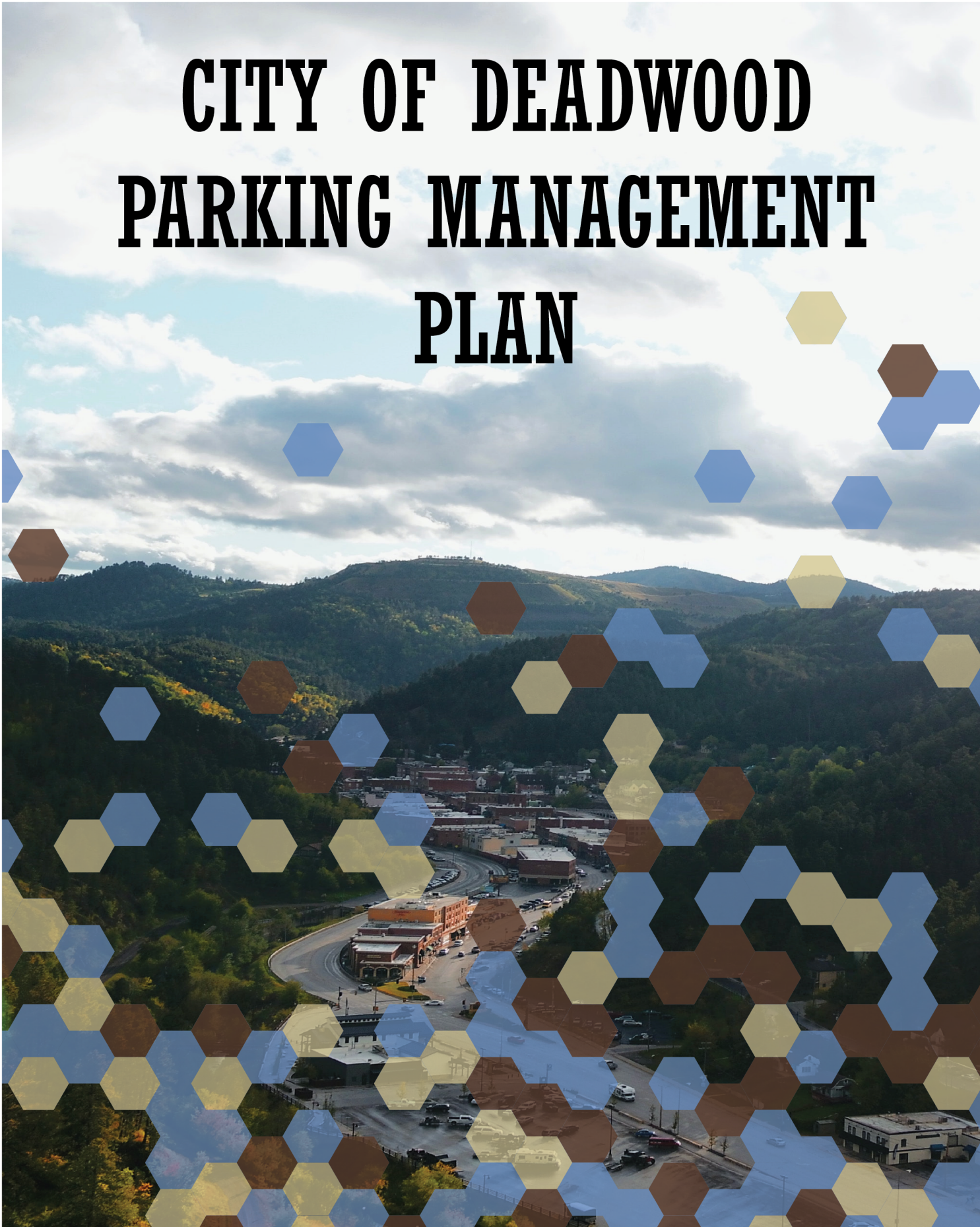
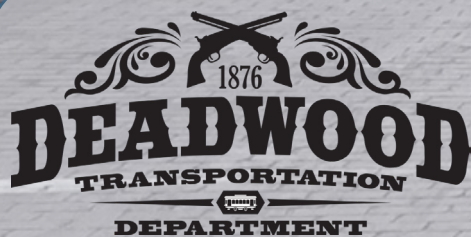
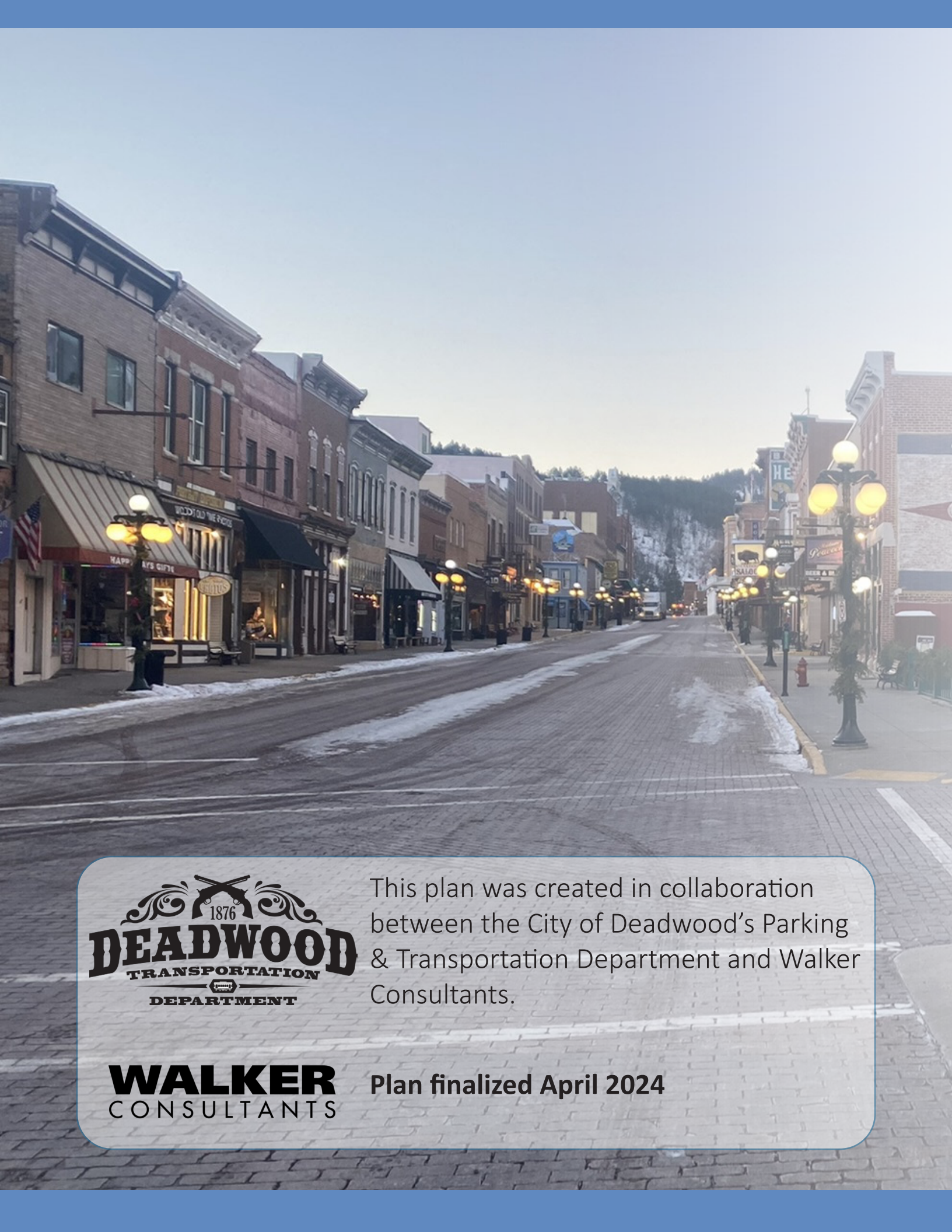


CITY OF DEADWOOD PARKING MANAGEMENT PLAN



WALKER
CONSULTANTS



This plan was created in collaboration between the City of Deadwood's Parking & Transportation Department and Walker Consultants.

WALKER
CONSULTANTS

Plan finalized April 2024

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Appendix I: Parking System Financial Evaluation

Appendix II: Parking Ramp Site Feasibility Assessment

Appendix III: Public Survey Results Detail

PARKING MANAGEMENT PLAN

1 | INTRODUCTION & BACKGROUND

Introduction

Nestled in a valley in the Black Hills, the city of Deadwood, South Dakota is a unique and eclectic community with a rich history, vibrant city center, and distinctive natural setting. The city has a thriving economy that welcomes thousands of visitors each year attending popular events like Kool Deadwood Nights and the Days of '76 Rodeo, soaking in the city's history, architecture, and natural setting, and visiting Deadwood's casinos and myriad dining and nightlife destinations.

Deadwood has approximately 1,600 off-street parking spaces across nine (9) surface parking lots and one (1) parking garage. Additionally, the city operates and manages on-street parking with varying policies and use rules. The city collects revenue from paid parking throughout the year in many of its on-street and off-street facilities through the use of pay station kiosks and mobile app payment.

The city's parking and transportation system is heavily taxed during the peak season, particularly during the most popular months of June, July, August, and September and during the busiest events. Parking resources are highly utilized on the busiest days and evidence suggests that vehicles sometimes spill over and park on neighborhood streets near downtown Deadwood. One significant issue is accommodating the number of trailers and oversize vehicles that come to Deadwood and want to park.

A preliminary occupancy study was completed in the summer of 2022 which determined that the city has enough parking throughout its system and in the core area for most calendar days with visitors coming to the city. However, analysis and observations indicate that significant parking shortages do occur on the very busiest days. These parking shortages result in congestion and safety concerns, visitors parking in residential areas, and other issues.

The city and its stakeholders endeavor to understand and evaluate current parking operations, policies, and procedures, and adopt a strategic parking management plan that outlines the city's actions needed to manage parking system over the next five years and beyond. The following encompasses a Parking Management Plan for the city of Deadwood, the culmination of an effort spanning more than a year from the summer of 2022 to the fall of 2023.

Plan Purpose and Objectives

This Parking Management Plan (PMP) is intended as an action and work plan for those passionate about the future of Deadwood, for the public, for city officials and leaders establishing long-term plans and allocating resources for the city, and for city staff who do the important work of operating and maintaining the day-to-day systems and processes that make Deadwood function.

The purpose of the planning effort was to assess how on and off-street parking in Deadwood is being used, identify issues and opportunities, and develop a plan for efficiently operating and managing public parking now and into the future. The city expects continued growth and change for Historic Deadwood, along with maintaining its status as a premier visitor destination for history, gaming, recreation, and entertainment.

The PMP serves as a strategic roadmap to guide parking operations and management into the future.





Core Values

The city of Deadwood maintains the following as core values in promoting access in Deadwood, and managing and operating the city's parking system:

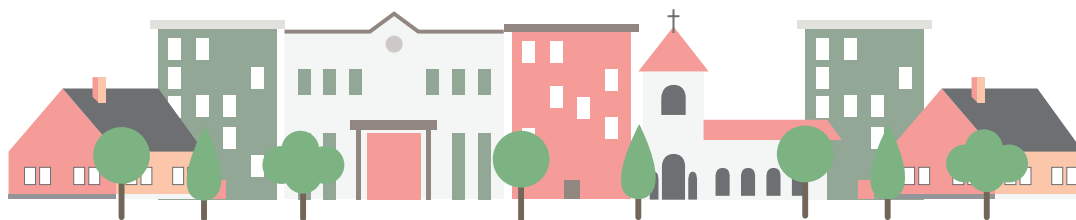
- Promote high-level access and customer service for residents, businesses, employees, and visitors, maintaining the unique heritage and vibrancy of Deadwood, and ensuring efficient use of parking resources.
- Advance fiscal stability of the parking system and operation.
- Encourage and support the ongoing economic development and vitality of Deadwood.
- Adopt and implement operations and management best practices to efficiently manage existing parking supply and provide maximum customer service for residents, business owners, employees, and visitors to Historic Deadwood.

Navigating this Plan

The Parking Management Plan includes the following sections:

- Section 2: Summary of existing parking system conditions;
- Section 3: Description of stakeholder engagement process conducted and summary of results;
- Section 4: Identification of critical needs, issues, and opportunities for improvement;
- Section 5: Strategic recommendations for addressing identified needs; and
- Section 6: Recommendations and implementation action plan.

This document also includes relevant appendices, where readers may find more detailed information about data collected and analysis.



PARKING MANAGEMENT PLAN

2 | EXISTING PARKING CONDITIONS

Introduction

The city of Deadwood operates a variety of public on-street and off-street parking facilities and programs aimed at providing parking resources to visitors, businesses, employees, and residents. This section provides an overview of the current conditions of Deadwood’s parking system.

Parking and Transportation Department

The parking system is operated and managed by a distinct Parking and Transportation Department at the city of Deadwood, which also operates and manages the city’s trolley service. The Parking and Transportation Department is staffed by a Director, a Superintendent that oversees transportation services (i.e., the trolley service), a manager for the Broadway Ramp, and two Community Service Officers to conduct enforcement activities.

Existing Parking System

On-Street Parking

On-street parking is present throughout the downtown. The rate is \$1.00 per hour across all paid on-street parking areas. On-street parking on Main Street in the core of downtown is not permitted (although limited loading/unloading is allowed in certain areas). Paid parking is required along Main Street both north of Wall Street and south of Pine Street; and on Lee Street; Deadwood Street; and Pine Street on the east side of downtown. All other on-street parking areas in the city are open and unmanaged, outside of the residential streets discussed on the next page.

Off-Street Parking

The city of Deadwood has approximately 1,600 parking spaces across nine (9) surface parking lots and one (1) parking garage. **Figure 1** depicts the off-street facilities and the number of spaces in each.

The city charges different rates for different facilities or “zones” within the downtown. One zone is the Broadway Ramp, with a flat rate of \$5.00 for 24 hours from October 1 – April 30, and \$10.00 for 24 hours from May 1 – September 30. The second zone includes the Railroad Street Lot, History and Info Center Lot, and Miller Street Lot with a flat rate of \$5.00 for 24 hours year-round. All other municipal lots offer free parking. **Figure 2** maps public off-street parking in Deadwood.

In addition to the public off-street facilities, there are several privately-owned and operated off-street parking facilities throughout the city.

Figure 1: Parking Facilities in Deadwood

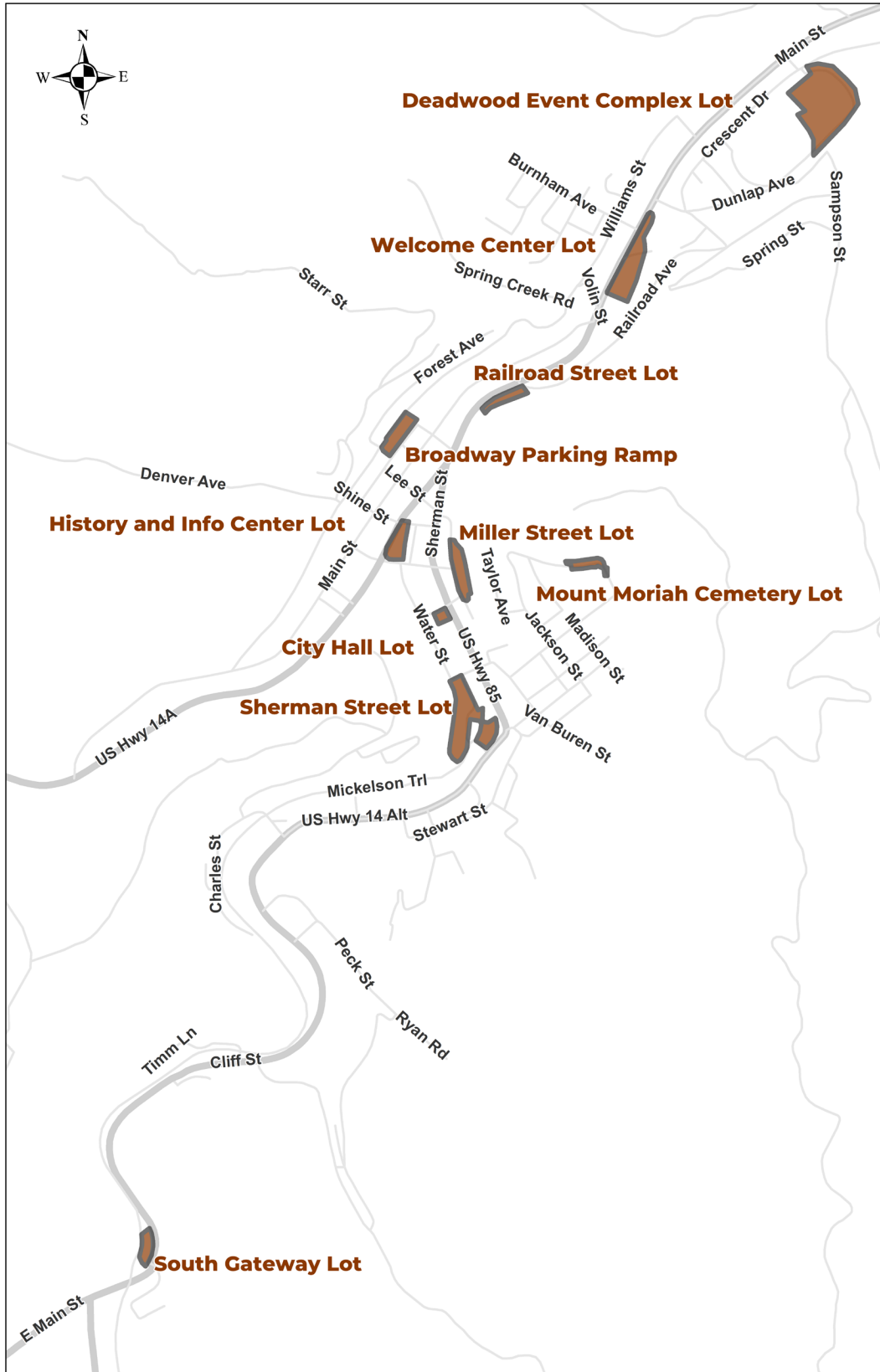
Source: City of Deadwood, 2023

Parking Facility	# of Spaces
Deadwood Event Complex Lot	339
Welcome Center Lot	226
Railroad Street Lot	43
Broadway Ramp	411
History and Info Center Lot	85
Miller Street Lot	110
Mount Moriah Cemetery Lot	61
City Hall Lot	52
Sherman Street Lot	280
South Gateway Lot	25
<i>Total</i>	<i>1,632</i>

PARKING MANAGEMENT PLAN

Figure 2: Parking Facilities Map

Source: City of Deadwood, Walker Consultants, 2023



2 | EXISTING CONDITIONS

Employee Parking

The city of Deadwood operates an employee parking permit program that offers two different permit types: one option for parking within the Broadway Ramp at a cost of \$53.10 per month, and a second option which allows for parking within any other (outside of the Broadway Ramp) paid on-street or off-street space within the city at a cost of \$50.00 per month.

Special Event Parking

The city experiences regular visitor traffic throughout the year, including larger festivals and events like the Days of '76 Rodeo, Kool Deadwood Nites, and the Sturgis Motorcycle Rally, which bring a significant number of visitors to Deadwood. City staff work to advertise parking resources, rules, and regulations to hotels, the Chamber of Commerce, and other event and visitor outlets. Parking during events is operated by a first-come, first-served basis. Validations are offered to various hotels for parking in the Broadway Ramp.

Residential Permit Parking

[Chapter 10.12.030](#) of the Deadwood municipal zoning ordinance addresses residential parking restriction and permits. Per code, the residential permit zone (RPZ) is limited to Williams Street from the intersection with Guy Street to the north where Williams Street curves south, as well as a portion of Denver Street. In addition to the RPZ, the city has posted signs on a variety of other residential streets indicating residential parking only; however, no permits are required. These streets include Forest Avenue, Mt. Roosevelt Road, Denver Avenue, Selbie Street, and Burnham Avenue and adjacent streets north of Main Street. The city's municipal code also references a permit parking zone (PPZ) in [Chapter 10.12.031](#) (Other Residential Permit Parking Areas).

While 10.12.030 limits residents to three permits, [Chapter 10.12.032](#) states the number of resident permits issued to one residence is limited to five, excluding guest permits. There is no charge for the initial permit; however, a replacement permit is \$10.00. A resident must show license and registration

Figure 3: Parking Citation Categories

Source: City of Deadwood Municipal Code, 2023

Citation	Code
Unpaid Parking Meter	1
Broadway Ramp 24/7	2
Blocking Driveway	3
No Parking Area	4
No Parking - 20 Minutes Only	5
No Parking - Library Use Only	6
No Parking - Trolley Stop	7
No Parking Here to Corner	8
No Parking - Blocking Crosswalk/Sidewalk	9
No Parking - City Employee Only	10
Recreation Center Parking Only	11
Yellow Marked Area	12
Permit Parking Only	13
Recreational Parking Only	14
Dead Storage over 24 Hours	15
Snow Removal/Street Cleaning	16
Parking in Unloading Zone	17
Motorcycle/Participant Only	18
Fire Hydrant Encroachment	19
Red Zone	20
Parking Against Traffic	21
Handicapped Parking Only	22
Purple Heart Recipient Parking Only	23
Immobilization Fee	24
Compact Car Only	25
Detached or Unattended Trailer	26

of the vehicle to an address in the zone to be issued the permit and, the number of permits issued per residence cannot exceed the number of vehicles registered to the dwelling. Permits must be renewed annually and should be displayed in the lower lefthand side of the rear window. Guest permits are required for any short-term visitor parking in the RPZ (and possibly the PPZ). Residents are issued the first 20 guest passes at no cost, an additional 80 passes in books of 20 can be purchased for \$5.00 per book. Each pass is valid for up to three consecutive days.

Parking Technology

Payment at all on-street and off-street (lots and ramp) parking facilities is done via multi-space meter pay stations and a mobile payment application, Park Smarter. Both pay stations and mobile payment application are from vendor IPS Group, Inc. and are set up under a “pay-by-plate” approach. Under this approach, there are no gates at the Broadway Ramp or in the surface lots. Users enter, park in any designated space, and pay, entering their license plate prior to making payment. On-street parking operates under the same approach. There are no specific designated on-street parking spaces, but rather portions of curb space where on-street parking is allowed and where payment is required.

Parking Enforcement

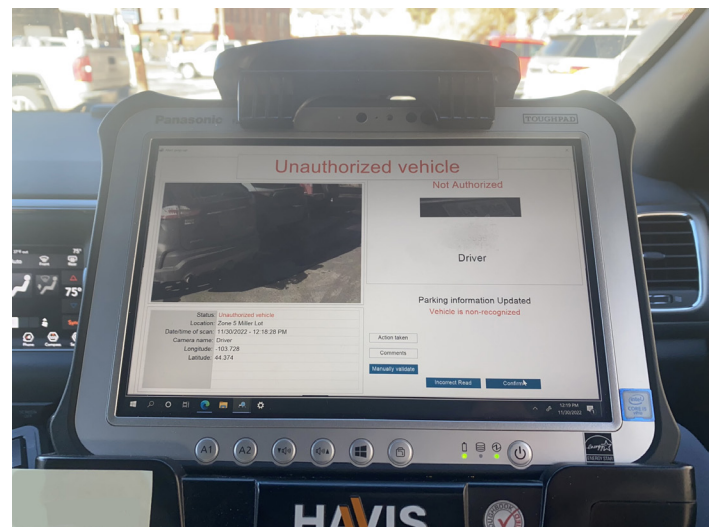
Parking enforcement is conducted by Community Service Officers using city vehicles equipped with mobile license plate recognition cameras. Vehicles drive regular routes through paid on-street and off-street parking areas and enforce a variety of violation types. The city of Deadwood currently has 26 different citation categories codified in its ordinance, ranging from an unpaid parking meter to detached trailer parking to parking in a handicap space illegally.

Parking tickets are written, printed, and issued in real-time.

Figure 3 on the left depicts the existing parking citation categories used.



Parkers using the Broadway Ramp pay by entering their license plates into the pay station after parking.



Community Service Officers use License Plate Reader (LPR) equipment, which scans license plates to determine if a parker has a valid session.

2 | EXISTING CONDITIONS



Deadwood Trolley Schedule		1	2
		Trolley	Trolleys
1	Deadwood Welcome Center	:00	:00 :30
2	Days of '76 Campground and Museum (Seasonal)	:03	:03 :33
3	Deadwood Lodge Convention Center	:08	:08 :38
4	Deadwood Station	:10	:10 :40
5	Cadillac Jack's	:12	:12 :42
6	Deadwood Welcome Center	:13	:13 :43
7	Mr. Wu's	:15	:15 :45
8	Brothel Museum	:17	:17 :47
9	Mustang Sally's	:18	:18 :48
10	Big Dipper	:19	:19 :49
11	Jacob's Gallery	:20	:20 :50
12	Franklin Hotel (Silverado)	:21	:21 :51
13	VFW Deadwood Mountain Grand	:23	:23 :53
14	Adams Museum	:24	:24 :54
15	Sherman Street Parking Lot	:26	:26 :56
16	Deadwood Miners	:27	:27 :57
17	Super 8 Lodge	:29	:29 :59
18	Deadwood Gulch Resort & Gaming	:31	:31 :01
19	Black Hills Inn and Suites	:34	:34
20	Thunder Cove Inn	:38	:38 :03
21	Whistler's Gulch Campground (Seasonal)	:40	:40 :05
22	Comfort Inn	:42	:42 :07
23	Super 8 Lodge	:43	:43 :08
24	Cedar Wood Inn	:44	:44 :09
25	Sherman Street & Harrison Street	:45	:45 :10
26	Sherman Street & Deadwood Street	:47	:47 :12
27	KOA Campground (Seasonal)		:15
28	Upper Main Gateway	:48	:48 :18
29	Gold Country Inn	:49	:49 :20
30	Silverado	:51	:51 :21
31	Holiday Inn Express, Saloon #10	:54	:54 :24
32	Bullock Hotel	:56	:56 :26
33	Mineral Palace	:57	:57 :27
34	Tin Lizzies Hampton Inn	:58	:58 :28

The Deadwood Trolley facilitates visitor travel between Deadwood destinations, shops, and hotels. The current trolley schedule is shown above.

Supporting Mobility

The city of Deadwood Department of Parking and Transportation operates a transit service called “Deadwood Trolley” serving stops within the city, including hotels and casinos. A ride costs \$2.00. The service operates on a winter schedule October 17 – May 25, and a summer schedule May 26 – October 16. Up to three trolleys are operated daily Monday to Sunday depending on the season and day of the week. The peak season schedule is Sunday to Thursday 8:00 a.m. – midnight, and Friday to Saturday 8:00 a.m. – 2:00 a.m. The winter schedule is Sunday to Thursday 10:00 a.m. – 10:00 pm and Friday to Saturday 8:00 a.m. – 2:00 p.m. Three trolleys are operated on Fridays and Saturdays during the peak summer season.

Parking System Finances

The parking fund had a net operating income of over \$550,000 in 2022, and the NOI has ranged from a low of \$247,644.18 in 2015 to \$553,446.77 in 2022. Growth in NOI can primarily be attributed to a growth in revenue. Revenue in 2021 (\$1,336,905.73) and 2022 (\$1,231,924.25) was nearly double what it was just eight years ago in 2015, likely a result of the increasing popularity of Deadwood as an event and visitor destination. Expenses have remained relatively flat since 2016. NOI increased by over 60% from 2020 to 2022. Note that this does not account for Capital Improvement Project costs.

Figure 4 depicts the parking system’s revenue and expense summary since 2015.

Figure 5 depicts the parking system net operating income (revenues – expenses) summary since 2015.

In addition to the operating income picture summarized above, the parking fund has approximately \$850,000 in reserves. Debt used to fund construction of the Broadway Ramp has been paid off, so there is no outstanding debt on the parking system.

A more detailed financial report is included in the technical appendix.

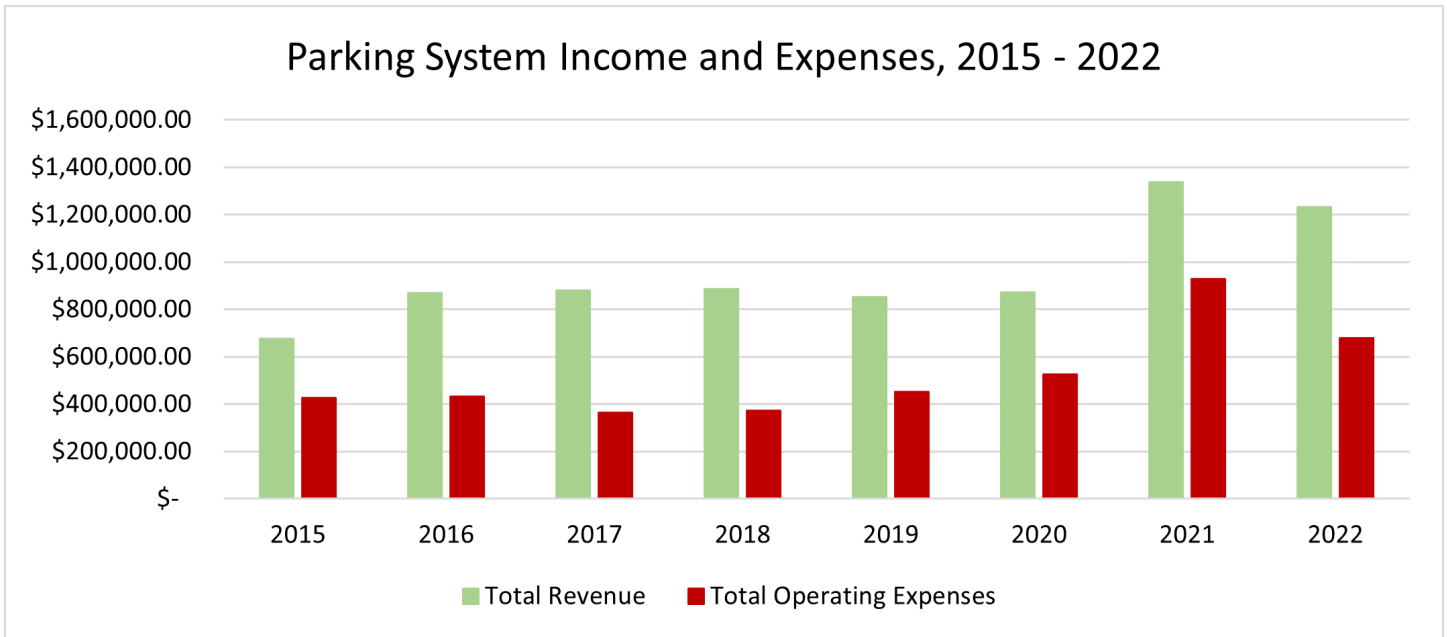


Figure 4: Parking System Revenue and Expense Summary

Source: City of Deadwood, Walker Consultants, 2023

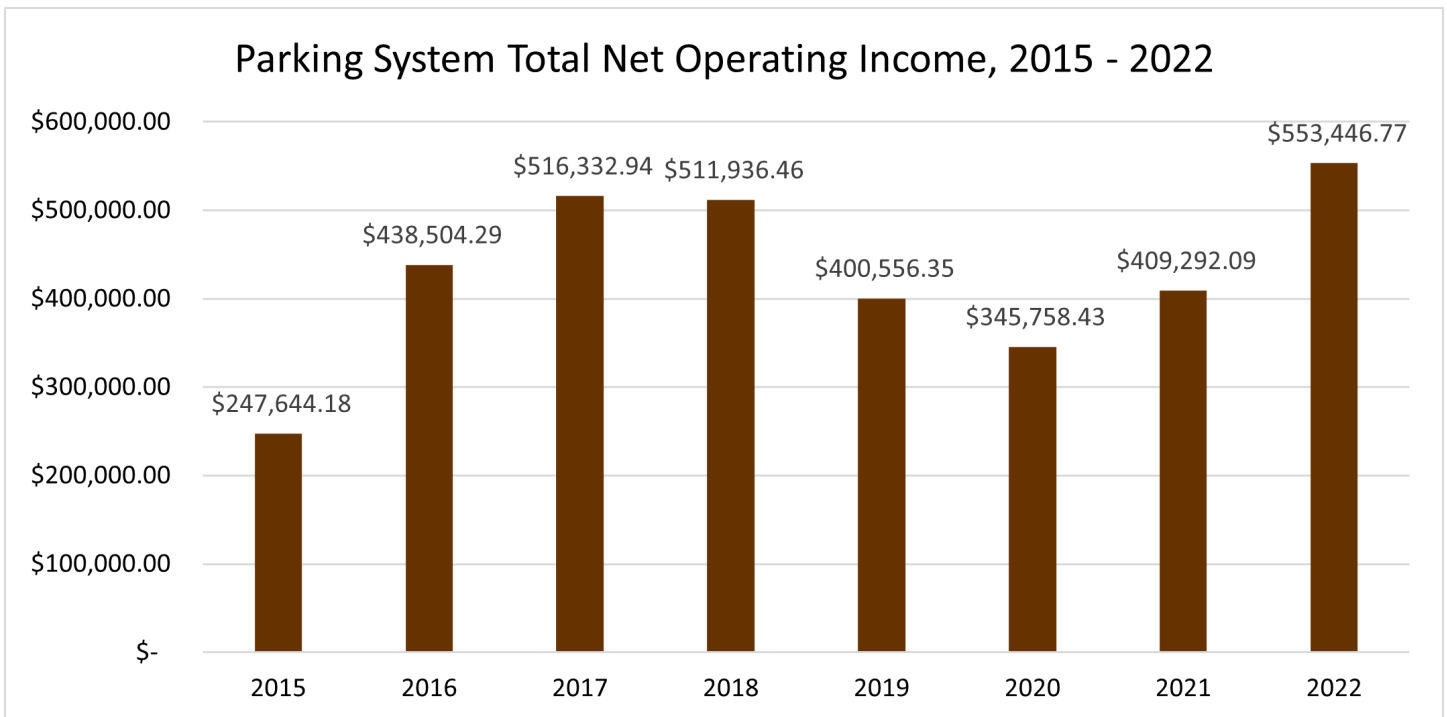


Figure 5: Parking System Net Operating Income Summary

Source: City of Deadwood, Walker Consultants, 2023

PARKING MANAGEMENT PLAN

3 | STAKEHOLDER ENGAGEMENT

Introduction

Public and community engagement was essential to the development of the PMP for the city of Deadwood. The input received helped guide specific strategies and fostered responsive solutions to better reflect the overall parking and mobility vision for downtown Deadwood. The outreach and collaboration for this project relied heavily on technology, with the use of both an online survey and virtual meetings with key stakeholder groups. Engagement was conducted in the first quarter of 2023.

The reach of the online public survey was expanded through targeted campaigns by the Deadwood Chamber of Commerce and various community groups to garner feedback from visitors, as well as residents, employees, and business owners about the challenges and successes of the public parking system. In total, the survey received 1,317 responses.

In addition to the public survey, the project team met with identified stakeholders from several organizations and agencies in January and February of 2023. Drawing on their own experiences, as well as the feedback from the members of their respective organizations, stakeholders discussed what is and is not working about the parking and transportation systems in Deadwood, as well as what they would like to see change and what those changes may look like. The participating organizations and agencies included:

- Planning and Zoning Commission
- City Commission
- Days of 76 Rodeo
- Business Improvement Districts
- Deadwood Historic Society
- Historic Preservation Society
- Main Street Initiative

- Deadwood Gaming Association
- Outlaw Square

The findings and results of the electronic survey and listening sessions are summarized below. A detailed description of the survey and listening sessions is included in the technical appendix.

Public Survey

As noted above, an online survey was launched in late January 2023 and closed in early March 2023. **A total of 1,317 responses were received on the survey, including from 364 residents, 228 employees, 40 business owners, and 685 visitors.**

Summarized below are some of the primary key takeaways from survey responses, categorized by parking user type.

- **Employee Parking:** Many respondents were not aware of the city's employee permit parking program. Respondents expressed concerns over permit prices, and that permits do not guarantee a place to park, especially an issue during busy periods. Many employees expressed concern over safety when accessing parking facilities, and the desire for a free and designated employee parking option, even if it included shuttling to and from a parking facility further away.
- **Resident Parking:** Resident concerns cited included the impact of special event parking demand on residential streets, and concerns with paid parking, particularly during non-peak times of the year.
- **Event/Visitor Parking:** Visitor parking, particularly during busy events, has a significant impact on Deadwood residents, employees, and business owners, and all aspects of the city as a whole. Events bring safety concerns and congestion as vehicles hunt for open spaces, as well as on-street

parking pressure along residential streets adjacent to Historic Main Street. Results suggest more information needs to be provided to visitors ahead of time about parking and mobility options, special attention should be paid to parking trailers and oversize vehicles, technology and signage should be leveraged to direct visitors to open spaces, and more reliance should be placed on off-site parking options and shuttling to ease pressure in Historic Deadwood.

Visitors: Key Survey Takeaways

Tourism is a major industry in Deadwood, with the busiest time of year occurring in the summer and early fall. August is especially busy due to Kool Deadwood Nites, a weeklong event featuring a car show and free concerts. When asked why they visited Deadwood, most visitors indicated eating and drinking, entertainment, and gaming as their primary purpose. However, visiting Deadwood and attending events like Kool Deadwood Nites, the Sturgis Rally, Days of '76, and Wild Bill Days also means interacting with the parking and transportation systems. Summarized below are some of the key takeaways from the visitor survey.

Experience with Pay Stations and App

- Trouble with the app working and problems with using the kiosks were common complaints
- Visitors also noted a need for better signage both at the lot/kiosk and on the app identifying the name/location of the facility
- Some noted that they do not have a smart phone or preferred to use cash or pay at a staffed booth instead of at the pay stations.
- The need for more ADA parking was also a repeated concern

How Parking Compares to Other Communities

- A need for larger parking spots for trucks and SUVs
- Dislike about the long walking distances from the parking lots to the downtown

- The need for more parking, including ADA parking and trailer parking
- Improving shuttle service and providing remote lots
- Lack of hotel parking
- Better signage and wayfinding

Experience with Trailer Parking

- Visitors choose to leave their trailers at their campgrounds, at the hotel or Airbnb, outside of town, or some other location
- The long walking distance between parking and destination is problematic
- No designated trailer parking meant they parked over multiple regular spaces on-street or at the visitor center



Multi-space meter for a surface parking lot. Payment technologies can be confusing for new Deadwood visitors.

3 | STAKEHOLDER ENGAGEMENT

Miscellaneous Concerns and Comments

- Provide a more local shuttle making stops up and down Main Street only
- Increase number of stops/routes
- Provide better information about the availability of the service
- Better communication of the parking options through signage and branding
- Provide more motorcycle and trailer parking
- Build another parking garage



RV parking is allowed at the Welcome Center, but can lead to long walk to downtown destinations.

Residents, Business Owners, and Employees: Key Survey Takeaways

While tourists to the historic downtown may only visit for a few days or maybe a few times a year, residents, employees, and business owners interact with the parking and transportation systems daily. The city has already implemented additional programs and policies targeted at this user group with the goal of facilitating a seamless encounter. However, with the successful promotion of the tourism industry, the competition for the already limited parking resources is growing. Through their responses to the electronic survey, residents, employees, and business owners provided insight into their experiences with, knowledge of, and vision for parking in downtown Deadwood. Some of the highlights are as follows:



Sign indicating no RV parking allowed on the street.

Experience with the Employee Parking Permit

- About half of respondents were familiar with the employee parking program
- The cost of the permit is considered too high for too little benefit
- The permit does not guarantee a parking spot and the lot is too far away
- Staff are often no-shows because of lack of parking
- Some may be interested in parking further away if a shuttle was provided
- Safety of walking to the car at night, especially with money, is a concern

How Parking Compares to Other Communities

- Overwhelmingly consider parking more difficult in Deadwood compared to other cities
- The lack of available trailer parking
- Kiosk and app failures
- Requests for free or discounted employee parking
- Recommendations to provide satellite parking with more shuttle service during events



There is potential to leverage the trolley to better serve employees' needs.



Example of existing on-street ADA spaces. Respondents say there is a need for more ADA parking.



Signage is a key component of any parking operation, but is even more essential for towns with high seasonal visitor counts and events.

3 | STAKEHOLDER ENGAGEMENT



Employees have difficulty finding available parking during popular events in the peak season.



Events on Main Street are fantastic to be part of, but sometimes are difficult to access due to limited parking and other transportation and mobility options.

Performance Managing Parking

- Dedicated employee parking is needed
- Employees don't want to pay to park
- Close parking during events for employees is impossible
- Residents shouldn't have to pay for parking
- How do you protect residential areas from visitors, campers, and trailers

Impact of Special Events

- There is a need for dedicated trailer parking and designated employee parking
- Too many parking lots and streets are closed to accommodate demand
- The safety of both pedestrians and vehicles is a concern as more cars parking on the side of the road and people walk into town
- There is a need to develop satellite parking and shuttle employees and/or visitors into town
- Opportunity to expand taxi services and/or allow TNCs (transportation network companies), especially during events

Access and Parking

- Do not allow extended cab/bed trucks in ramp
- There is also a concern that a lack of parking is deterring both locals and tourists, as well as employees
- Partner with Lead during events to shuttle visitors so more close-in parking is available
- People do not want to walk very far
- Use the baseball fields for parking
- Most employees travel from nearby cities to work, and some people feel vulnerable at night and during busy events

Listening Sessions with Key Stakeholders

Through targeted listening sessions with stakeholders in the community, several themes about parking and transportation in downtown Deadwood emerged. These often-repeated challenges, concerns, observations, and recommended changes are summarized below.

Parking for trailers, RVs, and even tractor trailers is becoming increasingly challenging. There is no designated lot for these vehicles. They take up multiple regular sized spaces, often park illegally on the street or the wrong lot. The city has started ticketing for overnight parking, but a more formal reservation program would be helpful. The question is where to locate the lot, in town or more remote. Visitors worry about the security of their vehicles and/or want easy access to their contents at all times.

The multi-space meters and mobile app were mentioned as an area of concern. Deadwood attracts relatively older visitors than other communities, and many visitors are unfamiliar with parking payment technology and paid parking in general. Additionally, people struggle with being able to see the screen on the kiosk, finding the kiosks, getting cell signal to use the app, etc. Stakeholders noted some visitors' reticence about the security of using credits cards at the kiosks, receive complaints about getting double charged, and even internal issues with malfunctioning machines, LPR enforcement cameras not working, and credit card fees. The single space meters were preferable to the kiosks. Stakeholders were open to a parking ambassador program helping people use the machines, increasing the number of kiosks for convenience, and adding text to pay as an alternative method of payment.

Communication is vital. This includes improving wayfinding and signage in and around town, posting information online about where and when they can find parking, and how to use the kiosks. More materials about the trolley service also need to be posted online. Currently, a city employee sends out a

group chat alerting businesses that the garage is full and to redirect parkers. Listening session attendees wondered if this information could be automated and be made available online.

The city needs a better way to accommodate employee parking. The employee permit program works for those aware of the program, but many are unaware. There is usually parking available in the Sherman Lot for permit holders, it's just not the preferred parking location. Additionally, employees are necessary to serve visitors and do not want to pay to park and work. When parking is free around the holidays, employees park in the most convenient spaces, displacing customers. One option may be to provide free or reduced cost employee parking in a remote lot and offer shuttle service. The shuttle would need to operate until 2 am to make sure employees can get to their vehicles.

Trolley service needs to be improved and expanded to maximize all available parking facilities. Consider extending service to Lead, Spearfish, or even Sturgis. Stakeholders wish that Deadwood considers a more express route, with bidirectional travel. As an ecosystem with constrained available land to use, Deadwood is similar to Western ski towns, many of which are connected to each other via a bus network to alleviate congestion and parking pains.

Stakeholders are split on whether there is enough parking to meet demand. During typical conditions, it is believed better management of the resource could maximize use of the existing supply; however, during events there is a shortage. As a result, visitors park everywhere, impinging on residential streets and blocking traffic on the main highway. This also raises safety concerns as pedestrians travel further along streets without sidewalks.

More detailed survey results are available in the technical appendix of this document.

PARKING MANAGEMENT PLAN






4 | CRITICAL NEEDS, ISSUES, & OPPORTUNITIES

Introduction

The project team performed a variety of tasks throughout the course of this parking study to review, assess, and evaluate current parking conditions and operations. This included system review and observation, stakeholder interviews, and a public survey.

The primary objective of these diagnostic activities is to identify the critical needs, issues, and opportunities that exist with access and parking in Deadwood. These needs, issues, and opportunities answer the question “what are we solving for?” That is, what items need to be addressed with new strategies, projects, and initiatives, described in more detail in Section 5: Parking Management Recommendations.

Identified needs, issues, and opportunities can be divided into one of five primary categories:

-  *Internal parking operations*
-  *Communications, marketing, and wayfinding*
-  *Technology*
-  *Parking management*
-  *Supporting mobility*

Key Takeaways

Key takeaways identified under each category are summarized below.

Internal Parking Operations

- The city needs written and codified internal procedures governing all aspects of parking operations.
- The city’s parking fund is financially healthy; revenues have grown, while expenses have

flattened, including the paying off outstanding debt from the Broadway Ramp.

Communications, Marketing, and Wayfinding

- Improving communications, marketing, and wayfinding is critical for enhancing the efficiency and customer service of the city’s parking system. Improvements are relatively easy and inexpensive; needs include:
 - Enhanced website resources and information.
 - Deliberate parking communication and marketing via the Chamber of Commerce, third-party, and travel outlets to ensure visitors know where and how to park even before they leave to come to Deadwood.
 - Real-time parking availability technology/information for system users.
 - Enhanced signage for drivers and pedestrians directing users to parking facilities, mobility resources, and key destinations.
 - Increased communication to the public about the parking operation, finances, and key performance metrics.

Technology

- Issues have been expressed with the functionality of the pay stations and mobile application.
- Strategies should be considered to increase the ease and convenience of payment collection, particular with new visitors during busy event times.

Parking Management

- Reimagined employee and resident parking programs are needed, including examining the viability of different types of permits (with different price points).

PARKING MANAGEMENT PLAN

5 | PARKING MANAGEMENT RECOMMENDATIONS

Introduction

Deadwood is a thriving and historic community, hosting a number of events throughout the year, particularly during the warmer months. Welcoming and accommodating visitors is a critical part of Deadwood's identity and a critical source of economic activity. The events can put significant pressure on the city's transportation and parking system, causing traffic congestion, spillover parking impacts into neighborhoods, and customer and city frustrations. During non-event periods, however, Deadwood has enough parking supply to meet overall demand.

Accommodating each and every vehicle that wants or needs to park in the core of Deadwood during a busy event is not possible, nor is it recommended. There is simply too much demand at times, and not enough space, especially given the city's historic built environment and geography. However, the city acknowledges the importance of providing a high-quality visitor experience and acknowledges that additional parking supply will likely be needed in the future. The timing, scope, and scale of this additional parking has not been finalized at this time. To this end, the technical appendix of this report summarizes the results of a feasibility assessment conducted on potential sites for a possible future parking ramp in Deadwood.

This Parking Management Plan focuses on optimizing the city's current parking system for the diverse set of users that wish to use the system.

Recommendations herein are provided to help the city implement deliberate operations and management strategies to promote use efficiency, customer service, and operations and management best practices within the city of Deadwood's parking system. Recommendations emphasize implementing deliberate and proactive parking policies, operations, and management strategies before committing to long-term capital investments like new parking supply.

The goals of any parking system are centered on providing an efficient and understandable parking experience to patrons and visitors. This outcome is accomplished through various parking policies that promote a positive customer experience while ensuring that supply is available for commercial and civic activity. Recommended strategies for the city of Deadwood incorporate the following key tenets:

- Prudent use of available parking technologies;
- Consistent but fair enforcement;
- Promotion of a range of parking and mobility choices to customers;
- Clear and understandable options, policies, signage, and wayfinding;
- Balancing the needs of visitors, residents, employees, and business owners; and
- Establishing a sustainable financial structure.

Management of the parking supply plays a key role in ensuring that visitors and patrons find parking quickly and efficiently while assisting in mitigation of undesirable outcomes, like employees occupying prime on-street parking all day long.

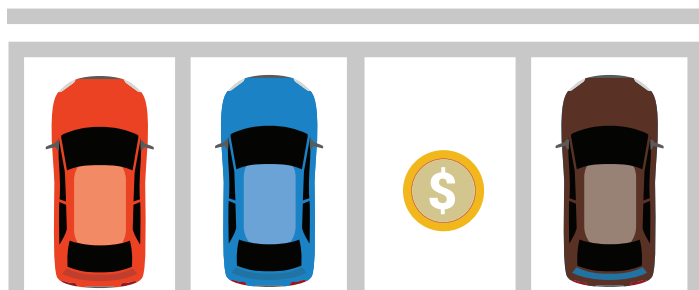
Parking Operations and Management Considerations

The following are critical considerations when operating and managing an on- and off-street parking system.

Basic Parking System Operations Tasks

There are a variety of functional tasks necessary in operating an on- and off-street parking operation. These include taking payment, controlling access into certain facilities, managing contracts and permits for use on- and off-street, encouraging compliance and conducting enforcement, maintaining and caring for physical assets, and collecting regular data to inform operational decisions and policies (data-driven performance management). These are the important elements that need to be considered when designing policies and operational strategies, as well as when procuring and utilizing technology.

Parking management includes maximizing availability and convenience for parking on the street. This can be ensured by charging to park in the most desirable locations.



On-Street vs. Off-Street Parking: Serving Customer Needs

From a demand management perspective, on-street parking spaces should serve high-turnover and short duration-of-stay patrons due to their visibility, convenience, and proximity to core destinations. On-street parking users include the following:

- Short-term parking (customers and visitors);
- Resident parking (in managed residential parking permit areas); and
- Passenger and goods pick-up/drop-off / loading/unloading.

Off-street facilities (surface lots and ramps) should be managed to meet a variety of short-term and long-term parking needs depending on their location and land use activity that they serve. Long-term parkers, unlike short-term, may be willing to accept longer walking distances as long as that walking experience is a reasonable distance and is comfortable and pleasant. Off-street parking users include the following:

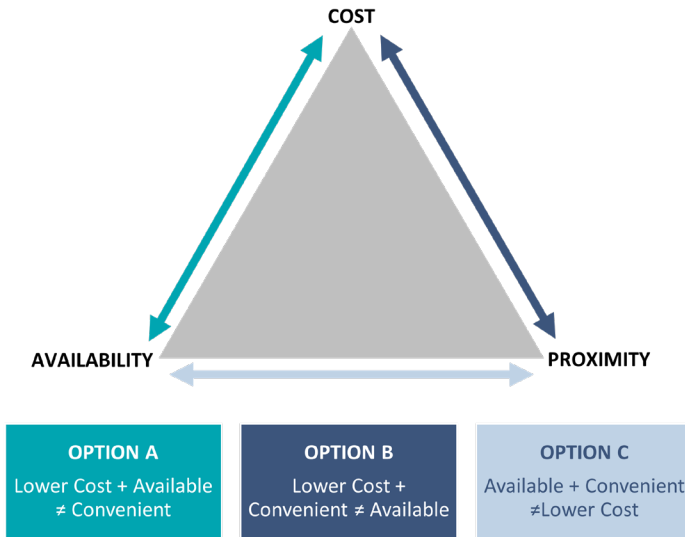
- (Monthly) contract/permit parkers: Reserved and unreserved (employees and residents);
- Hourly and daily transient (non-contract) parking;
- Validations;
- Hotel parking; and
- Event parking and advanced reservations.

Given the limited supply of on-street parking and its convenience for short-term parking uses, cities should employ strategies to discourage long-term parking on-street and promote the attractiveness of off-street facilities for long-term parkers.

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Figure 7: Parking Management Pyramid

Source: Walker Consultants, 2023



In a thriving area requiring deliberate parking management (like Deadwood during event periods), it is possible for customers to have two of these three criteria met, but it is not possible to have all three met at the same time.

Calibrating Parking System Finances

From a financial perspective, a parking system is ideally self-supporting through parking user fees. The concept is that those who do not use parking infrastructure should not be taxed through the general fund or other measures to pay for this service. By applying natural market forces which recognize the demand for parking, particularly curbside parking, a stream of revenue can be generated to fund planning, construction, operations/management, and maintenance. This is how the city of Deadwood has operated its parking system and it is intended this approach will continue.

Parking Supply Management

The success of any parking program is dependent on the effective enforcement of regulations for its respective on- and off-street parking systems. In setting parking rates, fees, and associated time limits, the logic is to control parking demand by pricing the most convenient and desirable parking higher than less convenient parking locations. This practice is best represented by the “parking triangle” of cost, availability, and proximity (convenience). (Figure 7)

Parking customers want the following when seeking parking:

1. They want it to be free;
2. They want it to be always available;
3. They want it to be convenient or proximate to their destination.

Following the laws of market economics, conveniently located facilities that have available spaces typically come at a premium price. Parking facilities that are low cost or free and consistently have available spaces are likely not conveniently located.

The facilities providing the highest degree of overall service should be priced the highest. Users are willing to pay for a high degree of service (i.e., conveniently-located parking and assurance that parking will be available) when they are confident the service will be delivered accordingly. Less convenient and






longer-term parking should be priced lower to promote longer-term parking in these areas. Even with off-street parking, the locations closest to key destinations should be priced higher than facilities on the periphery.

The same approach is taken by airlines, hotels, theaters, stadiums, and similar venues where premium seating is priced higher than less desirable seating locations. Like tickets to a baseball game or concert, where the value of a front row seat is far greater than one in the last row, a municipality could price its on-street and off-street parking assets in a similar fashion. Using this practice with parking encourages users to make a choice that best meets their needs, distributes demand accordingly (so as to not have all users demanding the same parking spaces) and thereby reduces circling in search of parking and customer frustration, encourages the turnover of the most convenient spaces, and promotes better overall availability of parking throughout the system. Specific to on-street parking, hourly rates should be set so that one or two spaces on each block are available at any given time. If parking is consistently 100% occupied, the hourly rate is likely too low (under typical non-event conditions).

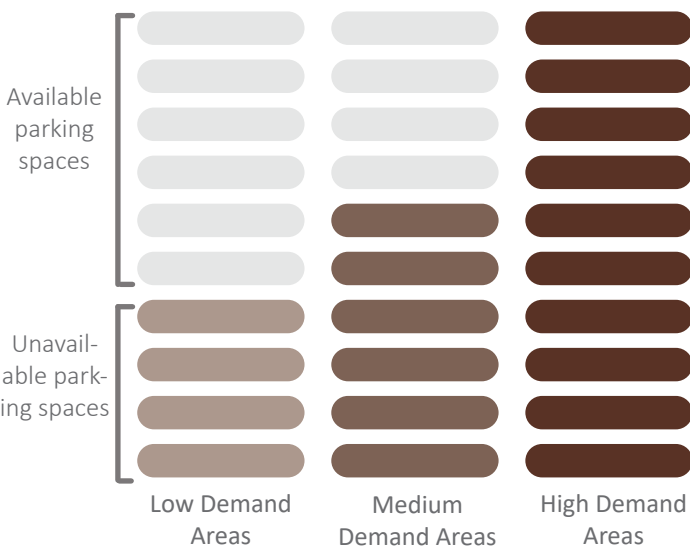
Parking Management Recommendations

This section provides detailed parking operations and management recommendations and considerations. There are a wide variety of policy, program, and infrastructure strategies that municipalities and parking operators can employ. Care was taken to present customized strategies most relevant to the city of Deadwood.

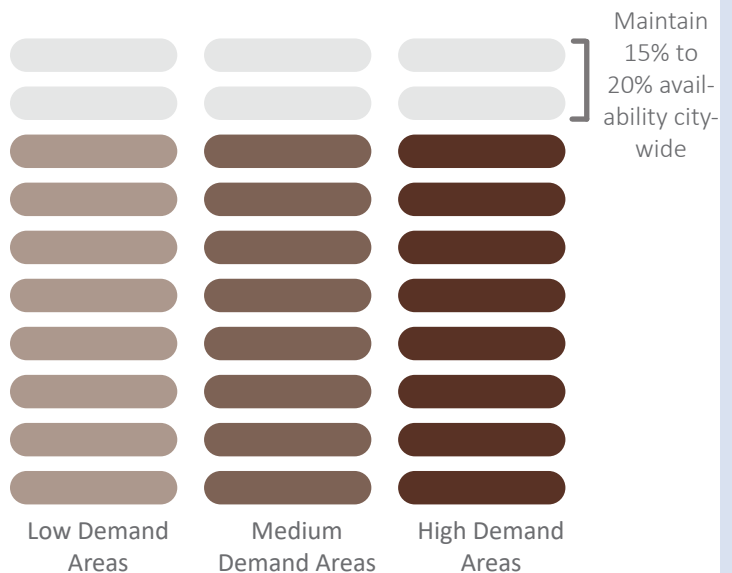
Recommendations provided herein are meant to address the specific needs, issues, and opportunities identified through the evaluation phases of this project. Recommendations are provided below according to the following categories:

-  *Internal parking operations*
-  *Communications, marketing, and wayfinding*
-  *Technology*
-  *Parking management*
-  *Supporting mobility*

Improper Charging



Proper Charging



Charging too much or too little can lead to unevenly distributed parking in a city, without enough turnover in high-demand areas.

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Internal Parking Operations

The following recommendations are meant to strengthen internal parking operations.

Recommendation: Investigate Use of Parking System Fund for Program Investment

The city of Deadwood parking fund currently has approximately \$850,000 in reserves. Significant annual surpluses and a healthy NOI present an opportunity to set aside funds for investments into the parking and transportation system. The Department of Parking and Transportation should investigate the use of funds to implement improvements identified and prioritized in this Parking Management Plan.

Recommendation: Implement a Sinking Fund for Broadway Ramp and Potential Future Parking Ramp

Parking facilities, especially parking structures, represent a significant capital investment, so it is necessary to maintain the facilities properly to optimize their useful life. Separate from routine maintenance, which is considered an operating expense, it is best practice for parking owners to set-aside funds on a regular basis to cover future structural maintenance and major equipment replacement costs. These longer-term, periodic expenses include items such as:

- Elevator replacement;
- Fire protection and storm drainage piping replacement;
- Lighting fixture replacement;
- Parking access and revenue control system (PARCS) replacement;
- Parking lot crack sealing, pothole repairs, resurfacing, etc.;
- Expansion joint replacements ;
- Repairing and/or replacing topping membranes;
- Routing and sealing of joints and cracks;

- Repair and/or replacement of expansion/ construction joints; and
- Major structural repairs to stairs, floors, columns, and beams.



The Broadway Ramp is the largest public parking facility in Deadwood.

The city should implement a sinking fund for the Broadway Ramp. Once plans for any potential future additional ramps are formalized, the city should implement a sinking fund for that facility as well. Best practice for parking owners is to annually set aside 0.5% to 1.0% of the original hard costs of constructing a parking facility in a sinking fund to cover these future repair and maintenance needs. Additionally, this set-aside amount should be increased over time to account for the effects of inflation. Once a sinking fund is established, contributions to this accumulate over time, and are available to cover structural maintenance and structural repairs.

This set-aside amount is not intended to be a predictor of actual capital repair expenses. However, it can provide a substantial fund to offset all or a portion of normal, periodic maintenance, repair, and replacement costs.

Recommendation: Develop and Adopt Written Job Descriptions, Policies, and Standard Operating Procedures

Clear job descriptions for every city parking employee are necessary to ensure that each role has a defined set of responsibilities, that employees in those roles are aware of their responsibilities, that responsibility for all functions performed by the Parking and Transportation Department are being addressed, and to be used as a measuring tool when evaluating employee performance. Job descriptions should be updated regularly as the function(s) of each position evolve within the department. Job descriptions should also detail educational and experience requirements, as well as expectations for ongoing training.

Clear day-to-day roles and responsibilities for each position within the department are necessary to ensure that all functions performed by the department are being addressed and that there is no unnecessary duplication or overlap of responsibilities. Written descriptions of roles and responsibilities are also helpful when it is necessary to evaluate which position(s) may be best suited to take on new or additional tasks or responsibility. Position roles and responsibilities should be updated regularly as the

functions performed by each position evolve over time.

In addition to employee job descriptions, written operating policies and procedures are important. These should be developed primarily as internal documentation of internal expectations. These serve as additional detail as to the “how” and “why” certain tasks and responsibilities are carried out, and are an extension of documented employee roles and responsibilities. The city should develop policies and standard operating procedures related to the following:

- Contract parking permitting and enforcement;
- Transient parking payment collection and enforcement;
- Residential permit parking permitting and enforcement;
- Accommodating parking validations;
- Employee professionalism and customer service;
- Accounting and reconciliation; and
- Performance management.

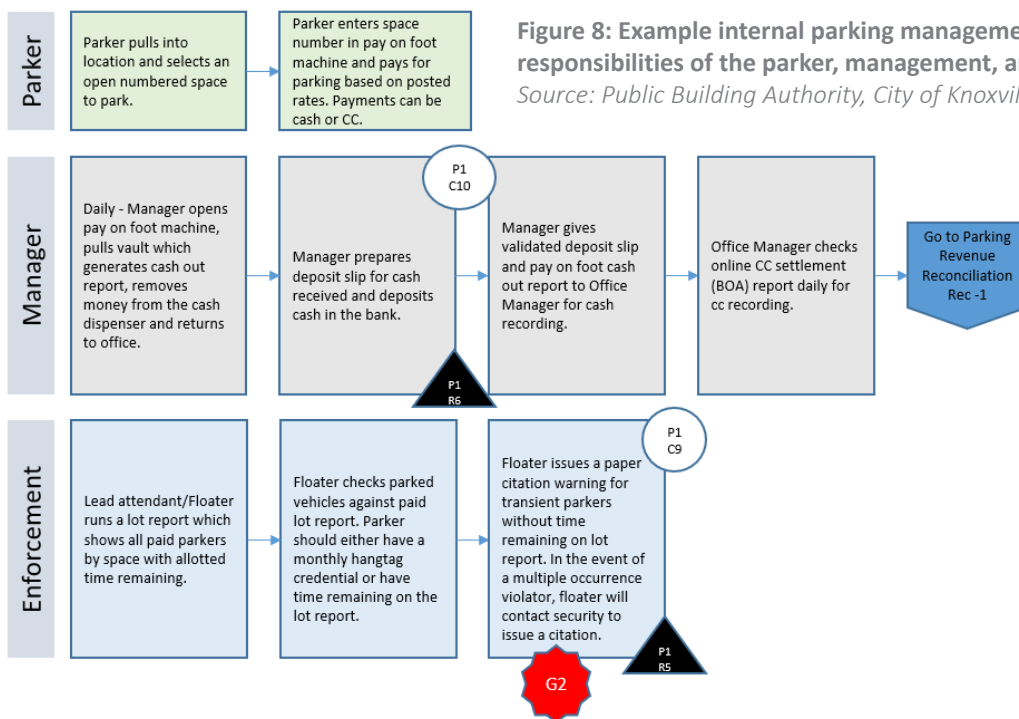


Figure 8: Example internal parking management flowchart delineating responsibilities of the parker, management, and enforcement staff

Source: Public Building Authority, City of Knoxville, 2023

5 | PARKING MANAGEMENT RECOMMENDATIONS

Communications, Marketing, and Wayfinding

The following recommendations are meant to promote user comfort and convenience when accessing and navigating the city's parking system.

Recommendation: Conduct Inventory of Existing Signs and Take Appropriate Action

There are a variety of signs and sign types in use throughout downtown Deadwood, including parking-related signage. Too many signs can add visual clutter to an area and create confusion for visitors. The use of color and messaging across current signs is inconsistent. For example, some parking signs are blue, and some are green. Some say "pay-app-parking," and some use the term "pay-by-cell parking" to refer to mobile payment functionality. Signs should provide simplified information with consistent messaging.

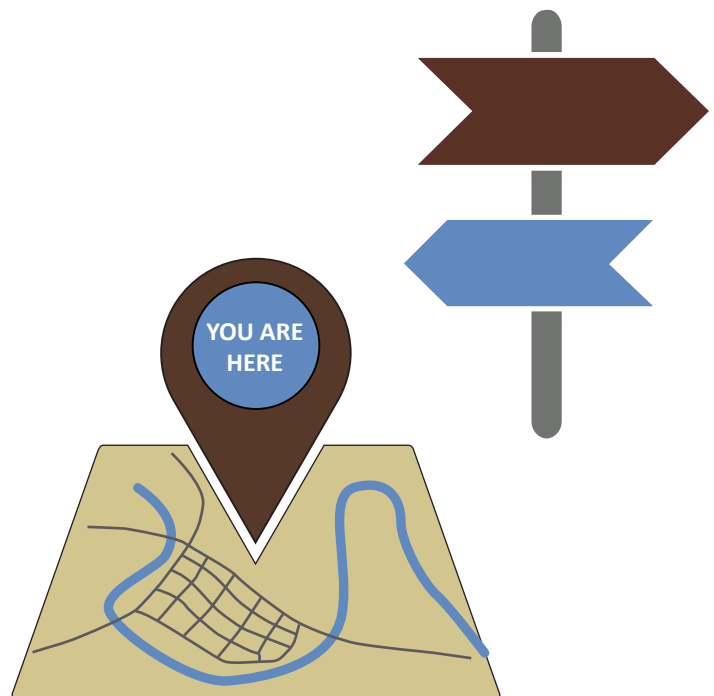
The city should document and inventory all non-regulatory signage to create an organized comprehensive approach to signage and wayfinding. Address outdated signage, inconsistent signage, and remove defunct business signs, extraneous poles and supports. The goal is to remove sign clutter and visual "noise."

Recommendation: Apply Unified City of Deadwood Brand to All Downtown Parking System Signage

Current signage is not consistent with the use of the iconic city of Deadwood brand identity. Signs need to be designed and integrated to establish one unified, consistent, and recognizable parking system which provides a sense of place. This can be done by incorporating the city logo and branding elements into each sign within the sign system. This same branding should be used throughout all signs, print, and digital materials that the city of Deadwood distributes related to its parking system. This creates brand recognition and trust among customers.



Wayfinding signs in Sylvania, PA includes city logo, consistent city-branded color scheme, large fonts, and directional arrows.





There are both pedestrian-oriented and vehicle-oriented wayfinding signs in the River Arts District of Asheville, NC. All signs in the District share the same font type, color scheme, and distinct circular gear at the top. Signs for vehicles have larger font and fewer words.

Components of successful vehicle parking signage

1. Consistency of signs across system
2. Limited bright, distinct colors
3. Large fonts with limited text
4. Prominent “P” symbol and directional arrows
5. Reflective font or lit-up for nighttime visibility
6. Distinguishes facility name
7. Clear visibility from street without obstructions



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Recommendation: Develop and Implement Consistent Terminology and Design for Parking Payment Signage

Consider adopting the messaging “pay-to-park” and the information “Vehicle License Plate Required” for parking payment signage in on-street and ungated off-street parking areas. Note that all paid parking in Deadwood is enforced with mobile license plate recognition cameras and thus requires customers to enter their license plate upon parking and prior to paying for parking. All payment options should be listed on the signage. In the case of Deadwood, options include paying at multi-space meter pay stations or on the IPS Park Smarter mobile app.

An example of the recommended parking payment signage is included below, from Sarasota, Florida.



Note that the text below the pay station which reads “Enter License Plate for 10 Min. Free” should be replaced by “Coin and Credit Card Accepted at Meter Station.” This plan is not recommending the first 10 minutes free in Deadwood.



Signs in and around Estes Park’s public parking lots identify seasonal paid parking requirements, payment options, and pay station location.

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Recommendation: Design and Install Identification Signs for All Public Parking Facilities

To help visitors identify where they have parked for improved downtown wayfinding, the city should design and install identification signage for all public parking facilities. Each sign should have the same consistent look for each parking facility. This includes the name of the facility and communicates “public parking” or the commonly known “P” (typically a white “P” on top of a blue circle background) to help identify parking locations. Examples of appropriate parking identification signs are included below and on the left.



The images above and to the left exemplify good signage which indicates public ownership, the facility name, and/or designated user groups.

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Recommendation: Install Pedestrian Directional and Informational Signage at Key Locations

Everyone is a pedestrian at some point in their journey, particularly in a place like Historic Deadwood that is so walkable and relatively compact. The city should identify locations near exits to public parking facilities, hotels, and trolley stops that are along important pedestrian routes. The city should provide “you are here” maps and wayfinding tools to help guide visitors to various destinations in the downtown. Include public parking facility names on all pedestrian directional signs and maps. All signage should be consistent with the city’s messaging and brand. Physical maps should be consistent with maps used online across all platforms. Critical locations for consideration may include Wall Street and Main Street, Pine Street and Pioneer Way, and Outlaw Square.



Pedestrian wayfinding sign showing direction and distance to destination.



Pedestrian wayfinding sign in Bethlehem, PA includes map and number of blocks to destination. The Moravian District neighborhood branding is featured on the signpost.

PARKING MANAGEMENT PLAN



Pedestrian wayfinding map includes important destinations around Nashville, TN.



Wayfinding sign in Racine, WI which includes walking distance in minutes.



Map found in brochures of Portland, ME highlight parking locations to assist visitors navigating the congested downtown.

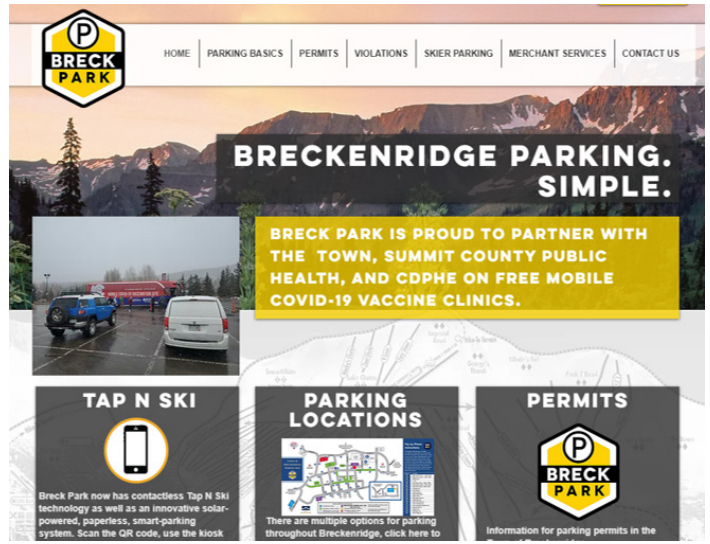
5 | PARKING MANAGEMENT RECOMMENDATIONS

Recommendation: Update the City Website Related to Parking and Transportation

In addition to consulting web and app-based sources for restaurant recommendations and points of interest, people visiting a city for the first time will also often look to similar resources for parking information. Providing easily accessible and clear parking information can greatly reduce the stress experienced by first-time or infrequent visitors to a city.

The current city parking website has good resources about parking facilities, how to pay to park, and parking and transportation-related forms and documents. The city should provide a clear and branded parking map that shows where public parking is available, and provides information on rates, and rules and regulations. Parking availability information could be integrated into a web platform as this technology becomes available. Information should be added to the city's website related to residential and employee parking permits, loading permits, horse drawn vehicle permits, and vending permits. The website should be mobile-compatible, and the city should consider working with the Deadwood Chamber of Commerce to develop a mobile app providing visitor and parking information about Deadwood. Breckenridge and Estes Park in Colorado provide two examples of busy tourist communities with seasonal traffic that provide excellent web-based parking resources.

CITY OF DEADWOOD



Breckenridge Park has simple website design with links to parking app, map, and permit registration.



Estes Park, CO distributes public parking maps with link to parking website.

Recommendation: Develop and Launch an Ongoing Parking-Related Communications and Marketing Campaign

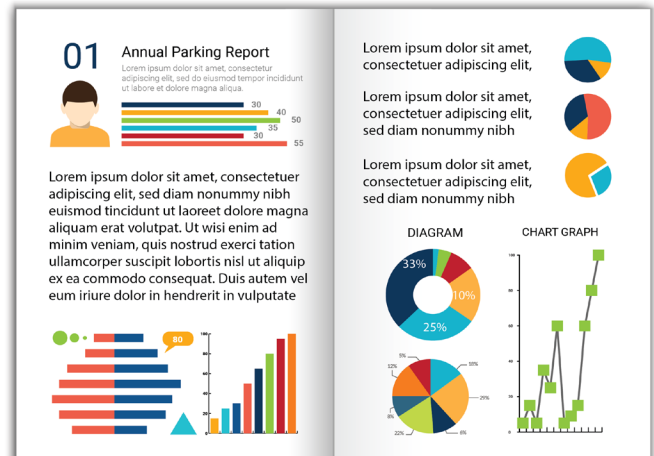
Many of the frustrations and challenges around parking stem from users not knowing where to park or what the rules and regulations are. In many cases, users are not able to discern public parking resources from private or reserved parking resources. These issues are particularly pronounced for first time or infrequent visitors to a particular community, as is often the case with visitors to Deadwood.

The Department of Parking and Transportation should develop and release an education and promotion campaign around where to park, how to park and pay, why paid and managed parking is important, and about payment system security (security of mobile app and kiosk payments was of particular concern to a number of stakeholders throughout the stakeholder engagement process). Communications should come in the form of flyers, social media, website, advertisements, and videos. The city of Deadwood should leverage and expand upon content it already has created. The city should work with the Chamber, hotels, event promoters, gaming outlets, travel magazines and brochures, and others to distribute information to prospective visitors and those booking trips to Deadwood.

The primary goal should be that visitors, *before* coming to Deadwood, should understand the parking system constraints, particularly during events, and should know where parking is located, how to pay, how much it will cost, where overflow parking is, and about alternate and/or remote (i.e., outside of Deadwood) parking and travel options to connect to the core of the city.

Recommendation: Publish Annual Parking System Report

Communications and transparency are an important part of cultivating a good relationship between any public entity and its constituents. Parking is expensive to build, operate, and maintain. Due to its geography, the city of Deadwood has a limited amount of space and is committed to maintaining its historic quality, built environment, and natural aesthetic. As a result, parking supply is and will remain limited. There is simply no feasible way to build enough parking to satisfy all of the peak demand. Charging for parking is critical to operating and maintaining the public parking system for businesses, employees, residents, and visitors, for generating necessary revenue, and for deterring abuse of the parking system by generating turnover of spaces.



To this end, the Department of Parking and Transportation should develop and publish an annual parking system report that details accomplishments throughout the year, and reports on performance metrics including use of facilities, revenues, and expenses. The report should discuss plans for the upcoming year and work to communicate what the Department does, why it does what it does, how money flows through the system, and how the managed parking system benefits the community and region, and visitors as a whole.

5 | PARKING MANAGEMENT RECOMMENDATIONS

Technology

The following recommendations favor implementing technologies that are easy to use and to manage.

Recommendation: Procure Permit Management System to Supplement On-Street and Off-Street Enforcement

The city of Deadwood currently maintains an industry best practice-based approach of pay-by-plate parking enforced with mobile license plate recognition cameras. The city should implement/procure a virtual permit management system (VPMS) to supplement current management of on-street and off-street parkers. All permitted parkers should be migrated to a virtual permit, with license plates on file with the city as the specific parking credential for each parker. The current mobile LPR system, in conjunction with this VPMS, can be used to enforce all on-street and off-street parking areas, including the Broadway Ramp (under its current ungated pay-by-plate approach). An overhauled employee permit program and residential parking permit program (as recommended below) would be managed with the mobile LPR and VPMS. Assuming it is pleased with the ongoing service provided by IPS Group, Inc., the city of Deadwood should first contact IPS to determine if IPS has a feasible VPMS integration with the mobile LPR and service package provided to the city.

Recommendation: Implement Gated PARCS at Broadway Ramp

This plan recommends that the city of Deadwood consider implementing a gated parking access and revenue control system (PARCS) at the Broadway Ramp, instead of the existing ungated system. The remainder of the city's parking system can continue to be operated without gates, using the multi-space meters and mobile app to accept payments and the mobile LPR to conduct enforcement. There are several specific advantages of a gated PARCS approach that would work to improve parking at the Broadway Ramp, including:

- **Traditional approach:** Gated PARCS is the traditional and typical approach to taking payment at off-street parking facilities. Parking users who have visited other communities are likely accustomed to this approach and how it works. The existing approach utilizing a multi-space pay station to collect payment is typical in on-street parking and surface lot environments, but not as typical in parking ramps.

Under the gated PARCS approach, transient users would pull a ticket upon entry and pay with a credit card at the exit station, or with cash or credit card at a pay-on-foot machine. Pay-on-foot machines are not required, and the system could



Gated PARCS being installed at Mt. Rushmore ramp.

PARKING MANAGEMENT PLAN

be set to accept payment at the exit station only. Contract parkers would scan a prox card to enter and exit.

- **No Active Enforcement Necessary:** With a gated PARCS, no active enforcement by city staff is necessary. The gates are the enforcement mechanism. This will allow enforcement staff to focus their attention elsewhere. However, an attendant could be added during busy times to help customers in and out of the ramp.
- **Data:** Data collection is critical for successful parking operations. The gated PARCS will collect data on parking entries and exits, utilization by monthly contract and transient parkers, and payment information. Valuable information like parking occupancy, length of stay, and tickets by rate can allow for a data-driven approach to parking operations. Additionally, data pulled from the PARCS in real-time can be displayed on

digital message signage and other customer-facing sources, so users know the real-time availability of spaces in the ramp, and when the space may be “full” for all parkers or certain types of parkers (e.g., non-contract parkers).

- **Parking Space Management:** With a gated PARCS, the ramp can be closely monitored and managed. Gates can be set to prohibit access for additional transient (non-contract) parkers after a certain number has been reached, to protect and preserve spaces for contract parkers.
- **Event Parking:** With a gated PARCS, event parking can be done through advanced reservations, and/or pay-on-entry. Those purchasing advanced reservations would scan a QR code on their mobile phone to get into the ramp. The gates can be raised after the event is over, if desired, to streamline exiting.



Gated PARCS in a Culver City, CA ramp.

5 | PARKING MANAGEMENT RECOMMENDATIONS

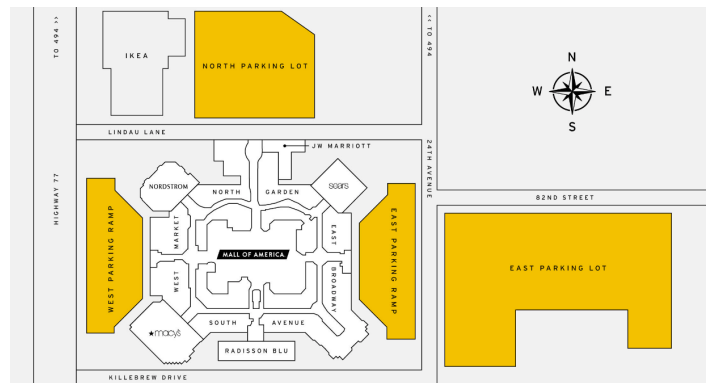
- Validations:** Validations are straightforward in a gated PARCS environment (without gates, validations must be done through mobile and/or manual means). Users seeking validations would enter the garage, pull a ticket like other parkers, make their visit, and receive a printed bar code validation at the validating business, which would be scanned at the exit station to exit. Other ways include electronic validations where the validating business could have a validator portal that they would validate on the spot the customer's parking ticket. This ticket would be used to exit at the validated rate. Validations by text are possible as well.

Gated PARCS systems are typically \$30,000 - \$35,000 per lane for entry/exit equipment, and \$25,000 - \$40,000 for optional pay-on-foot machines. Depending on requirements, this type of system may need to be procured through an open bid process, which requires development of technical specifications, construction drawings, and a formal request for proposals. The lifespan of gated PARCS is approximately 10 years or more.

Below: Real-time parking availability shown on Mall of America's website, alongside a parking map (right). [Real time availability info available on the MOA website.](#)

Recommendation: Implement Technology to Extract and Communicate Real-Time Parking Availability

Providing information to customers searching for parking is an effective way to reduce traffic congestion associated with vehicles circling for parking and improve customer service. The city should consider implementing technology at all public off-street facilities to monitor facility space occupancy and availability. The most straightforward technology at surface parking lots are stationary mounted cameras. These can be particularly effective at facilities that have clear lines of sight to all facility parking spaces, such as surface parking lots. Camera vendors can provide the physical hardware, backend platforms that aggregate data for use, and application programming interfaces (APIs) to integrate camera counting data with other platforms. Camera technology can also help understand parking length of stay and assist in enforcement efforts as desired.



PARKING RAMPS

OPEN

WEST PARKING RAMP	25%	38%
LEVEL 1	50%	50%
LEVEL 2	29%	34%
LEVEL 3	31%	34%
LEVEL 4	52%	39%
LEVEL 5	17%	17%
LEVEL 6	3%	0%
LEVEL 7	CLOSED	

WEST RAMP DIRECTIONS

OPEN

EAST PARKING RAMP	19%	33%
LEVEL 1	40%	29%
LEVEL 2	29%	20%
LEVEL 3	19%	50%
LEVEL 4	34%	46%
LEVEL 5	10%	17%
LEVEL 6	6%	17%
LEVEL 7	CLOSED	

EAST RAMP DIRECTIONS

Once extracted, information could be pushed in real (or near-real)-time to the city's website and any mobile applications developed (via application programming interface (API) integrations). The city should create a real-time parking availability feature on its website to house information. Online and app-based resources for real-time parking availability information should be promoted and advertised so users look to these resources when making their trip to Deadwood.

Counting will be more challenging at the Broadway Ramp as it currently does not have physical access control gates and sight lines are more difficult in a parking ramp environment. Stationary cameras are not typically feasible for counting purposes in parking ramps like they are in open surface parking lots. Mounted sensors or in-ground inductive loops can be used to track parking utilization (and thus space availability) in parking ramp environments. The city may be able to pull active paid sessions from the IPS pay station(s) within the ramp as a source of information on current ramp occupancy levels.



Stationary cameras mounted above a surface lot can detect space availability.

Source: Indect

Recommendation: Take Steps to Improve the Customer Parking Payment Experience

Several Deadwood stakeholders have expressed frustrations with using the multi-space pay stations and the mobile payment application in Deadwood. Frustrations include WiFi challenges, glitches causing overcharging, difficulty seeing the pay station screen, and others. Parking technology and equipment should be a tool and asset for the city and its parking customers, not a frustration. To that end, the city should implement the following strategies to improve the customer payment collection experience:

- Introduce QR code and text-to-pay with the IPS Park Smarter app. QR codes should send users to download the app, not to make payment, as there are security concerns with QR codes.
- Conduct regular multi-space pay station testing to ensure functionality.
- Consider WiFi boosters in strategic areas to facilitate mobile payment.
- Provide additional multi-space pay stations at busy facilities.
- Provide sheltered and designated areas at pay station areas.
- Consider using staff with handhelds to supplement pay station and mobile app payment collection during busy times.
- Place on-site staff ambassadors at surface lots and in ramp at busy times to help with payment. More information on this is included below.
- Work with Vigilant and Verizon to ensure optimal mobile license plate recognition functionality. Ensure that data is prioritized over voice capabilities with provider Verizon.

5 | PARKING MANAGEMENT RECOMMENDATIONS

Parking Management Recommendations



The following recommendations are related to parking policies and management.

Recommendation: Implement Parking Ambassadors During Event Periods

Technical challenges aside, many issues with parking equipment and technology stem from the public's lack of comfort or familiarity with paid parking systems, specifically parking kiosks. Surmounting this challenge is two-fold. First is providing communication and information resources. The second is an in-person presence to serve as an "ambassador" to the community and provide guidance and information about parking and other attractions and activities.

Many cities use an ambassador approach to parking management and enforcement, with the intent of promoting a progressive, customer-focused, and dynamic downtown experience. Enforcement, which is required for the success of any parking system, is just one of their duties. Beyond enforcing parking regulations, some typical responsibilities of ambassadors include:

- Greet visitors and offer customer service;
- Be a friendly face in response to many people's initial interaction with the city;
- Give accurate directions to visitors and direct visitors to destinations;
- Provide information and explain local traffic and parking regulations to seek voluntary compliance;
- Distribute city brochures and maps related to parking;
- Identify and relay pertinent information on public area conditions needing action; and
- Provide a presence to deter criminal or other inappropriate activity.

The city should implement a parking ambassador program and place on-site staff at surface lots, in the ramp, and near the on-street kiosks during events and busier times during peak season to help with the payment process and customer service. The goal is to speed the parking payment process and create a positive customer parking and visiting experience.

Recommendation: Introduce 3-Hour Base Time Limit at All Paid On-Street Parking

One of the most common strategies to control parking utilization is the implementation of time restrictions. Time restrictions ensure long term parkers are directed to off-street facilities while short-term parkers use the more convenient on-street spaces. Regulating the amount of time a vehicle can remain parked in a space is also one way to increase parking capacity. Time limits encourage turnover of the space, which allow for more patrons to use the same space. More patrons equals more foot traffic in stores, which hopefully equates to more sales. Time limits may be implemented in paid or unpaid on-street and off-street parking spaces.

This plan recommends the city implement a uniform three-hour time limit at all paid and free on-street spaces along Main Street and side streets within the current on-street paid parking area. After 3 hours, parkers must move to a different on-street parking zone or to an off-street facility.



Under this approach, on-street parking spaces are used by short-term parkers. This will prioritize the customer by ensuring availability for a "front-door" parking experience and providing a higher level of service. To be effective, parking rules and regulations must be clearly communicated to parking customers, and fair but consistent enforcement must be conducted. Those seeking long-term parking options should be parking in off-street parking facilities.

Recommendation: Introduce Three Rate Schedules for On-Street and Off-Street Parking: Off-Season Non-Event, Peak Season Non-Event, and Event

A business district’s on-street parking spaces are its most valuable parking spaces. These spaces are the life-blood of street level retail, restaurant, and service businesses that municipal governments try to support and attract. Ideally, as a business district’s most valuable spaces, the rates for on-street spaces should set the pace for off-street and structured parking prices. If on-street parking is priced too low, it becomes difficult to encourage the turnover of these spaces and the use of off-street facilities. If parking on-street is available at no cost, it encourages misuse by business owners, employees, visitors, and those seeking a no-cost alternative. On-street spaces should be priced higher than off-street spaces.

Revenues generated from paid parking should be used to create a self-sustaining parking system which, to the greatest extent possible, generates a revenue stream from parking customers that is sufficient to cover ongoing operating and maintenance expenses. Excess revenue should be used to fund parking and other transportation-related capital and operational improvements that enhance access to and within downtown. Additionally, rates should be set at a level that does not deter patrons from using the space. If rates are set too high, it could cause patrons to park in unmanaged neighboring residential areas which could create conflicts between downtown and residential parking demand.

Due to the seasonality of tourist activity in Deadwood, as well as the number of large community events attracting visitors from across the country, this plan recommends creating three different rate schedules for both on-street and off-street parking. This practice is regularly implemented in communities with significant seasonable tourism (e.g., western ski towns) where large influxes of people put pressure on an already scarce resource for a part of the year.

Recommended rates were established based on the following justification and reasoning, and are detailed in **Figures 9, 10, and 11** on the following pages.

Transparency and ease of understanding: For the public, visitor, resident, and employee alike.

Utilization of the parking facilities: During the high season and during events, demand for parking, especially in the most convenient spaces in the core downtown, increases significantly. Charging a premium for these spaces, along with offering cheaper and free parking in the more remote lots, will help balance supply and demand by promoting self-selection.

Reducing traffic and congestion in the downtown core: When all parking choices are priced at or around the same value, drivers are more likely to “cruise” searching for a space in their preferred facility, increasing congestion and pollution. When priced appropriately, drivers are more likely to consider the financial implications of their parking choice, with some drivers willing to pay a premium for proximity while others immediately go to the more remote/peripheral facilities.

Balancing the needs of locals and tourists: Throughout the community engagement process, stakeholders expressed interest in free parking for residents and employees. The proposed rate schedules enable the city to provide free parking options for these use groups year-round.

Off-Season Rates

During the off-peak season, there is lower demand as tourism slows down and mostly residents, locals, and employees occupy parking facilities. While driving long-term parkers to off-street facilities and ensuring turnover at the on-street spaces is still important during these times, the volume of parking patrons is substantially lower, and the parking rates can reflect this decrease in activity. Recommended off-season parking rates are shown below. The off-season rate schedule is recommended for implementation between November 16 – May 14. The recommended approach allows for parking to be purchased by the hour in the Broadway Ramp and lots.

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Figure 9: Recommended Off-Season Parking Rates

Source: Walker Consultants, 2023

Facility	Time Limit	Hourly Rate	Max 24 Hour Rate	Flat Event Rate	Overnight Parking Allowed?
Core Main Street Metered Zone	3 hours	\$1.00	n/a	n/a	No
Other Metered Zones	3 hours	\$0.75	n/a	n/a	No
Broadway Ramp	No time limit	\$0.50	\$5.00	n/a	Yes
History & Information Center Lot	No time limit	\$0.50	\$5.00	n/a	Yes
Welcome Center Lot	No time limit	\$0.50	\$5.00	n/a	Yes
Miller Street Lot	No time limit	\$0.50	n/a	n/a	No
Railroad Street Lot	No time limit	\$0.50	n/a	n/a	No
Deadwood Event Complex Lot	No time limit	Free	Free	n/a	No
Gateway Lot	No time limit	Free	Free	n/a	No
South Gateway Lot	No time limit	Free	Free	n/a	No
Sherman Street Lot	No time limit	Free	Free	n/a	No
City Hall Lot	No time limit	Free	Free	n/a	No
Mount Moriah Lot	No time limit	Free	Free	n/a	No

Figure 10: Recommended Peak-Season Parking Rates

Source: Walker Consultants, 2023

Facility	Time Limit	Hourly Rate	Max 24 Hour Rate	Flat Event Rate	Overnight Parking Allowed?
Core Main Street Metered Zone	3 hours	\$2.00	n/a	n/a	No
Other Metered Zones	3 hours	\$1.50	n/a	n/a	No
Broadway Ramp	No time limit	\$1.00	\$15.00	n/a	Yes
History & Information Center Lot	No time limit	\$1.00	\$10.00	n/a	Yes
Welcome Center Lot	No time limit	\$1.00	\$10.00	n/a	Yes
Miller Street Lot	No time limit	\$1.00	n/a	n/a	No
Railroad Street Lot	No time limit	\$1.00	n/a	n/a	No
Deadwood Event Complex Lot	No time limit	Free	Free	n/a	No
Gateway Lot	No time limit	Free	Free	n/a	No
South Gateway Lot	No time limit	Free	Free	n/a	No
Sherman Street Lot	No time limit	Free	Free	n/a	No
City Hall Lot	No time limit	Free	Free	n/a	No
Mount Moriah Lot	No time limit	Free	Free	n/a	No

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Figure 11: Recommended Peak Season Event Parking Rates

Source: Walker Consultants, 2023

Facility	Time Limit	Hourly Rate	Max 24 Hour Rate	Flat Event Rate	Overnight Parking Allowed?
Core Main Street Metered Zone	3 hours	\$2.50	n/a	n/a	No
Other Metered Zones	3 hours	\$2.00	n/a	n/a	No
Broadway Ramp	No time limit	n/a	n/a	\$20.00 for 24-hour access, flat fee charged	Yes
History & Information Center Lot	No time limit	n/a	n/a	\$15.00 for 24-hour access, flat fee charged	Yes
Welcome Center Lot	No time limit	n/a	n/a	\$15.00 for 24-hour access, flat fee charged	Yes
Miller Street Lot	No time limit	n/a	n/a	\$10.00 for day access, flat fee charged	No
Railroad Street Lot	No time limit	n/a	n/a	\$10.00 for day access, flat fee charged	No
Deadwood Event Complex Lot	No time limit	Free	Free	Free	No
Gateway Lot	No time limit	Free	Free	Free	No
South Gateway Lot	No time limit	Free	Free	Free	No
Sherman Street Lot	No time limit	Free	Free	Free	No
City Hall Lot	No time limit	Free	Free	Free	No
Mount Moriah Lot	No time limit	Free	Free	Free	No

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Peak Season Rates

This plan recommends a peak season rate schedule be implemented between May 15th and November 15th. As with the off-peak season, there is the need to encourage turnover of the on-street spaces and direct long-term parkers to off-street facilities, which is why on-street parking is priced higher than off-street parking with accompanying time limits.

There is also an added need to prioritize off-street parking during peak season. Due to the geography of the town, the amount of convenient off-street parking is limited. As the most central to downtown, the highest daily max is recommended for the Broadway Ramp. As the distance of the facility to the core downtown increases, the parking rate decreases. It is important to note that even during the recommended peak season rate structure, visitors will have the choice to park for free in the more remote lots and take the trolley. Recommended rates increase the max charged in the History and Information Center Lot and Broadway Ramp.

Peak Season Event Rates

This plan recommends Deadwood adopt peak season event parking rates for specific days during the peak season of May 15 – November 15 where events significantly spike parking demand. These rates would be implemented to manage parking during a select number of events, such as Kool Deadwood Nites, the Days of '76, Wild Bill Days, Deadweird, and others. At the start of each calendar year, the city should evaluate the previous year's visitor and parking demand data to identify an appropriate visitor threshold whereby the peak season event rate structure is implemented for only the upper tier of the busiest event days. Once selected, days where event rates will go into place should be advertised and promoted to customers and visitors. Additionally, event rates should be posted on meters and the mobile app at the point of sale for customer confirmation before submitting payment.

The most notable difference between the seasonal rates and the event rates is the use of a flat rate at the off-street facilities. Flat rates need to be re-paid

for each subsequent 24-hour period where access is desired. Even when event rates are implemented, there are free parking options. The free lots are located on the periphery of the downtown or are more remotely located, but accessible by trolley.

Recommendation: Emphasize Consistent and Fair Parking Enforcement

The success of time limits or paid parking is highly reliant on active and consistent (and fair) enforcement. Policies which cannot be or are not enforced have little to no value. When formulating a policy, it is important to understand the limitations of enforcement. Staffing levels, enforcement times, and possible coverage areas should be evaluated as well as the desired result from policy compliance. These factors can be increased, if merited, but there is an associated cost related to increased enforcement.

Additionally, the goal of enforcement should be education and compliance and not as a method to collect revenue. Overall, enforcement should be used to encourage parking patrons to use spaces correctly, deter long-term parkers from using time-limited spaces, and deter payment evasion. Revenue collected from citations should be used to offset the cost of enforcement personnel, parking operations, and maintenance, not as a primary source of program revenue. Implementing sensible policies, having a variety of convenient payment options, and having clear signage and wayfinding (all strategies recommended in this plan) increase customer compliance and decreases the need for punitive enforcement.

Recommendation: Revise and Simplify Citation Categories

Efforts for this plan included reviewing more than 2,100 citations issued between June 1st and August 31st, 2022 to identify trends and patterns. About 600 tickets were written each month, some with more than one violation per ticket. The most common violation written, accounting for 52% of all violations, was for illegally parking in the Broadway Ramp. The next most frequent citations were written for non-payment at a kiosk, and parking in a yellow

marked area. Corresponding with the most common violation, most were written in Zone 1 / Broadway Ramp, with Main Street being the second most common place a ticket is written and the Interpretive Lot as the third most frequently ticketed location.

This plan also noted the number of tickets aborted, dismissed, or voided over the three-month period. Of the more than 2,100 tickets written, about 26% or 553 tickets were canceled. Voided tickets accounted for most canceled tickets. Additionally, over 250 tickets for illegally parking in the Broadway Ramp were voided over the three-month period.

Looking for opportunities for efficiency, the city should mine its historic citation database to identify additional patterns in written, voided, and aborted tickets; where tickets are most commonly written; and for what violation. Based on the analysis conducted as part of this plan, there may be an opportunity to simplify the parking citation schedule, combining less frequent citation categories and eliminating ticket classifications rarely or never written. For example, there are seven different “No Parking” citations; these could be simplified to two or three categories. “No Parking” and “No Parking – Blocking Crosswalk/Sidewalk” are the two most used citations in this category, with “No Parking” being a general catch-all for less-frequently issued violations.

Recommendation: Adopt a Graduated Parking Fine Schedule that Deters Repeat Offenders While Educating Tourists

Another key to parking compliance is developing an effective parking fine strategy. Many municipalities have recently made changes to their fine strategy to utilize a graduated fine and penalty system. Graduated fines mean that parkers who routinely violate parking rules and regulations are subject to an increased fine upon each violation, up to an established maximum during a defined period. The period could be six months or a year. Typically, the maximum rate is reached by the 3rd or 4th ticket. The benefit of this approach is that first time offenders are typically issued a warning rather than a ticket with a fine. This is especially beneficial in a community with

a lot of visitors like Deadwood. Visitors are unfamiliar with where they can and cannot park or are confused by the signage, often resulting in a ticket. However, a ticket can also reflect poorly on a community and discourage visitors and tourist activity. With a graduated fine system, visitors are educated rather than punished. This is also true for residents and employees who may occasionally commit a violation.

While a visitor’s experience with the city’s parking system remains positive, repeat offenders trying to “game” the system will be impacted. When fines are too low, or enforcement is infrequent, some parkers will risk getting caught because they believe that it is either unlikely or the penalty is small enough to justify the risk.

A number of vehicles with multiple violations over a three-month period were noted while reviewing citation data provided by the city, suggesting a potential issue with repeat offenders. For this reason, this plan recommends implementing a graduated fine schedule in Deadwood. The current parking violation schedule is shown below. Most fines range from \$20 to \$35 per citation, with the more significant violations resulting in a fine of \$100+. Deadwood currently increases the penalty if the citation is not paid within certain blocks of time (shown in **Figure 12** on the following page). This plan recommends the city maintain the escalation of unpaid fines as is currently in place.

This plan recommends revising the citation fine schedule in Deadwood to reflect the rates summarized in **Figure 13** on the following page.

With few exceptions, the first ticket issued should be a warning. The second ticket issued within a six-month period would be equal to the current fines levied. This plan increased the fines for the parking meter violation and violation for parking in the Broadway Ramp to \$35.00. The two most common tickets issued in Deadwood were meter violations and illegally parking in the ramp. This suggests that the existing fine is not deterring scofflaws and needs to be adjusted.

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Figure 12: Existing Parking Citation Fine Schedule

Source: City of Deadwood, 2023

Parking Violations	Within 7 Days	After 7 Days	After 30 Days	After 45 Days
Parking Meter Violation 8am—10pm 7 Days/week	\$20	\$30	\$50	\$75
Broadway Ramp Violation 24/7	\$25	\$35	\$60	\$100
Blocking Driveway	\$35	\$45	\$70	\$110
No Parking Area	\$35	\$45	\$70	\$110
No Parking - 20 Minutes Only	\$35	\$45	\$70	\$110
No Parking - Library Use Only	\$35	\$45	\$70	\$110
No Parking - Trolley Stop	\$35	\$45	\$70	\$110
No Parking Here to Corner	\$35	\$45	\$70	\$110
No Parking - Blocking Crosswalk/Sidewalk	\$35	\$45	\$70	\$110
No Parking - City Employee Only	\$35	\$45	\$70	\$110
Recreation Center Parking Only	\$35	\$45	\$70	\$110
Yellow Manned Area	\$35	\$45	\$70	\$110
Permit Parking Only	\$50	\$70	\$90	\$100
Residential Parking Only	\$35	\$45	\$70	\$110
Dead Storage Over 24 Hrs.	\$35	\$45	\$70	\$110
Snow Removal/Street Cleaning	\$35	\$45	\$70	\$110
Parking in Unloading Zone	\$35	\$45	\$70	\$110
Motorcycle/Participant Only	\$20	\$30	\$50	\$75
Fire Hydrant Encroachment	\$35	\$45	\$70	\$110
RedZone	\$100	\$140	\$180	\$200
Parked Against Traffic	\$35	\$45	\$70	\$110
Handicapped Parking Only	\$100	\$140	\$180	\$200
Mickelson Trail Use Only	\$100	\$140	\$180	\$200
Purple Heart Recipient Parking Only	\$100	\$140	\$180	\$200
Immobilization Fee	\$200	\$220	\$250	\$300
Detached or Unattended Trailer	\$75	\$115	\$155	\$175

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Figure 13: Proposed Parking Citation Fine Schedule

Source: Walker Consultants, 2023

Parking Violations	First Offense	Second Offense	Third Offense	Fourth Offense
Parking Meter Violation 8am—10pm 7 Days/week	Warning	\$35	\$45	\$55
Broadway Ramp Violation 24/7	Warning	\$35	\$45	\$55
Blocking Driveway	Warning	\$35	\$45	\$55
No Parking Area	Warning	\$35	\$45	\$55
No Parking - 20 Minutes Only	n/a	n/a	n/a	n/a
No Parking - Library Use Only	n/a	n/a	n/a	n/a
No Parking - Trolley Stop	n/a	n/a	n/a	n/a
No Parking Here to Corner	n/a	n/a	n/a	n/a
No Parking - Blocking Crosswalk/Sidewalk	Warning	\$35	\$45	\$55
No Parking - City Employee Only	n/a	n/a	n/a	n/a
Recreation Center Parking Only	Warning	\$35	\$45	\$55
Yellow Manned Area	Warning	\$35	\$45	\$55
Permit Parking Only	Warning	\$50	\$70	\$100
Residential Parking Only	Warning	\$35	\$45	\$55
Dead Storage Over 24 Hrs.	Warning	\$35	\$45	\$55
Snow Removal/Street Cleaning	Warning	\$35	\$45	\$55
Parking in Unloading Zone	Warning	\$35	\$45	\$55
Motorcycle/Participant Only	Warning	\$20	\$30	\$40
Fire Hydrant Encroachment	Warning	\$35	\$45	\$55
RedZone	\$100	\$100	\$140	\$200
Parked Against Traffic	Warning	\$35	\$45	\$55
Handicapped Parking Only	\$100	\$100	\$140	\$200
Mickelson Trail Use Only	\$100	\$100	\$140	\$200
Purple Heart Recipient Parking Only	\$100	\$100	\$140	\$200
Immobilization Fee	\$200	\$200	\$220	\$300
Detached or Unattended Trailer	\$75	\$75	\$115	\$175

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Recommendation: Create a Tiered Employee Parking Permit Program that Provides Employees with Choices

This plan noted there is no information or link to apply for the Employee Parking Pass on the city’s website. A google search directs employees to the IPS Permit Portal website. IPS is the city’s parking technology vendor.

To accommodate employees’ request for low or no cost parking options, this plan recommends the city modify their existing Employee Parking Pass program, creating a tiered system that allows employees to choose where they park, and therefore what they pay. The Broadway Ramp would cost more than lots further away. The Deadwood Event Complex Lot, Gateway Lot, South Gateway Lot, Sherman Street Lot, City Hall Lot, and Mount Moriah Lot would remain free for employees under this approach. Additionally, the number of permits sold in each of these lots would need to be closely monitored to ensure adequate parking capacity remains available for visitors. The recommended approach holds the permit price the same for access to the Broadway Ramp and lowers the monthly rate for parking elsewhere.

Figure 14: Proposed Monthly Parking Permit Rates
 Source: Walker Consultants, 2023

Tier 1 Parking Permit	Tier 2 Parking Permit
Broadway Ramp	Welcome Center Lot, Railroad Street Lot, History and Info Center Lot, Miller Street Lot
\$50 / month	\$25 / month

Before transitioning to the new system, this plan recommends the city observe employee permitholder parking activity in each facility over the course of a few weeks. These baseline observations will help identify parking patterns and preferences and help inform the decision regarding the initial number of permits available in each facility or zone/tier. It is a best practice to locate long-term parkers, such as

employees, further from the key destinations while the preferred parking facilities turnover more often with short-term visitor parking. Employee parking permits should not be allowed for use in on-street parking areas, and permits do not guarantee an available space. Rules and regulations should be clearly communicated to permit holders.

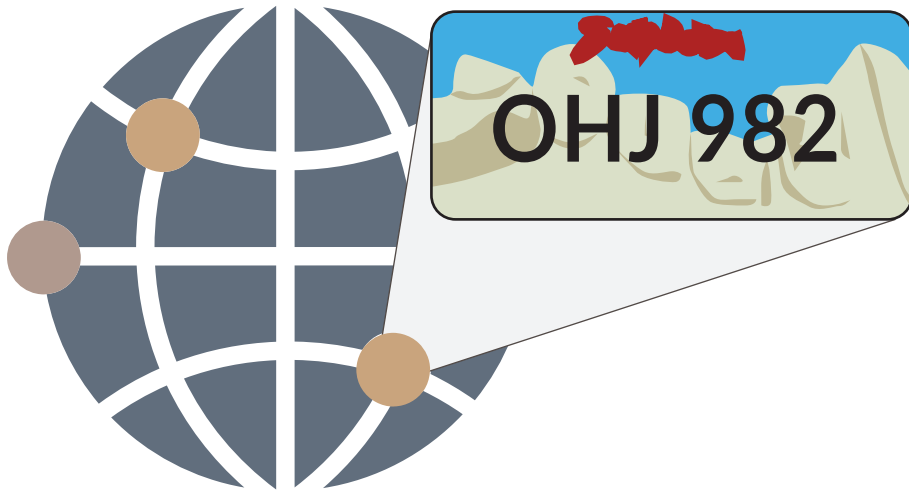
This system of tiered employee parking permits would benefit if paired with a free shuttle service geared toward employees. Employees could be given passes to ride the existing trolley service free of charge. The shuttle service is particularly important during busy event periods when there will be more parking demand in the city and employees by necessity will be parking further away. The existing trolley service should be reviewed for changes to service and routes that would allow it to serve all city parking facilities. This may require the implementation of a trolley service dedicated specifically to serving city parking facilities. Additionally, this plan recommends evaluating other safety elements such as providing adequate lighting and clearing vegetation to provide good site lines around parking facilities.

With traditional shuttle service, passengers are dropped off and picked-up at a designated place(s) within the lot and their destination. One alternative to reassure employees the city could consider is dropping employees directly at their vehicles after a certain hour of the night.

Recommendation: Monitor and Calibrate Employee Permit Program and Conduct Consistent System Enforcement

The employee parking permit program should be transitioned to a 100% digital system. As noted earlier, employees already use the IPS Permit Portal to apply for and renew their permits. Their credential should be their license plate, so that enforcement can be performed using the City’s existing mobile LPR capabilities.

The city should maintain active enforcement of its employee parking program and its parking system as a whole. Active and consistent enforcement is especially important since the Broadway Ramp is an ungated



With License Plate Recognition, your plate is your virtual permit.

facility. The City should collect information about how many active employee permits are being used at any given time and when and where permits are being used. The city should use this information to calibrate the number of permits sold relative to transient demands, especially in the Broadway Ramp. To maintain space for transient parkers in this facility, no more than 100 permits should be sold for this facility (~25% of the facility capacity) as a starting point. As stated, demand information should be monitored, and this number can be adjusted accordingly.

Recommendation: Modernize the Residential Parking Permit Program by Defining Clear Policies and Procedures and Transitioning to a Virtual Permit Management System

Current practices around residential parking and residential permit parking management need to be modernized. The current system does not offer clarity about residential permit parking credentials, how to obtain a permit, how to implement residential permit zones or define boundaries, or how enforcement of residential permit parking is conducted. Additionally, the number of permits a resident in a residential parking zone can obtain is unclear per the city's zoning ordinance.

The primary purpose of residential parking permit programs are to mitigate the negative effects of spillover parking demand into residential neighborhoods from adjacent commercial or institutional uses, or when historic land development

has limited the amount of parking available in residential areas. Residential parking permits allow residents with permits to overstay posted time limits in managed on-street areas. Those without residential permits must abide by posted time limits or risk a citation. In Deadwood, there is both spillover from commercial/tourist activity and limited residential parking due in part to its historic setting but also because of its location in a gulch.

This plan recommends a complete overhaul of the existing residential parking permit program, beginning with a transition to a virtual permit management system. With a virtual permit management system, the credential is the vehicle's license plate, rather than a sticker or hang tag. Enforcement can then be performed with the city's existing mobile license plate reader, which increases the efficiency of enforcement operations. Similarly, applications for the permit should be completed online or in-person at City Hall.

Communication will be critical to the success of the revised residential permit program. Navigating the parking webpage, as well as the process for creating a residential permit parking zone, applying for a permit, and understanding posted signage should be clear, concise, consistent, and complete.

Beyond transitioning to a virtual permit management system, the city will need to revise their zoning ordinance to reflect the rules and requirements of the residential parking permit program. Some of the key issues to address in the zoning code are addressed on the following page:

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Proposed Revised Zoning Ordinance Language

C1. The application process for a street or neighborhood to join/create a permit district

- a. The permit area must be zoned residential
- b. A petition must be signed by a majority of the residents to initiate the process. The current threshold per code for a PPZ is 60%, which is typical.
- c. A city sanctioned parking study of the street or zone indicates that at least 75% of the on-street spaces are occupied during two typical 8-hour periods during the peak season.
- d. A public hearing is held and notice of the hearing is posted to all blocks proposed to be included in the parking permit area.
- e. Assuming the residential permit zone is approved, signage is installed on each street in the zone within X days of approval (number of days subject to city approval).

2. Parking Restrictions

- a. Determine whether the RPP should be enforced 24/7 or whether enforcement can be limited to certain hours or days of the week. Alternatively, the permit could only be enforced during a certain time of year (i.e., peak season and events vs. off-peak season).
- b. During the off-peak season, non-residents can park in a permit zone for up to two hours without registering for a guest permit. During the peak season and events, all vehicles parked in a permit zone need a permit.
- c. Parking restrictions may need to be determined on a case-by-case basis if more than one zone is created.
- d. If more than one zone is created, the permitholder is only permitted to park in their designated zone.
- e. Boat trailers, camping trailers, motor homes, and work-type commercial vehicles are not eligible to obtain parking permits

3. Permit Procedures

- a. Residents must provide proof of a valid drivers license and registration of vehicle matching an address in the permit zone.
- b. Residents must also provide proof of residence in the permit zone through lease or rental agreement, bank statement, credit card bill, or utility bill.
- c. The cost per vehicle per year for the first two permits is \$20, primarily to cover the administrative cost of overseeing the program. A third and fourth permit can be purchased for \$50 each. No residence can be allocated more than four permits, including single-family dwellings converted to apartment units.

- d. If a resident/residence has access to private off-street parking on their own property, the number of permits they are eligible to obtain is reduced by the number of available spaces. Thus, if there are two off-street spaces, the max number of residential parking permits is decreased from four to two.
- e. Permits must be renewed annually.

4. Guest Parking

- a. Residents may give a short-term visitor pass to their guests, allowing them to park in the zone for up to three consecutive days. They must register the visitor's license plate in the residential parking portal.
- b. Residents may register, for free up to four (4) visitors in each 12-month period. Each additional guest permit can be obtained at a cost of \$2.00. A guest permit cannot be renewed for more than three consecutive sessions.
- c. Monitor usage of the guest permit program to determine if further limitations on the number of annual guest permits is necessary.

Recommendation: Create and Adopt a Local 60-Minute Permit for Residents

During the community outreach process, residents indicated their frustrations with using the kiosks or the app to pay for parking at an on-street space, especially for quick errands. As a result, this plan recommends the city develop a special local 60-minute permit program that would enable residents to park at any on-street metered space for up to one (1) hour at no cost throughout the year.

Like the residential permit, the local 60-minute permit would use a resident's license plate for their credential rather than issue a sticker, hang tag, or other type of physical permit. The permit should be renewed annually. To be eligible for the permit, residents must live within a designated area. The size of the designated area is subject to input from city leadership and could include the entire city boundary or just the downtown core.

Parking downtown once a week for one hour over the six-month paid peak-season would cost a resident about \$24.00. This plan recommends the cost of the permit be set no lower than \$24.00. The cost would cover program administration and operations costs. After the first free hour, the resident permit holder

would need to start and pay for a valid parking session like all other customers.

This type of permit program was implemented by Estes Park in 2021 with success. As of 2023, permitholders are automatically renewed. Unless the resident has changed vehicles, needs to have a new vehicle added to their account, or changes their license plate, no action is needed.



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Recommendation: Educate, Advocate, and Facilitate the Development of Shared Parking Agreements Between and with Local Businesses

This plan recommends Deadwood pursue shared parking agreements with private property owners, as well as encourage shared parking agreements between businesses, to increase the available “public” parking supply in the area. In effect, the public sector would be encouraging private demand generators to work with private property owners to solve their parking needs without burdening the city. There are several reasons why this is such a beneficial approach:

- From an environmental perspective, it is always preferable to make good use of existing parking resources before building additional ones.
- From a space perspective, land availability is limited. From the Station Bunkhouse & Gambling Hall to Thunder Cove Inn, Deadwood is only about three miles long and, due to its location within a gulch, sometimes no more than a block or two wide with steep inclines on either side.
- From a financial perspective, owners may be relieved of some insurance and other operating costs while the city gets parking without spending the large amount of money needed for a garage.

This plan acknowledges Deadwood has discussed the possibility of shared parking arrangements in the past with limited success. There is an agreement between the city and Marta’s Deadwood Doghouse to use the property for RVs; however, it is not well advertised, and actual utilization is limited. They are also aware of at least one private agreement between a non-tourism-based business and a hotel to lease parking for their employees during major events to maintain on-site parking for guests and other visitors.

Without a financial incentive for businesses to pool their parking, Deadwood can only offer information and resources to those individual businesses interested in organizing shared parking arrangements between themselves or the city. Examples of information and resources include:

- Sharing the findings and recommendations of the parking study with the business community;
- Informally collecting parking occupancy data at different times of the day/week at a particular business that is potentially interested to show parking availability;
- Assisting with negotiating strategic agreement components, such as:



Diagram of shared parking agreement between a residential development (with higher nighttime demand) and an office (with higher daytime demand).

Source: Green Caltech

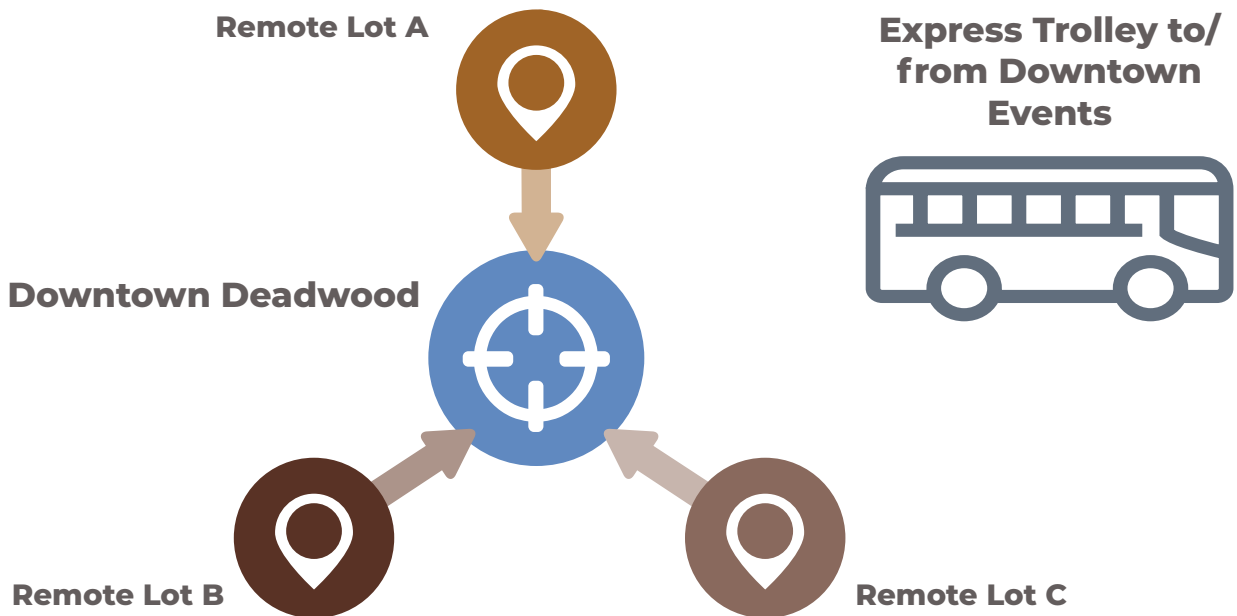
PARKING MANAGEMENT PLAN

- Compensation in the form of increased lot maintenance, lot improvements, added security, etc.
- Restricting access to the shared parking, via permits, to area employees to reduce risk and increase accountability
- Defining any added security or enforcement measures necessary to ensure that the primary uses of the lot are prioritized
- When feasible, stepping in to remove barriers to viable agreements, which commonly includes assuming added liability insurance costs related to the agreements; and
- Providing a sample shared parking agreement.

The city could also introduce a paid parking program, with meters and/or mobile payment services, that could be used to generate and share revenue with a partnering business or property owner. Through a shared parking arrangement, the city would install and enforce the paid parking lot/zone on the private business' lot. The business/property owner would share in the revenue generated through the use of the lot.

Recommendation: Coordinate with the Chamber of Commerce and Outside Entities to Formalize and Promote Remote Parking Options

While this plan has not contacted any private parties to gauge interest, a search of the surrounding area reveals several possible off-site partnership options, such as: Akela's Spa, Deadwood Dog House, Tatanka Story of Bison, and Seven Down Events Center, as well as places further away in Lead or Sturgis. The city should work with the Chamber of Commerce, event promoters, and other relevant stakeholders in the region to formalize and advertise off-site parking opportunities. The city should work to promote private shuttling services and transportation options to offer connections into Deadwood during events (e.g., a hotel in Sturgis may want to consider offering and promoting a shuttle to central Deadwood during a busy event). The city of Deadwood could consider offering dedicated express trolley service during the busiest events to specific remote lots outside of the city.



5 | PARKING MANAGEMENT RECOMMENDATIONS

Recommendation: Formalize Parking Options for Oversize Vehicles

During rodeo events like the Days of '76, the city should work with partners to explore the use of the ball fields near the rodeo grounds for trailers and RVs necessary to serve the rodeo participants. The city should work with event partners to understand demand for oversize vehicle parking during this event, designate spaces for oversize vehicles during this event, and safely park these vehicles on a first-come-first-served basis during the event. Parking oversize vehicles within close proximity to the rodeo grounds should be for event participants that require close access to their vehicles, and these participants should be registered as such.

Additionally, the city should formalize the lot on U.S. 85 as an overflow parking area for a limited number of vehicles (with space for oversize vehicles) during the Days of '76 and any other rodeo events. Parking in this overflow parking area should also be offered as first-come, first-served, and could be connected with the city via the trolley service.

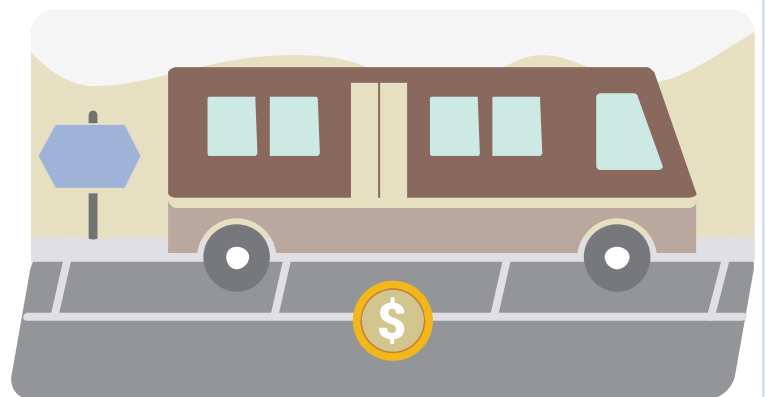
Beyond rodeo events, the city of Deadwood should formalize parking options and a policy for oversize vehicles. Oversize vehicles are any vehicles that do not fit within a standard parking space, including recreation vehicles, and vehicles with trailers. The city should create, designate, and promote specific oversize vehicle parking spaces for recreation vehicles, buses, and RVs within the following facilities:

Oversized vehicles permitted on-street if abiding by time limits and paid parking requirements. Only permitted in designated oversized spaces in off-street facilities.

- **Welcome Center Lot:** This lot currently has seven designated oversized vehicle spaces and is a free lot. It is proposed to be a paid time-limited lot in the future;
- **Sherman Street Lot:** Proposed to remain free with no time limit and no overnight parking permitted; and
- **Deadwood Event Complex Lot:** Proposed to remain free with no time limit and no overnight parking permitted.

Ten (10) oversize vehicle spaces are recommended in the Welcome Center Lot, and five (5) each in the Sherman Street and Deadwood Event Complex Lots. Spaces should be clearly delineated and marked in these facilities, and should be promoted and advertised through city marketing and communications channels, and be offered on a first-come, first-served basis. In the paid Welcome Center Lot, the hourly, daily, and 24-hour rates charged to oversize vehicles should be three-times the standard rates charged to standard passenger vehicles, and these rates should be posted and promoted as such.

Oversize vehicles shall be allowed to park in on-street parking areas if they are abiding by all posted time limits and paid parking requirements, although it is expected that oversize vehicle parking in on-street parking areas will be limited due to space constraints. Within the core of Deadwood, oversize vehicles must park in designated oversize vehicle spaces. *Besides specific delineated spaces in the*



recommended facilities, oversize vehicle parking in all other city public off-street parking facilities shall be prohibited. This includes parking across the lines marking designated passenger vehicle parking spaces or parking in unmarked areas of parking facilities (e.g., along the perimeter of parking lots) where parking spaces are otherwise designated.

The limited and first-come-first served nature of oversize vehicle parking in Deadwood should be posted and communicated, along with the implications of not following posted rules and regulations, and why those rules and regulations exist. The city should provide resources for oversize vehicles not finding a space within the city to find parking outside of the city.

Recommendation: Employ a Special Event Coordinator

The city of Deadwood should employ a Special Event Coordinator to serve as the city's primary leader and liaison in working with hotels, event promoters, Deadwood Chamber of Commerce, Gaming Commission, outside entities, and others in promoting and coordinating special event access and programming, as well as parking and transportation systems and resources. The Special Events Coordinator would plan, lead, organize, and facilitate parking and shuttling during events, including **marketing and communication, coordinating with vendors**, and ensuring **parking and transportation matters** are being handled appropriately.



Section 6 of this document provides recommendations organized in a prioritized action plan. The Implementation Action Plan should serve as the city's blueprint as it moves from simply operating parking to managing a comprehensive parking program in the future. Immediate recommendations are meant to be addressed in the next 12 months. Long-term recommendations are meant to be addressed in the next 3 – 5 years.

Recommendation	Short-Term (0 - 1 Years)	Medium-Term (1 - 3 Years)	Long-Term (3 - 5 Years)
Internal Parking Operations			
Investigate Use of Parking System Fund for Program Investment	Yes		
Develop and Adopt Written Job Descriptions, Policies, and Standard Operating Procedures		Yes	
Implement a Sinking Fund for Broadway Ramp and Potential Future Parking Ramp		Yes	
Communications, Marketing, and Wayfinding			
Conduct Inventory of Existing Signs and Take Appropriate Action		Yes	
Apply Unified City of Deadwood Brand to All Downtown Parking System Signage			Yes
Design and Install Identification Signs for All Public Parking Facilities			Yes
Install Pedestrian Directional and Informational Signage at Key Locations		Yes	
Update the City Website Related to Parking and Transportation	Yes		
Develop and Launch an Ongoing Parking-Related Communications and Marketing Campaign		Yes	
Publish Annual Parking System Report		Yes	
Technology			
Procure Permit Management System to Supplement On-Street and Off-Street Enforcement	Yes		
Implement Gated Parking Access and Revenue Control System (PARCS) at Broadway Ramp		Yes	
Implement Technology to Extract and Communicate Real-Time Parking Availability			Yes
Take Steps to Improve the Customer Parking Payment Experience	Yes		
Parking Management			
Implement Parking Ambassadors During Event Periods	Yes		
Introduce 3-Hour Base Time Limit at All Paid On-Street Parking		Yes	
Introduce Three Rate Schedules for On-Street and Off-Street Parking: Off-Season Non-Event, Peak Season Non-Event, and Event		Yes	
Emphasize Consistent and Fair Parking Enforcement	Yes		
Revise and Simplify Citation Categories		Yes	
Adopt a Graduated Parking Fine Schedule that Deters Repeat Offenders While Educating Tourists		Yes	
Create a Tiered Employee Parking Permit Program that Provides Employees with Choices		Yes	
Monitor and Calibrate Employee Permit Program and Conduct Consistent System Enforcement			Yes
Modernize the Residential Parking Permit Program by Defining Clear Policies and Procedures and Transitioning to a Virtual Permit Management System		Yes	
Create and Adopt a Local 60-Minute Permit for Residents		Yes	
Educate, Advocate, and Facilitate the Development of Shared Parking Agreements Between and with Local Businesses			Yes
Coordinate with the Chamber of Commerce and Outside Entities to Formalize and Promote Remote Parking Options	Yes		
Employ a Special Event Coordinator		Yes	
Formalize Parking Options for Oversize Vehicles	Yes		



DATE: April 22, 2024
TO: Mr. Kevin Kuchenbecker, Planning, Zoning, and Historic Preservation Officer
 Mr. Justin Lux, Parking and Transportation Director
ORGANIZATION: City of Deadwood, South Dakota
ADDRESS: 108 Sherman Street
CITY/STATE: Deadwood, South Dakota
FROM: Kevin White, AICP, CAPP, Walker Consultants; Eric Haggett, Walker Consultants
PROJECT NAME: City of Deadwood, Parking Garage Site Feasibility Assessment
PROJECT NUMBER: 21-005022.11

INTRODUCTION

Most of Walker’s recommendations will impact the revenue-generating potential of the City of Deadwood’s public parking facilities or the cost to operate and maintain those facilities. This memorandum summarizes the potential revenue and expense impacts of several recommendations in the City of Deadwood Parking Management Plan.

PARKING RATE CHANGES

TRANSIENT AND EVENT PARKING RATE CHANGES

As detailed previously, Walker recommends a significant shift in how transient parking is priced. Currently, aside from the Broadway Parking Ramp, the cost of transient parking across the City’s on-street metered spaces and in its surface parking lots remains constant throughout the year; prices do not change from the off-peak to peak season, nor do they change for the many events that occur in downtown. The exception is the Broadway Parking Ramp, where parking for up to 24 hours costs \$5 from October 1st to April 30th and \$10 from May 1st to September 30th. If the City implements Walker’s parking rate recommendations, the current pricing structure will reflect the different parking demands in the off-peak season versus peak season and during special events.

To better manage demand, Walker has recommended different rate structures for the off-peak season, the peak season, and event periods. Additionally, the recommendations generally propose increasing parking rates in the most convenient facilities—the Broadway Parking Ramp and on-street metered spaces—and lowering rates in the facilities farther from downtown’s core.

Based on the three recommended rate structures detailed in this Plan, Walker attempted to quantify the anticipated revenue impact of these changes using the most recent 12 months of data available from the City’s IPS dashboard (October 2022 – September 2023) as a starting point. Historical revenue from the facility and on-street parking areas was converted to paid parking hours or monthly paid parking transactions. Walker also determined the percentage of revenue generated during significant downtown events, including Kool Deadwood Nights, Days of 76, and Wild Bill Days, versus total revenue generated during non-event periods. Once the number of paid parking hours and paid transactions was known for each month and event versus non-event periods, Walker applied the new proposed rate schedules to determine the expected revenue impact of

these changes. At a high level, approximately \$1.1 million in transient parking revenue was generated by the City's off-street parking facilities and on-street metered spaces from October 2022 through September 2023. **Implementing the proposed transient and event parking rates is anticipated to grow that revenue to approximately \$1.28 million annually, an increase of roughly \$180,000 annually.**

It should be noted that this additional revenue does not consider any future growth in parking demand from increased visitation to Deadwood. Additionally, as discussed below, it does not account for the recommended conversion of the Welcome Center Lot from a free to a paid parking facility.

INTRODUCTION OF PAID PARKING AT THE WELCOME CENTER LOT/RAMP

Another Walker recommendation is to implement paid parking at the Welcome Center Lot, where parking is currently free. This recommendation aims to manage demand and encourage more price-sensitive parkers to use the various free parking options throughout downtown Deadwood. It also encourages visitors to consider the number of vehicles they bring into downtown more carefully.

Because this surface lot is not currently a paid parking facility and there are no parking gates or other access controls, there is almost no data on how the lot is currently used. For this reason, to estimate the revenue-generating potential of the facility, Walker had to make some assumptions about the volume of parkers that would use the Lot if it were converted from free to paid. Among the City's existing paid parking lots and parking ramp, on a per-space basis, the Broadway Parking Ramp and Interpretive Lot generate far more transient revenue than the City's other parking facilities at approximately \$1,750 per space per year (based on the most recent 12 months of data). By comparison, the Railroad Street Lot generates roughly \$450 per year, while the Miller Street Lot generates approximately \$770 per year. *It should be noted that these per-space revenue figures are expected to change somewhat if the recommended transient and event parking rate changes are implemented.*

Based on the performance of the City's other paid parking facilities, to be conservative about how much revenue could be generated if the Welcome Center Lot were converted from free to paid parking, Walker assumed that this facility would perform similarly to the Miller Street Lot. Given the facility's location and visibility at one of the main entry points downtown, along with its location next to the Welcome Center, Walker assumes that this will continue to be a popular parking location even after its conversion to paid parking. However, because the facility is not in the downtown core, it did not seem reasonable to assume that the Lot could perform as well as the Broadway Parking Ramp or Interpretive Lot on a revenue-per-space basis. For those reasons, the Miller Street Lot was chosen as a reasonable proxy for the Welcome Center Lot.

Using the historical financial performance of the Miller Street Lot as a guide, adjusting for the proposed transient and event parking rate changes described above, **Walker estimates that the Welcome Center Lot could generate approximately \$163,000 annually if it were converted from free to paid parking. In the future, if a parking structure were built on this site and demand for the new facility increased proportionally, Walker estimates that the facility could generate more than \$320,000 per year in revenue; this assumes a 450-space parking structure is built to replace the existing 226-space Welcome Center Lot.**



TIERED EMPLOYEE PARKING PERMIT PROGRAM

Employees of downtown businesses who do not want to pay for parking daily can lease monthly parking for \$50/month as part of the Employee Parking Pass program. Most of the leased parking is accommodated in the Broadway Parking Ramp, which, for transient parkers, costs either \$5 or \$10 per day, depending on the season. So, a parking lease in this facility provides a good value for employees who work downtown more than 5 or 10 times per month. However, even at the \$50/month price point, leasing parking downtown is expensive for many employees.

To address the cost of employee parking leases, Walker recommends adjusting the current Employee Parking Pass program, which would maintain the \$50/month rate at the Broadway Parking Ramp but allow employees to lease parking in one of several parking lots for \$25/month. For those employees who want the convenience of the Broadway Parking Ramp, a premium will have to be paid over the less convenient surface parking lot options. In addition to offering employees a less expensive monthly parking option, this change could also reduce demand for the Broadway Parking Ramp, freeing up additional spaces for visitors to Deadwood.

From a revenue perspective, changing the Employee Parking Pass program will cause a drop in revenue. However, the loss of income should be minimal. **Based on Walker's calculations, assuming 70 percent of employees continue to pay \$50/month to park in the Broadway Parking Ramp (with the other 30 percent choosing the lower-cost surface lot option), parking revenue is expected to decline no more than \$15,000-\$20,000 annually because of this change.**

As discussed above, other pricing changes recommended by Walker are expected to more than offset any potential revenue loss from this change in the Employee Parking Pass program.

CONSTRUCTION OF A NEW PARKING RAMP

Walker has identified the Welcome Center Lot as the most appropriate location for an additional parking ramp in downtown Deadwood if the City chooses to add more structured parking. As described previously in this Plan, based on a preliminary analysis, it is estimated this site can accommodate a 400-500-space parking structure without exceeding three levels of above-ground parking. **Additionally, Walker forecasts that a new 450-space parking ramp in this location could generate more than \$320,000 in annual revenue if this were a paid parking facility.** However, constructing, operating, and maintaining structured parking is also very expensive, so the City should consider the full potential financial impact of building another parking structure downtown before deciding which direction to take.



To provide the City with a sense of the potential costs associated with adding another parking ramp downtown, Walker has prepared the high-level estimates below.

ANNUAL COST OF A DEBT-FINANCED PARKING RAMP

Based on Walker's recent work on new parking ramp construction projects, these facilities can cost \$30,000-\$40,000 per space (or more) to construct. Additionally, with the recent rise in interest rates, the cost of borrowing to finance construction has made these projects more expensive. Recent debt-financed municipal and public agency parking facility projects have been funded at 5 percent interest or more, based on Walker's preliminary research.

For a parking ramp on the site of the Welcome Center Lot, if we assume a 450-space facility for \$35,000/space, financed with 5 percent tax-exempt debt over a 25-year term, the annual debt service cost for the City of Deadwood could be approximately \$1.1 million. This is compared to an assumed \$320,000 in revenue the facility could generate annually.

ANNUAL OPERATING AND CAPITAL MAINTENANCE SINKING FUND COSTS

In addition to constructing a new parking ramp, operating and maintaining the facility would be ongoing costs. Suppose we assume a reasonable \$250 per space per year to operate the facility and an additional \$250 per year set aside in a capital maintenance sinking fund to pay for future repairs to the ramp. In that case, the City will spend approximately \$225,000 annually to operate and maintain a new 450-space parking ramp.

TOTAL FINANCIAL IMPACT OF A NEW WELCOME CENTER LOT PARKING RAMP

Based on the above figures, a new 450-space parking ramp on the existing Welcome Center Parking Lot site could cost approximately \$1.1 million annually to construct, plus an additional \$225,000 annually to operate and maintain. This puts the approximate total annual cost of the facility at \$1.325 million. Assuming that a new ramp could generate approximately \$320,000 per year, the result is an approximate \$1 million annual revenue shortfall from this facility.

Because the City's parking system has historically generated positive net income – to the tune of more than \$550,000 in 2022 – some of the expected revenue shortfall from a new parking ramp could be made up by revenue from the rest of the system. Additionally, as shown above, Walker's other parking rate recommendations, if implemented, could generate an additional \$160,000 per year or more for the system. Parking revenue could also grow further if tourism continues to grow as it has for many years. **However, based on this high-level analysis, despite the historical surpluses generated by the parking system, the potential for future revenue growth from system changes and more tourists visiting Deadwood, constructing, operating, and maintaining a new parking ramp in downtown may not be financially viable relying strictly on revenues generated by the parking system.**



DATE: April 22, 2024
TO: Mr. Kevin Kuchenbecker, Planning, Zoning, and Historic Preservation Officer
 Mr. Justin Lux, Parking and Transportation Director
ORGANIZATION: City of Deadwood, South Dakota
ADDRESS: 108 Sherman Street
CITY/STATE: Deadwood, South Dakota
FROM: Kevin White, AICP, CAPP, Walker Consultants; Carl Schneeman, P.E., Walker
 Consultants; Brandon Watts, AIA, BEC-2, JLG Architects; Jason Hinds, P.E., FMG
 Engineering
PROJECT NAME: City of Deadwood, Parking Garage Site Feasibility Assessment
PROJECT NUMBER: 21-005022.11

INTRODUCTION

The City of Deadwood has been contemplating the merits and considerations related to a potential new parking structure within the city, provided to supplement the current city parking inventory. As part of the development of the City of Deadwood Parking Management Plan, Walker Consultants worked with partners JLG Architects and FMG Engineering to conduct a feasibility study of three potential sites for a possible new parking garage in Deadwood. The study aimed to evaluate each site's feasibility and pros and cons and recommend a preferred site for a potential new garage. **This study will guide the City of Deadwood and its partners in deciding garage timing and placement.** At that point, further analysis and design will be warranted.

POTENTIAL PARKING GARAGE SITES

The three sites evaluated were as follows, all existing surface parking lots owned and operated by the City of Deadwood:

- **Welcome Center Lot:** 501 Main Street, 226 parking spaces.
- **Miller Street Lot:** Located behind Jacobs Brewhouse Restaurant at 79 Sherman Street between Sherman Street and Miller Street, 110 parking spaces.
- **Sherman Street Lot:** Located behind the First Interstate Bank at 152 Sherman Street, 280 parking spaces.

Each parking facility has benefits and drawbacks when considering the placement of a potential new parking garage in the city.

EVALUATION CRITERIA

The team worked with the City of Deadwood to establish criteria for evaluating each potential garage site. Some criteria are quantifiable and objective, while others are more subjective. The criteria address needs and concerns critical to maintaining the City of Deadwood's ongoing health, beauty, and vibrancy.

The selected evaluation criteria were as follows:

1. **Total number of spaces overall:** This is the raw number of spaces that could be built in a parking garage on the site.
2. **Net number of spaces added:** This is the net number of spaces added when accounting for the parking garage size that could be built and the number of spaces lost in the current surface parking lot used as the construction site.
3. **Expected relative costs:** This criterion deals with the relative costs of building a parking garage on the site, including land costs, excavation, construction, utility work, etc. Note that this study does not provide specific cost estimates; cost estimates should be obtained via additional future evaluation once the ramp site is determined.
4. **Area, land uses, and users served:** This criterion considers the site's location relative to nearby destinations and its ability to serve multiple types of parking users.
5. **Public-private partnership potential:** This criterion considers the potential for a parking garage to be built on each site under a public-private partnership approach with nearby land uses. Note that this is based on what is known at this time.
6. **Pedestrian access and walking distances:** This criterion deals with how accessible each potential garage site is from a pedestrian standpoint and a distance and walk comfort/safety perspective.
7. **Parking user level of service:** This criterion deals with the level of service of parkers using a garage on each potential site. The garage site and layout impact the level of service.
8. **Vehicular traffic access:** This criterion deals with the location and accessibility of each garage site for vehicles entering and exiting.
9. **Site utilities:** This criterion deals with the expected impacts of constructing a garage on each potential site on existing utilities and the effects on feeding utilities to each possible garage site.
10. **Aesthetics, viewshed, and historic considerations:** This criterion deals with the impacts a garage on each potential site would have on the City of Deadwood's aesthetics, views, and historic character.
11. **Non-parking / active use opportunity:** This criterion deals with each garage site's potential to provide broader non-parking and community activation benefits.

It is important to note that although all criteria are deemed worthy, the relative importance of one criterion over another is a personal choice that City of Deadwood staff must make with the City Commission and relevant community stakeholders.



EVALUATION RESULTS

Evaluation results are summarized below for each potential garage site and each evaluation criterion. Results are organized by garage site.

GARAGE SITE OPTION 1: WELCOME CENTER LOT

The Welcome Center Lot sits on approximately 1.6 acres on the northern edge of Deadwood. It is currently utilized as a surface parking lot, available to residents and visitors throughout the year.

Total Number of Spaces Overall

This site could accommodate approximately 500 structured parking spaces. Final numbers will vary depending on garage configuration and building concepts.

Net Number of Spaces Added

With the existing surface parking lot at 226 spaces, this site provides a net increase of approximately 274 parking spaces for the City of Deadwood.

Expected Relative Costs

The Welcome Center surface lot is relatively flat, with few, if any, obstructions or barriers to construction. The relative costs of construction on this site are low.

Area, Land Uses, and Users Served

A parking garage on the Welcome Center lot would cater primarily to visitors from the north and be attractive on peak volume days. On non-peak days, when visitor volumes are relatively low, a parking garage on this site is expected to be less popular than parking facilities closer to the city's core. This site could offer some benefits as a less proximate (and perhaps cheaper) option for employee parking.

Public-Private Partnership Potential

There are no known public-private partnerships or financing options for a parking garage on the Welcome Center lot.

Pedestrian Access and Walking Distances

This site is home to the newly constructed Deadwood Welcome Center and is a key destination point for any first-time visitor to the local area. In addition to the historic Main Street to the west, the site is centrally located to several large venues to the east, including Cadillac Jacks, The Days of '76 Event Complex, and The Lodge Hotel and Casino along CanAm Highway. The site is adjacent to the Mickelson Trail and Whitewood Creek. The proximity to the Mickelson Trail could be an asset as it would allow easy access to and from the trail. The site is close to shopping, gaming, and other destinations. The Welcome Center site sits 0.58 miles from Outlaw Square in Downtown Deadwood, about a 12- 15-minute walk.



Parking User Level of Service

The site, located near the Deadwood Welcome Center, offers an ideal starting point for visitors coming to Deadwood. Relative to a potential parking garage, the site is the most efficient from a stall per square foot perspective, close to the other potential garage sites, representing more parking for less cost. Given the current site's large size, several design options exist, and as few as two supported levels (three total levels) would be required to provide as many as 500 structured parking spaces. This represents minimum vehicular circulation and a high parking user level of service.

Vehicular Traffic Access

The site is evident and accessible for vehicles coming from the north, offering an obvious stopping point and keeping circulating vehicular traffic out of the core of Deadwood. The site offers several options for unobstructed vehicular ingress and egress.

Site Utilities

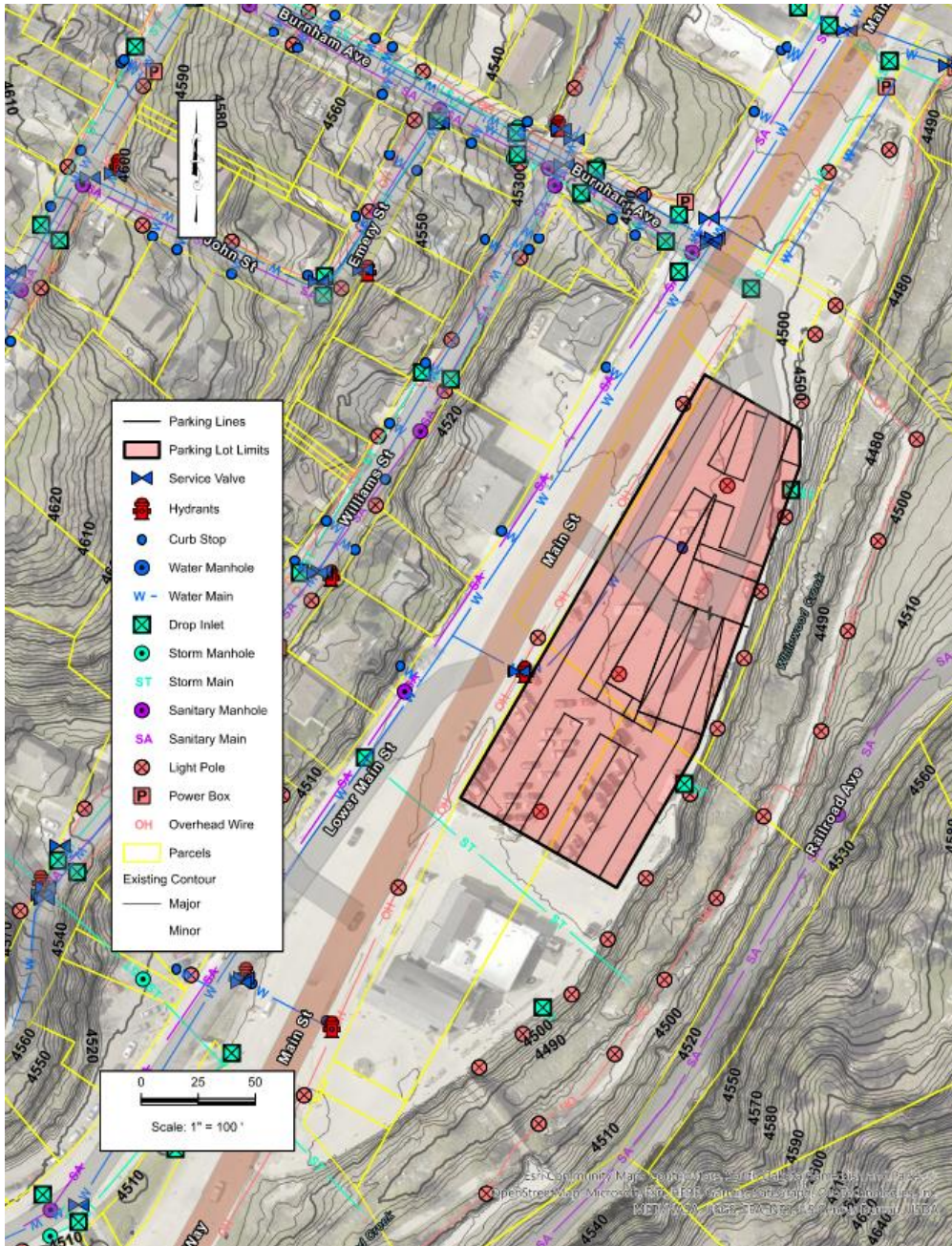
Existing grading and utilities appear to be the least complex and most cost-effective relative to other potential garage sites, causing some (albeit minimal) disruption to current services and local businesses. Possible utility conflicts include the following:

- 1" water service line and curb stops will require abandonment.
- The structure would require the removal of numerous streetlights, and power lines must be rerouted to serve the remaining streetlights.
- Short segments of 12" and 18" storm sewer outfalls and inlets exist. Depending on the terrain and drainage of the remaining parking lot areas and streets, new inlets and storm sewer outfalls may be necessary.

Additionally, the site may encroach into a nearby floodplain. A formal floodplain survey should be conducted to confirm this.

Figure 1 below depicts existing utilities around a potential parking garage on the Welcome Center lot.

Figure 1: Welcome Center Lot Utilities



Source: Walker Consultants, FMG Engineering, City of Deadwood, 2023

Aesthetics, Viewshed, and Historic Considerations

This lot is in one of the most critical viewsheds of Deadwood (with those entering from the north), with open views to the surrounding hills. There are no known historic structures within a one-block radius of this site. This location's parking structure (especially a 2-3 level structure) could impact the context. The design team will need to carefully study it to ensure it matches the historical nature of Deadwood and preserves essential views.

Figure 2 below depicts a massing rendering of what a three-level structure would look like on this site for perspective.

Figure 2: Welcome Center Lot Massing Rendering



Source: JLG Architects, 2023

Non-Parking /Active Use Opportunity

Located on US-85 on the northern edge of the downtown area, it is the gateway to the core of Deadwood for traffic coming from the north. This stretch of road has the largest vehicle count coming into the City of Deadwood. The recently developed Welcome Center building (2017) offers a natural stopping place for people from out of town to get information on the City of Deadwood and surrounding areas. Development in the area is sparse compared to the downtown area, so a parking structure in this site could link the core of downtown with this northern part of the city.



GARAGE SITE OPTION 2: MILLER STREET LOT

The Miller Street Lot sits on approximately $\frac{3}{4}$ acre in the core of Deadwood. It is currently utilized as a surface parking lot, available to visitors, residents, and local business parking.

Total Number of Spaces Overall

This site could accommodate approximately 350 structured parking spaces. Final numbers will vary depending on garage configuration and building concepts.

Net Number of Spaces Added

With the existing surface parking lot at 110 spaces, this site provides a net increase of approximately 240 parking spaces for the City of Deadwood.

Expected Relative Costs

The Miller Street surface lot is relatively flat, but potential obstacles to construction include the slopes to the east and utility conflicts. These obstacles increase the relative cost of constructing a parking garage on this site. This site is undergoing a construction project to stabilize the slope along Whitewood Creek and make other minor utility improvements. Any future parking structure design will need to work within the constraints of the ongoing project and seek to accomplish new construction as desired with minimal impact on the ongoing project. The narrow site, steep hillside, and numerous utilities on the Miller Street Site would pose a challenge to developing a parking structure on this site.

Area, Land Uses, and Users Served

A parking garage at the Miller Street lot would serve all users due to its proximity to retail and other destinations in the core of Deadwood. The Miller Street site is behind a vibrant group of businesses, including Jacobs Brewhouse and the new Landmark Casino in the Adams Block Building. Of all potential garage sites, it is expected a garage on this site would see the highest relative parking utilization throughout all parts of the year, whether peak or non-peak times. This site is scheduled to be popular with all users, particularly visitors eating dinner, staying in nearby hotels, dining, and visiting local attractions. This site may not be the best place to have employees parking all day or vehicles parking overnight, as its convenient location should be leveraged for shorter-term parking stays.

Public-Private Partnership Potential

This site represents an opportunity to form a partnership with the private sector to finance the construction and ongoing operations of a new parking garage. Personal development interests in the area have expressed the desire for additional parking supply nearby and an interest in working with the city to discuss a potential partnership. If desired, the City of Deadwood should conduct conversations and evaluate the merits of a possible construction and operations partnership. Among other factors, capital costs, ongoing operations costs, and the accessibility of parking spaces should be considered.



Pedestrian Access and Walking Distances

The site is the closest of any potential garage sites to Outlaw Square in the core of Deadwood, at approximately 0.17 miles or an easy five-minute walk. The location is very convenient for pedestrians as it is close to the downtown core and within a block of several significant historical structures, including—but not limited to—the U.S. Post Office, Adams Museum, Lawrence County Courthouse, and the Deadwood History and Information Center.

Parking User Level of Service

From a layout standpoint, the site is relatively inefficient, requiring four supported levels (five total levels) to reach 350 spaces, leading to more excellent driver circulation. This yields a physically imposing structure with fewer spaces than other site options. The site is the least efficient of all three options from a stall per square foot perspective, yielding the highest cost for the least amount of parking spaces added. Space constraints are expected to deliver a negative user experience, with a single parking bay challenging to navigate, mainly when it is complete.

Vehicular Traffic Access

The location of the Miller Street lot would bring traffic into the downtown area. The garage entrance and exit will likely need to be behind existing structures or via a short road segment like Center Street, which is not currently equipped to handle entry and exit traffic. Routing traffic to enter and exit may be challenging, and finding the facility without adequate signage could be an issue (drivers currently experience challenges finding the Miller Street parking lot). An inefficient layout and a single parking bay could yield garage circulation and navigation challenges, leading to traffic congestion at entry and exit. This could be further exacerbated by pedestrian activity in the area.

Site Utilities

Possible utility conflicts at the Miller Street lot include the following:

- An existing 24" sanitary sewer in the alley generally runs parallel to a potential structure. The sewer crosses under two corners of the proposed structure. At least 550± new 24" sewers along with three manholes may be necessary. The extent of reconstruction will vary depending on elevations and possible conflicts with the existing storm sewer and inlets.
- A 24" storm sewer segment may conflict with the sanitary sewer relocation. Depending on the sanitary sewer's actual reconstruction needs, a new storm sewer and possibly inlets may be necessary.
- A parking garage infringes on the hillside to the east; grading and retaining walls may need to be constructed.

Figure 3 below depicts existing utilities around a potential parking garage on the Miller Street lot.

Aesthetics, Viewshed, and Historic Considerations

The Miller Street site is generally not visible from Main Street of downtown Deadwood or adjacent arterial streets due to its positioning behind several local businesses and adjacent to a large hillside. The limited size of the site would mean at least a four-level (60' or greater) parking structure to accommodate the same number of spaces as either the Welcome Center Site or the Sherman Street Site. The one-block separation from US 85 would help with the street-level viewshed, but the 4-5-level height would significantly affect the viewshed to the eastern hillside.

Figure 4 below depicts a massing rendering of what a four-level structure would look like on this site for perspective.

Figure 4: Miller Street Lot Massing Rendering



Source: JLG Architects, 2023

Non-Parking /Active Use Opportunity

The site is adjacent to the Recreation and Aquatics Center, just off Sherman Street. The site is very convenient in supporting Deadwood destinations. Popular businesses and destinations are nearby, and the Landmark Casino promises to bring a host of new demands to the area.



GARAGE SITE OPTION 3: SHERMAN STREET LOT

The Sherman Street Lot sits on approximately 2 1/2 acres on the southern edge of Deadwood. It is currently utilized as a surface parking lot, available to residents and visitors throughout the year.

Total Number of Spaces Overall

This site could accommodate approximately 540 structured parking spaces. Final numbers will vary depending on garage configuration and building concepts.

Net Number of Spaces Added

With the existing surface parking lot at 280 spaces, this site provides a net increase of approximately 260 parking spaces for the City of Deadwood.

Expected Relative Costs

The Sherman Street lot is relatively flat, with few obstructions or barriers to construction. The relative costs of construction on this site are low. Historically, there have been flood concerns, and the city has specific zoning regulations prohibiting development in the floodplain zone.

Area, Land Uses, and Users Served

Due to its location, a potential parking garage on this site would be expected to be utilized by visitors to nearby retail, historic attractions, and recreation destinations. This site may offer a logical location for more remote employee parking, mainly if it could be provided to employees at a less expensive rate than the Broadway Parking Ramp.

This site is also undergoing a current Federal Emergency Management Association (FEMA)-backed construction project primarily geared towards stabilizing the slope along Whitewood Creek and other minor utility improvements. Any future parking structure design will need to work within the constraints of the ongoing project and seek to accomplish new construction as desired with minimal impact on the ongoing project. This ongoing project may compromise the Sherman Street lot site as a potential parking garage site.

Public-Private Partnership Potential

There are no known public-private partnerships or financing options for a parking garage on the Welcome Center lot.

Pedestrian Access and Walking Distances

The Sherman Street lot site sits 0.45 miles from Outlaw Square in Downtown Deadwood, about a 10 – 12-minute walk (closer to the core of Deadwood than the Welcome Center lot, but not as convenient as the Miller Street lot). The site is also within a block of several significant historical structures – C.B. & Q. Engine House, Adams House Museum, Homestake Adams Research & Cultural Center, Old Depot Building (First Interstate Bank), and several historic private residences.



Parking User Level of Service

Only two supported parking levels (three total levels) are expected to be needed to reach 500 spaces. Due to the site's size, various configurations are possible for a potential parking garage, yielding easy circulation and a high level of service for parking users. This site is the second most efficient site of the three options. However, the new construction on this site (proposed trailhead development) might limit the size of the garage, which could impact its size and efficiency compared to the other sites.

Vehicular Traffic Access

Located on US-85 on the southern edge of Deadwood, this is the most traveled road into the city from the south. A parking garage at this site is expected to yield minimal traffic congestion, although a formal traffic study should be performed. A garage on this site would keep vehicular traffic out of downtown.

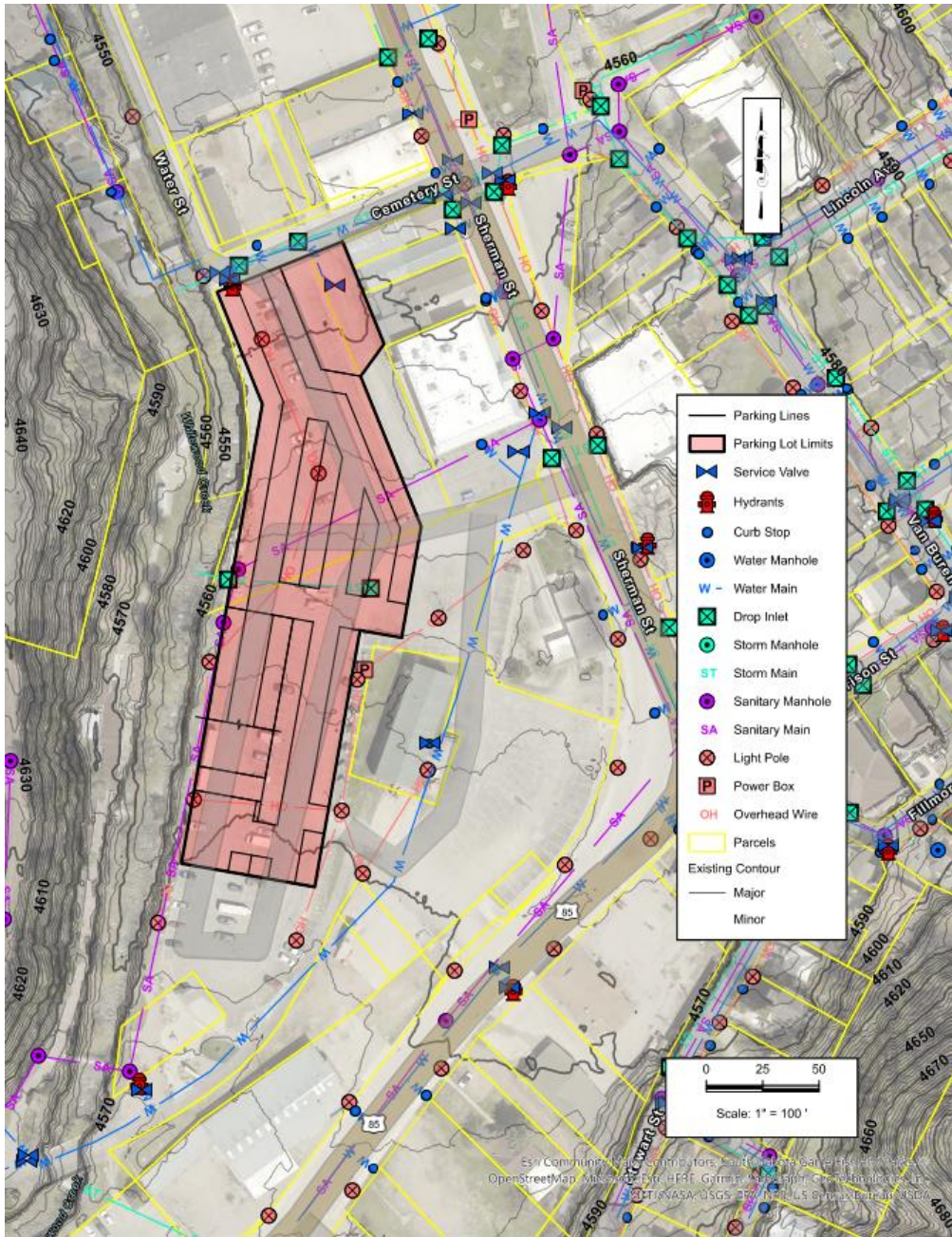
Site Utilities

Possible utility conflicts at the Miller Street lot include the following:

- An existing 24" sanitary sewer runs parallel to the rear of the structure and crosses under the proposed structure. At least 620± new 24" sewers along with four manholes may be necessary. The extent of reconstruction will vary depending on elevations and the acquisition of easements for the rebuilding.
- Numerous streetlights will be removed for the structure, and power lines must be rerouted to serve the remaining streetlights.
- An 18" storm sewer segment and at least one inlet must be removed. Depending on the terrain and drainage of the remaining parking lot areas and streets, it may be necessary to construct new inlets and storm sewer outfall.
- A fire hydrant and at least one short water segment (potentially service) line will be impacted.

Figure 5 below depicts existing utilities around a potential parking garage on the Sherman Street lot.

Figure 5: Sherman Street Lot Utilities



Source: Walker Consultants, FMG Engineering, City of Deadwood, 2023

Aesthetics, Viewshed, and Historic Considerations

The Sherman Street lot is generally away from the primary viewsheds in the core of Deadwood. However, a parking garage on this site could obstruct views of Whitewood Creek and the forest cover and granite rock formations along the steep hillside. A 2-3-level parking structure would have a moderate effect on the western edge of the viewshed in this area. Care in planning any parking structure on this site would be required to preserve views.

Figure 6 below depicts a massing rendering of what a parking structure would look like on this site for perspective.

Figure 6: Sherman Street Site Massing Rendering



Source: JLG Architects, 2024

Non-Parking /Active Use Opportunity

This site is a crucial location as it serves as the starting trailhead to the 109-mile George S. Mickelson Trail, a popular destination for visitors and activities throughout the year, and access to fishing, hiking, walking, and biking paths. This could be an essential asset for Deadwood visitors. The existing lot site is adjacent to Whitewood Creek and shares a lot with First Interstate Bank, Homestake Adams, a historic rail depot, and local businesses. The area is not as built up with retail and dining destinations as the area around the Miller Street lot. Still, the region has the potential for additional development and activity over time. This site has the most vital connection to nature and access to trails.

CONCLUSION

Figure 7 below provides a matrix summarizing the results of evaluating potential garage sites. The matrix scores each garage site based on each evaluation criteria. **The scores indicate how each possible garage site performs relative to the two other potential garage sites for each evaluation criterion.** The scoring is as follows:

- **Score of 0:** Poor; the site performs poorly in addressing the evaluation criterion or does not address it at all;
- **Score of 1:** Fair; the site does a fair job of addressing the evaluation criterion and
- **Score of 2:** Good; the site performs well in addressing the evaluation criterion.

Figure 7: Garage Site Evaluation Summary

Use	Welcome Center Lot	Miller Street Lot	Sherman Street Lot
Total number of spaces added	2	1	2
Net number of spaces added	2	2	2
Expected relative costs	2	0	2
Area, land uses, and users served	1	2	1
Public-private partnership potential	0	2	0
Pedestrian access and walking distances	1	2	1
Parking user level of service	2	0	2
Vehicular traffic access	2	0	2
Site utilities	1	1	1
Aesthetics, viewshed, and historical considerations	2	0	1
Non-parking / active use opportunity	2	2	2
Total	17	12	16

Source: Walker Consultants, 2023

Having scored the highest relative to the selected evaluation criteria, it is the opinion of the consultant team, including Walker Consultants, JLG Architects, and FMG Engineering, that the Welcome Center lot presents the preferred site for a potential new parking structure. This is due to the site's efficiency and vehicular access, location near the Welcome Center, relatively low impact on viewsheds, and low relative cost.

The relative importance of one evaluation criterion over another is a personal choice that the City of Deadwood staff must make with the City Commission and relevant community stakeholders. Once a final decision is made, a formal study and evaluation should be conducted on the preferred site to understand how a parking garage could be configured and constructed.

City of Deadwood, South Dakota

Parking Management Plan

Public Survey Summary

Appendix 3

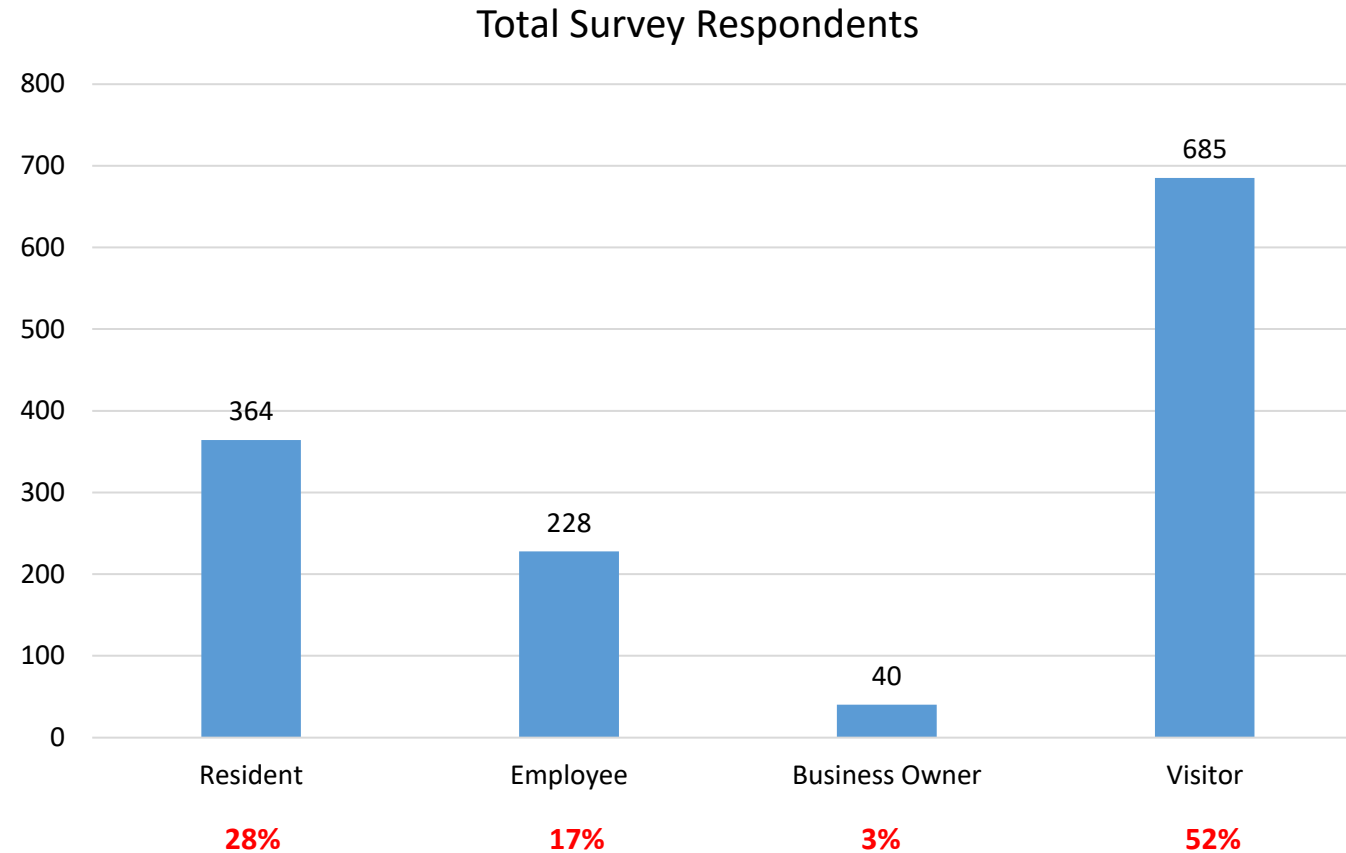


WALKER
CONSULTANTS



TOTAL SURVEY RESPONDENT MIX

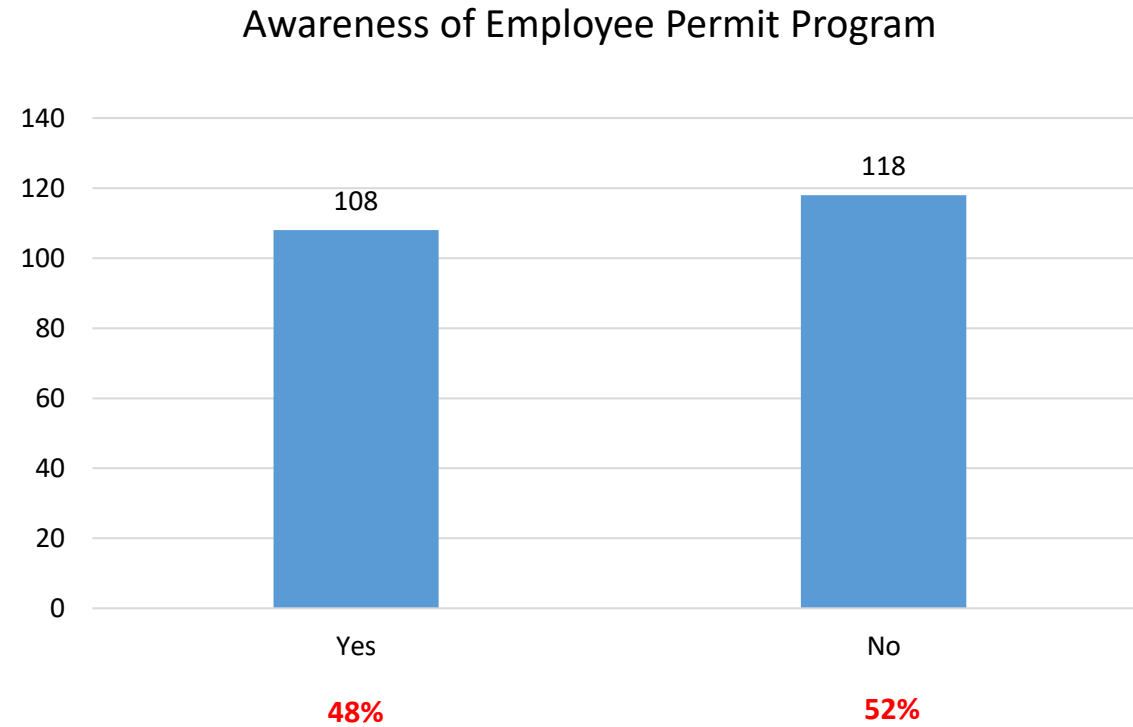
1,317 responses



ALL RESPONDENTS

ARE YOU AWARE OF THE CITY'S EMPLOYEE PERMIT PARKING PROGRAM?

226 responses



EMPLOYEES AND BUSINESS OWNERS

ARE YOU AWARE OF THE CITY'S EMPLOYEE PERMIT PARKING PROGRAM?

- There were 88 total responses, 67% were negative, 26% neutral and 7% were positive comments.
- Top positive comment was the online permit process is convenient and easy to use.
- Top 5 takeaways:
 - 20 respondents commented on Availability of parking.
 - 13 respondents commented about guaranteed parking spaces.
 - 8 commented on convenience
 - 5 commented on an employee lot
 - 4 people commented on safety

EMPLOYEES AND BUSINESS OWNERS

ARE YOU AWARE OF THE CITY'S EMPLOYEE PERMIT PARKING PROGRAM?

Takeaways

1. Availability of parking
 - People don't want to pay money to park further away from town.
 - Parking is too high priced for employees.
 - Parking permits won't guarantee you a spot.
2. Guaranteed parking spaces
 - An employee parking pass doesn't reserve a spot
3. Convenience
 - One user enjoys the parking ramp pass but doesn't always get a guaranteed spot.
4. Employee Lot
 - Employees don't want to pay to park and work
 - Staff are no shows because they can't find a place to park.
 - Dedicate a parking lot for employees with a shuttle.
5. Safety
 - Without a guaranteed parking spot, some employees walk at night with money to their car.

EMPLOYEES AND BUSINESS OWNERS

PLACE OF RESIDENCE

226 responses

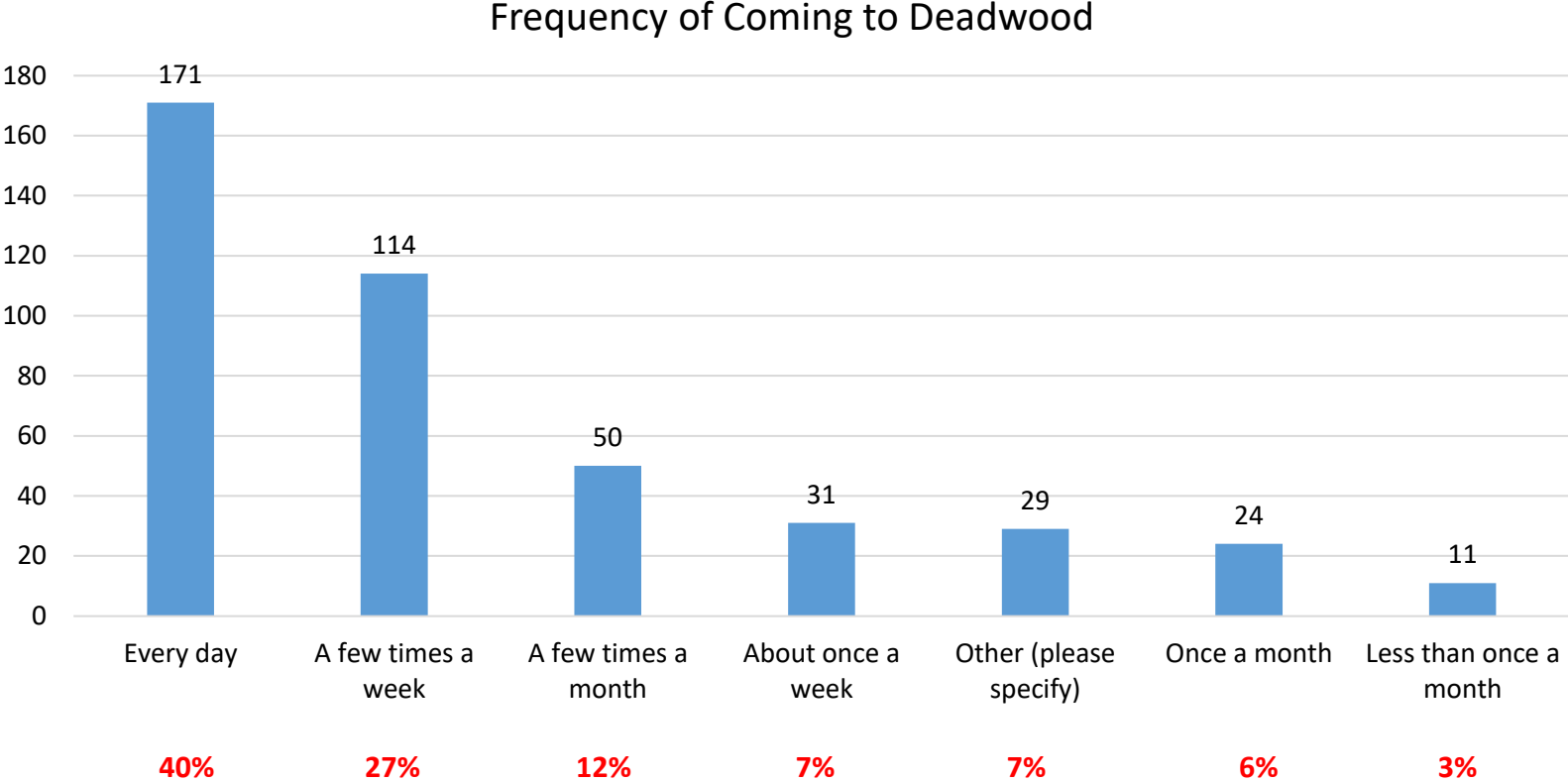
Place	Count
Spearfish, SD	65
Lead, SD	62
Sturgis, SD	30
Deadwood, SD	28
Rapid City, SD	16
Belle Fourche, SD	8
Newell, SD	2
Whitewood, SD	2
Nemo, SD	2
Mitchell, SD	1
Piedmont, SD	1
Aberdeen, SD	1
Vale, SD	1
Box Elder, SD	1
Boulder Canyon, SD	1
Beulah, WY	1
Nisland, SD	1
Bismarck, ND	1
Hartford, SD	1
Sioux Falls, SD	1

EMPLOYEES AND BUSINESS OWNERS

ALL RESPONDENTS EXCEPT VISITORS

FREQUENCY OF COMING TO DEADWOOD

430 responses



ALL RESPONDENTS EXCEPT VISITORS

FREQUENCY OF COMING TO DEADWOOD: OTHER

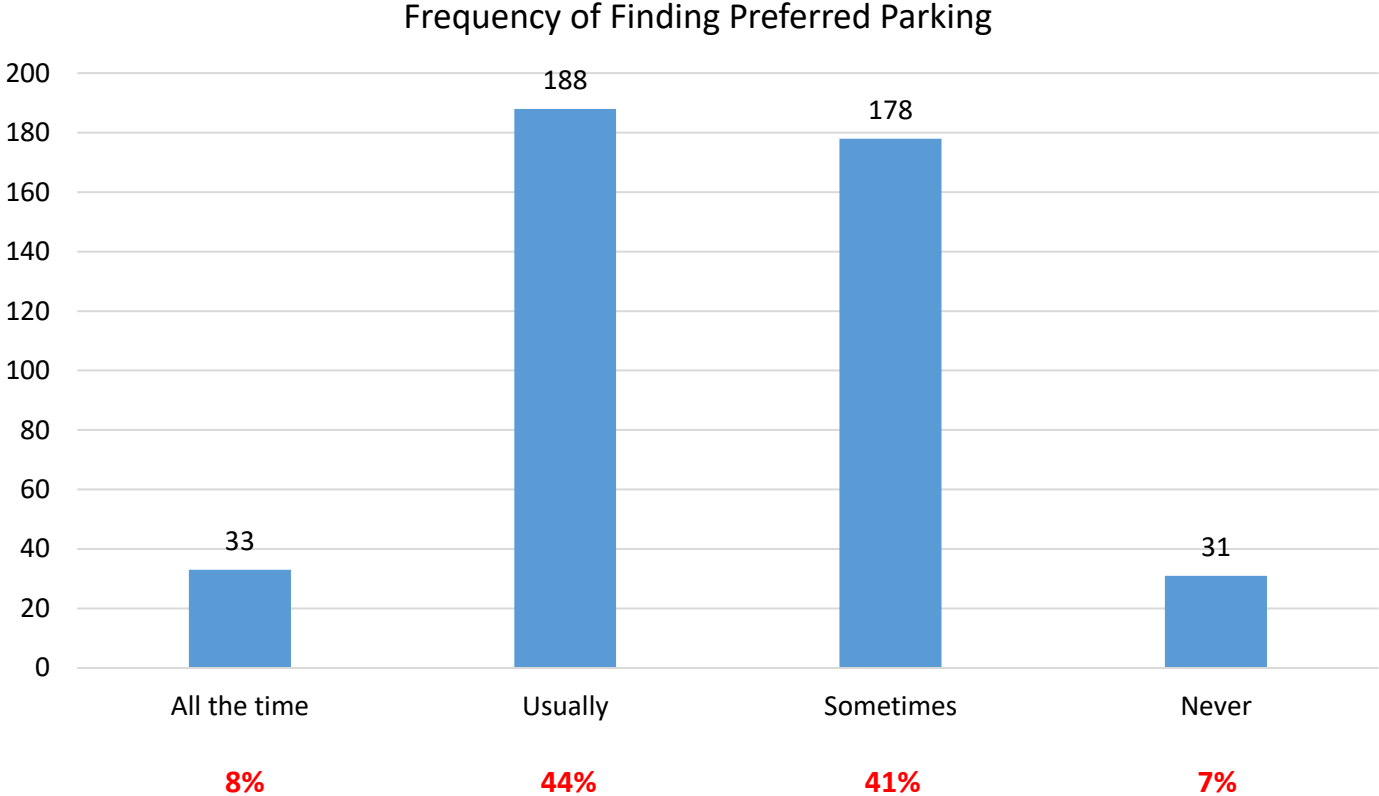
430 responses

Averages 2 nights every other month
Because there's no parking
5 days a week
5 days a week
Every day I work
Former Deadwood Employee
5 days a week
Not often
5 Days a week
Every day when I worked
5 times a week
5 times a week
5 days a week
Live here, work here
Just about every day.
4-5 times a week
own a house on Williams Street
Seasonally
Have a house on Williams
Even more when we have company
5 days a week for work
Everyday for school drop off which is silly we have elementary on Main Street in deadwood anyway
Use to work downtown but now that I work at the lodge, I come down maybe once a week for dinner on an off night if I can because the parking is annoying.
During off season for affordable hotel pricing and special events (when we can find parking)
5 days a week
drive through town daily
4 days a week for work.
Between 5 and 6 days a week
We try to go as little as possible because the parking situation

ALL RESPONDENTS EXCEPT VISITORS

FREQUENCY OF FINDING PREFERRED PARKING

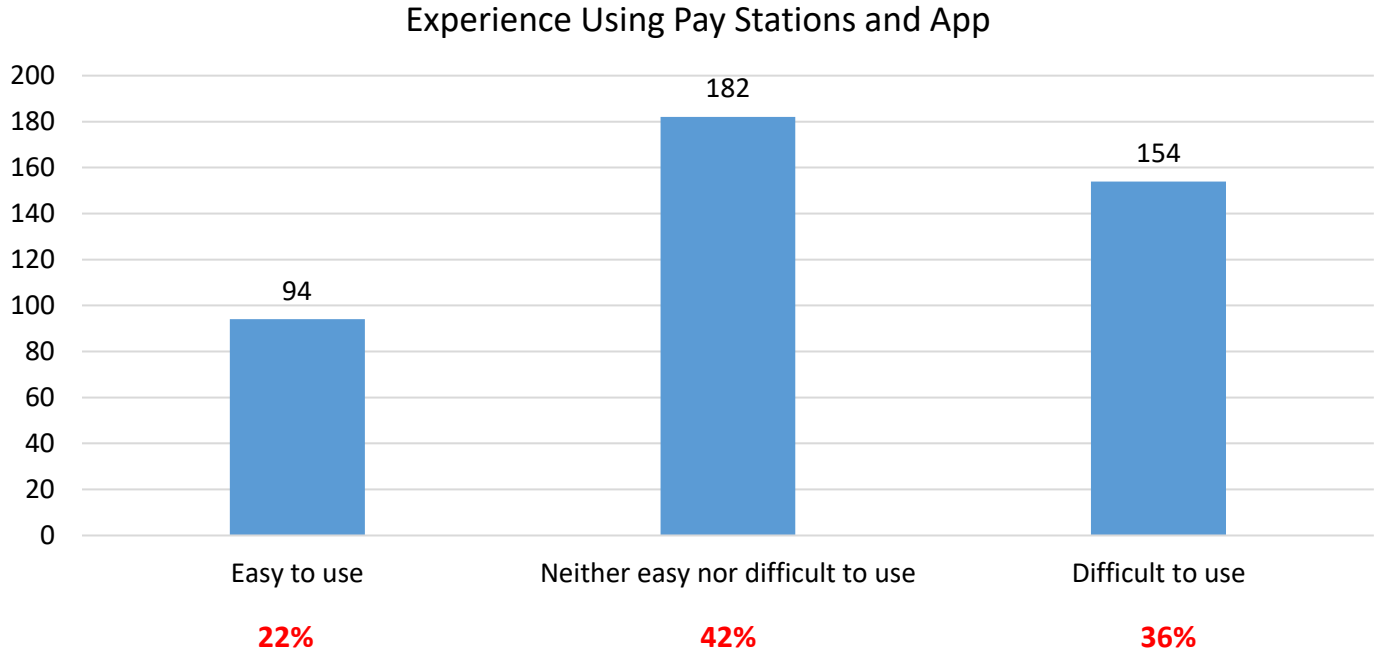
430 responses



ALL RESPONDENTS EXCEPT VISITORS

EXPERIENCE USING PAY STATIONS AND APP

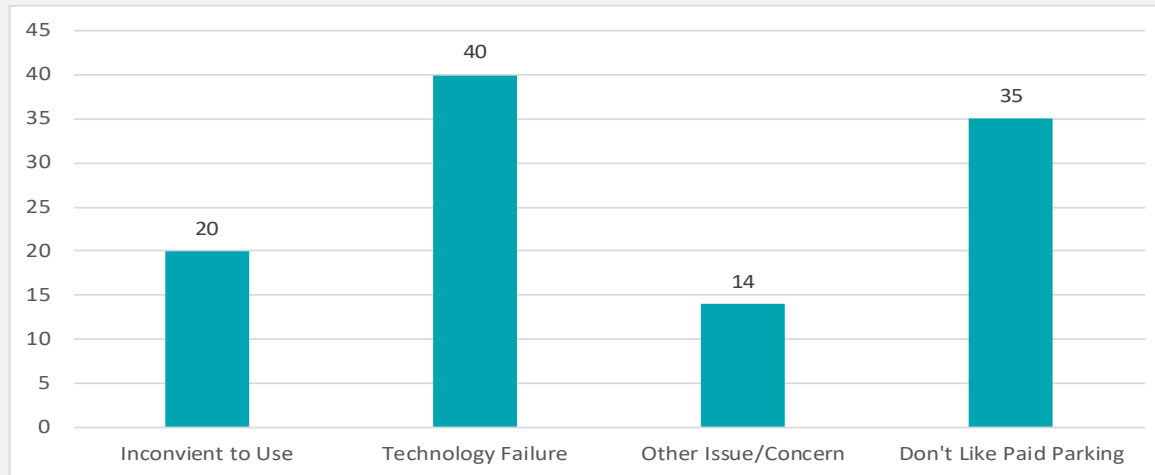
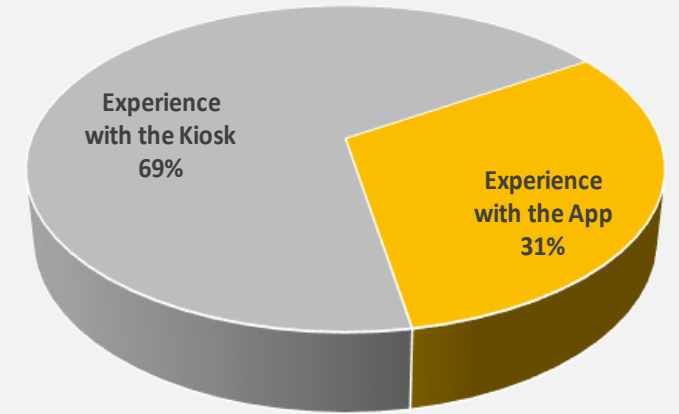
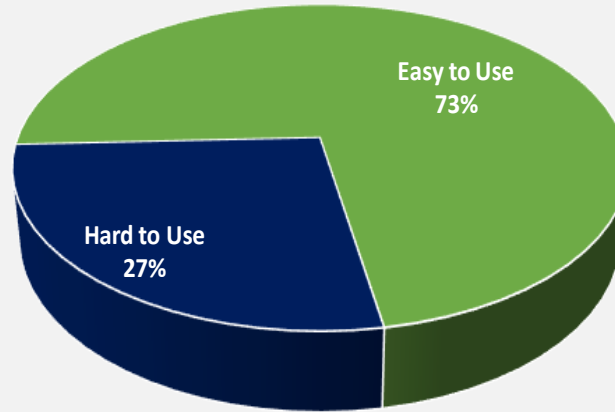
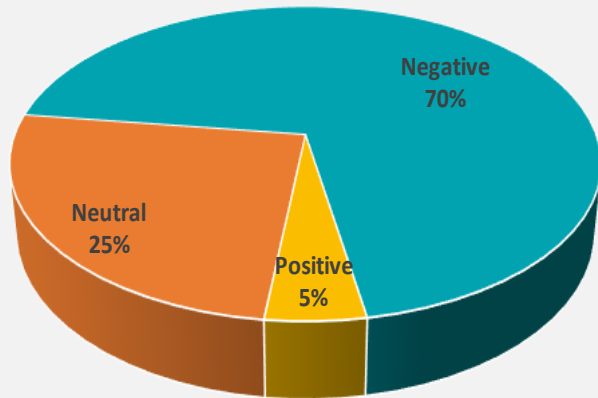
430 responses



ALL RESPONDENTS EXCEPT VISITORS

EXPERIENCE USING PAY STATIONS AND APP

199 responses



ALL RESPONDENTS EXCEPT VISITORS

EXPERIENCE USING PAY STATIONS AND APP

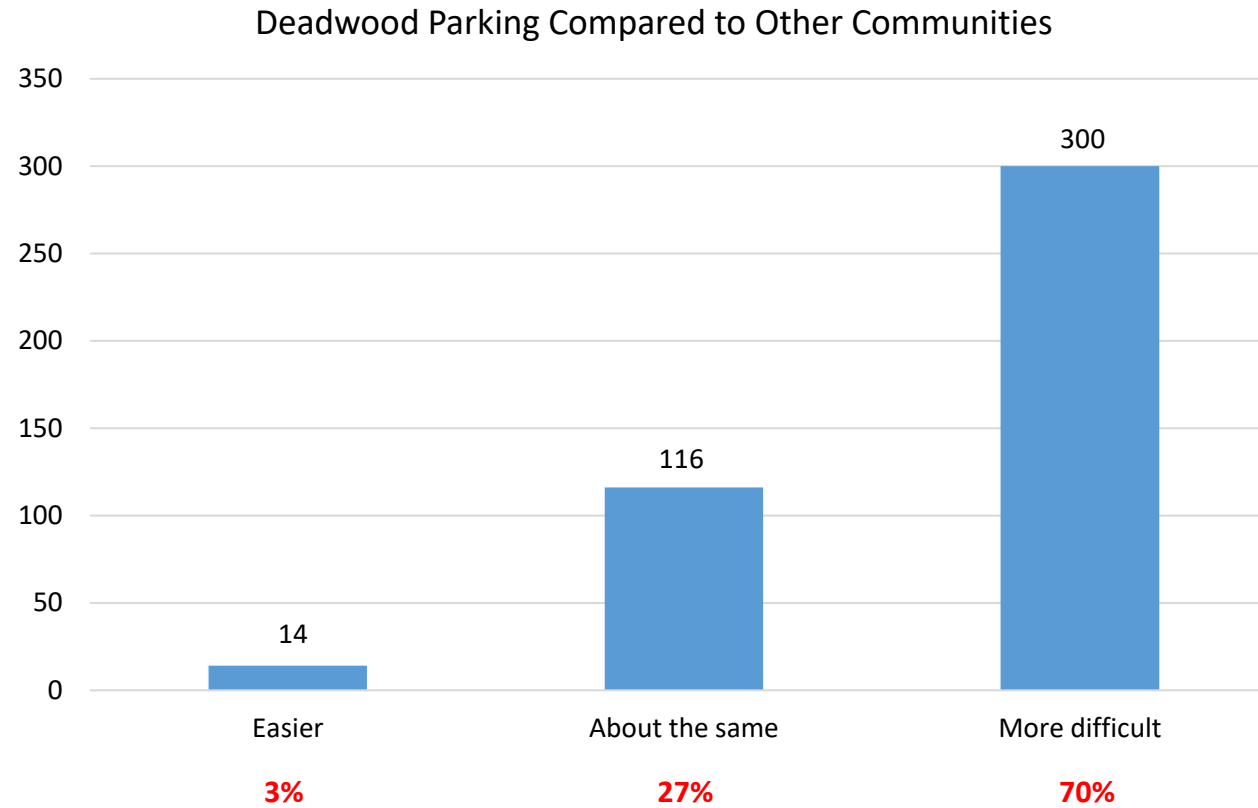
Common Response Themes

- Trouble with the app working and problems with using the kiosks were common complaints
- Visitors also noted a need for better signage both at the lot/kiosk and on the app identifying the name/location of the facility
- Some noted that they don't have a smart phone or preferred to use cash or pay at a manned booth instead of at the pay stations.
- The need for more ADA parking was also a repeated concern

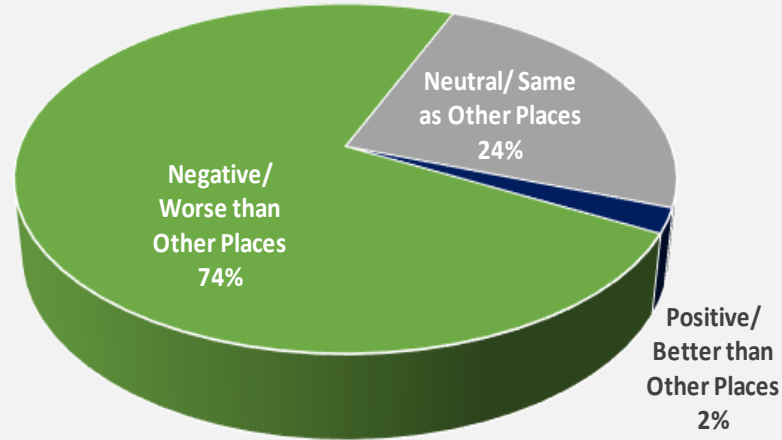
ALL RESPONDENTS EXCEPT VISITORS

DEADWOOD PARKING COMPARED TO OTHER SIMILAR DESTINATION COMMUNITIES

430 responses

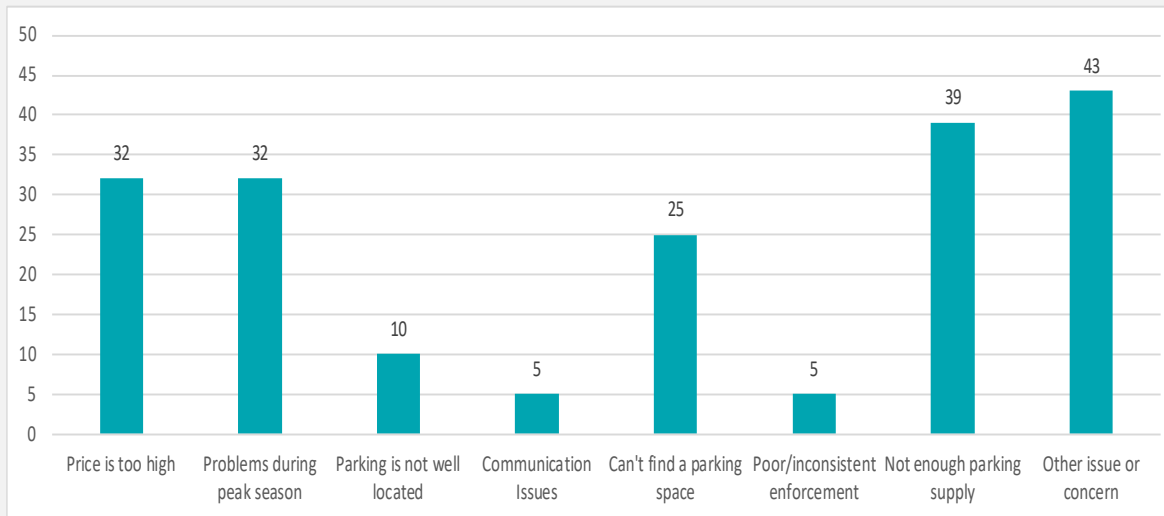


ALL RESPONDENTS EXCEPT VISITORS

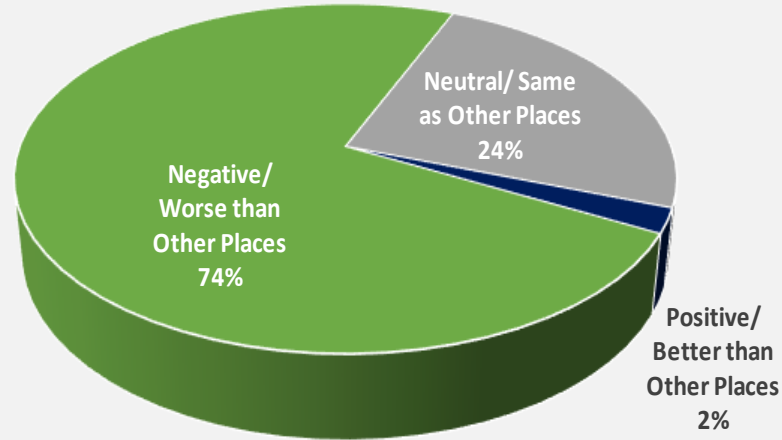


Common Response Themes

- Other cities compared to Deadwood include:
 - Black Hawk, CO
 - Central City, CO
 - Gillette, WY
 - Golden, CO
 - Hill City, SD
 - Jackson, WY
 - Keystone, SD
 - Estes Park, CO
 - Gatlinburg, TN
- The lack of available trailer parking
- Kiosk and app failures
- Requests for free or discounted employee parking
- Recommendations to provide satellite parking with more shuttle service during events

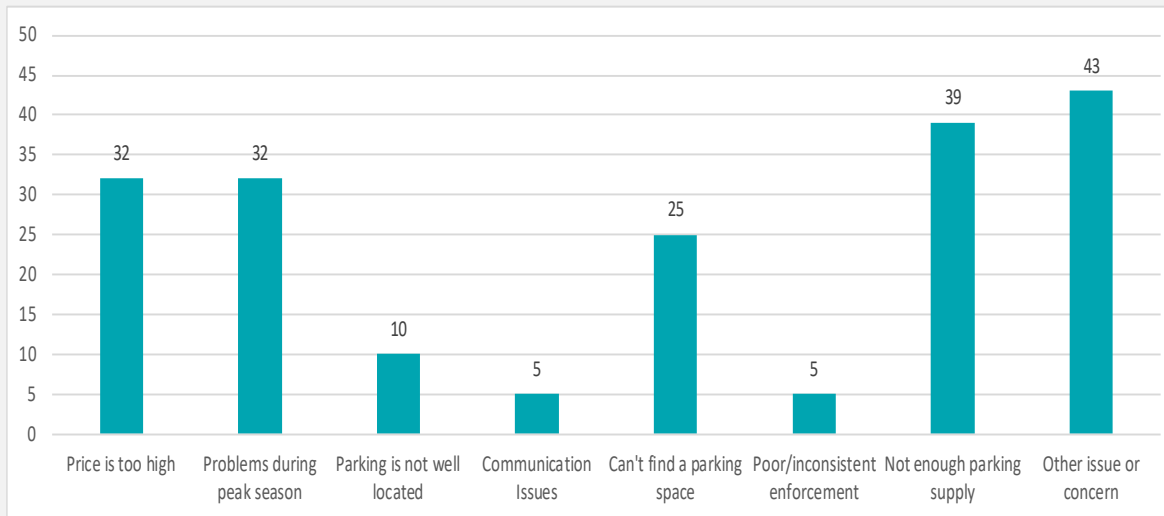


ALL RESPONDENTS EXCEPT VISITORS



Common Response Themes

- Other cities compared to Deadwood include:
 - Black Hawk, CO
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 - Gatlinburg, TN
- The lack of available trailer parking
- Kiosk and app failures
- Requests for free or discounted employee parking
- Recommendations to provide satellite parking with more shuttle service during events



ALL RESPONDENTS EXCEPT VISITORS

PARKING PRIORITY RANKING

430 responses



**Weighted averages shown; 1 is most important, 6 is least important*

ALL RESPONDENTS EXCEPT VISITORS

PERFORMANCE MANAGING PARKING FOR RESIDENTS, EMPLOYEES, BUSINESS OWNERS

430 responses



ALL RESPONDENTS EXCEPT VISITORS

PERFORMANCE MANAGING PARKING TO RESIDENTS, EMPLOYEES, BUSINESS OWNERS

- There were 257 total responses, 81% were negative, 13% neutral and 6% were positive comments.
- Top positive comment – City of Deadwood provides multiple methods to pay for parking
- Top 6 takeaways
 - 130 respondents commented on availability of parking.
 - 104 respondents commented about price of parking.
 - 61 commented on convenience.
 - 49 commented on events.
 - 32 people commented on employee lot.
 - 23 commented on enforcement.

ALL RESPONDENTS EXCEPT VISITORS

PERFORMANCE MANAGING PARKING TO RESIDENTS, EMPLOYEES, BUSINESS OWNERS

Takeaways

1. Availability of parking
 - Have dedicated employee parking
 - Finding a close place to park is near impossible as an employee during events
 - Main street should be open for parking during the winter months and off-season
2. Price
 - Free designated parking with a trolley service to downtown
 - Residents would like a tag or pass for parking
 - Another option to pay if cell phone service is limited
 - Some people only look for free parking
3. Convenience
 - Free parking and Trolley system for employees
4. Events
 - Employees have to park the furthest away from their job
 - Visitors park in front of residents for free
5. Employee Lot
 - Employees don't want to pay to park and work
6. Enforcement
 - Campers and trailers park in non-designated spots overnight

ALL RESPONDENTS EXCEPT VISITORS

BIGGEST ISSUE THAT NEEDS TO BE ADDRESSED TO IMPROVE PARKING

- There were 431 total responses, 58% were negative, 42% neutral and .007% were positive comments.
- Top positive comment was satellite parking was successful for employees.
- Top negative comment was eliminating trolley stops and streamline existing trolley system.

Top 5 takeaways

1. 262 respondents commented on Availability of parking.
2. 79 respondents commented about Employee Lots
3. 71 commented on Convenience
4. 55 commented on an Events
5. 18 people commented on RV/Trailers

ALL RESPONDENTS EXCEPT VISITORS

BIGGEST ISSUE THAT NEEDS TO BE ADDRESSED TO IMPROVE PARKING

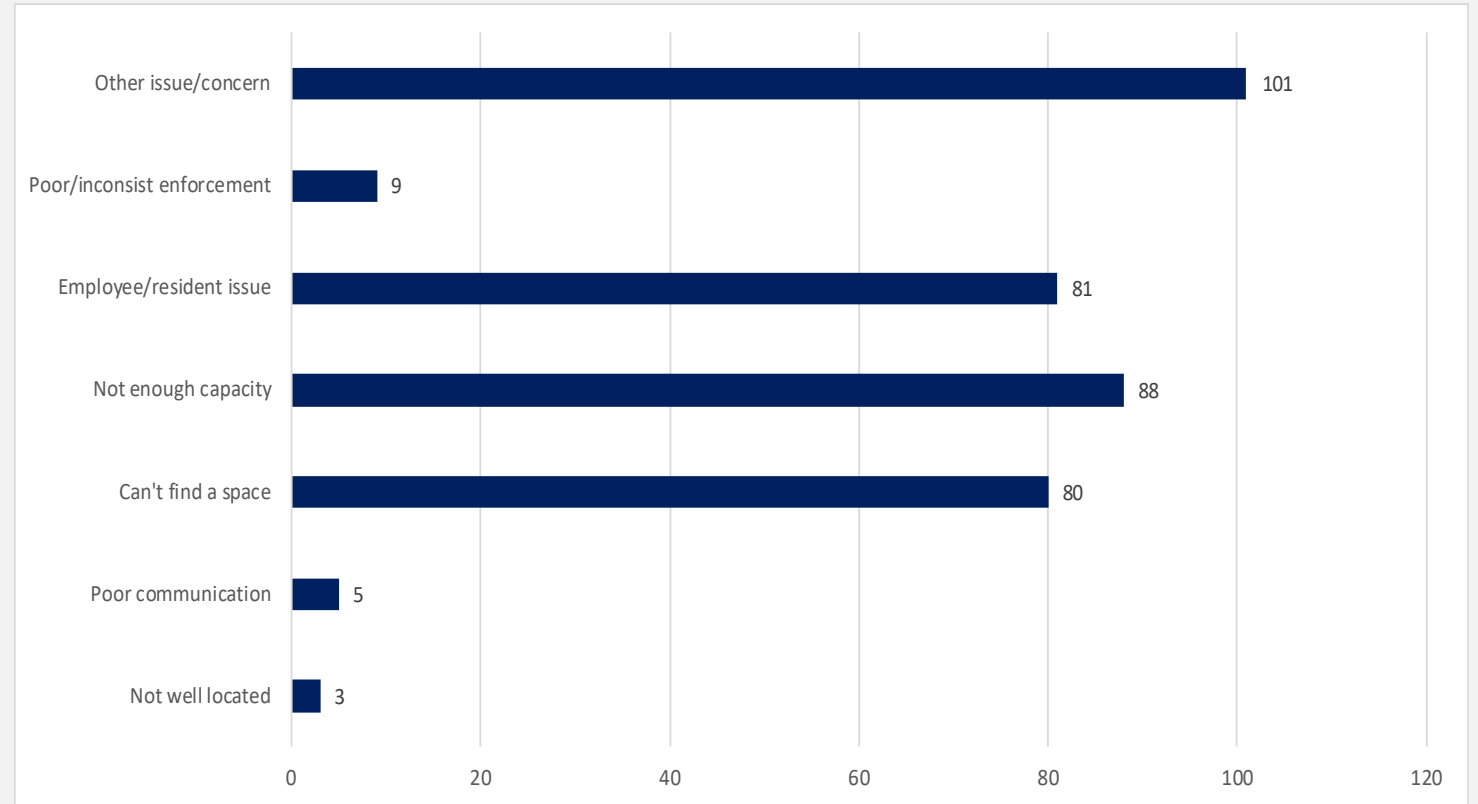
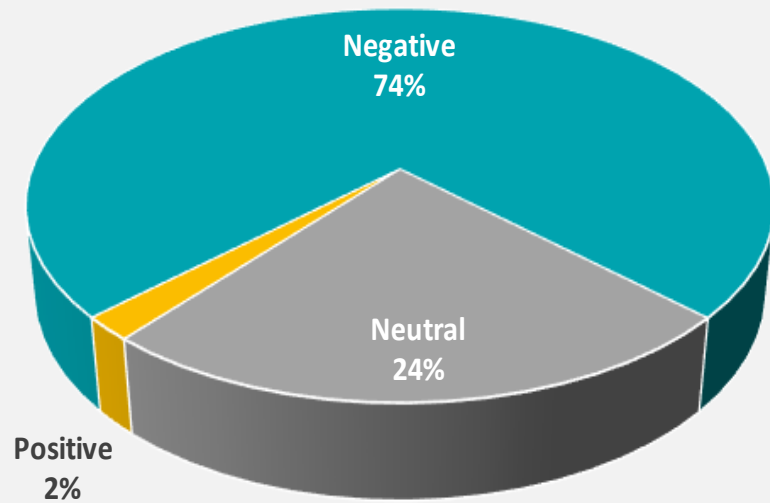
Takeaways

1. Availability of parking
 - Employees would like dedicated event parking
 - Advertise trolley stops and utilize unused areas such as the football field parking lot
2. Employee Lot
 - Provide employee parking that's convenient
3. Convenience
 - Enforce no large trucks and trailers in the parking ramp to prevent blocking others
 - Pedestrian safety is a concern while crossing the streets
 - Help employees who can't afford to pay to park
 - Shuttle service between Lead and Deadwood
4. Events
 - Make paying easier
 - Provide signage when lots are full
5. RV/Trailers
 - Provide signage to RV/Trailers
 - Residents would like stickers or temporary passes for parking on their street

ALL RESPONDENTS EXCEPT VISITORS

IMPACTS OF SPECIAL EVENTS

305 responses



ALL RESPONDENTS EXCEPT VISITORS

Common Response Themes

- There is a need for dedicated trailer parking and designated employee parking
- There is also a concern that a lack of parking is deterring both locals and tourists
- Too many parking lots and streets are closed to accommodate demand
- The safety of both pedestrians and vehicles is a concern as more cars parking on the side of the road and people walk into town
- There is a need to develop satellite parking and shuttle employees and/or visitors into town
- Opportunity to expand taxi services and/or allow TNCs, especially during events

ALL RESPONDENTS EXCEPT VISITORS

ANY OTHER COMMENTS ABOUT ACCESS AND PARKING

- There were 212 total responses, 27% were negative, 63% neutral and 10% were positive comments.
- Top positive comment is that issues with parking are a product of Deadwood's success.

Top 5 takeaways

1. 157 respondents commented on Permits/passes/price of parking.
2. 54 respondents commented about Ease of use.
3. 50 commented on Availability
4. 36 commented on Convenience
5. 18 people commented on Safety

ALL RESPONDENTS EXCEPT VISITORS

ANY OTHER COMMENTS ABOUT ACCESS AND PARKING

Takeaways

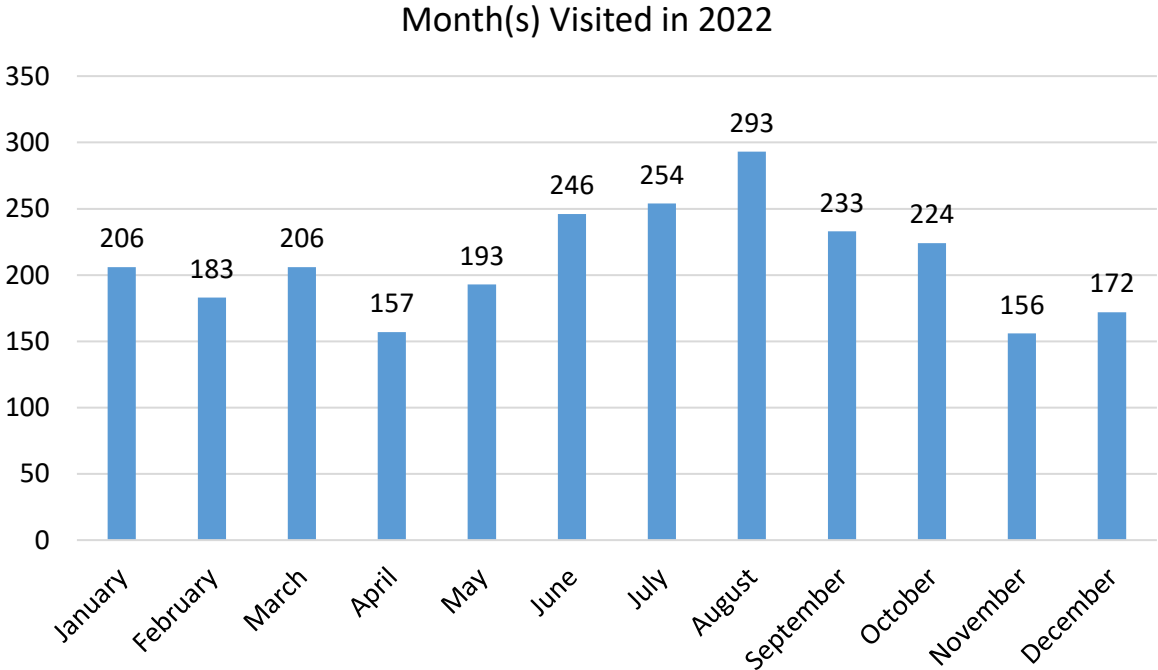
1. Permits/passes/price
 - No long –box large truck dually should be allowed to park in ramp
2. Ease of use
 - Deadwood and Lead to partner during events to shuttle people that are visiting
3. Availability
 - Some users avoid downtown during busy times
 - People don't want to walk that far
4. Convenience
 - Set up a Shuttle service and schedule.
 - Move people from parking lots only.
 - Use the baseball fields for parking lots
5. Safety
 - Most employees travel from nearby cities to work and some people feel vulnerable at night and during busy events.

ALL RESPONDENTS EXCEPT VISITORS

VISITOR ONLY SURVEY

MONTH(S) VISITED DEADWOOD IN 2022

525 responses



VISITORS ONLY

PLACE OF RESIDENCE

525 responses

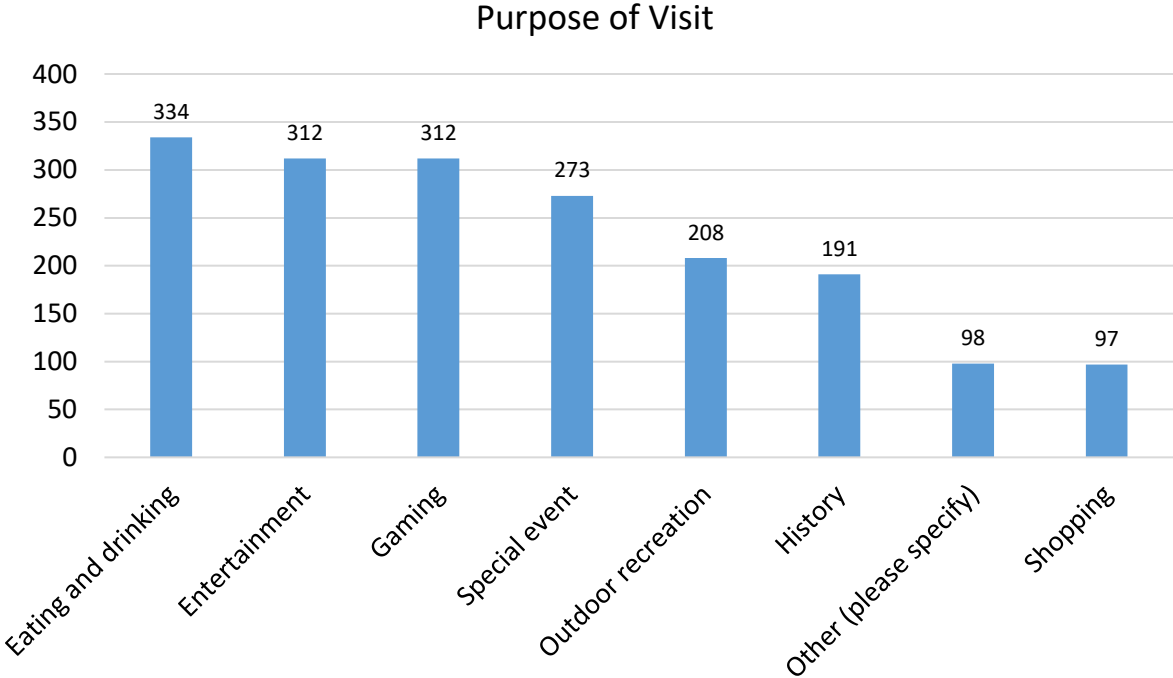
Count	City	State
18	Rapid City	South Dakota
17	Rapid City	South Dakota
13	Spearfish	South Dakota
12	Stark	North Dakota
10	Sturgis	South Dakota
9	Pierre	South Dakota
9	Gillette	Wyoming
6	Sioux Falls	South Dakota
6	Bismarck	North Dakota
5	Sioux Falls	South Dakota
5	Belle Fourche	South Dakota
5	Box Elder	South Dakota
5	Norfolk	Nebraska
5	North Platte	Nebraska
5	Torrington	Wyoming

Count	City	State
4	Davison County	South Dakota
4	Winner	South Dakota
4	Bismarck	North Dakota
4	Minot	North Dakota
4	Williston	North Dakota
4	Watford City	North Dakota
4	Billings	Montana
4	Miles City	Montana
4	Mitchell	Nebraska
3	Stacy	Minnesota
3	Tea	South Dakota
3	Yankton	South Dakota
3	Sioux Falls	South Dakota
3	Watertown	South Dakota
3	Mobridge	South Dakota
3	Rapid City	South Dakota
3	Whitewood	South Dakota
3	Hazen	North Dakota
3	Hettinger	North Dakota
3	Billings	Montana
3	Sidney	Montana
3	Baker	Montana
3	Valentine	Nebraska
3	Hay Springs	Nebraska
3	Natrona County	Wyoming
3	Gillette	Wyoming
3	Moorcroft	Wyoming
2	Wisconsin Dells	Wisconsin
2	Rochester	Minnesota
2	Edgerton	Minnesota
2	Jackson	Minnesota
2	Brainerd	Minnesota
2	Minnehaha	South Dakota
2	Humboldt	South Dakota
2	North Sioux City	South Dakota
2	Wentworth	South Dakota
2	Sioux Falls	South Dakota
2	Clear Lake	South Dakota
2	Miller	South Dakota
2	Aberdeen	South Dakota
2	Phillip	South Dakota
2	Black Hawk	South Dakota
2	Hill City	South Dakota
2	Piedmont	South Dakota
2	Fargo	North Dakota
2	Bismarck	North Dakota
2	Marmarth	North Dakota
2	Cozad	Nebraska
2	Ogallala	Nebraska
2	Gering	Nebraska
2	Scottsbluff	Nebraska
2	Dallas	Texas
2	Haxtun	Colorado
2	Cheyenne	Wyoming
2	Laramie	Wyoming
2	Wheatland	Wyoming
2	Casper Area	Wyoming
2	Douglas	Wyoming
2	Rozet	Wyoming

VISITORS ONLY

FOR WHAT PURPOSE DID YOU VISIT?

525 responses



VISITORS ONLY

SELECT THE EVENTS YOU VISITED IN 2022

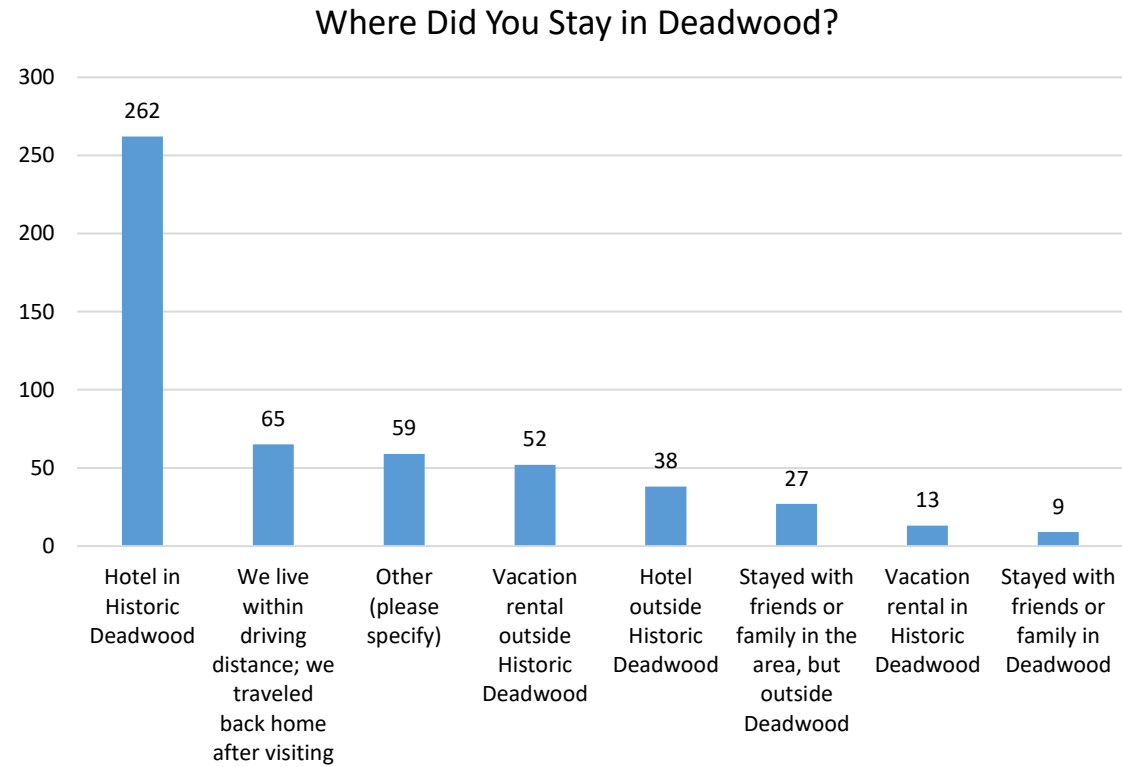
525 responses

Response	Number	%
Kool Deadwood Nites	189	36%
Sturgis Rally	152	29%
Days of '76	127	24%
St. Patrick's Celebration	115	22%
Wild Bill Days	113	22%
None of the above	104	20%
Deadweird	93	18%
Oktoberfest	89	17%
Deadwood Jam	80	15%
Kool Deadwood Nites Classic Car Auction	79	15%
Mardi Gras Weekend	78	15%
Other (please specify)	76	14%
Deadwood PBR	68	13%
Pro Snocross Races	53	10%
Independence Day Parade	52	10%

VISITORS ONLY

WHERE DID YOU STAY IN DEADWOOD?

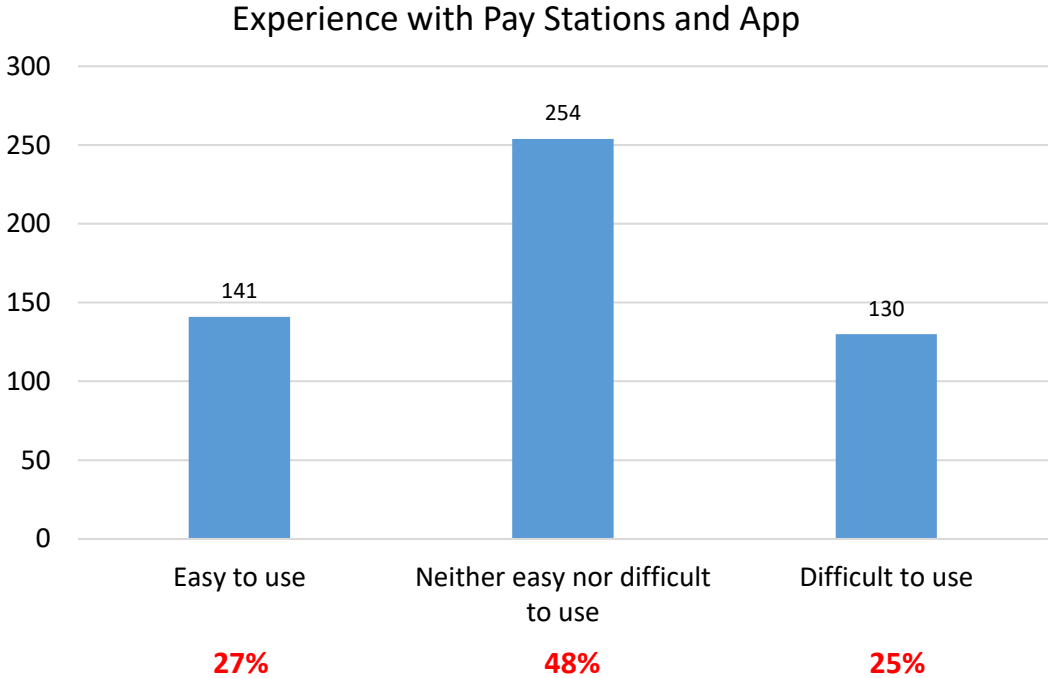
525 responses



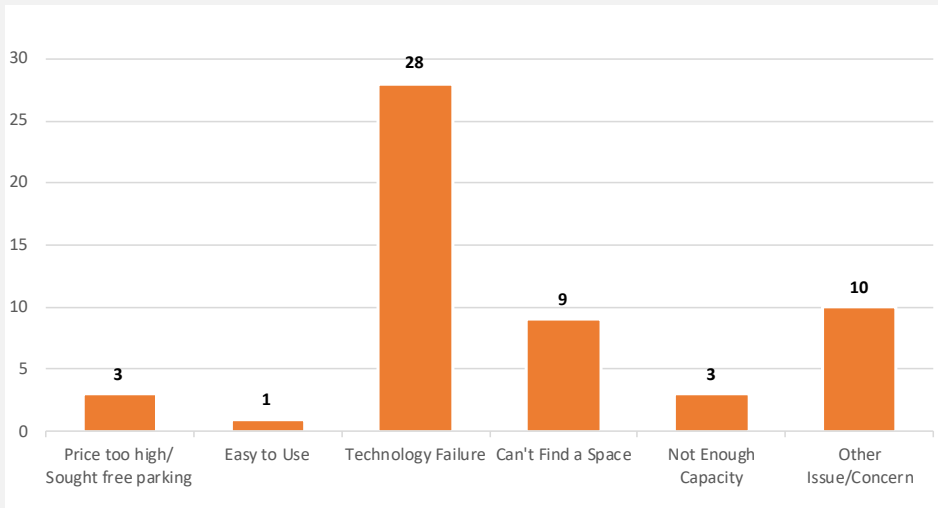
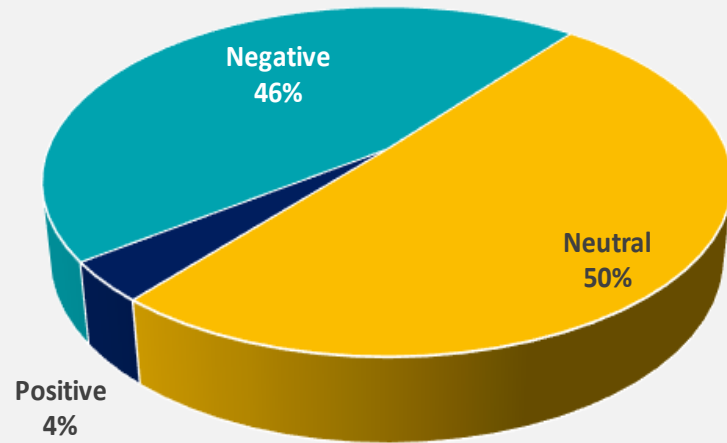
VISITORS ONLY

EXPERIENCE WITH PAY STATIONS AND APP

525 responses



VISITORS ONLY



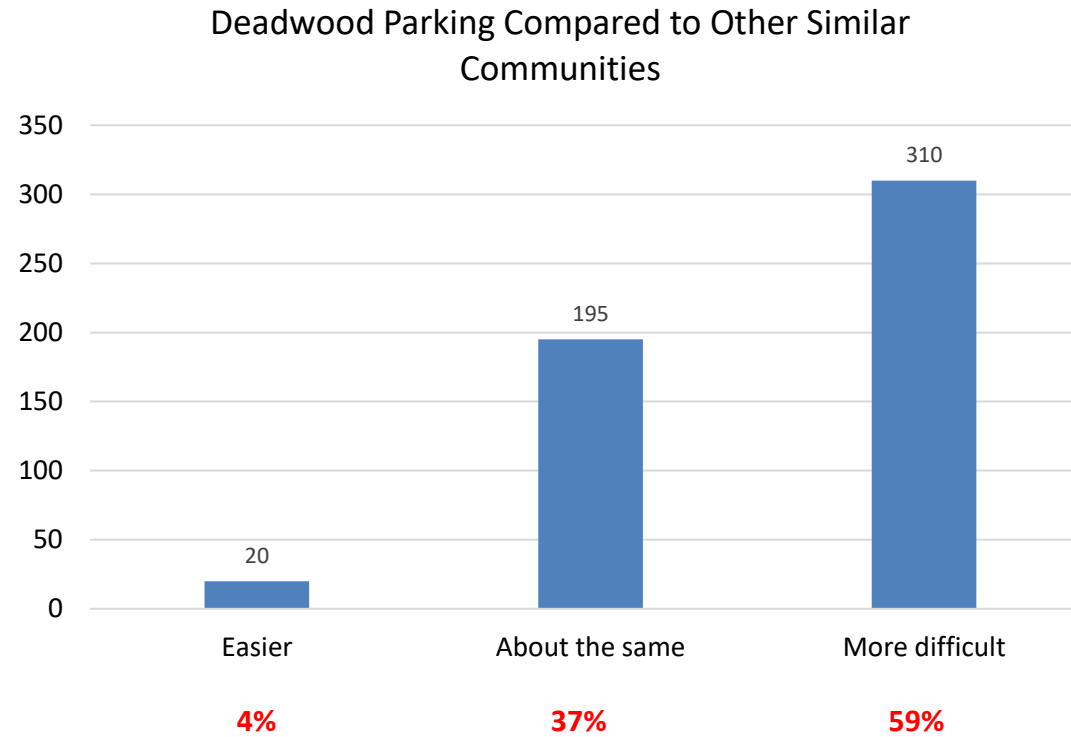
VISITORS ONLY

Common Response Themes

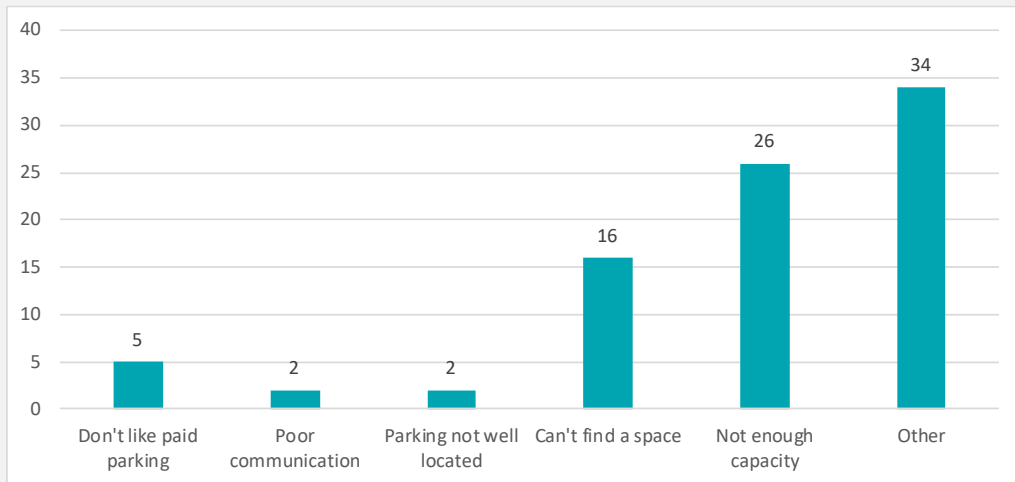
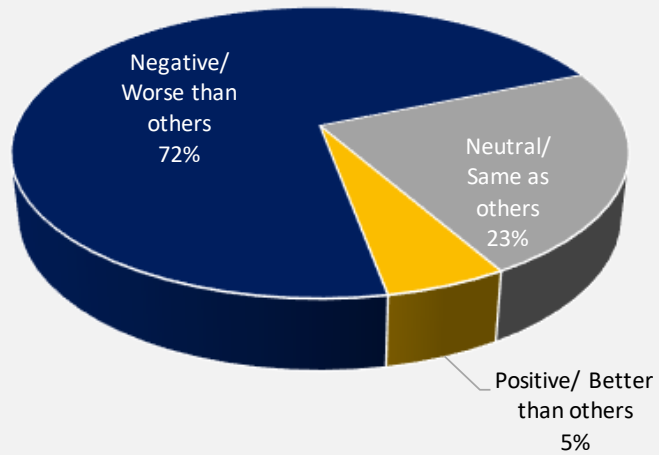
- Trouble with the app working and problems with using the kiosks were common complaints
- Visitors also noted a need for better signage both at the lot/kiosk and on the app identifying the name/location of the facility
- Some noted that they don't have a smart phone or preferred to use cash or pay at a manned booth instead of at the pay stations.
- The need for more ADA parking was also a repeated concern

PARKING IN DEADWOOD COMPARED TO OTHER SIMILAR COMMUNITIES

525 responses



VISITORS ONLY



Common Response Themes

- A need for larger parking spots for trucks and SUVs
- Dislike about the long walking distances from the parking lots to the downtown
- The need for more parking, including ADA parking and trailer parking
- Improving shuttle service and providing remote lots
- Lack of hotel parking
- Better signage and wayfinding

VISITORS ONLY

PARKING PRIORITY RANKING

525 responses

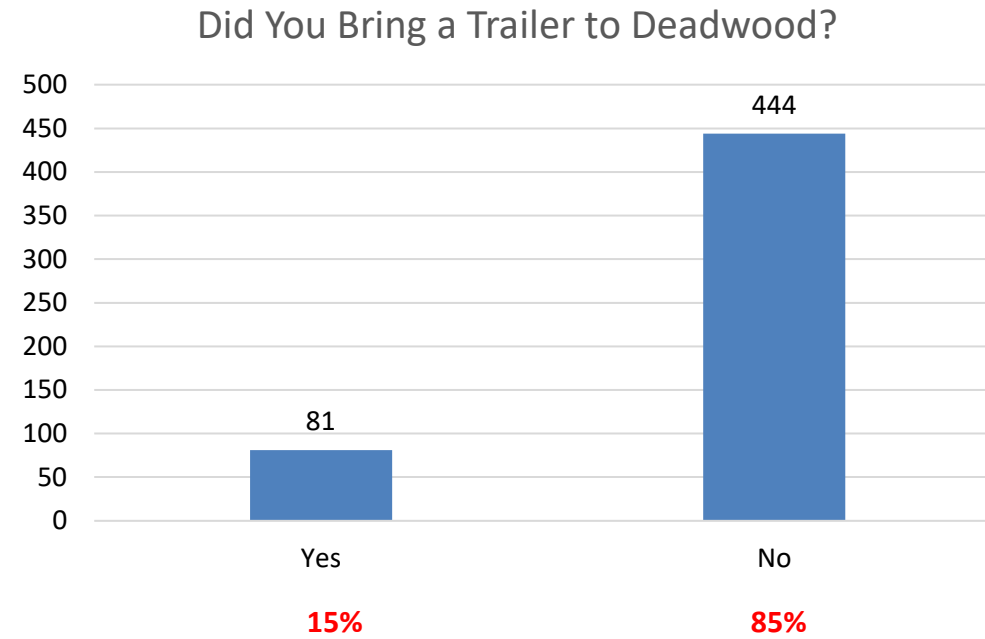


**Weighted averages shown; 1 is most important, 6 is least important*

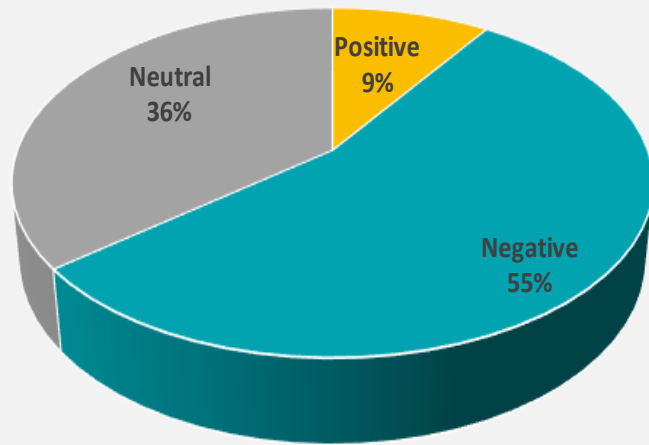
VISITORS ONLY

DID YOU BRING A TRAILER TO DEADWOOD?

525 responses

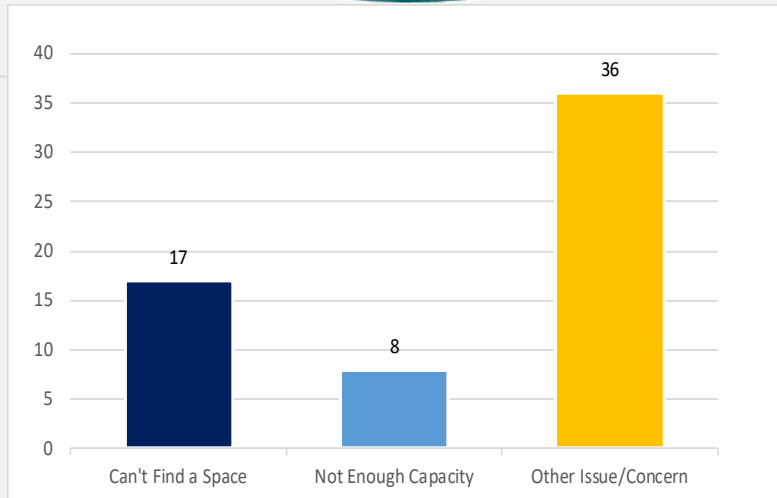


VISITORS ONLY

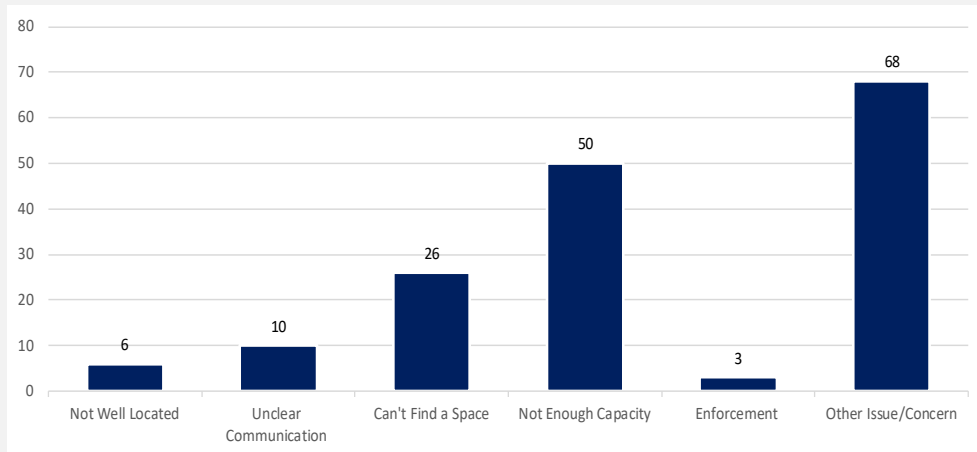
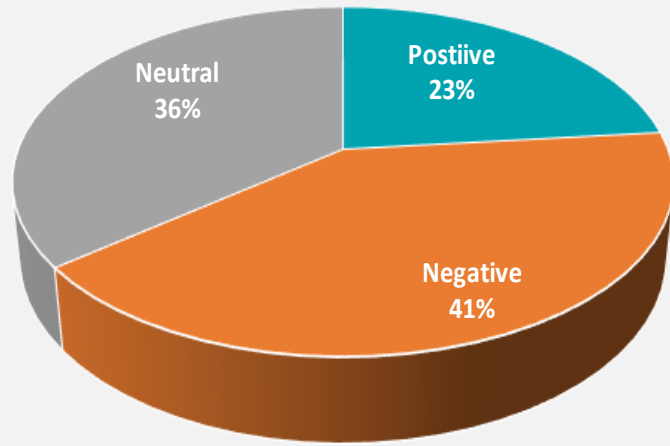


Common Response Themes

- Visitors choose to leave their trailers:
 - At their campgrounds
 - At the hotel or AirBnB
 - Outside of town
 - Some other location
- The long walking distance between parking and destination
- No designated trailer parking meant they parked over multiple regular spaces on-street or at the visitor center



VISITORS ONLY



VISITORS ONLY

Common Response Themes

- Improve shuttle service, including
 - A more local shuttle making stops up and down Main Street only
 - Increased number of stops/routes
 - Better information about the availability of the service
- Better communication of the parking options through signage and branding
- Provide more motorcycle and trailer parking
- Add more ADA parking
- Build another parking garage