

Ashland Downtown Parking Management and Multi-Modal Circulation Plan



October 2014

Prepared for:
Ashland Downtown Parking Management
and Circulation Ad Hoc Advisory Committee

Prepared by:
Community Planning Workshop
A Program of the
Community Service Center



DRAFT

ACKNOWLEDGEMENTS

The Downtown Parking and Circulation Ad Hoc Advisory Committee worked with the University of Oregon's Community Planning Workshop to conduct research, evaluate findings and provide recommendations regarding downtown parking and multi-modal circulation management in the city of Ashland. The committee reviewed the data collected and analysis performed by CPW, and provided input on the goals and concerns relating to these parking and circulation issues. CPW then took this input and developed the strategies contained within this document for the Project Advisory Committee to make recommendations to City Council.

Following is an overview of the members of the Committee (aka Project Advisory Committee, or PAC), in addition to more information about the consultant and staff that had a role in the project.

Project Advisory Committee:

- Emile Amarotico Stakeholder Member
- Craig Anderson Transportation Commissioner
- Lisa Beam Chamber of Commerce Board Member
- Joe Collonge Stakeholder Member
- Michael Dawkins Planning Commissioner
- Tami DeMille-Campos Administrative Assistant
- Marie Donovan Chamber of Commerce Board Member
- Mike Faught Public Works Staff
- John Fields Stakeholder member
- Katherine Flannagan Chamber of Commerce Staff Member
- Mike Gardiner Trucking Expert
- Pam Hammond Stakeholder member
- Dave Kanner Administration Staff
- Richard Kaplan Planning Commissioner
- Bill Molnar Community Development Staff
- Liz Murphy Stakeholder Member
- Robert Parker University of Oregon PPPM Department
- Cynthia Rider Stakeholder Member
- Rich Rosenthal Council Liaison
- Dennis Slattery Council Liaison
- Sandra Slattery Chamber of Commerce Staff Member
- Lee Tuneberg Administrative Services Staff
- John William Stakeholder Member
- David Young Transportation Commissioner

Project Director:

- Robert Parker, CSC Co-Managing Director, CPW Program Director, PPPM Teaching Faculty

Project Team:

- Nicholas Meltzer, Project Manager
- Amanda D'Souza, Project Associate
- Andrew Dutterer, Project Associate
- Taylor Eidt, Project Associate
- Nestor Guevara, Project Associate
- Eli Tome, Project Associate

Community Service Center Staff:

- Bob Parker, Director, Community Planning Workshop; Co-Director, Community Service Center
- Megan Smith, Director, Resource Assistance for Rural Environments; Co-Director, Community Service Center
- Josh Bruce, Interim Director, Oregon Partnership for Disaster Resilience
- Bethany Steiner, Associate Director, Community Planning Workshop
- Michael Howard, Program Specialist, Oregon Partnership for Disaster Resilience
- Titus Tomlinson, Program Coordinator, Resource Assistance for Rural Environments
- Julie Foster, Grants Administrator, Community Service Center
- Julie Havens, Office Coordinator, Community Service Center

About the Community Service Center

The Community Service Center (CSC) is a research center affiliated with the Department of Planning, Public Policy, and Management at the University of Oregon. It is an interdisciplinary organization that assists Oregon communities by providing planning and technical assistance to help solve local issues and improve the quality of life for Oregon residents. The role of the CSC is to link the skills, expertise, and innovation of higher education with the transportation, economic development, and environmental needs of communities and regions in the State of Oregon, thereby providing service to Oregon and learning opportunities to the students involved.

About Community Planning Workshop

Community Planning Workshop (CPW) is an experiential learning program within the Department of Planning, Public Policy and Management at the University of Oregon. Students work in teams under the direction of Faculty and Graduate Teaching Fellows to develop proposals, conduct research, analyze and evaluate alternatives, and make recommendations for possible solutions to planning problems in Oregon communities. The CPW model is unique in many respects, but is transferable to any institution that desires to link pedagogy with community service.

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CHAPTER I: INTRODUCTION

This report summarizes the strategies developed, and the applicable background research, to improve parking and multi-modal circulation in downtown Ashland. The City of Ashland initiated the project in July 2013, and CPW was hired as the consultant. CPW's role included conducting the research and public engagement aspects, as well as helping facilitate the mayoral appointed committee through the process of providing recommendations to City Council. The Ashland Downtown Parking Management and Circulation Ad Hoc Advisory Committee has been guiding the direction of the project and has submitted the strategies within this document to be approved by City Council and subsequently incorporated into the Transportation System Plan.

This report and the complete memorandums of each research component can be viewed on the City of Ashland's website.¹ The memorandums provide more detail on the methods, findings, and implications of each research effort.

Background

Parking management in downtown Ashland is a pressing issue facing the community for many years. Ashland is home to approximately 20,000 residents and serves as a major tourist attraction, drawing over 350,000 visitors per year to the downtown area.² This large volume of visitors is largely due to the internationally renowned Oregon Shakespeare Festival. This poses a unique management problem for the City as there is a need to accommodate both the parking needs of residents and employees in the downtown while also providing easy access for visitors. To address these issues, the City commissioned the University of Oregon's Community Planning Workshop (CPW) to conduct research that will inform strategies to better manage parking and access in Ashland's downtown. Specifically, the study addresses parking and multimodal circulation including pedestrian, bicycle and vehicle circulation and vehicle and truck parking within the downtown corridor. Objectives of the study include:

- Evaluating the effectiveness of existing downtown parking management, truck loading zones and travel demand management strategies to increase overall accessibility to downtown for tourists, citizens, students and employees.
- Evaluating alternatives generated during the Transportation System Plan update analysis phase, which included bicycle lanes and wider sidewalks on East Main Street through the downtown corridor.

Figure 1 outlines the study area for this project.

¹ <http://www.ashland.or.us/CCBIndex.asp?CCBID=241>

² Ashland Chamber of Commerce (2014) *The Economy: Ashland and The Rogue Valley*. <http://www.ashlandchamber.com/Page.asp?NavID=441>

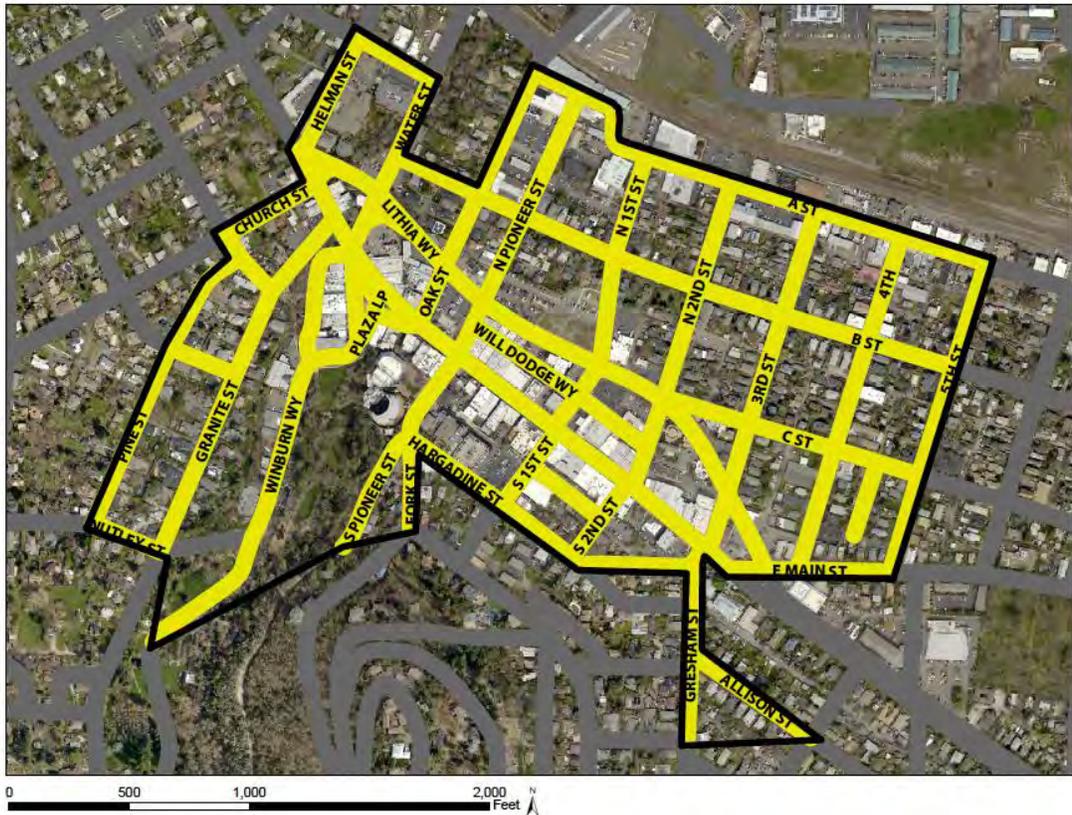


Figure 1. Study Area

Summary of Issues Addressed in this Study

The City has been working on parking and circulation management strategies since the Downtown Plan was adopted in 1988. The Transportation System Plan update in 2013 concluded that many issues originally identified in the 1988 plan continue to persist. Broadly stated, these issues include:

- **Assessing the needs of all downtown users.** Out of town visitors desire easily accessible, affordable parking options for their destinations, while business owners desire the same for their patrons. Employees, the backbone of downtown businesses, desire hassle-free parking close to their location of employment. Finally, residents desire a vibrant downtown that accommodates all users, yet allows for access for their routine errands.
- **Addressing the negative perceptions of conflicting users.** Residents unable to find parking spots for their routine errands worry employees parking downtown are taking valuable space from them, as well as potential visitors. Business owners believe more parking is needed to accommodate their patrons who often complain about how long it takes to find a parking spot. Downtown residents worry about the affect parking has on their neighborhoods, and nearly everyone is concerned the impact parking

meters will have on the ascetic value of Ashland, and the desire to visit downtown.

- **Insuring maximum utilization of existing facilities.** The city desires to make best use of off-street facilities both in and outside the core area, as well as insure the current parking regulations are effective. Visitors to Ashland desire clear and concise information on where to park, as well as signs directing them upon arrival.
- **Incorporating bicycle and pedestrian infrastructure improvements in the downtown area.** Three out of the four goals established in the Transportation System Plan update discuss accommodating more bicycle and pedestrian travel throughout Ashland. While opinion across the country is changing, the opinions of bicycle and pedestrian advocates can often be conflicting with residents, business owners, or other populations.

Project Approach

This project requires a mixture of land use, transportation planning, transportation engineering, and public involvement skills. Typical of planning projects, it has a significant data collection phase that is intended to inform local policy decisions. As such, this project has an objective data collection phase combined with a robust public process. The data collection focuses on an inventory of parking as well as parking use. The public engagement focuses on gauging uses of the downtown, as well as opinions on possible policy options to be implemented.

The intent of the data collection and public process is to develop a comprehensive understanding of parking use and downtown access and clearly communicate that to the community. The process also identifies policy options through literature review and case studies. These options are then clearly articulated and vetted through the project advisory committee who will make recommendations to the City Council.

Methods

Throughout the course of the project CPW facilitated monthly project advisory committee meetings, conducted three parking occupancy analyses, and distributed and analyzed three separate surveys to over 1000 respondents who identified as residents, business owners, downtown employees and Ashland visitors. In addition to this, CPW conducted case studies of similar cities parking management strategies, as well as developing a parking generation analysis for downtown businesses. This research was presented to the PAC in monthly meetings. Each deliverable is available on the City of Ashland's website³, and each meeting provided an opportunity for public comment.

³ <http://www.ashland.or.us/CCBIndex.asp?CCBID=241>

Deliverables

CPW conducted extensive data analysis and public engagement to develop the parking management strategies. The bulk of this work is described in the *Ashland Downtown Parking and Multi-Modal Circulation Interim Report and Policy Considerations*, dated June 2014, and provided to the Committee at the July meeting. The report summarizes the following deliverables:

- Labor Day Parking Monitoring
- Parking Perceptions Survey Findings
- Downtown Parking Generation Estimate
- Summary of Interviews with Case Study Cities
- April Midweek Parking Monitoring

Additionally, after the July meeting, CPW submitted the following deliverables relevant to the project under separate cover:

- Policy Options Survey Findings
- Downtown Trolley White Paper
- Evening Parking Monitoring
- Oregon Shakespeare Festival Patron Survey Results

Organization of this Report

The remainder of this report is organized as follows:

Chapter II: Context and Guiding Principles summarizes the planning and regulatory context of the project. Parking management programs across the country are fairly standard when it comes to categorical elements, so an overview of those elements follows. Early in the process, the Committee established the guiding principles, outlining the values underwriting the overall process.

Chapter III: Downtown Parking Management & Multi-Modal Circulation Plan provides an overview of the plan CPW and the Committee developed. The plan contains three phases, which the first phase being most specific and subsequent phases more broad. The phases correspond with the 20-year timeline of the Transportation System Plan.

Chapter IV: Plan Maintenance/Monitoring contains the details of how to maintain the plan is effective through establishing a timeline and dates for monitoring the impacts various phases are having in downtown.

CHAPTER II: CONTEXT AND GUIDING PRINCIPLES

This chapter summarizes discussions the PAC had regarding downtown parking and multimodal circulation related to the development, adoption, and implementation of refinements to the City's downtown parking management and multimodal strategy. The guiding principles were endorsed by the PAC and are intended to guide the development and review of policy and programmatic options.

Planning Context

As mentioned in the introduction, issues surrounding parking and circulation in downtown Ashland have persisted for over 15 years. The following documents have previously discussed these issues:

- Ashland Downtown Plan, 1988
- Ashland Downtown Plan Phase II, 2001
- Ashland Economic Opportunity Analysis, 2007
- City of Ashland Transportation System Plan, 2013

Chapter 4 of the 2001 Downtown Plan initially identified the issues addressed in this report. After conducting a parking inventory and monitoring analysis, a parking management strategy provided short, mid and long term actions for improving parking in downtown. The Economic Opportunity Analysis conducted as part of adherence to Goal 9 of Oregon's Statewide Planning Goals outlined the importance of providing adequate transportation options to maintain Ashland's economy. Finally, as part of the Transportation System Plan update process, a number of white papers were submitted regarding circulation in the downtown core. The plan also outlined the need for a separate study focused on the downtown, to address the issues outlined in Chapter I.

The Downtown Parking Management and Circulation Ad Hoc Advisory Committee approved the strategies outlined in this document. Per direction from Ashland Mayor John Stromberg, these strategies will be submitted to the City Council for approval. At this point they will become a supplement to the Transportation System Plan, and incorporated into the 20 year transportation vision for Ashland.

Common Parking Management Elements

A comprehensive parking management plan encompasses several integrated strategies from common management elements. Rather than focusing on creating more parking supply, the parking management elements outlined below tend to focus on promoting the efficient utilization of current parking infrastructures. Through redistribution of parking demand and reduction in the demand for parking, a city can avoid the costly construction of additional parking garages.

In utilizing these management tools, it is essential that the development of a parking management plan takes into consideration the unique goals, objectives, and needs of the community and individuals who will be impacted. Four elements

Education and Outreach (Informational Resources)

These low-cost options aim to redistribute existing demand for parking and are rooted in the idea that many parking problems can be addressed by providing adequate information to users. Providing information about parking options, locations, enforcement, and penalties will determine if a patron perceives the parking system as convenient, influencing their choice to visit and spend time in an area.

Wayfinding

Correlated with education efforts is the development of a robust wayfinding program, a low-cost tool that aims to achieve optimal utilization of current parking facilities. Wayfinding provides pertinent information that efficiently directs users to destinations and available parking. In many cases, this strategy aims to balance parking occupancy by providing information about location, regulations, and pricing of off-street parking lots to users who may otherwise focus on searching for on-street parking. An efficient wayfinding program reduces the time it takes to find available parking, alleviating pressures on the transportation system, and successfully redistributing demand throughout the existing parking supply. Wayfinding is not limited to automobiles, and can be used for both bicycle and pedestrian travel.

Regulation and Enforcement

Regulatory tools prioritize how current parking facilities are used, establishing who, when, and how long users are able to park in certain locations. Enforcement strategies outline the steps an entity would take to ensure that the management plan is operating as desired. The integration of both elements can encourage or discourage automotive activity in an area, therefore it is important that a parking management plan not only take into account the needs of all users, but also determine how implementation may influence every group's behaviors. Three of common types of regulation tools include:

- *User/Vehicle Designation:* These strategies clearly outline what type of user can or cannot use a certain location and can be used to prioritize certain users in specific locations, allowing for the needs of multiple groups to be met.
- *Time Regulation:* Regulations can be set to establish limited parking durations, or prohibit occupancy at certain times of the day. Depending on the scope of the restrictions, this type of regulation can be used to accommodate the needs of certain users (e.g. loading zones for delivery vehicles, service vehicles) or promote turnover in commercial areas (e.g. short-term time limits to discourage long-term parking).
- *Pricing:* Use of this strategy is generally rooted in the desire to manage parking or to generate revenue.

Design of regulatory tools will be contingent on the objectives of the parking management plan. If there is a desire to promote commercial activity, parking

should be convenient, have high turnover at high demand areas, and be low-cost in order to reduce barriers to visiting and to maximize the number of visitors to the area. These tools can also be used to discourage the use of vehicular traffic among user groups and reduce the demand for parking. For example, raising the price of parking and enforcement of tougher regulations would incentivize users to locate other parking that would meet their needs or use alternative modes of transportation. Coupled with a strong regulatory program is a strong enforcement program, insuring the program is used as designed.

Transportation Demand Management (Multi-Modal)

Transportation Demand Management (TDM) programs are aimed at reducing the use of single-occupancy vehicles through incentivizing changes in behavior. A reduction in the use of single occupancy vehicles alleviates parking demand, allowing for the increased efficiency of existing parking facilities. Additionally, a decrease in single occupancy vehicles reduces vehicle miles travelled, decreases congestion, decreases pollution, increases traffic safety, and can improve public health. Most other parking management elements can be designed to decrease use of single occupancy vehicles; TDM strategies differ in that they are specifically designed to influence individual behaviors to utilize other transportation options.

TDM: Accessibility Improvements

This TDM strategy focuses on increasing the number of transport options available and improving the quality of existing transportation alternatives. Increasing the number of options would allow users to choose a mode of transportation that can best meet their needs. Improving the safety and conditions of existing alternatives would reduce the barriers to utilization, lessening the apprehension to use bicycle and pedestrian facilities.

Guiding Principles

The Guiding Principles were developed to provide a framework for consideration of the policy options and programmatic strategies. These Guiding Principles focus on balancing the needs of all user groups in downtown Ashland, as opposed to focusing on parking and transportation infrastructure and physical design. In this sense, the PAC established the phrase **“Focusing on Users Instead of Parking”** as the theme of the guiding principles. The guiding principles are listed below.

1. Balance the needs of downtown users now and in the future.
2. Support low cost options that can be easily implemented in the short term but potentially yield long-term benefits.
3. Develop long-term progressive strategies that accommodate growth while maintaining an active and vibrant downtown.
4. Promote ease of access for the efficient operation of downtown businesses.
5. Restructure parking regulations to enhance turnover and generate an optimal occupancy rate.

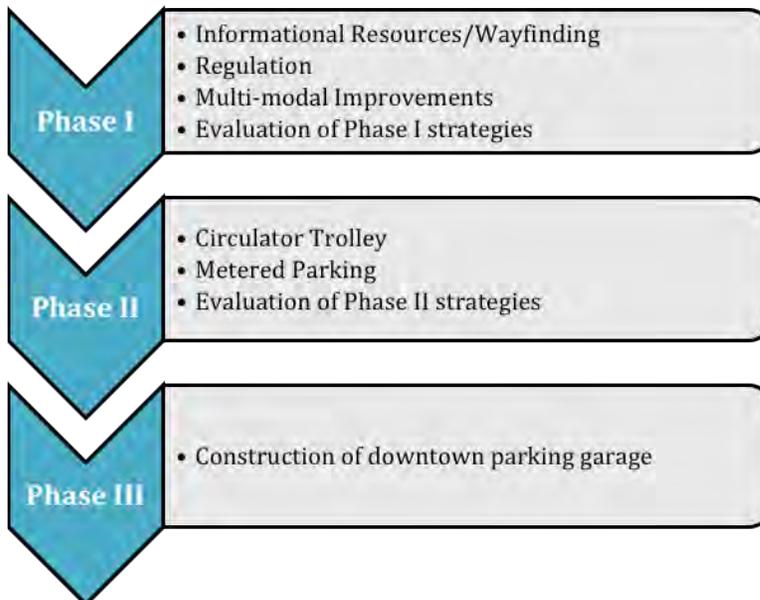
6. Maximize utilization of existing parking supply through public/private partnerships.
7. Improve alternative transportation options for downtown employees.
8. Increase development of multi-modal opportunities.
9. Ensure and enhance opportunities for access of downtown by the elderly and those physically challenged.
10. Provide a welcoming environment that efficiently directs and informs visitors and community members in the downtown area.

CHAPTER III: DOWNTOWN PARKING AND MULTI-MODAL MANAGEMENT PLAN

At the August meeting, the Committee passed a motion to separate the parking management strategies into three phases, with the second phase being deployed if/when the first phase was found to no longer be effective. Shown in Figure 2, a key component of the overall program is the monitoring phase after Phase I strategies have been implemented. After discussion at the September meeting, Phase III was added, which details increasing the amount of parking supply (i.e. building structured parking), in Ashland.

The following sections outline the three phases. Phase I is fairly specific—these are the short-term, low-cost, “low hanging fruit” strategies, which have the potential to have significant impacts on the issues previously identified. Enough detail has been provided to aid the committee in making recommendations to City Council. Phase II strategies are broader, and decisions regarding their implementation were tabled to a later time, once the Phase I strategies had been implemented and monitored. As such, there is also discussion regarding the monitoring of Phase I strategies, with metrics to help ascertain their effectiveness. Finally, Phase III consists of long-term strategies, in the timeframe of 10-20 years, to coincide with the long term planning outlined in the Transportation System Plan

Figure 2. Overview of Parking Management Strategies



Phase I Parking Management Strategies

The following ten strategies attempt to address Ashland's parking and circulation issues in a low-cost, short-term manner. The strategies have been sorted by overall management category and roughly organized from lower cost/effectiveness to higher cost/effectiveness.

Information Resources

1. Collaborate with the Chamber of Commerce and select businesses to develop navigation tools with a consistent branding strategy to inform visitors about downtown parking and destinations in Ashland.

Development of navigation tools is essential to improving communication about parking to downtown visitors. These tools can be utilized by residents, employees, and tourists to successfully and efficiently navigate the downtown Ashland area. Since the City of Ashland does not monitor parking locations in real time, a mobile app would not serve any additional purposes than a mobile version of a parking website would. Additionally making a website mobile compatible versus developing an app is much less expensive.

- a. Develop a downtown Ashland parking and transportation map that:
 - i. Highlights key Ashland destinations (OSF facilities, Lithia Park, Railroad District, SOU).
 - ii. Highlight Ashland amenities (bathrooms, library, information booth, Chamber of Commerce, police/fire, parking payment areas)
 - iii. Includes information about parking options (public off-street lots, time-limited areas, parking fines, etc.).
 - iv. Offers advertising opportunities for local businesses.
- b. Create an easy-to-access, mobile-friendly, centralized website with parking and visitor information, which will be hosted by the City of Ashland. Direct businesses to link to this site for visitors inquiring about parking.
- c. Coordinate outreach efforts with organizations and businesses that regularly interface with visitors (e.g. OSF, Film Festival, Hotels, Restaurants). Include pamphlets and larger scale maps businesses can give to patrons.

2. Work with downtown businesses to educate employees about the value of parking, the implications of their parking habits, and alternative modes of transportation.

This strategy aims to alleviate some of the parking pressures created by employees parking in the downtown area. It is rooted in the idea that increasing the convenience of accessing alternatives modes of transportation and informing employees about the value of parking will incentivize them to reduce their reliance on driving and parking downtown. It works in combination with strategies #8 and #9.

- a. The City should work with the Chamber of Commerce to conduct outreach with business owners and engage in discussions about developing incentives to encourage employees to use other modes of transportation. Discussions should initially be conducted face-to-face and can take place as a group meeting, or through targeted conversations with specific business owners. This low-cost strategy can begin soon after the adoption of the Parking Management Plan, and should be timed with the implementation of the zoned-permit system. It should be intensive within the first year, and can be maintained regularly through regular communication between the Chamber of Commerce and its member businesses.
- b. Coordinating with Rogue Valley Transit District (RVTD), efforts by the city should prioritize programs RVTD already has in place. This includes materials related to transit use, carpooling, ridesharing, an online tool to track progress, and various competitions throughout the year, which offer prizes.
- c. In conjunction with the implementation of the zoned-permit system, the City should develop written material (brochures) providing context for the strategy. This document would explain the details and objectives of the permit system, as well as information on alternative transportation options including:
 - i. Carpool resources
 - ii. Bicycling
 - iii. Public transit

Wayfinding

3. Increase wayfinding signage directing visitors to parking and key destinations in downtown Ashland.

Wayfinding signage is a cost-effective approach to alleviating issues such as traffic congestion or the underutilization of parking supply while creating a welcoming environment in downtown Ashland. Informational resources will help drivers prior

to arriving, but the goal of wayfinding is to easily direct visitors while entering the city, improving their visitor experience.

- a. Assess current inventory of wayfinding signage in downtown Ashland to minimize signage clutter and ensure signage is efficiently placed at key decision points.

Current and proposed wayfinding map to be provided

- b. The City/Committee should convene a task team to develop a new, unique wayfinding style. Wayfinding signage should be clear, readable, and use consistent colors and destination names throughout the downtown area.
- c. Install wayfinding signage for key destinations at the major entry points (I-5 exits) for Ashland and at both ends of entrances to the downtown couplet.

See attached map

- d. Create clear, continuous signage routes guiding vehicles to areas with higher parking availability. These parking areas should include:
 - i. Hargadine parking garage
 - ii. Railroad District in the evening
 - iii. Neighborhoods east of Downtown
- e. Install large map kiosks that provides information on key destinations, parks, and walking distances. Maps should be strategically placed at areas of high pedestrian traffic, including:
 - i. Informational Kiosk in Downtown Plaza
 - ii. Outside the Hargadine Parking Garage
 - iii. Surface parking lot at N. Pioneer and Lithia Way
 - iv. At the intersection of A St. and 4th St. (Railroad District)
 - v. Southern Oregon University campus

4. More clearly delineate parking time limited areas, loading zones, and short term parking.

During monitoring sessions it was determined the location of loading zones was unclear and trying to determine which spaces were 2-hour versus 15 minute was confusing as a pedestrian on the same block, let alone as a driver. This strategy helps visitors and residents more easily find the spaces they desire, improving the visitor experience by avoiding unwanted tickets, and easing the burden for enforcement.

- a. Enhance the signage that explicitly states which on-street spots are loading zones.

- b. Color code curbs to help differentiate short-term, loading and long-term (2-hour) parking. This already exists in parts of town, but
- c. Mark individual spaces using hash marks on commercial streets throughout the downtown to maximize the current supply of parking spots.
- d. 4-hour spaces will not be painted (since these spaces are more widespread, and the proposal is to expand them in Strategy #8).

Multi-modal Improvements

5. Connect and enhance the bicycle facility network throughout downtown.

This strategy aims to increase bicycling within and to downtown Ashland. According to the survey, bicyclists desire more connections of bike facilities (for example, bike infrastructure needs to be continuous to incentivize taking trips by bicycle). Additionally, the addition of more covered bike parking makes it more welcoming for would-be bicycle commuters and the additional wayfinding signage keeps bicycles off sidewalks by directing them to points around town via a bicycle-specific infrastructure.

- a. Improve the bicycle infrastructure on E. Main Street. The committee will decide upon the details of it at a later date (i.e. whether it will be a shared lane or dedicated lane, the proposed width of remaining lanes, location of loading zones, etc.).
- b. Continue to implement bike facilities as outlined in Section 8 of the Transportation System Plan.
- c. Increase the amount of covered bike parking. Based on the parking perceptions survey and Labor Day monitoring session, we recommend a minimum of 10 more spots at the following locations: entrance to Lithia Park, in the Plaza, next to the library, in front of Bloomsbury Books, and in front of Ashland Springs Hotel. Bike corrals, which exchange one vehicle parking space for a dozen bicycle parking spaces, should be added at the entrance to Lithia Park, and in front of the library.
- d. Increase bicycle wayfinding signs to ensure bicyclists are using the appropriate infrastructure (i.e. bike lanes and not riding on the sidewalks).
- e. Develop a bicycle map that outlines parking, dedicated bicycle routes, and amenities (repair shops, bathrooms, public library, Lithia Park).

Regulation

6. Increase evening parking supply by implementing shared parking strategies with businesses that have larger surface lots and are only open during daytime hours.

This strategy aims to increase supply during peak periods by utilizing already existing surface parking lots. Through agreements with local businesses, the City of Ashland can pay to “rent” spaces during hours when the businesses are closed (for

example, 6-10 PM). An agreement would be required that set a nominal fee for the use of the spaces. This strategy avoids the construction of additional parking spaces but achieves the same outcome of increasing supply.

- a. Implement agreements with local businesses to open their private lots for shared parking in the evening. Include signage that clearly states lots are available after a certain hour for public parking.

Sample agreement provided.

7. Adopt a new loading zone policy to increase available parking in the evening.

During the evening hours, cars were parking in loading zones regardless of signage. Based on the majority of deliveries occurring during the day, this policy caters to business needs while also increasing spaces for visitors and evening patrons at off peak times.

- a. "Loading zone only" would be in effect Monday through Saturday from 8:00 AM – 4:00 PM in all loading zone locations. Signage would be installed that states it's available for "Commercial Use Only" (as opposed to "Commercial Marked Vehicles Only) to include private vehicles of small business owners and their associated partners.
- b. After 4:00 PM, spaces would become no-limit, similar to current time-limited spaces in the downtown core.
- c. This strategy would implement a new city-wide policy, and therefore does not affect the currently undecided layout of East Main Street.

8. Modify downtown parking regulations to increase turnover and abuse of current time limits.

Currently, fines for parking violations are \$11. To aid in the enforcement of time-limited parking, fines should be increased to \$22. This structure provides equity for visitors, residents, and employees, in combination with Strategy #9.

- a. Increase all parking violation fines to \$22
- b. Maintain punitive increases for repeat offenders
- c. Move towards developing an online interface for paying parking tickets.

9. Expand time limited parking and implement a zone based parking system.

This strategy aims to enable visitors to find downtown parking and give them enough time to visit, while giving options for downtown employees, as well as ensuring equity for downtown residents. Extending the 4-hour parking allows for more long term parking (via the survey it is the most commonly used time-limited parking), and eliminates the lesser used 1-hour spaces. In addition, it expands the 30-minute spaces, to give residents sufficient time and space to run downtown errands. The addition of employee paid permits balances the availability of

downtown parking spaces, in addition to incentivizing them to park outside the core downtown areas. While there are likely high administrative costs associated with a permit program, we feel it worthwhile, as it still remains relatively low cost when compared with implementing meters or satellite lots.

- a. Extend 4-hour parking limits to between Oak Street on the West, 5th Street to the East, A street to the North, and the border of Alison, Gresham, Beach, and Hargadine to the South. This includes Winburn Way and Granite Street.
- b. Two-hour parking remains on E. Main St, Lithia Way, along N. 1st Street, and surrounding the plaza.
- c. Eliminate 1-hour parking (currently, there's 5 total) time limit spaces; increase all short-term parking to 30 minutes.
- d. Residents will receive one permit for free, and a second can be purchased for \$50 for the 6 month period. Guest permits can be obtained free of charge, for 4 days at a time, via the City. Approximately 100 permits will be needed for those living in the zone
- e. Employees, or employers, can purchase permits from a pool of 400 total, for \$50 for the 6-month period. This number is 21% of the proposed regulated parking spaces in the downtown.
- f. The zone/permit system would only be in effect May 1 through October 31. Two hour parking would remain throughout the year as it does now. Administrative costs are estimated to be low overall (i.e. less than \$50,000).

Maps created by CPW will be provided.

10. Adapt current Ashland Parking Code to reflect above changes and long-term vision discussed herein.

To insure consistency with the strategies outlined above, the current Parking Code should be revised.

Phase II Parking Management Strategies

After a period of monitoring, the effectiveness of the Phase I strategies (listed above, and including the overall categories of wayfinding, informational resources and regulation) will be evaluated. Per the Downtown Parking and Multi-Modal Circulation Committee's motions on July 2 and August 13, a discussion of both metered parking and constructing satellite lots will be tabled until a time when "low-cost, short-term" strategies have proven to be ineffective.

Per CPW's *Trolley White Paper*, distributed to the committee on August 13th, we recommended a complete feasibility study be conducted to ascertain more details

regarding a trolley circulator in Ashland. Based on our research, the information from two surveys and discussions with the committee, we suggest the circulator trolley option should be examined, and exhausted as viable, before any discussion of implementing metered parking.

For the discussion regarding metered parking, CPW has previously submitted memos detailing results of the parking perceptions, policy options, and Oregon Shakespeare Festival patron surveys. As mentioned, results of the survey should not be the sole source of developing public policy, but merely an indicator of the political feasibility. As with a circulator trolley, a consultant should be hired to determine the details and cost/benefit analysis of metered parking.

Phase III Parking Management Strategies

Throughout discussions with the Committee, it was decided building additional parking supply, i.e. the construction of parking garages in downtown, would be the last, long term option in discussions of management strategies. As such, after Phase II strategies have been implemented monitoring should be conducted on a 5 year schedule, at which point their effectiveness, and the need for more parking supply, can be discussed.

CHAPTER IV: PLAN MAINTENANCE/MONITORING

Ashland's Parking Management Plan will need to be monitored regularly in order to determine the effectiveness of policies pursued to address the city's parking issues. This monitoring plan assumes that this Parking Management Plan is adopted in early 2015, with Phase 1 strategies beginning to be implemented by mid-2015. It is recommended that the City of Ashland take the lead on coordinating these activities. Several proposed strategies can be taken within the City's current administrative capacity. Other recommended strategies may require contracting with external parties in order to be cost-effective.

Survey

Understanding how users of downtown perceive the convenience of parking is essential to determining how introduced policies may have affected their parking behaviors. To assess this, the City of Ashland should conduct a survey of downtown residents, employees, visitors, and business owners after the first full summer season in which Phase 1 Strategies have been implemented. This survey should evaluate parking perceptions and changes in parking behaviors associated with the introduced parking management policies. The survey will also give the City an opportunity to gauge the effectiveness of wayfinding and informational resources. This survey should be similar to the Parking Perceptions Survey administered by CPW in early 2014 (see Appendix X).

Parking Utilization Monitoring

In order to assess any changes in parking behaviors, it is recommended that multiple monitoring sessions take place as policies are implemented. While these monitoring sessions will only give a sample of occupancy patterns in downtown Ashland, it is expected that these samples will be representative of parking patterns at other similar times.

Monitoring sessions should take place periodically once policies have been implemented, and should follow the methodology developed by CPW (see Appendix X). We propose that a minimum of 3 monitoring sessions are conducted every year for the first 5 years of the Parking Management Plan implementation. Evaluation should be completed after 3 years of monitoring. Should the City choose to implement portions or all of Phase 2 strategies, we recommend that the city extend monitoring beyond the 5 year period. These sessions should cover a variety of days and times in order to get a comprehensive analysis of parking utilization. At minimum, monitoring sessions should take place:

- During peak (June-October) and off-peak Oregon Shakespeare Festival season
- Weekday and weekend
- Daytime (8:00am – 5:00pm)

- Evening (5:00pm – 9:00pm)

If successful, parking management strategies should result in a more even and balanced distribution of occupancy rates throughout Ashland’s parking capacity. Ideally, an effective management plan will result in more areas city wide seeing a maximum occupancy of 85% during peak hours. Other targets to track through parking utilization monitoring include:

- In addition to the target 85% occupancy rates, areas in the core downtown area should have high turnover rates throughout the day.
- Loading zones should be utilized regularly by delivery trucks throughout the designated loading times.

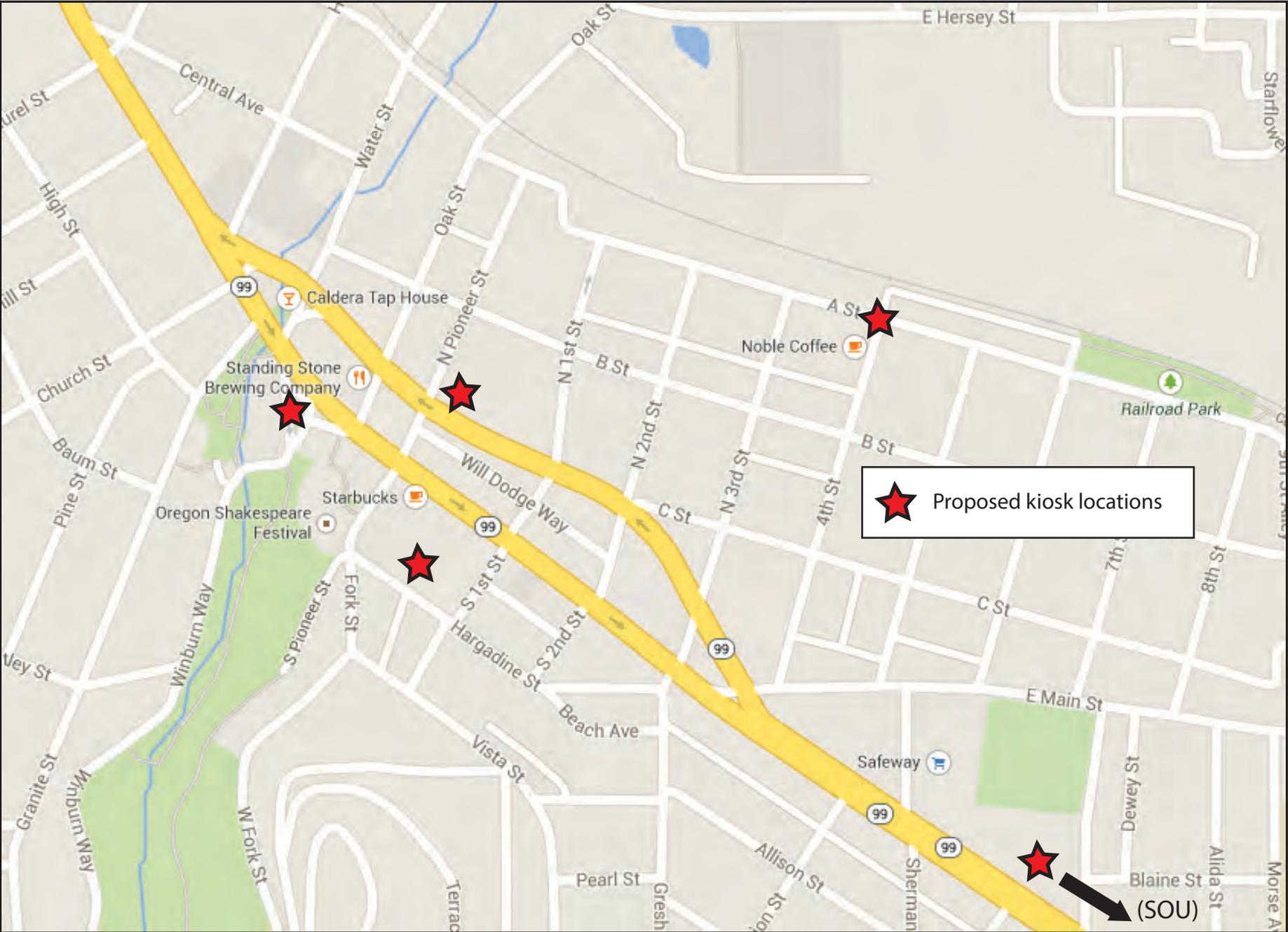
Other Monitoring

- With the development of a centralized website that contains information about parking and transportation, the City will be able to track website ‘hits’ and whether or not visitors are using the resource. This tracking can begin immediately with the launch of the website.
- The City should track the distribution of residential and employee parking permits to determine how successfully the allocated supply of permits is meeting downtown users’ needs.
- The City should track increases or decreases in parking violations to determine if there are management policies that may not be best meeting the needs of downtown users.

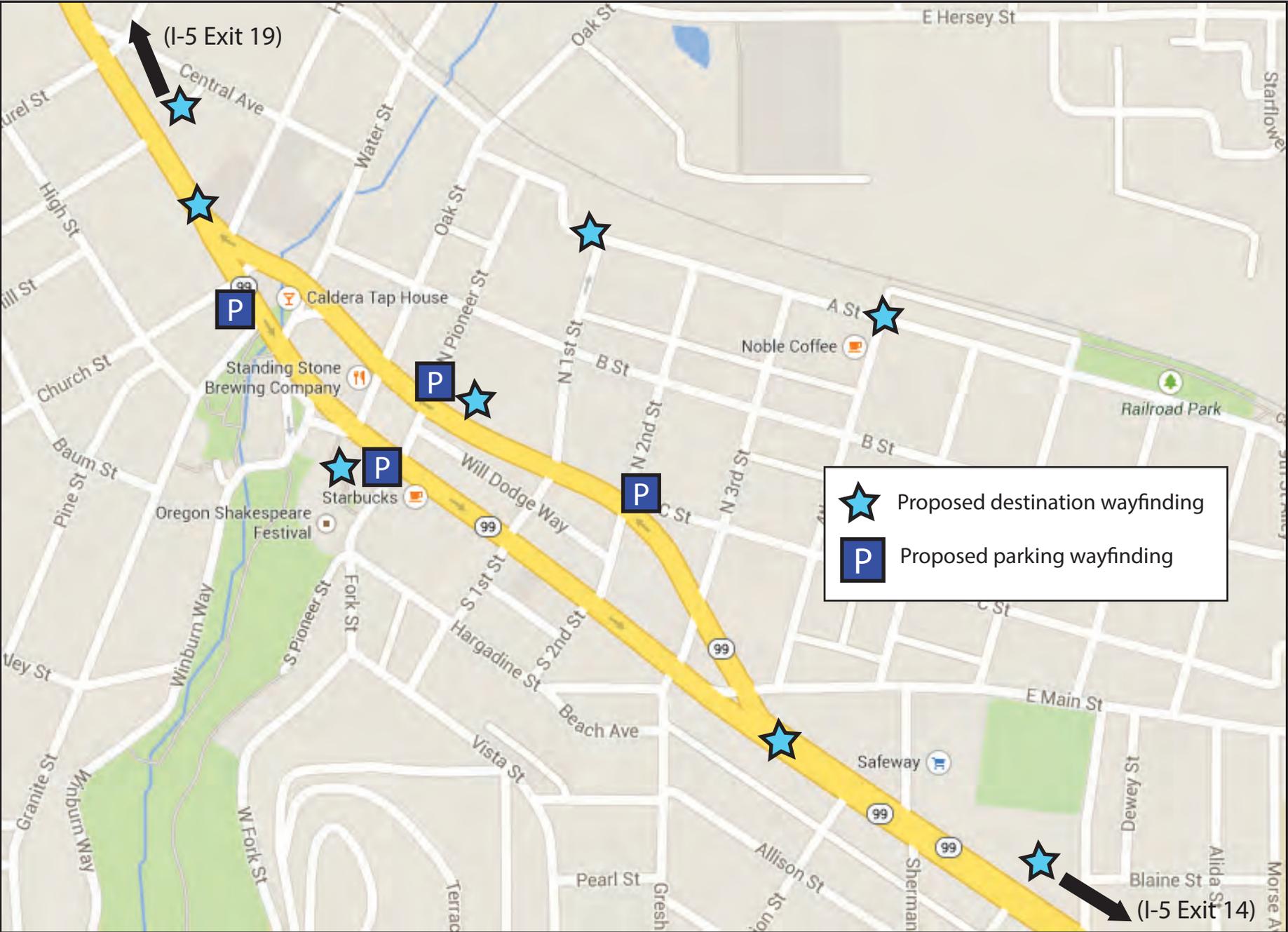
Table X: Summary of Recommended Maintenance and Monitoring Strategies

Strategy	Metrics	Threshold
Survey	Qualitative Assessments	The survey will assess whether downtown users' parking experiences are either the same or better than before management plan implementation.
Parking Utilization Monitoring	Occupancy rates	85% or lower throughout the day, with occupancy evenly distributed throughout the downtown area. Rates higher than 85% indicate that policies are not resulting in an efficient use of Ashland's downtown parking supply.
Website Monitoring	Website hits	The number of hits indicates how many users are accessing the parking website. This number should increase quickly with the launch of the website, and will likely reach a steady average. Fluctuations may occur throughout the year, in correlation with OSF season. A decrease in the number of hits indicates that more outreach may need to be done to promote the website.
Permit Monitoring	Number of permits allocated	The number of permits sold to employees A decrease in the number of permits sold may indicate that employees are choosing to park elsewhere in the downtown area.
Parking Violation Monitoring	Number of violations given; Number of delinquent or unpaid violations	An increase in parking violation fines is expected to incentivize downtown users to adjust their parking behaviors, and thus the number of violations should stay steady or decrease. An increase in the number of violations and delinquent violations indicates that the increase in fines has not successfully affected downtown users' parking behaviors.

Recommended Informational Kiosks



Recommended Wayfinding Signage



Proposed Zone Areas for Increased Regulation

