

CITY COUNCIL STRATEGIC PLANNING MEETING
300 WEST CROWELL STREET
MONROE, NORTH CAROLINA 28112
NOVEMBER 14, 2023– 4:30 P.M.
AGENDA
www.monroenc.org

1. Resolutions
 - A. Mayor Marion L. Holloway, Jr.
 - B. Council Member Freddie B. Gordon
 - C. Council Member Lynn A. Keziah
2. Fiscal Year 2025 Budget Schedule
3. Downtown Monroe Parking Study Presentation

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- **Agenda** is tentative and is subject to change up to and including the time of the meeting.
 - At the discretion of City Council, **Agenda Items** listed above that are not discussed at the Strategic Planning Meeting or moved at the request of Council, may be carried forward to the City Council Regular Meeting at 6:00 p.m. to be considered.
 - **Cell Phones/Pagers:** As a courtesy, please turn off cell phones and pagers while Meeting is in progress.

**RESOLUTION OF APPRECIATION HONORING
MARION L. HOLLOWAY, JR.
R-2023-82**

WHEREAS, the City of Monroe has been graced with the dedicated and visionary leadership of Mayor Marion L. Holloway, who took office as Mayor on December 31, 2021; and

WHEREAS, Mayor Holloway's tenure of public service to the residents of Monroe began when he took office as a Council Member in December 2017; and,

WHEREAS, Mayor Holloway's dedication to the City of Monroe extended to his service as Chair of the Monroe Tourism Development Board, where he worked tirelessly to promote our City as a premier destination, fostering tourism and economic growth; and

WHEREAS, Mayor Holloway played a significant role in the development of both the Dowd Center Theatre and the Monroe Science Center Honoring Dr. Christine Mann Darden, enriching our community with cultural and educational opportunities for our residents and visitors; and

WHEREAS, Mayor Holloway was instrumental in bringing national attention to the City in 2023 when it was recognized as one of 16 jurisdictions, out of more than 200 applicants, by the National League of Cities and the U.S. Department of Labor to participate in the Good Jobs, Great Cities Academy to develop and launch a workforce initiative to build pathways into good jobs for local residents from historically underserved and underrepresented communities, recognizing the importance of economic development and job creation in making our City a better place to live, work, and thrive; and

WHEREAS, Mayor Holloway has deep roots and longevity of investment in the Monroe community by contributing to the betterment of society through generations of ownership of the former Holloway's Music Center, Mayor Holloway has made profound contributions to the economic vitality, artistry, and culture of our City, inspiring countless children and individuals to pursue their creative passions; and

WHEREAS, Mayor Holloway is a loving husband to Mary Helen and a devoted father to two daughters, as well as a cherished Pop to three beloved grandchildren.

NOW, THEREFORE, BE IT RESOLVED that the City of Monroe extends its deepest gratitude and heartfelt appreciation to Mayor Marion L. Holloway, Jr. for his unwavering commitment, exemplary service, and outstanding contributions to our community.

BE IT FURTHER RESOLVED that this Resolution be entered upon the permanent Minutes of the City Council.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Seal of the City of Monroe to be affixed this the 14th day of November, 2023.

Gary L. Anderson, Mayor Pro Tem

Freddie B. Gordon

James M. Kerr, Council Member

Lynn A. Keziah, Council Member

Julie B. Thompson, Council Member

**RESOLUTION OF APPRECIATION HONORING
FREDDIE B. GORDON
R-2023-80**

WHEREAS, the City of Monroe has had the privilege of Council Member Freddie B. Gordon's dedicated service over two distinct tenures, from 2009 to 2017, and then again from 2019 to 2023; and

WHEREAS, Council Member Gordon has been an exemplary champion of diversity, equity, and inclusion within the City of Monroe, actively contributing to the advancement of these principles as a prominent member of the Diversity, Equity, and Inclusion Committee; and

WHEREAS, Council Member Gordon has been actively engaged in the General Services Committee with a keen focus on public utilities, working tirelessly to ensure that the essential services provided by the City are of the highest quality and benefit to our residents; and

WHEREAS, Council Member Gordon's commitment to public service has been longstanding, serving as a former member of the Planning Board and contributing to the Land Development Committee, among many other committees, bringing valuable expertise to the City's development and infrastructure planning; and

WHEREAS, Council Member Gordon is a job creator and business advocate in the Monroe community, having run Gordon Funeral Service and Crematory, along with his family, since 1977; and

WHEREAS, Council Member Gordon has been a passionate advocate for responsible fiscal management, showing his deep concern about the fair and wise use of taxpayer money, advocating for responsible financial practices that benefit the community as a whole; and

WHEREAS, Council Member Gordon was inspired into public service by the legacy of former educator and Council Member I.B. Shive carrying forward the spirit of dedication to public service and education in our community; and

WHEREAS, Council Member Gordon is a loving husband to Anna and a devoted father to one daughter, as well as a cherished Papa to two beloved grandchildren, who have undoubtedly felt the warmth of his guidance and love.

NOW, THEREFORE, BE IT RESOLVED that the City of Monroe extends its deepest gratitude and heartfelt appreciation to Council Member Freddie B. Gordon for his unwavering commitment, exemplary service, and outstanding contributions to our community.

BE IT FURTHER RESOLVED that this Resolution be entered upon the permanent Minutes of the City Council.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Seal of the City of Monroe to be affixed this the 14th day of November, 2023.

Marion L. Holloway, Jr., Mayor

Gary L. Anderson, Mayor Pro Tem

James M. Kerr, Council Member

Lynn A. Keziah, Council Member

Julie B. Thompson, Council Member

**RESOLUTION OF APPRECIATION HONORING
LYNN A. KEZIAH
R-2023-81**

WHEREAS, the City of Monroe has been privileged to have Council Member Lynn A. Keziah as a dedicated public servant since December 1, 1981 and during this long tenure, he has displayed unwavering commitment and exemplary leadership to our community; and

WHEREAS, Council Member Keziah's devotion to our City expanded when he served as Mayor from 1987 to 1991, guiding Monroe through significant growth and development during his term; and

WHEREAS, Council Member Keziah was instrumental in the establishment of the Monroe Aquatics and Fitness Center in 1998 plus having the Lynn Keziah Fitness Room dedicated in his honor in 2002, representing a testament to his vision and dedication to promoting the well-being and health of our residents; and

WHEREAS, he played a pivotal role in supporting the development of the 43-mile natural gas pipeline, recognizing the importance of energy resources for our community's sustainability and growth; and

WHEREAS, Council Member Keziah has demonstrated a keen focus on the Charlotte-Monroe Executive Airport, including being an instrumental part of establishing a U.S. Customs and Border Protection office with on-demand service and recognizing the significance of air travel and international connections to our City's economic development; and

WHEREAS, as an avid golfer, Council Member Keziah has provided valuable support to the Monroe Country Club and its ongoing development, enhancing recreational opportunities for our residents; and

WHEREAS, Council Member Keziah also played a crucial role in securing land for the Monroe Corporate Center, a significant achievement in promoting economic growth and attracting businesses to our community; and

WHEREAS, Council Member Keziah's contributions extend beyond politics, as he has been a long-time football coach and a passionate youth advocate, making a positive impact on the lives of countless young individuals; and

WHEREAS, Council Member Keziah is a loving husband to Lynda and a devoted father to two sons, as well as a doting PawPaw to three cherished grandchildren; and

WHEREAS, he was presented with The Order of the Long Leaf Pine award by the Governor of North Carolina on January 9, 2018, a well-deserved recognition of his exceptional service and dedication to the City of Monroe; and

WHEREAS, Council Member Keziah has generously lent his expertise to various Mayoral Committees, contributing to the betterment of our City through his valuable insights and leadership.

NOW, THEREFORE, BE IT RESOLVED that the City of Monroe extends its deepest gratitude and heartfelt appreciation to Council Member Lynn A. Keziah for his enduring dedication, tireless service, and extraordinary contributions to our community.

BE IT FURTHER RESOLVED that this Resolution be entered upon the permanent Minutes of the City Council.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Seal of the City of Monroe to be affixed this the 14th day of November, 2023.

Marion L. Holloway, Jr., Mayor

Gary L. Anderson, Mayor Pro Tem

Freddie B. Gordon, Council Member

James M. Kerr, Council Member

Julie B. Thompson, Council Member

City Council Schedule

CITY OF MONROE BUDGET SCHEDULE FISCAL YEAR 2025		
Date	Time	Event
11/14/2023	4:30 PM	City Manager and Finance Director to present FY25 Budget Schedule to City Council.
01/09/2024	4:00 PM	Department presentation of priorities/needs: Police, Fire, Finance, Legislative, Legal
02/13/2024	4:00 PM	Department presentation of priorities/needs: HR, Parks/Recreation, Engineering, Planning
03/12/2024	4:30 PM	Department presentation of priorities/needs: Downtown, Communications/Tourism, Facilities, Airport
04/09/2024	4:00 PM	Department presentation of priorities/needs: Water, Energy, IT
04/19/2024	5:00 PM	City Council Budget Presentation published
04/23/2024	4:00 PM	Budget Workshop, Presentation
06/11/2024	6:00 PM	Budget Public Hearing
06/11/2024	6:00 PM	Adoption of Budget



Parking Study Presentation

October 5, 2023



STUDY TASKS AND OBJECTIVES

Study Tasks

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

Recommendations

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

STUDY AREA

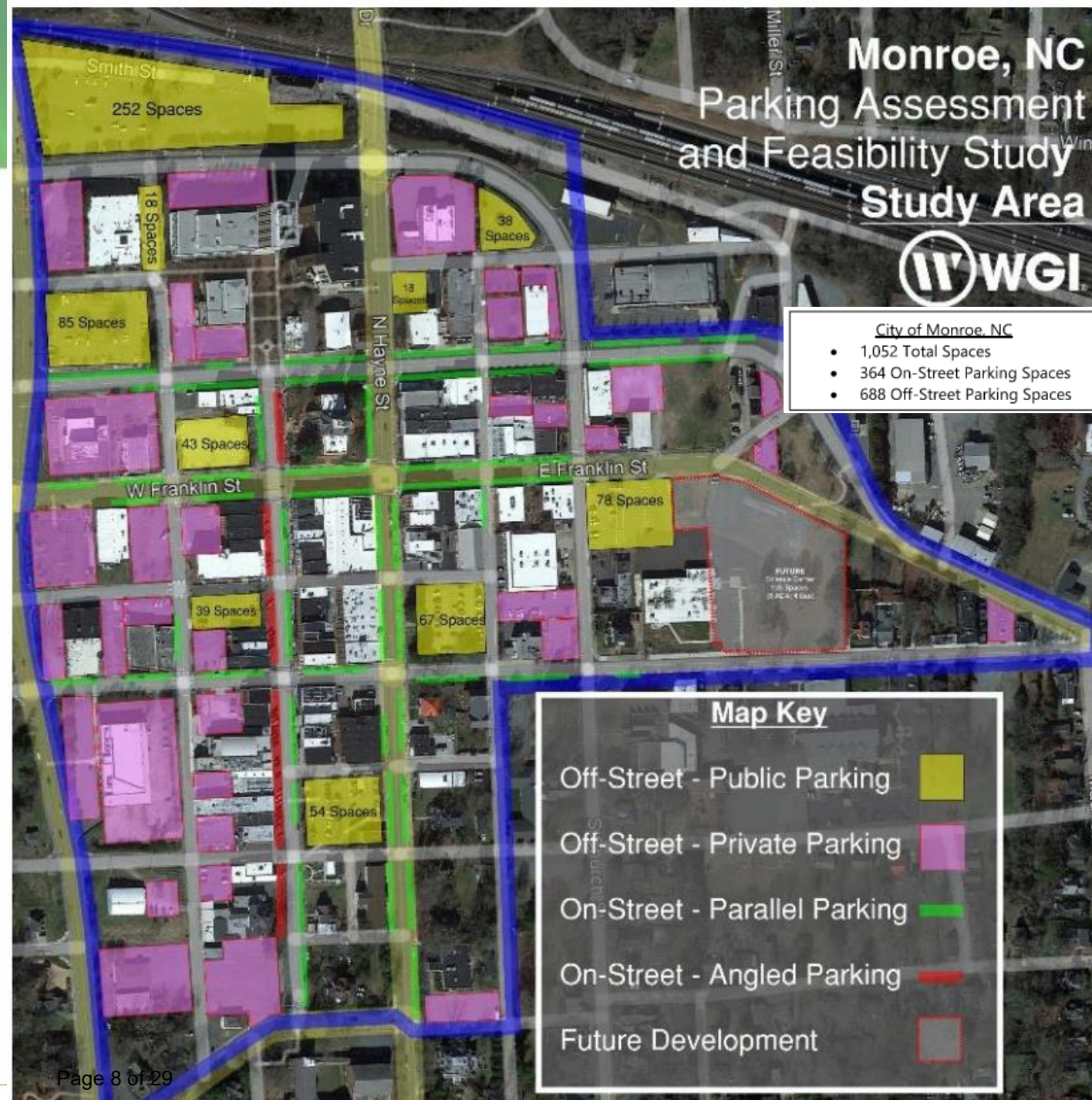


Table 1 - North Parking District Spaces

	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

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



CURRENT CONDITIONS



PARKING OCCUPANCY

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%

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

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%

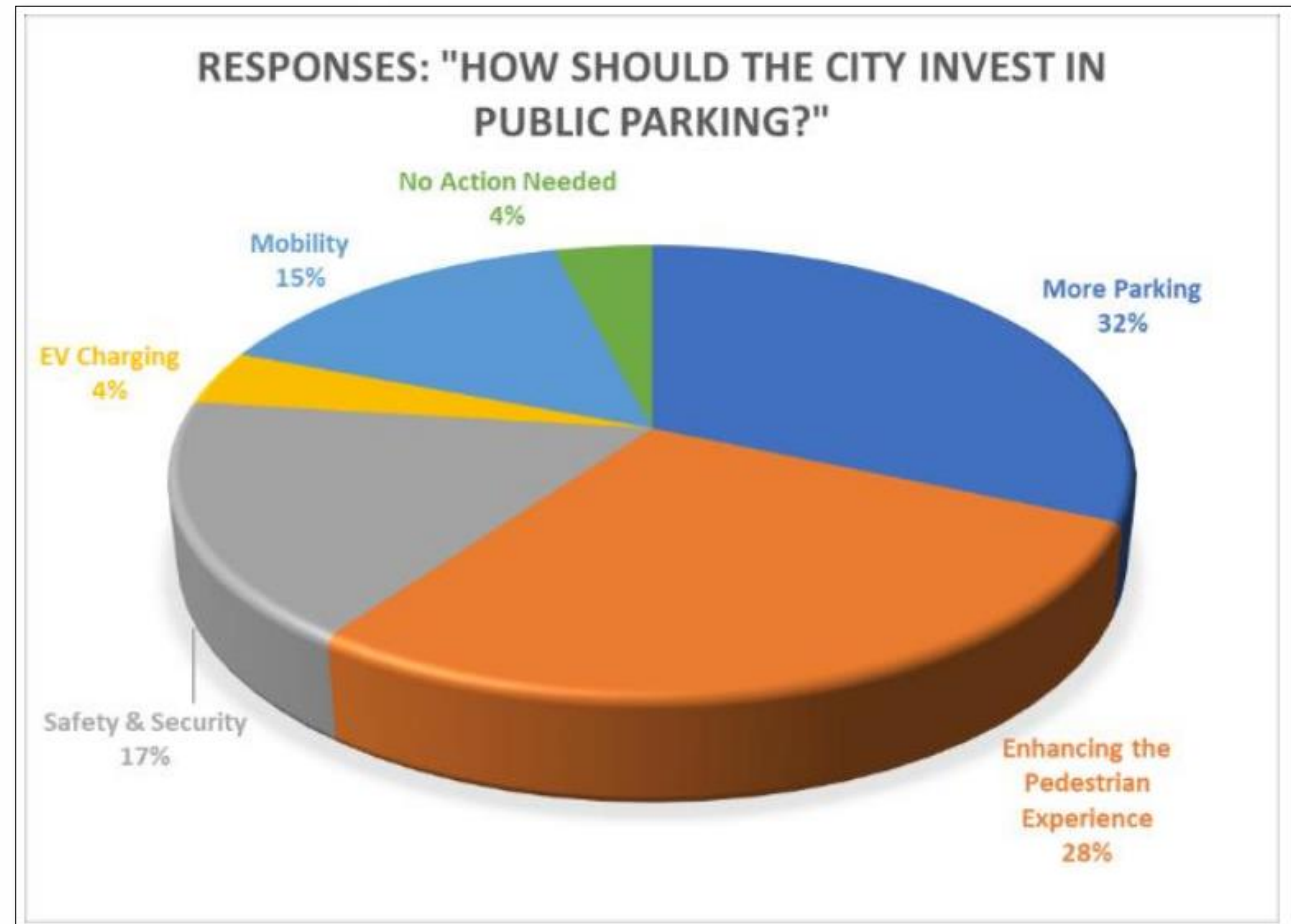
PUBLIC ENGAGEMENT – *Investing in Public Parking*



10/14/2022 - Cruise-In Public Engagement



10/15/2022 - Halloween Festival Public Engagement



PUBLIC ENGAGEMENT – *Monroe Parking Geography*



Typical Downtown Parking Location



Typical Downtown Parking Destination



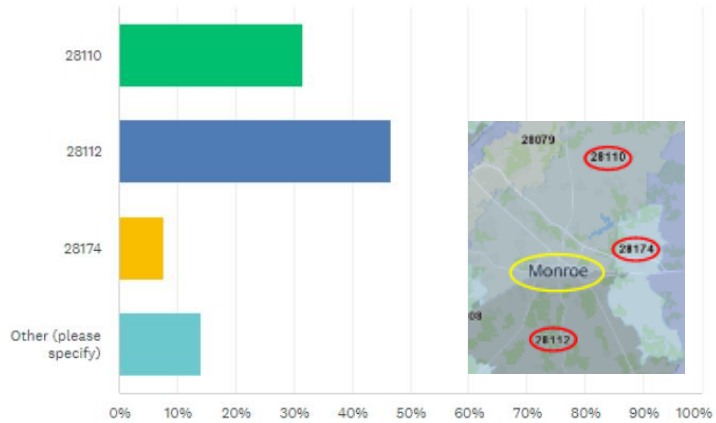
Where Parking is Needed



PUBLIC SURVEY – 92 RESPONSES

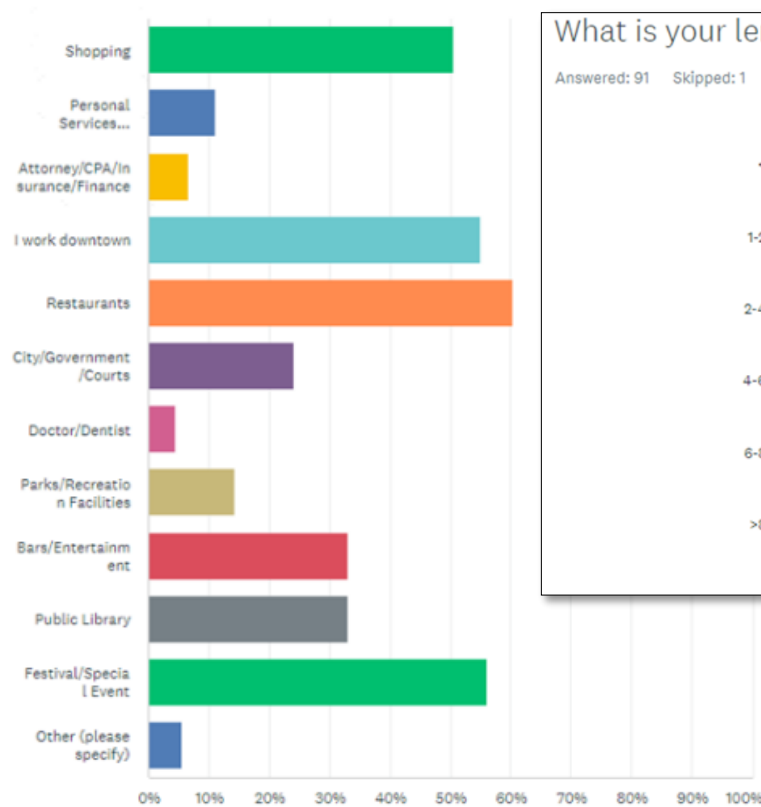
Please indicate your postal zip code:

Answered: 92 Skipped: 0



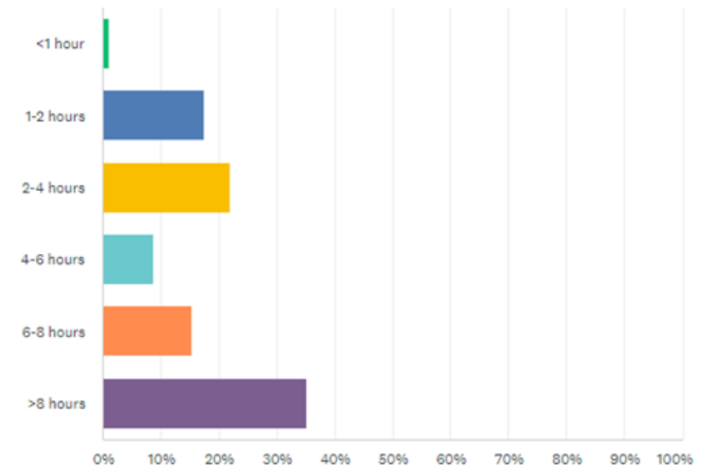
Typically, what is your main purpose for visiting downtown Monroe?
all that apply)

Answered: 91 Skipped: 1

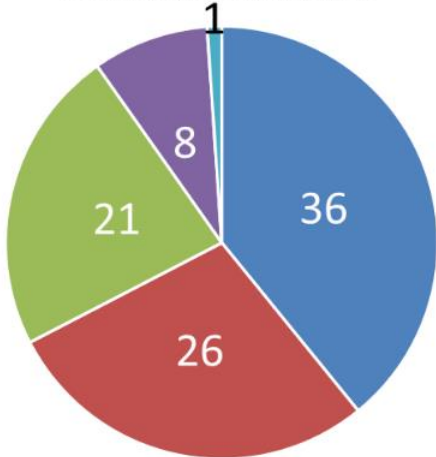


What is your length of stay during a typical visit to downtown?

Answered: 91 Skipped: 1



Primary Interest in Monroe

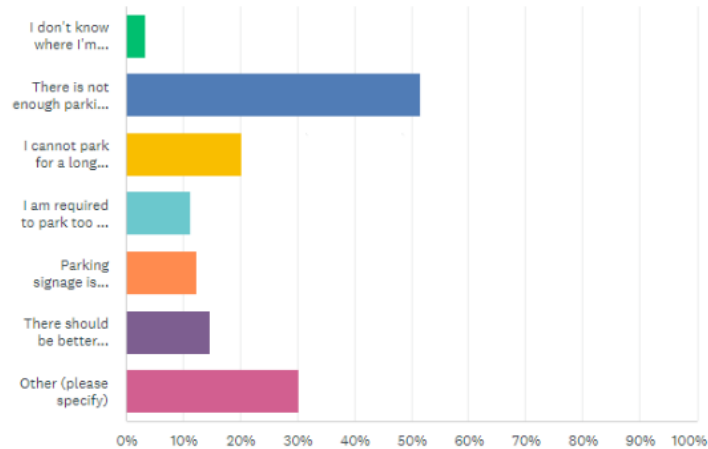


■ I am a visitor/customer ■ I work downtown ■ I own a business/property
■ I live downtown ■ Not Answered

PUBLIC SURVEY – CONTINUED

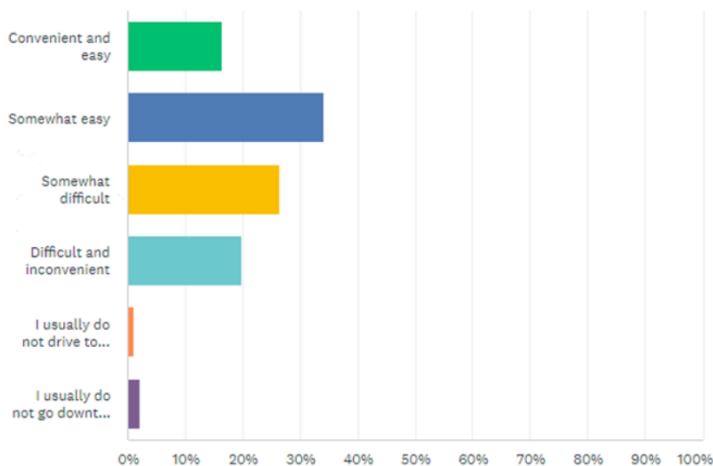
Which of the following describe your parking experience downtown?: (Check all that apply)

Answered: 89 Skipped: 3



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

Answered: 91 Skipped: 1



Who Should Pay for Parking?
Divided by User Type



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.

OPERATIONS AND PARKING ENFORCEMENT REVIEW

- ✓ Parking Operations
- ✓ Parking Technologies

- ✓ Financial Analysis
 - Financial Options
 - Free/Fee Parking Considerations
 - Parking Financing Strategies

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

Future Parking Demand

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

Comparable Cities Parking Fees

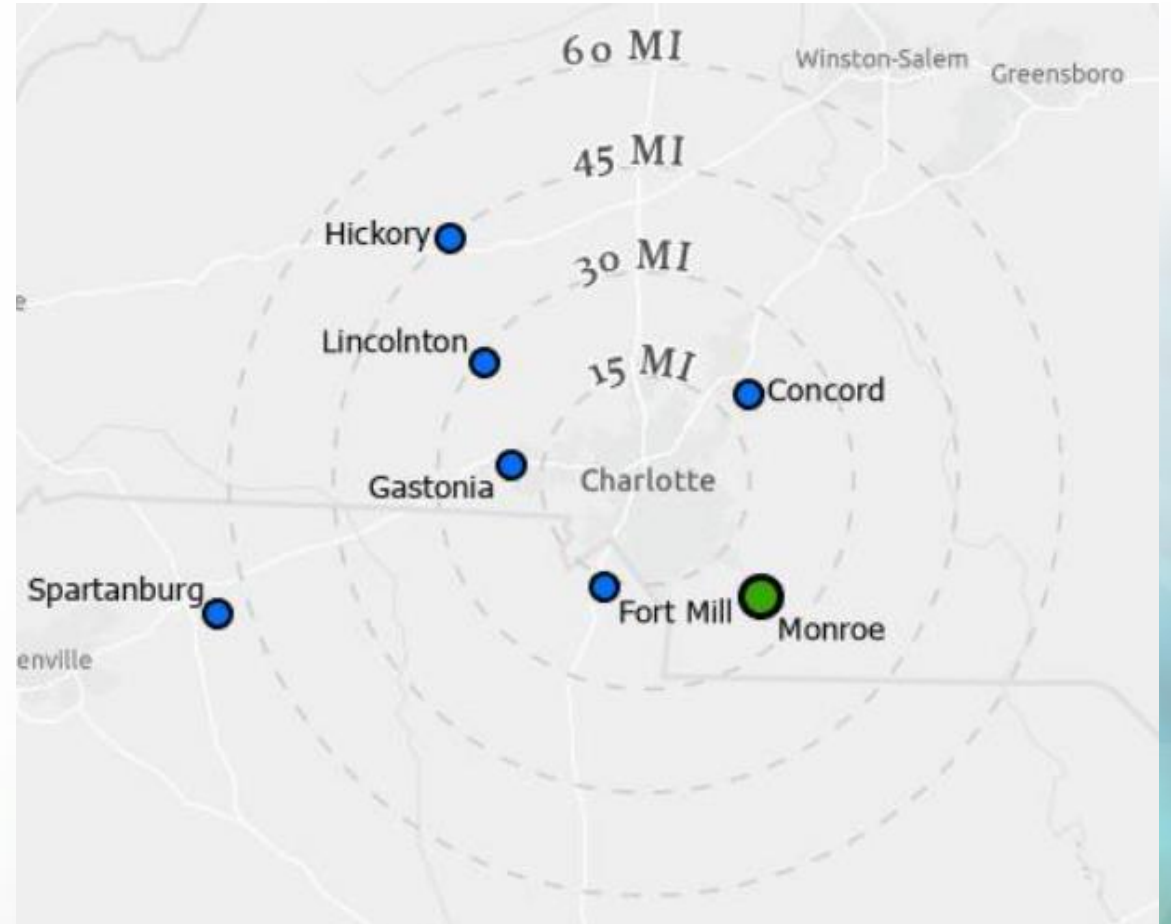
	On-Street	Off-Street
Monroe, NC	Free	Free
Concord, NC	Free	Free
Fort Mill, SC	Free	Free
Gastonia, NC	Free	Free
Hickory, NC	Free	Free
Lincolnton, NC	Free	Free
Spartanburg, SC	Free	\$0.50/hr or \$4/day FREE nights and weekends

Comparable Cities Parking Time Limits

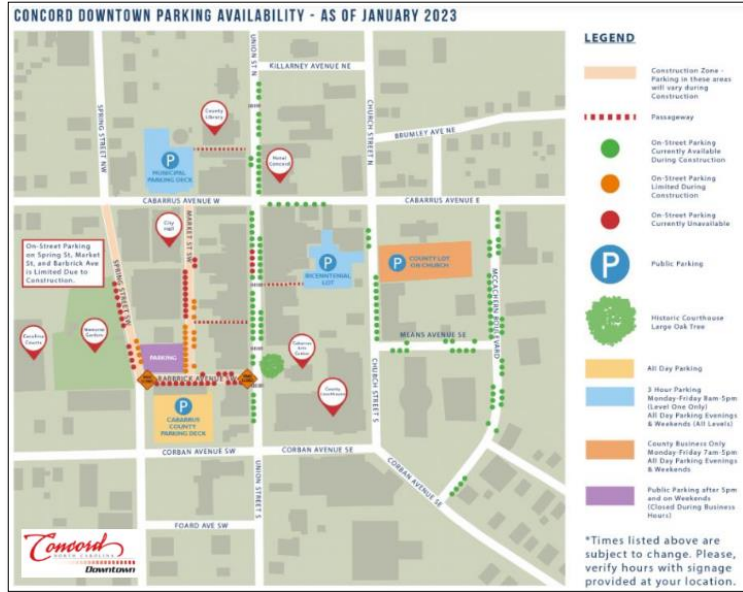
	On-Street-Downtown Core	Off-Street
Monroe, NC	2 Hours	None (1 Hour at City Hall) 3 Hours in bottom level of garage, none all other locations
Concord, NC	2 Hours	
Fort Mill, SC	None	None
Gastonia, NC	2 Hours	None
Hickory, NC	3 hours	3 hours
Lincolnton, NC	2 Hours	None (30 mins at City Hall)
Spartanburg,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

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



COMPARABLE CITIES ANALYSIS – Parking Marketing, Branding, and Promotions



PARKING BRANDING, SIGNAGE, AND ADVERTISING



RECOMMENDATIONS – Organizing Parking

Parking needs a Home and Leader

Implementation Strategy

Short -term

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

Mid-term

- ✓ *Communications Plan*
- ✓ *Expand Parking Management*

Importance

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

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.*

Key Takeaway

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

RECOMMENDATIONS – *Improve Parking Operations*



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

Importance

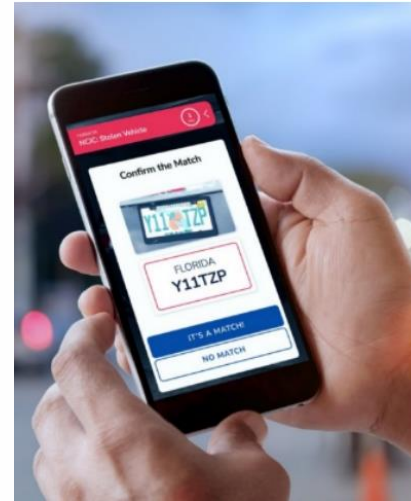
- ✓ Improved availability of close-proximity parking spaces to downtown destinations through enforcement of time limits.
- ✓ Capability to acquire and use parking management tools and technologies to proactively balance parking access and demand.
- ✓ Improved parking data and utilization information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

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.

RECOMMENDATIONS – *Invest in Parking Technology*

Procure/Purchase a patrol vehicle with License Plate Recognition (LPR) cameras and the associated parking enforcement software



RECOMMENDATIONS – *Enhance the Pedestrian Experience and Improve Mobility*

Implementation Strategy

Short-Term

- ✓ Reaffirm Strategy
- ✓ Install Bump-outs
- ✓ Upgrade and widen crosswalk
- ✓ Install Bike Racks

Mid-Term

- ✓ Convert angled on-street spaces to parallel

Long-Term

- ✓ Upgrade and widen crosswalks pedestrian crossings and crosswalks

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

Importance

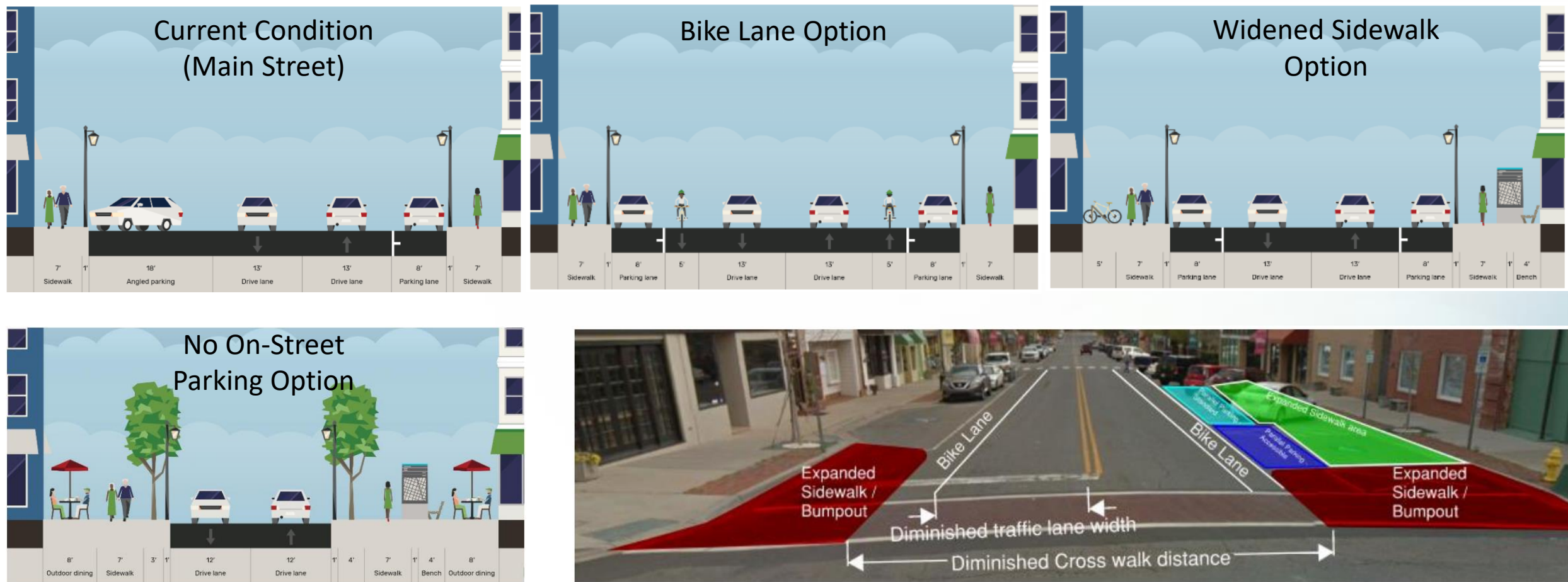
- ✓ Improve Pedestrian Safety
- ✓ Alternate Mode Access
- ✓ Improved Aesthetics
- ✓ Traffic Calming

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.



RECOMMENDATIONS – Enhance the Pedestrian Experience and Improve Mobility



RECOMMENDATIONS – *Parking Branding and Marketing*

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.

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.

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.



Park Wilmington

11 N. Second Street
P.O. Box 1655
Wilmington, NC 28401

Tel: 910-762-5678

Parking Management

305 Chestnut St. | 3rd Floor
Wilmington, NC 28401

Email:
cityparking@wilmingtonnc.gov

- [Click here](#) to find parking
- Select Parking Services
- Select Parking Near you

On-Street (Metered) Parking



Pay-by-Phone



Parking Decks / Lots



Official Website of
Town of Chapel Hill
Parking Services



SEARCH



Public Parking Info

Main

Accessible

Park & Ride

More Resources



RECOMMENDATIONS – Increasing Parking Supply



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

RECOMMENDATIONS



Takeaway

- ✓ 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

