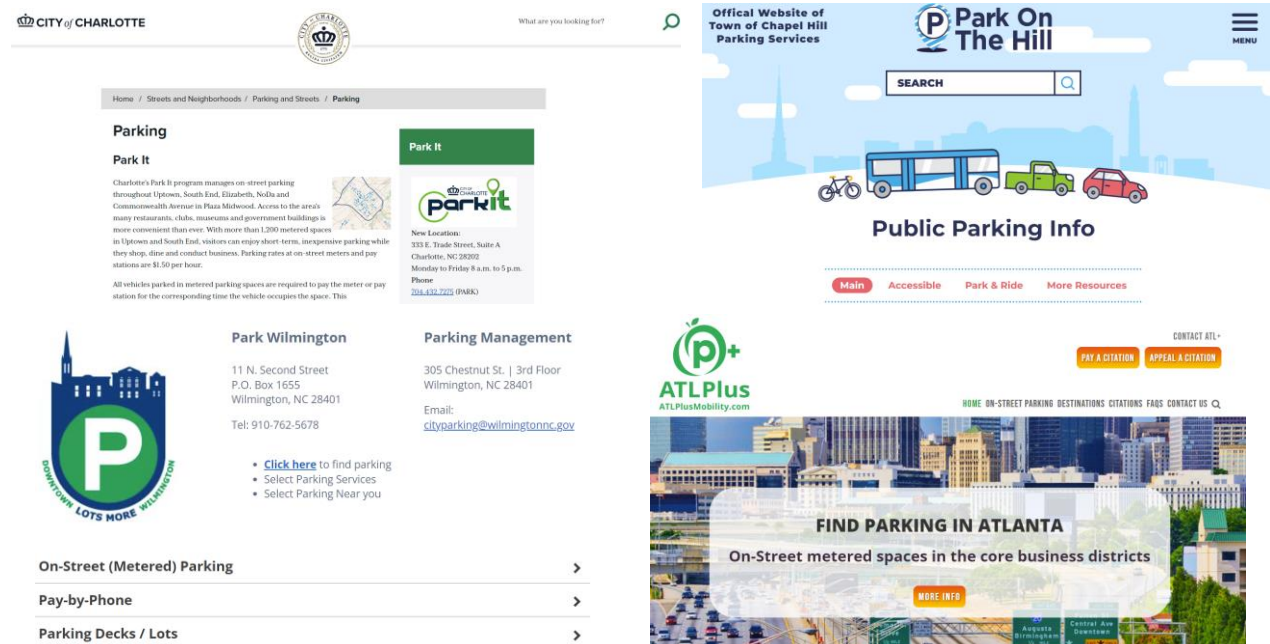


Off-Street Location Names - EXAMPLE

The adjacent image portrays an example of how name plates affixed to existing parking signs would assist in branding location names.

Website/Landing Page – EXAMPLES

Below are examples of parking landing pages for the same Cities used for examples of parking branding (from left to right): Charlotte NC, Chapel Hill NC, Wilmington NC, and Atlanta GA.





Better Signage, Better Communication – Downtown does not have a universal parking branding program. This will help guide patrons to parking locations and make parking part of the Downtown experience. A parking branding program will encourage consistent signage and messaging. Identify and develop plan for wayfinding needs. Coordination with the major downtown stakeholders and private facilities will be necessary to develop a cohesive wayfinding signage program. Without private facility buy-in, an impactful wayfinding program cannot be achieved as the majority of parking supply is controlled by the private sector. Signage should be dynamic in nature providing information on parking availability and Downtown destinations. Develop a wayfinding brand. This brand should be coordinated with marketing campaign to introduce wayfinding to users.



INCREASE PARKING SUPPLY AND/OR REDUCE DEMAND

While not currently necessary, opportunities for expansion of existing parking supply and/or reductions to parking demand were considered in the Study. This included reviewing existing off-street location designs to identify any efficiencies or functional improvements that may be needed, identifying shared parking opportunities within or adjacent to the study area, and considering possible locations for structured parking in Downtown.

Off-Street Parking – Existing Locations

WGI reviewed the existing off-street surface parking location designs to identify if there were any opportunities to increase capacity or improve functionality of the locations through design changes. All the off-street locations are currently designed for maximum efficiency. While opportunities to improve the functionality of some of the locations were identified, in most instances those improvements sacrificed current spaces diminishing the space count for those locations.

The adjacent sketch provides an example of a functional redesign of the Correll Street Parking Garden lot that allows for internal recirculation. When including accessible spaces the redesign provides the same or less spaces than the current 57 spaces the lot contains. As such, after discussion with the City, there was no further development of these redesign concepts.



Figure 33 - Correll Street Parking Garden Redesign



Shared Parking Opportunities

Downtown businesses with hours of operation different from peak parking demand for the downtown should be approached to explore shared parking opportunities. These spaces experience some parking occupancy at peak times despite not being advertised as public parking.

In this effort, businesses who do not elect to participate in downtown shared parking should be asked to properly sign their lots to reflect parking rules of their lots to ensure that they aren't being utilized for public parking. Signs should include:

- Hours of operation
- User types
- Time limits (if any)
- Tow company name and phone number

Any shared parking agreements should ensure that the owner's liability is mitigated, wear and tear on their properties is minimized or compensated for, and that current operations are not impacted. A potential TIF or SSA district could see some financial considerations for businesses willing to participate in shared parking.

The largest shared parking opportunities for demand generation are the Board of Elections lots, the funeral home lot on South Main, the future Monroe Science Center, and the board of Education lots. It is not believed that these lots present any significant operational benefits for peak demand in main areas of parking generation for either the North District or the South District. These locations are further away from final destinations (Main Street, Courthouse, etc.) than some facilities with ample vacant spaces at peak demand.

Off-Street Parking – Structured Parking

The occupancy data does not reflect the need to increase parking supply at the current time. Based on discussion with the City, WGI was asked to still develop a concept for structured parking for the City. Several sites were identified for possible development of a parking garage. The railroad lot, the current 1-hour city lot, old Police lot, and the Correll Street Parking Garden. After reviewing the site constraints and occupancy data with the City, it was determined that the Old Police station lot was the most viable location for a parking structure that could serve not only Main Street but possibly Franklin and Jefferson streets as well. The City requested that our design concepts include ground level retail and above grade residential space screening the garage from Hayne Street.

Based on local design standards and zoning requirement, the concept developed includes 162 parking spaces on 3 levels of parking via one (1) at grade level with two (2) supported levels of parking. The design concept includes just over 6,900 square feet (SF) of ground level retail space, and approximately 12,800 SF of residential space on levels 2 and 3.



Figure 34 - Garage Concept – Level 1 – Old Police Station Lot

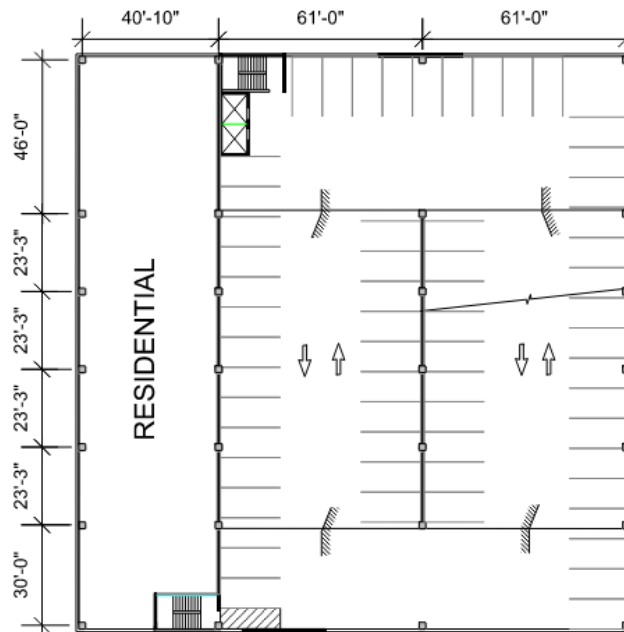


Figure 35 - Garage Concept - Levels 2/3 - Old Police Station Lot



Estimate of Probable Cost - Structured Parking

The included table provides an estimate of probable costs to construct the garage concept conceived during the study. It is important to note that the estimates of probable costs do not include land acquisition costs, taxes, permitting, or design fees

Location	# Spaces /SF	\$	Total Estimated Cost
Garage Level 1	55	\$27,000/space	\$1,485,000
Garage Level 2	61	\$27,000/space	\$1,647,000
Garage Level 3	46	\$27,000/space	\$1,242,000
Subtotal Parking Garage	162	(Hard Costs)	\$4,374,000
Soft Costs (20%)		~20% of subtotal	\$875,000
Contingency (10%)		~5% of subtotal	\$219,000
Parking Garage Total			\$5,468,000
Retail Space – Level 1	6,900 SF	\$200/SF	\$1,380,000
Residential Space – Level 2	6,900 SF	\$250/SF	\$1,725,000
Residential Space – Level 3	6,900 SF	\$250/SF	\$1,725,000
Subtotal Retail/Residential	20,700 SF	(Hard Costs)	\$4,830,000
Soft Costs (20%)		~20% of subtotal	\$966,000
Contingency (10%)		~5% of subtotal	\$242,000
Retail/Residential Total			\$6,038,000
Total Building			\$11,506,000



APPENDIX A – PUBLIC ENGAGEMENT SURVEY RESULTS



CITY OF MONROE

STAFF REPORT

TO: General Services Committee

VIA: Mark Watson, City Manager

DATE: October 5, 2023

FROM: Mark Watson, City Manager

PREPARED BY: Matthew Black, Downtown Director

SUBJECT: Acceptance of Budget Amendment 2023-22

SUMMARY STATEMENT

The General Services Committee is requested to consider approval of a Budget Amendment and to appropriate these funds to the Downtown Department.

REVIEW

The Downtown Department has devised a veteran's banner program and has received funds in the amount of \$950 to be allocated back into the departments account.

RECOMMENDATION

Staff requests that the General Services Committee recommend to Council approval of the attached Budget Amendment and appropriate these funds to the Downtown account.

Attachment: Budget Amendment BA-2023-22

**BUDGET AMENDMENT
BA-2023-22**

1. Amendment necessary to designate donated funds for the purchase of the veteran banners program

Downtown Monroe Fund:

Revenues:

Veteran Banner Program	\$950
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Expenses:

Downtown Promotion Material	\$950
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Adopted this 10th day of October 2023.

Attest:

Marion L. Holloway Jr., Mayor

Bridgette H. Robinson, City Clerk



STAFF REPORT

TO: General Services Committee
VIA: Mark Watson, City Manager
DATE: October 5, 2023
FROM: Lisa Strickland, Finance Director
PREPARED BY: Bethany Hawver, Revenue Manager
SUBJECT: Certification of Tax Base and Tax Charge for 2023-2024

SUMMARY STATEMENT

General Services Committee is requested to forward an Order authorizing the Tax Collector to collect the taxes charged in the tax records.

REVIEW

N.C.G.S. 105-321(b) states the municipal governing body shall adopt and enter in its Minutes an Order authorizing the Tax Collector to collect the taxes charged in the tax records and receipts. The Order of Collection shall have the force and effect of a judgement and execution against the taxpayers' real and personal property.

RECOMMENDATION

City Staff recommends that the General Services Committee forward to City Council authorization for the Tax Collector to collect the 2023-2024 Tax Levy as listed below:

Type	Amount
Property Tax	\$25,445,468.97
Special District Tax	\$58,511.93
Total Late Listings	\$142,372.10
Total Tax Levy	\$25,646,353.00

TO THE TAX COLLECTOR OF THE CITY OF MONROE:

You are hereby authorized, empowered, and commanded to collect the taxes set forth in the tax records filed in the City of Monroe Finance Division and in the tax receipts herewith delivered to you, in the amounts and from the taxpayers likewise therein set forth. Such taxes are hereby declared to be a first lien upon all real property of the respective taxpayers in the City of Monroe and this order shall be a full and sufficient authority to direct, require, and enable you to levy on and sell any real or personal property of such taxpayers, for and on account thereof, in accordance with law.

Witness my hand and official seal, this 10th day of October, 2023.

Marion L. Holloway, Jr., Mayor



STAFF REPORT

TO: General Services Committee

VIA: Mark Watson, City Manager

DATE: October 5, 2023

FROM: Teresa V. Campo, Community Development Coordinator

PREPARED BY: Teresa V. Campo, Community Development Coordinator

SUBJECT: Good Jobs and Great Cities Update and Request to Commemorate the National League of Cities City of Monroe Good Jobs Great Cities

SUMMARY STATEMENT

The General Services Committee is requested to consider a request submitted by the Good Jobs Great Cities Strategic Management Cohort including members Mayor Marion Holloway and Mayor Pro-Tem Gary Anderson to have signs installed to commemorate the National League of Cities City of Monroe Good Jobs Great Cities Destination recognition.

REVIEW

The City of Monroe received a request from the City of Monroe Strategic Management Co-Hort to have signs installed to commemorate the National League of Cities “City of Monroe, NC Good Jobs Great Cities” recognition and award. The practice of recognizing the accomplishments of our City and Community placed in conjunction with the optional “Welcome To” signs at six major entry points into the Monroe corporate limits since 2006. The six locations are US 74 West and East, US 601 North and South, NC 200 North and Lancaster Avenue (SR 3515).

The above-identified roadways are under the jurisdiction of the North Carolina Department of Transportation (NC DOT). NC DOT Policy W-17 – *Standard Practice for Optional “Welcome To” Signs* (Policy W-17) stipulates that signs with slogans are limited to two (2) slogans with a maximum of three (3) lines of copy. Policy W-17 limits the recognizing of only one slogan per location. Dated sign messages in accordance with Policy W-17 have up to three-year life and the City of Monroe has historically allowed three years. A resolution approved by City Council is

required for placement of the slogan signs and must specify a maximum installation of three years for any dated sign message.

Currently, the following signs are in place.

SCHOOL	LOCATION
Union Academy 2021 Division 1-A State Volleyball Champions	US 601 North & US 601 South
Central Academy 2019 & 2020 Men's Wrestling	NC 200 North & Lancaster Avenue
Union Academy 2019 Women's Soccer	US 74 East & US 74 West

Staff recommends removing the Central Academy 2019 & 2020 Men's Wrestling signs located at NC 200 North & Lancaster Avenue AND Union Academy 2019 Women's Soccer located at US 74 East & US 74 West and replacing them with the City of Monroe's Good Jobs Great Cities recognition. The suggested wording is as follows:

National League of Cities
Good Jobs Great Cities Academy Destination

A resolution of approval will be required from City Council for placement of the signs. Once approved Staff will coordinate with the Engineering Department for the sign installation directly with NC DOT. The cost of installation of the signs will be covered by the Engineering Department.

RECOMMENDATION

Staff recommends that the General Services Committee provide a positive recommendation to City Council for a Resolution requesting the installation of signs on NC 200 North & Lancaster Avenue and US 74 East & US 74 West to commemorate the National League of Cities' "Good Jobs Great Cities" selection as a destination city.

Attachments:
Sign Mock Up

WELCOME TO



**NATIONAL LEAGUE OF CITIES
GOOD JOBS GREAT CITIES
ACADEMY DESTINATION**

**RESOLUTION REQUESTING
NORTH CAROLINA DEPARTMENT OF TRANSPORTATION
TO MODIFY SLOGANS AT OPTIONAL “WELCOME TO” SIGNS
LOCATED ON US NC 200 NORTH & LANCASTER AVENUE and US 74 EAST & US 74
WEST
R-2023-**

WHEREAS, the City of Monroe received the Good Jobs Great Cities Destination recognition from the National League of Cities;

WHEREAS, the City of Monroe has received a request from Mayor Holloway and Mayor Pro Tem Gary Anderson, on behalf of the City of Monroe’s Strategic Management Co-Hort, in which they are members to have recognition signs installed to commemorate the City of Monroe’s Designation and the request has been endorsed by the City’s General Services Committee;

WHEREAS, in accordance with North Carolina Department of Transportation (NC DOT) Policy W-17 *Standard Practice for Optional “Welcome To” Signs*, all costs associated with administration, designing, fabricating, erecting, inspection and maintaining any approved optional “Welcome To” signs will be the responsibility of the requesting party or others;

WHEREAS, the optional “Welcome To” signs may include a maximum of two slogans not to exceed three lines of copy in total with dated messages having a maximum installation of three years at which point they are to be removed;

WHEREAS, the City of Monroe currently has signs at six entry points into the corporate limits;

WHEREAS, signs at two locations exceed the maximum installation allowed of three years for dated signs and the City of Monroe proposes to remove these signs and replace with signs on US NC 200 North and Lancaster AND US 74 East & US 74 West to commemorate the National League of Cities, Good Jobs Great Cities Designation;

NOW, THEREFORE, BE IT RESOLVED that the City Council of Monroe formally requests the NC DOT to allow the removal of the existing slogan signs on US NC 200 North and Lancaster AND US 74 East & US 74 West and replace with signs commemorating the National League of Cities, Good Jobs Great Cities Designation in their place;

Adopted this 10th day of October, 2023.

Attest:

Bridgette Robinson, City Clerk

Marion L. Holloway, Jr., Mayor

STAFF REPORT

TO: General Services Committee

FROM: Mark Watson, City Manager

VIA: Lisa Strickland, Finance Director

DATE: October 5, 2023

PREPARED BY: Pete Hovanec, Communications and Tourism Director

SUBJECT: Budget Amendment and Reimbursement Resolution for Monroe Country Club Golf Carts

SUMMARY STATEMENT

Monroe Country Club is requesting the purchase of new golf carts for continued operations. The current carts are more than seven years old and typically have a five-year life span. A proposal has been obtained that includes 80 fleet golf carts, two staff fleet carts, two maintenance staff carts, one range cart and one beverage cart. The total proposed cost for golf course carts is \$621,735. Staff will be trading in 68 golf carts reducing the total cost by \$165,400 bringing the total cost to the golf course to \$456,335. The purchase also includes a six passenger and a four passenger cart for the Charlotte Monroe Executive Airport. The cost for these two carts are \$16,190 and \$13,395 respectively.

REVIEW

The current golf carts at Monroe Country Club were purchased in 2017 for a total cost of \$279,116. Currently, the golf course operates with a total of 68 fleet carts, three staff carts and three maintenance staff carts. A proposal was obtained from Yamaha that includes 80 fleet golf carts, two staff fleet carts, two maintenance staff carts, one range cart and one beverage cart. Total cost for golf course carts is \$621,735. Staff will be trading in 68 golf carts reducing the total cost by \$165,400 bringing the total cost to the golf course to \$456,335. The additional carts in the fleet are needed because the amount of golf played at the country club often exceeds the number of available carts. The additional carts will also allow for better rotation and care of the carts, extending the life of the carts. The purchase of a beverage cart is needed to increase beverage and snack sales as well as create an additional on-course amenity for guests.

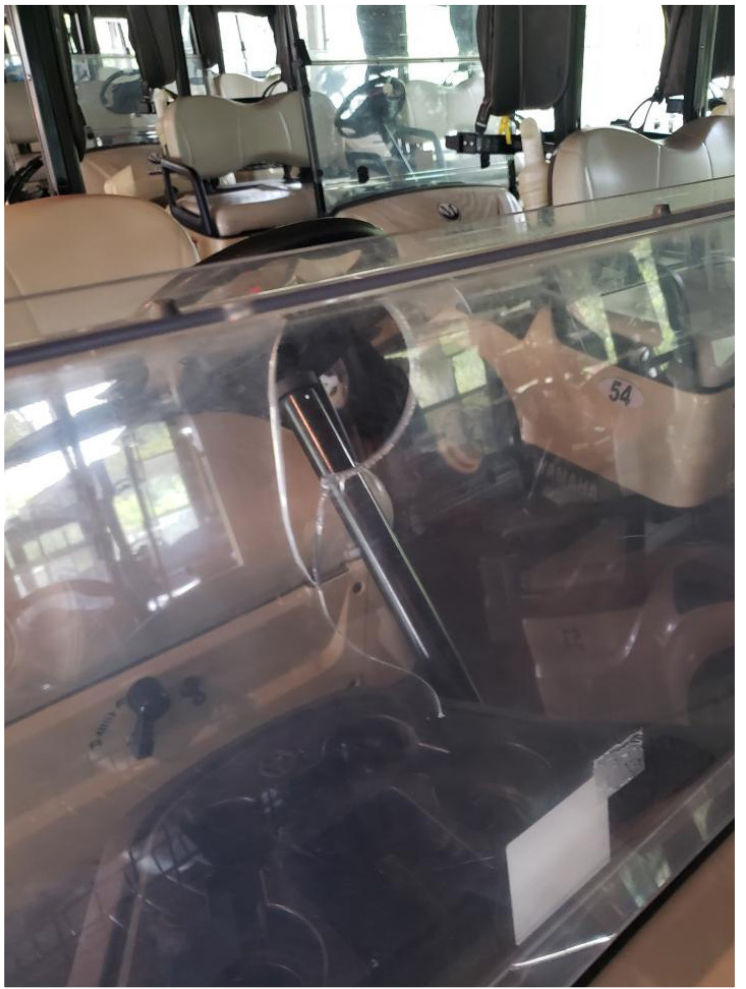
The purchase also includes two additional carts, a six seater and a four seater, for the airport. These two carts are included in the fiscal year 2024 annual budget, but it was more cost efficient to include the purchase through the golf course's process directly with Yamaha.

In order to avoid additional cost increases, and ensure delivery by spring 2024, these carts need to be ordered before November 2023. A reimbursement resolution in an amount not to exceed \$465,000 for the cost of the golf carts plus closing costs is requested to be approved in order to finance the golf carts over their useful life. A budget amendment is also requested to cover the purchase and offsetting loan proceeds and trade-in allowance.

RECOMMENDATION

General Services Committee is requested to provide a favorable recommendation to approve the Budget Amendment in the amount of \$465,000 for the purchase of golf carts for the Monroe Country Club and the Reimbursement Resolution to allow for financing of the golf carts.

Attachments:	Resolution R-2023-70
	Budget Amendment BA-2023-24
	Yamaha Quote



**BUDGET AMENDMENT
BA-2023-24**

1. Amendment necessary to designate and appropriate funds for the trade-in, purchase and financing of golf carts for the Monroe Country Club.

General Fund:

Revenues:

Sales and Services	\$165,400
Other Financing Sources	465,000

Expenditures:

Cultural and Recreational	\$630,400
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Adopted this 10th day of October, 2023.

Marion L. Holloway, Jr., Mayor

Attest:

Bridgette H. Robinson, City Clerk

**REIMBURSEMENT RESOLUTION
WITH REGARD TO INSTALLMENT FINANCING
R-2023-70**

AUTHORIZING CITY OF MONROE, NORTH CAROLINA TO UNDERTAKE CERTAIN EXPENDITURES IN FISCAL YEAR 2023-2024 WITH RESPECT TO PURCHASE OF A GOLF CARTS PRIOR TO THE ISSUANCE OF INSTALLMENT FINANCING DEBT THE CITY FOR SUCH PURPOSES IN AN AMOUNT NOT TO EXCEED \$465,000.

WHEREAS, the City of Monroe, North Carolina (“City”) intends to finance the costs of purchase of a golf carts (the “Equipment”);

WHEREAS, the City presently intends, at one time or from time to time, to finance all or a portion of the costs of the Equipment with proceeds of installment financing and reasonably expects to execute and deliver its installment financing obligations (the “Obligations”) to finance, or to reimburse itself for, all or a portion of the costs of the Equipment; and

WHEREAS, the City desires to proceed with the Equipment purchase and will incur and pay certain expenditures in fiscal year 2023-2024 in connection with the purchase prior to the date of execution and delivery of the Obligations (the “Original Expenditures”), such Original Expenditures to be paid for originally from a source other than the proceeds of the Obligations, and the City intends, and reasonably expects, to be reimbursed for such Original Expenditures from a portion of the proceeds of the Obligations to be executed and delivered at a date occurring after the dates of such Original Expenditures;

NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of Monroe as follows:

Section 1. ***Official Declaration of Intent.*** The City presently intends, and reasonably expects, to reimburse itself for the Original Expenditures incurred and paid by the City during fiscal year 2023-2024 from a portion of the proceeds of the Obligations. The City reasonably expects to execute and deliver the Obligations to finance all or a portion of the costs of the purchase and the maximum principal amount of Obligations expected to be executed and delivered by the City to pay for all or a portion of the costs of the Equipment is \$465,000.

Section 2. ***Compliance with Regulations.*** The City adopts this Resolution as a declaration of official intent under Section 1.150-2 of the Treasury Regulations promulgated under Section 103 of the Internal Revenue Code of 1986, as amended, to evidence the City’s intent to reimburse itself for the Original Expenditures from proceeds of the Obligations.

Section 3. ***Itemization of Capital Expenditures.*** The City’s Finance Officer, with advice from the City’s bond counsel, is hereby authorized, directed and designated to act on behalf of the City in determining and itemizing all of the Original Expenditures incurred and paid by the City in connection with the Equipment purchase during the period commencing on July 1, 2023 and ending on the date of execution and delivery of the Obligations. The reimbursement allocation must be made not later than 18 months after the later of the date the Original Expenditure is paid or the date the equipment is either placed in service; provided, however in no event may the reimbursement allocation be made more than 3 years after the date the Original Expenditure is paid.

Section 4. ***Effective Date.*** This Resolution is effective immediately on the date of its adoption.

Adopted this 10th day of October, 2023.

Attest:

Marion L. Holloway, Jr., Mayor

Bridgette H. Robinson, City Clerk



Monroe Country Club
Fleet Vehicle Pricing Quote Details and Acceptance
Quote:20010636

New Car Pricing:

Model Description	Installed Accessories	Qty	Price per Car	Extended Amount
2024 UMAX BISTRO DELUXE  Coral Red	- GROUP 24 400CCA 140RC 12-24 OZ CUP DISPENSER - PREMIUM SIDE MIRROR - UMAX BLACK BEV SUNTOP KIT - REAR ARM SKID PLATE KIT - TAIL LIGHT KIT - WINDSHIELD ASSY BEV SOLID CLR	1	\$19,902.00	\$19,902.00
2024 UMAX 1 EFI  Coral Red	- GROUP 24 400CCA 140RC - BED MAT KIT - REAR ARM SKID PLATE KIT - TAIL LIGHT KIT - UNIVERSAL PICKER ADAPTOR - UMAX RANGE CAGE, EAGLE METAL	1	\$12,352.00	\$12,352.00
2024 UMAX 2 EFI  Coral Red	- GROUP 24 400CCA 140RC - UMAX SUNTOP KIT - BED MAT KIT - REAR ARM SKID PLATE KIT - TAIL LIGHT KIT - UMAX CLEAR HINGED	2	\$10,430.00	\$20,860.00
2024 CONCIERGE 6A  Arctic Drift Matt	- GROUP 24 400CCA 140RC - PTV Ultra Premium Light Upgrade - PREMIUM SIDE MIRROR - GRAY TOURING SEATS + REAR FACING - EXPANDED BLACK SUNTOP KIT 10" WHEEL COVER, RALLY ALUM - CLEAR HUNGED WINSHIELD ASSY	1	\$16,190.00	\$16,190.00
				\$15,740.00 when rear cargo bed is swapped for rear facing seats
2024 CONCIERGE 4A  Arctic Drift Matt	- SELF ADHESIVE INFO HOLDER - GROUP 24 400CCA 140RC - PTV UltraPremium Light Upgrade - PREMIUM SIDE MIRROR - GRAY TOURING SEATS + REAR FACING 116" BLACK SUNTOP KIT 10" WHEEL COVER, RALLY ALUM - CLEAR HINGED WINDSHIELD ASSY	1	\$13,395.00	\$13,395.00
				\$12,945.00 when rear cargo bed is swapped for rear facing seats
2024 FLEET EFI  Glacier	- DECALS - FUEL CAP GAUGE - SELF ADHESIVE INFO HOLDER - Standard Seat Option - DOMESTIC GOLF CAR SUNTOP - DUAL SAND BOTTLE KIT W/HANDLE 2013 INSULATED COOLER, BLACK 10" V-WHL ASY 205/50 KPT, SIL - CLEAR HINGED WINDSHIELD ASSY	2	\$7,990.50	\$15,981.00
2024 FLEET EFI  Bluestone Metallic	- DECALS - FUEL CAP GAUGE - SELF ADHESIVE INFO HOLDER - CLUB COVER - BLACK - GRAY TOURING SEAT - DOMESTIC GOLF CAR SUNTOP - DUAL SAND BOTTLE KIT WHANDLE 2013 INSULATED COOLER, BLACK - WHEEL COVERS - SILVER - CLEAR HINGED WINDSHIELD ASSY	80	\$6,908.00	\$552,640.00
			Vehicles Total	\$651,320.00
Trade-In Pricing:				
2018 Yamaha Carb Fleet Golf Cars		65		\$162,500.00
2018 Yamaha Utility 1		1		\$1,200.00
2018 Yamaha Utility 2		1		\$1,200.00
2011 EZ-GO Utility 1		1		\$500.00
			Trade-In Total	\$165,400.00
			Quote Total	\$485,920.00

DELIVERY & TERMS:

- All prices listed above are subject to change without notice. This Purchase Quote is valid for 30 days from quote date, and is subject to change beyond that date. Payment is Due at Delivery
- Yamaha Golf-Car Company offers the above trade-in quantity and value for golf cars. Trade value assumes all cars are in running condition. As shown below, the trade value may be applied to lower purchase. Upon delivery of new cars, Yamaha assumes ownership of all traded equipment.
- Furthermore, this proposal constitutes the entire understanding and agreement amongst the parties, whether oral or in writing. Neither party has made any further representations or promises to the other with respect to the subject matter of this agreement, except as set forth in this agreement. This agreement supersedes any previous agreements made between parties and is confidential in nature. The proceeding quotation does not include applicable taxes, insurance or service charges and is subject to the approval of Yamaha Commercial Leasing & Finance and Yamaha Golf Car Company. Additional contracts to follow.



STAFF REPORT

TO: General Services Committee

VIA: Mark Watson, City Manager

DATE: October 5, 2023

FROM: Terry Sholar, Senior Staff Attorney

PREPARED BY: Terry Sholar, Senior Staff Attorney

SUBJECT: Ordinance to Amend Contracting Authority

SUMMARY STATEMENT

Council is requested to consider amending Chapter 34 §§ 34.01 and 34.03 to change the amount of contracting authority of the Finance Officer, City Manager, and Department Heads.

REVIEW

By North Carolina State Statute, City Council is authorized to delegate to the City Manager and Finance Officer the ability to enter into contracts for the purchase of supplies and equipment and services. The current Finance Ordinance, Chapter 34 of the Monroe Code of Ordinances, authorizes the Finance Officer to enter into contracts for the purchase of supplies and equipment in amount not to exceed \$100,000. NCGS §143-129 requires the contract for supplies and equipment in excess of \$90,000 follow formal bid process and requires City Council approval. Staff is requesting §34.01(G) be amended to change the \$100,000 authority to \$90,000 to coincide with North Carolina General Statutes.

Currently the City Manager is authorized to enter into contracts for services including repairs, construction, and other services in an amount not to exceed \$100,000. Staff is requesting § 34.03(A) be amended to authorize the Manager to enter into contracts for services in an amount not to exceed \$200,000.

Currently the City Manager is authorized to delegate contracting authority to Department Heads in an amount not to exceed \$5,000. Staff is requesting § 34.03(F) be amended to authorize the City Manager to delegate contract authority to Department Heads in amount up to \$25,000 and establish the amount of contracting authority by policy of the City Manager. The actual authority

of Department Heads to enter into contracts may be lower, but the City Manager be given the flexibility to establish the amount of contracting authority depending on existing circumstances.

All other provisions of the Finance Ordinance will remain in place unchanged.

The levels of contracting authority have been in place and remained the same for many years. Staff believes amending the contracting authority amounts is long overdue and is needed due to the change in economic conditions over many years and will allow for more efficient contracting for goods and services by the City.

RECOMMENDATION

Staff recommends amending §§ 34.01(G), 34.01(A), and § 34.03(F) to change the contract amount authorization for the Finance Officer, City Manager, Department Heads.

Attachment(s): Ordinance Amendment O-2023-57

**AN ORDINANCE AMENDING
TITLE III, CHAPTER 34 OF THE
CODE OF ORDINANCES
OF THE CITY OF MONROE
0-2023-57**

**BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF MONROE
THAT TITLE III, CHAPTER 34 OF THE MONROE ORDINANCES IS HEREBY
AMENDED AS FOLLOWS:**

Section 1. Delete § 34.01(G) in its entirety and replace it to read as follows:

(G) *Restriction on Authority.* The authority granted herein is restricted to purchases not exceeding Ninety Thousand and No/100 Dollars (\$90,000.00).

Section 2. Delete a portion of § 34.03(A) in its entirety and replace it to read as follows:

(A) *Grant of authority.* Subject to the restrictions and conditions hereinafter provided, when letting contracts for construction or repair work on informal bids pursuant to G.S. § 143-131 or in the procurement of Architectural, Engineering, and Surveying Services pursuant to G.S. Article 3D, Chapter 143, in addition to such authority as may be provided by the law and/or otherwise delegated by the City Council, the City Manager shall have the authority to approve and enter into contracts not exceeding Two Hundred Thousand and No/100 Dollars (\$200,000.00), subject to the provisions of and as authorized by N.C. Gen. Statutes and the Charter of the City of Monroe, to:

Section 3. Delete § 34.03(F) in its entirety and replace it to read as follows:

(F) The City Manager is authorized to delegate the authority granted to him to the appropriate department director to approve and enter into contracts in an amount less than Twenty-Five Thousand and No/100 Dollars as established by written policy of the City Manager.

Section 4. This ordinance shall be effective upon adoption.

Marion Holloway, Mayor

ATTEST:

Bridgette H. Robinson, City Clerk



STAFF REPORT

TO: General Services Committee

VIA: William Mark Watson, City Manager

DATE: October 5, 2023

FROM: Ryan Jones, Parks and Recreation Director

PREPARED BY: Leann Yandle, MAFC Membership/Marketing Division Supervisor

SUBJECT: Proposal of increase in Monroe Aquatics and Fitness Center Joining Fees

SUMMARY STATEMENT

The Parks and Recreation Department staff recommends increasing the joining fees for the Monroe Aquatics and Fitness Center Fee schedule and requests the approval of the ordinance to amend the MAFC fee schedule.

REVIEW

The Monroe Aquatics and Fitness Center was substantially affected by the COVID-19 pandemic. MAFC has made consistent growth and made a profit for the first time in three years while recovering from the Covid closure. This profit can be attributed to many factors including the increase of monthly membership fees in February 2023, steadily gaining back the membership base from the huge loss in 2020, making operational budget cuts and being frugal with expenditures. This joining fee increase will provide better opportunities to continue increased revenue trends. With positive revenue trends, our staff is able to provide more appropriate recommendations regarding facility improvements and renovations. All of these things contribute to a greater member experience resulting in new members and member retention. The proposed joining fees revert back to the original joining fees established when the facility opened in 1998. A more specific breakdown of increases is listed as follows:

FEE SCHEDULE

<u>Membership</u>	<u>Monthly Fee</u>	<u>Current Joining Fee</u>	<u>Proposed Joining Fee</u>
Individual	\$47.00	\$75.00	\$125.00
Family (Up to 4)	\$78.00	\$100.00	\$175.00
Adult/Child	\$54.00	\$75.00	\$125.00
Couple	\$60.00	\$75.00	\$125.00
Senior Individual (55 and Over)	\$40.00	\$60.00	\$100.00
Senior Couple (55 and Over)	\$54.00	\$60.00	\$100.00
Youth (14-21)	\$35.00	\$50.00	\$50.00
<i>Extra Children</i>	<i>\$6.00</i>		
<i>Grandchild</i>	<i>\$12.00</i>		
<i>Extra Adult (Limit 1)</i>	<i>\$18.00</i>		

Justification of this increase includes the following:

1. The increase will allow MAFC to market creative joining fee specials and discounts while still collecting a considerable revenue stream in joining fees.
2. The increased joining fees will allow MAFC to attract and retain a more committed and invested member.
3. MAFC does not have membership contracts which allows our members to cancel with a 30-day notice. Due to the ease of cancellation, the increase will help offset the loss of any memberships and deter members from cancelling knowing they will pay a more substantial joining fee when they return.
4. These proposed joining fees are the same fees that were established in 1998 when the facility opened. In 2009, joining fees were lowered due to a crash in the economy and to directly compete with the Charlotte area YMCAs who abolished their joining fees. Since that time, the YMCAs have reestablished a joining fee along with monthly fees that are 40% greater than those of MAFC.
5. The increase would bring our facility closer to comparable market rates for fitness facilities, yet still remain affordable.
6. The increase will allow us to sustain revenue moving forward.
7. The increase will assist our facility in keeping up with cost increase across the board as it relates to general supplies and maintenance items.

RECOMMENDATION

Staff requests that the General Service Committee recommend City Council approve the proposed fee schedule and approve the Ordinance to amend the MAFC fee schedule, Ordinance - O-2023-54.

Attachment: Ordinance - O-2023-54
Fee Schedule Proposal

Monroe Aquatics and Fitness Center

Membership Category Descriptions

*INDIVIDUAL:	One adult person age 22 and up.	\$47.00/Month
*FAMILY:	Up to 4 People. Two adults permanently residing at the same address and up to two children. (Children under the age of 5 are free.)	\$78.00/Month
*ADULT/CHILD:	One adult age 18 and up & one child permanently residing at the same address. (Children under the age of 5 are free.)	\$54.00/Month
*COUPLE:	Two adults age 18 and up permanently residing at the same address.	\$60.00/Month
*SENIOR INDIVIDUAL:	One person age 55 and over.	\$40.00/Month
*SENIOR COUPLE:	Two adults permanently residing at same address with at least one person age 55 and over.	\$54.00/Month
*YOUTH:	Ages 14 to 21. For the young person who does not fall under a Family or Adult/Child Membership.	\$35.00/Month

ADDITIONAL MEMBERS

*EXTRA CHILDREN:	Children age 5 through 21 permanently residing at the same address. To use in conjunction with Family, Adult/Child, & Senior memberships.	\$6.00/Month
GRANDCHILD:	One child age 3 through 15 NOT residing at the same address. To use in conjunction with any membership.	\$12.00/Month
*EXTRA ADULT:	Adult age 22 and up permanently residing at the same address. To use in conjunction with Family, Couple, or Senior Couple memberships. Limit (1)	\$18.00/Month

****Proof of identification for 18 yrs and older required. Proof of address is required.
(Drivers License, Bank Statement, Voided Check, or Utility Bill)***

FEE SCHEDULE

<u>Membership</u>	<u>Monthly Fee</u>	<u>Current Joining Fee</u>	<u>Proposed Joining Fee</u>
Individual	\$47.00	\$75.00	\$125.00
Family (Up to 4)	\$78.00	\$100.00	\$175.00
Adult/Child	\$54.00	\$75.00	\$125.00
Couple	\$60.00	\$75.00	\$125.00
Senior Individual (55 and Over)	\$40.00	\$60.00	\$100.00
Senior Couple (55 and Over)	\$54.00	\$60.00	\$100.00
Youth (14-21)	\$35.00	\$50.00	\$50.00
Extra Children	\$6.00		
Grandchild	\$12.00		
Extra Adult (Limit 1)	\$18.00		

**ORDINANCE TO AMEND CITY OF MONROE
FEE SCHEDULE FISCAL YEAR 2023 - 2024
O-2023-54**

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF MONROE THAT THE CITY OF MONROE FEE SCHEDULE FISCAL YEAR 2023-2024 IS HEREBY AMENDED TO READ AS FOLLOWS:

Section 1. Amend **CHAPTER X. PARKS AND RECREATION FEES, ARTICLE E. AQUATICS AND FITNESS CENTER** as follows:

ARTICLE E. AQUATICS AND FITNESS CENTER

Type	Monthly Fee*	Joining Fee*
Individual	\$75.00	\$125.0
Family (Up to 4 individuals living at the same address)	\$100.0	\$175.00
Adult/Child	\$75.00	\$125.0
Couple	\$75.00	\$125.0
Senior Couple (55 and Over)	\$60.00	\$100.0
Senior Individual (55 and Over)	\$60.00	\$100.0
Youth (14 – 21)	\$50.00	\$50.00
Extra Children	\$6.00 each	
Extra Grandchildren	\$12.00 each	
Extra Adult (Limit 1)	\$18.00 each	

Section 2. This Ordinance shall be effective October 11, 2023.

Adopted this 10th day of October, 2023.

Attest:

Marion L. Holloway, Jr., Mayor

Bridgette H. Robinson, City Clerk



STAFF REPORT

TO: General Services Committee

VIA: Mark Watson, City Manager

DATE: October 5, 2023

FROM: Mark Watson, City Manager

PREPARED BY: Mark Watson, City Manager

SUBJECT: Budget Amendment for Good Jobs Great Cities Strategic Marketing and Communications Program Contract

SUMMARY STATEMENT

By request of Mayor Marion L. Holloway, Jr. and City Manager Mark Watson, this is a request to approve contract for a Strategic Marketing and Communications Program and adoption of Budget Amendment appropriating the funds.

REVIEW

Upon request, Haven Creative, provided a proposal to develop and design a strategic marketing and communications program for the Good Jobs Great Cities initiative. These resources will supplement the City's internal public communications efforts.

Haven is a local firm that has successfully provided creative communication services to several local, municipal governments and businesses in Union County making them is uniquely suited to assist the City of Monroe with the GJGC initiative. Haven knows the Monroe, NC demographics including its strengths, opportunities and employer base. Haven is offering three service levels.

The Mayor and the City Manager recommend approval of a contract with Haven Creative for the CATAPLUT option (quote attached) at a cost of \$7,350 per month for the next eight months for a total of \$58,800 (This option includes \$12,000 of budget to paid media advertising and \$5,000 to Print Media).

RECOMMENDATION

The Mayor and the City Manager recommend that General Services approve moving this matter forward to City Council for approval of a contract with Haven Creative at a cost of \$58,800, adoption of a Budget Amendment appropriating the funds and authorization for the City Manager to execute any and all necessary documents.

Attachments: Budget Amendment BA-2023-25

**BUDGET AMENDMENT
BA-2023-25**

1. Appropriation of funds to provide funding for a contract with Haven Creative to develop and design a strategic marketing and communications program for the Good Jobs Great Cities initiative.

GENERAL FUND

Revenue:

Appropriation of Unassigned Fund Balance	\$58,800
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Expense:

General Government	\$58,800
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Adopted this 10th day of October, 2023.

Marion L. Holloway, Jr., Mayor

Attest:

Bridgette H. Robinson, City Clerk

Good Jobs, Great Cities Marketing Program

Prepared for: Mark Watson
City of Monroe Manager
mwatson@monroenc.org



Presented by: Jeni Bukolt
jeni@havencreativeagency.com
(704) 885-1857

CAMPAIGN OVERVIEW – The Why. The Who. The How.

The Why:

National League of Cities partnered with the U.S. Department of Labor (DOL) on a new initiative to accelerate city efforts to design, develop, and launch workforce initiatives that build pathways into good jobs. The Good Jobs, Great Cities Academy will support 16 cities, towns and villages through direct support and engagement with NLC, DOL, other federal agencies, national thought leaders and peer cities to take bold and innovative actions to build strong on-ramps into in-demand infrastructure occupations for workers facing barriers to career success

The City of Monroe has been selected out of 250 applicants. The City of Monroe is seeking additional strategic communications, marketing and creative production resources to raise awareness for this initiative.

The Who:

MEET HAVEN CREATIVE: The City of Monroe's extra muscle.

The How:

HAVEN Creative will develop, design and deploy a six month strategic marketing and communications program for the Good Jobs, Great City initiative. The external team will provide the extra muscle to the City of Monroe Communications Team so that they can focus on the City's day-day needs.



Intended Outcomes:

By investing in this campaign, the City of Monroe hopes to:

- Gain regional awareness about the benefits of the program
- Attract new manufacturing businesses to Monroe
- Gain insight from regional employers about job placements and address challenges (ex: recruitment, training)
- Boost local job placements for Monroe citizens

WHY Invest in HAVEN Creative?

Industry Expertise

With over twenty years of expertise in the media communications and ten plus years specifically in the Union County government sector, HAVEN Creative is well-versed in the complexities of launching a successful strategic communication programs.

Local & Regional Partnerships

Recently awarded as “Charlotte’s Best Advertising Agency”, HAVEN serves government and manufacturing clients throughout the state. HAVEN can leverage existing community partnerships to share the City of Monroe’s campaign message and avoid political roadblocks. In North Carolina, the HAVEN team provides services for Gaston County, Union County, Town of Waxhaw, City of Hickory, Town of Matthews, Town of Weddington, Town of Maiden, Town of Marshville and the City of Charlotte.

Additional Resources

Having a trusted partner offers a strategic advantage enables the City of Monroe to maintain its day-to-day communications priorities without disrupting business. HAVEN can confidently navigate the complexities of the media advertising market to maximize the campaign’s reach, and achieve meaningful results.

The HAVEN Maven Method:

We will lean heavily on our community branding principles and years of experience implementing strategic communication programs and facilitating website build projects for governments. We'll partner with internal stakeholders to establish clear expectations for essential communications and participation in the planning process to gather data, develop the plan and deploy the campaign.

We'll follow our Maven Method® proven process:

[develop] We will start with a 2 hour strategy session with key stakeholders to set goals and glean insight on opportunities, potential threats or weaknesses of past campaigns. From there, we will develop a report and campaign planning PDF that will identify core audience, message and metrics.

[design] We'll design creative collateral (logo design and website). We will provide website art direction and page architecture to our website developer. We'll ensure the website is on-brand and on-message and functioning properly prior to launch. Throughout the process, we will collaborate extensively with internal stakeholder teams to ensure creative deliverables are in line with the campaign goals.

[deploy] Once the video* and website have been approved, we will support the public launch of the campaign. We'll present the campaign deck to all internal stakeholders to ensure a smooth deployment.

*If the City of Monroe chooses the Growth or Catapult packages, HAVEN will collaborate with the external video production team to produce the promotional video package and manage the six month marketing program which would include social media posts, paid media management, vendor management and reporting.

Investment & Timeline

Starter: \$25,250 (3 payments over 12 weeks) ☐

Campaign Logo, Messaging, Website Landing Page, 6 month Plan (**Monroe Team Executes**)

Growth: \$44,000 (\$5,500 per month for 8 months) ☐

Campaign Logo, Messaging, Website, Video, 8 month Plan, Vendor Management (**HAVEN Team Executes**) (\$8k of Budget to Paid Video Advertising)

Catapult: \$58,800 (\$7,350 per month for 8 months) ☐

Everything from the Growth package PLUS Public Relations & Custom Reporting (**HAVEN Team Executes**) (\$12k of Budget to Paid Media Advertising, \$5k to Print Media)

FEATURES	STARTER	GROWTH	CATAPULT
Campaign Creative Design (1 Logo & 5 Social Templates)	✓	✓	✓
Campaign Messaging	✓	✓	✓
Six Month Marketing Plan (Owned, Earned & Paid Media *Tiered)	✓ Owned Only	✓ Owned & Paid Only	✓ Owned, Earned & Paid
Website Development (WordPress, Unique Campaign URL)	✓ basic landing page	✓ 5 custom pages	✓ up to 10 custom pages
Promotional Video Package		✓	✓
Marketing Plan Execution & Management		✓	✓
Paid Media Package (Video Streaming)		✓ \$8,000	✓ \$12,000
Print Marketing (Print Advertising and Marketing Collateral)			✓ \$5,000
PR Management (Press Pitches, Releases, Media Coaching for Interviews)			✓
Custom Marketing Reporting & Final Stakeholder Presentation (1)			✓

Don't Just Take Our Word For It:

Ask Our Clients How We Help Them GSD (Get Sh!t Done)

We're not just creatives. We're consultants of change who work with companies to solve communication problems, build connections, and catapult to growth. Please contact one of our contacts and ask them how we helped them reach their goals.

Liz Cooper
Union County
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(704) 283-3587
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Adam Gaub
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WHAT OUR CLIENTS SAY

Learn about how we help our clients get sh!t done (#GSD)
to connect and grow their organizations



The highly talented team at Haven Creative possess a great range of skills and offer a wide range of services which are always tailored to our individual company's needs. They deliver their solutions in a productive, professional way while always being a fun group to engage with.

— Andy Forrester



The HAVEN team saved us from our self-inflicted confusion around marketing and cultivation of leads. From helping us to develop an inbound marketing plan to automating our extensive membership approval process, we became true believers in the power of HubSpot. They were a lot of fun to work with as well!

— Bryan Delaney



They really know their game, very responsive and the best customer service. I highly recommend Jeni and her team to any business or community that wants to improve their marketing, branding, and overall customer experience.

— Mario Mendigana



The Next Steps

Please sign below if you'd like to go ahead with the project scope. Once you let us know, our team will schedule the session within three weeks of the contract signing.

PROJECT AGREEMENT: _____day of_____, 2023.

By: _____

Name: _____

Title: _____

Thank you for considering HAVEN Creative. We are excited about the opportunity to collaborate with you and contribute to the success of your brand. If you have any questions or require further information, please feel free to contact us at jeni@havencreativeagency.com

