

Note: Anyone wishing to speak at any Transportation Commission meeting is encouraged to do so. If you wish to speak, please rise and, after you have been recognized by the Chair, give your name and complete address for the record. You will then be allowed to speak. Please note the public testimony may be limited by the Chair.

ASHLAND TRANSPORTATION COMMISSION

December 10, 2015

AGENDA

- I. **CALL TO ORDER:** 6:00 PM, Civic Center Council Chambers, 1175 E. Main Street
- II. **ANNOUNCEMENTS**
- III. **CONSENT AGENDA**
 - A. Approval of Minutes: None
- IV. **PUBLIC FORUM**
- V. **NEW BUSINESS**
 - A. Code Enforcement (10 min.)
 - Discuss ADA enforcement for sidewalk clearances
 - B. Bridge St. parking prohibition (20 min.)
 - Discuss timed parking on Bridge St. near intersection if Siskiyou Blvd.
- VI. **OLD BUSINESS**
 - A. Transit System Study Session (45 min.)
 - Group will continue transit discussion from previous meeting with RVTD representative in attendance
- VII. **FOLLOW UP ITEMS**
 - A. Grandview Shared Road
 - B. Oak Knoll and Highway 66 intersection-Site Distance
 - C. Walker Ave RxR Stop Signs
- VIII. **INFORMATIONAL ITEMS**
 - A. Action Summary
 - B. Downtown Parking and Multi Modal Circulation Study-Draft Report
- IX. **COMMISSION OPEN DISCUSSION**
- X. **FUTURE AGENDA TOPICS**
 - A. Public Outreach/Education-Oregon Impact Programs
 - B. Traffic Control Resolution Update
 - C. Traffic Crash Summary PD letter
 - D. Car Share-Zip Car
- XI. **ADJOURNMENT:** 8:00 PM

Next Meeting Date: January 28, 2016

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Public Works Office at 488-5587 (TTY phone number 1 800 735 2900). Notification 48 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to the meeting (28 CFR 35.102-35.104 ADA Title I).

CITY OF ASHLAND

Transportation Commission

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Memo

CITY OF
ASHLAND

Date: December 2, 2015
From: Scott A. Fleury
To: Transportation Commission
RE: Sidewalk Code Enforcement

BACKGROUND:

Mike Faught the Director of Public Works will provide update on code enforcement of vegetation within boundaries of sidewalks.

CONCLUSION:

This item is for Commission information only, no action required.

9.08.120 Trees - Hedges

A. No owner or person in charge of property that abuts upon a street or public sidewalk shall permit trees, bushes, or hedges on such property to interfere with street or sidewalk traffic. In addition, it shall be the duty of such owner or person to remove, from any tree on such property, all branches that overhang the sidewalk or street to a height of not less than eight feet above the sidewalk and not less than twelve feet above the street. For purpose of the preceding sentence, the duty to remove branches extends to trees on any parking strip adjoining the street or sidewalk that abuts such property.

B. No owner or person in charge of property shall allow to stand a dead or decaying tree that is a hazard to the public or to persons or property on or near the property.

C. No owner or person in charge of property shall place or maintain thereon, along a street or public sidewalk, a thorn-bearing hedge or a hedge in excess of four (4) feet in height.

D. Trees-Hedges are a Class III Violation.

(Ord 1559, 1968; Ord 2764, 1995; Ord 3025, 2010)

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Accessible Sidewalks and Street Crossings

— an informational guide



U.S. Department
of Transportation

**Federal Highway
Administration**

FHWA-SA-03-01

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Introduction

Providing Accessible Sidewalks and Street Crossings

In order to meet the needs of all sidewalk users, designers must have a clear understanding of the wide range of abilities that occur within the population. Sidewalks, like roadways, should be designed to serve all users. This includes children, older people, parents with strollers, pedestrians who have vision impairments, and people using wheelchairs and other assistive devices. Just as a roadway will not be designed for one type of vehicle, the design of sidewalks should not be limited to only a single type of pedestrian user. Because the sidewalk is the basic unit of mobility within our overall system of transportation, every route and facility must be usable.

Pedestrian facility design and operation must comply with the accessibility standards in the *Architectural Barriers Act (ABA) of 1968*, the *Rehabilitation Act of 1973 (Section 504)*, and the *Americans with Disabilities Act (ADA) of 1990*. Implementing regulations for Title II of the ADA, which covers State and local governments, also address "communications and information access," requiring 'effective communications' with persons with disabilities. In the sidewalk/street crossing environment, this would include accessible pedestrian signals, markings, and signage. The latest version of the Manual on Uniform Traffic Control Devices (MUTCD) contains standards on Accessible Pedestrian Signals (APS) that have audible, visual, and vibrotactile features. These standards represent the minimum; designers should use more conservative design parameters whenever possible.

Temporary and alternate pedestrian routes where sidewalks are obstructed by work zones must meet accessibility standards, as well. Pedestrians who must cross the street and then cross back again in order to continue on their destination will be exposed to significantly increased risk from vehicles.

The intent of this guide is to focus on some of the emerging accessibility issues and the design parameters that affect sidewalk and street crossing design and operation.

The Legal Framework:

During the 1990s, several key pieces of legislation were passed that impacted transportation planning. The first, the Americans with Disabilities Act (ADA) of 1990, protects the civil rights of people with disabilities. Secondly, the 1991 reauthorization of the Federal transportation legislation, the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA), specifically called for integrating pedestrian travel into the transportation system. ISTEA increased the Federal-aid funding options for pedestrian facilities and programs. In 1998, the Transportation Equity Act for the 21st Century (TEA-21) extended the opportunities established in ISTEA and increased funding available for pedestrian facilities. These laws complimented more than 40 years of legislation aimed at guaranteeing the rights of people with disabilities. Following is a brief chronological summary of the laws and regulations mandating accessible environments and programs:

Americans National Standards Institute (ANSI A117.1), 1961: The first building standard to address issues of accessibility.

Architectural Barriers Act (ABA) of 1968 (Public Law 90-480): This was the first Federal law requiring new facilities constructed for Federal agencies or with Federal funding to meet accessibility standards (UFAS).

Rehabilitation Act of 1973, Title V, Section 504 (Public Law 93-112, amended by PL 516 and PL 95-602): Section 504 requires federally funded facilities and programs to be accessible to people with disabilities.

Education of All Handicapped Children Act of 1975 (now The Individuals with Disabilities Education Act (IDEA)): This Act greatly expanded educational opportunities by requiring school accommodations for children with disabilities.

Uniform Federal Accessibility Standards (UFAS, Federal Standard 795): The UFAS defined the minimum standards for design, construction, and alteration of buildings to meet the requirements of the ABA. UFAS derived from ANSI A 117.1-1980 and the Access Board's 1982 Minimum Guidelines and Requirements for Accessible Design (MGRAD).

Americans with Disabilities Act of 1990 (ADA): ADA extends the coverage of the ABA, and the Rehabilitation Act, Section 504 to include all public facilities regardless of funding. The Title II implementing regulations for the ADA require all newly constructed and altered facilities to be readily accessible to persons with disabilities. Transportation agencies are responsible for developing a transition plan for removing the structural barriers, including communication barriers, and providing access to existing pedestrian facilities.

State Laws: In some States, codes have been adopted that exceed the requirements set forth in the ADA guidelines. In these States, both the ADA and the State code must be satisfied.

2 Understanding Sidewalk Users:

People have differing abilities: A variety of users need to access the sidewalk system. Their abilities vary in agility, balance, cognition, coordination, endurance, flexibility, hearing, problem solving, strength, vision, and walking speed.

Designing for all abilities: The design of sidewalk environments is important to all pedestrians, but is particularly important to those with disabilities who have limited travel choices and rely most on the pedestrian environment. For example, older adults, persons with vision impairments, and children frequently rely on the sidewalk to travel independently within their community for shopping, recreation, exercise, and walking to school.

Traditionally, design parameters have been based on the "standard pedestrian," an agile person with good vision, hearing, and mobility. These design parameters do not meet the needs of the growing disabled population. The Bureau of Census data indicates that:

- Approximately 20 percent of all Americans have a disability, and that percentage is increasing.
- By the year 2030, one in five Americans will be 65 years or older.

Universal design principles are based on creating an environment that is usable for people of all abilities. Incorporating these principles into all aspects of sidewalk development can eliminate the barriers and create a truly functional sidewalk system.

Movement and Informational barriers may limit an individual's access to the sidewalk environment:

Movement barriers restrict an individual's ability to physically move along or within an environment. They may limit the individual's movement from one side of the intersection to the other, or ability to use the push button to activate the pedestrian signal. Movement barriers within the pedestrian environment include curbs, steep slopes, obstacles within the path (poles, etc.), and widths too narrow to pass through.

Information barriers restrict an individual's use of information contained in the pedestrian environment. These barriers limit the pedestrian's ability to recognize and receive information (e.g., loss of vision prevents the individual from utilizing visual signs), or understand the information received and decide on a course of action. Information barriers within the environment include complex intersections, diverted paths (e.g., in work zones), and lack of street crossing information.

Conflicting Pedestrian Needs

To create a truly accessible sidewalk network that is usable by all pedestrians, designers need to understand how the users' abilities are impacted by their design decisions. Pedestrians have varying needs, therefore, changing a design to enhance access for one group can create additional barriers for other individuals. The goal should be to make all sidewalks accessible to the largest possible number of pedestrian users by incorporating the principles of universal design.

Assistive Technology:

Assistive technologies play a valuable role in enhancing the ability of people with disabilities to travel independently through the environment. These devices may be used to minimize and eliminate the activity limitations and participation restrictions that exist within the sidewalk environment. Technologies may be personal, activity-specific, or environmental. Following are examples of personal technologies:

- A manual wheelchair provides easy mobility on flat, firm, obstacle free surfaces. However, it is difficult to maneuver on steep grades or cross slopes, and across uneven transition points like street to sidewalk.
- A prosthetic leg allows an individual to retain some mobility. However, a prosthetic leg does not provide the sensory feedback that is needed to ensure stable foot placement, detect obstacles, or maintain balance.
- A white cane used by individuals with severe vision loss provides advance warning about obstacles on the path ahead 0.6 m-0.9 m (2 ft–3 ft), but is not effective at detecting obstacles above 0.7 m (2.3 ft).
- Motorized wheelchairs and scooters can maneuver on steeper grades and travel longer distances than manual wheelchairs.
- Service dogs are trained to respond to specific commands and to avoid obstacles. Service dogs require care and maintenance.
- A hearing aid can be used to amplify the traffic sounds. The magnification is not selective, so the sounds of traffic and Audible Pedestrian Signal (APS) are all magnified.

Environmental technologies include APS, and engineering treatments like curb ramps and detectable warnings. **(See Section 9).**

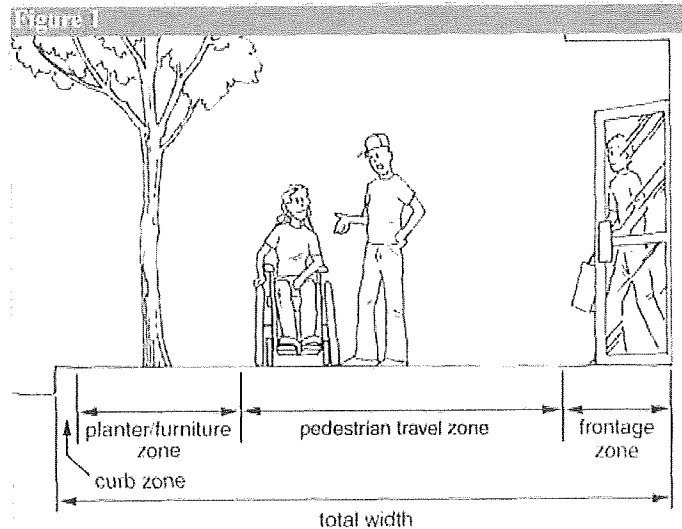
3 Sidewalk Corridors:

The "Sidewalk Corridor" is the portion of the pedestrian system from the edge of the roadway to the edge of the right-of-way (property line or building edge), generally parallel to the street. Attributes of good sidewalk corridor design include:

- Accessibility by ALL users.
- Adequate width.
- Safe to use (sidewalk users should not feel threatened by adjacent traffic or by the environment).
- Continuity and connectivity.
- Landscaping to create a buffer space between pedestrians and traffic and also provide shade.
- Social space (area where pedestrians can safely participate in public life).

The Zone System

(See **Figure 1**): Sidewalks in central business districts and downtown areas need to be designed to accommodate larger volumes of pedestrian traffic than in residential areas. Streetscapes in these areas often function for multiple purposes, and generally consist of the following zones: the building frontage zone, the pedestrian zone, the planter/furniture zone, and the curb zone.



The zone system divides the sidewalk corridor into four zones to ensure that pedestrians have a sufficient amount of clear space to travel.

Building Frontage Zone: The building frontage zone is the area between the building wall and the pedestrian zone. Pedestrians don't feel comfortable walking directly adjacent to a building wall or fence. At a minimum pedestrians prefer to keep at least 0.6 m (2 ft) of "shy" distance away from the building wall.

Depending on the use of this area, the frontage width should be increased and physically separated from the pedestrian zone (example, allow extra space for a door opening into the frontage area, sidewalk cafes, etc.). People with vision impairments often travel in the frontage zone and use the sound from the adjacent building for orientation. Some use the building edge as a guide for a white cane, traveling between 0.3 m-1.2 m (1 ft-4 ft) from the building. The frontage zone should be free of obstacles and protruding objects. If not,

obstacles in the frontage zone should be detectable by people who use long white canes. Level landings are required at building entrances and around sidewalk furnishings such as drinking fountains, benches, etc.

Pedestrian Travel Zone: The pedestrian zone is the area of the sidewalk corridor that is specifically reserved for pedestrian travel. This area should be free of all obstacles, protruding objects, and any vertical obstructions hazardous to pedestrians, particularly for individuals with vision impairments. The pedestrian zone should be at least 1.8 m-3.0 m (6-10 ft) wide or greater to meet the desired level of service in areas with higher pedestrian volumes. This allows pedestrians to walk side by side or for pedestrians going in the opposite direction to pass each other. The pedestrian zone should never be less than 1.2 m (4 ft), which is the minimum width required for people using a guide dog, crutches, and walkers. Wheelchair users need about 1.5 m (5 ft) to turn around and 1.8 m (6 ft) to pass other wheelchairs.

Planter/Furniture Zone: The planter/furniture zone lies between the curb and the pedestrian travel zone. This area provides a buffer from the street traffic and allows for the consolidation of elements like utilities (poles, hydrants, telephone kiosks, etc), and street furniture (benches, signs, etc). *The intent is to ensure that the pedestrian travel zone is free of ALL obstacles.* On local and collector streets, 1.2 m (4 ft) is preferred and on arterial and major streets 1.8 m (6 ft) is preferred. Additional space will be required for transit stops and bus shelters which may include a boarding pad typically 1.5 m x 2.4 m (5 ft—8 ft). States that have significant accumulations of snow during the winter months will require wider planter/furniture zones. This allows the snow to be stored in the planter/furniture zone and keeps the pedestrian zone obstacle free.

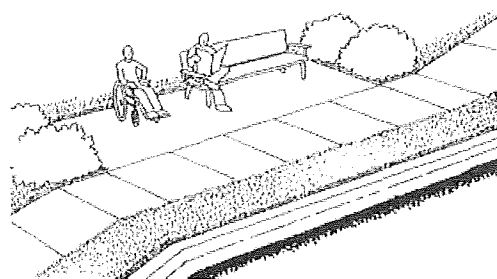
Curb Zone: The curb zone is the first 0.15 m (6 in) of the sidewalk corridor, located adjacent to the roadway. It is an integral part of the road/drainage system and keeps excess water off the sidewalk corridor. The curb zone also discourages motor vehicles from entering/exiting the sidewalk corridor except at designated locations and is a valuable safety and guide cue for pedestrians with vision impairments.

4 Sidewalk Grades and Cross Slopes:

Steep grades and cross slopes should be avoided where possible or integrated with level rest areas. Both powered and manual wheelchairs can become very unstable and/or difficult to control on sloped surfaces. When areas with steep sidewalks and ramps are wet, icy, or covered with snow, they have little or no slip resistance and a slide will usually end in the street.

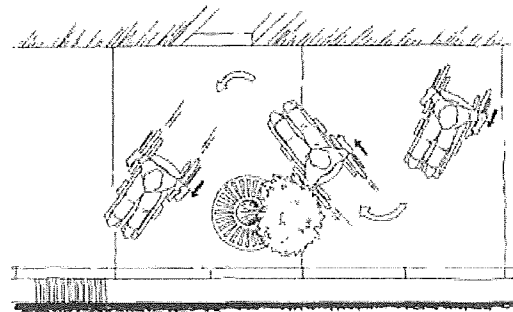
Grade: Grades are often difficult to control in the sidewalk environment because sidewalks follow the path of the street. The sidewalk grade ideally should not exceed 5 percent. Design parameters developed for ramps on buildings and sites, permit a maximum grade of 8.3 percent for a distance of 9.1 m (30 ft) before a level landing must be installed. Where the sidewalk grade approaches or exceeds that of the maximum permitted for a ramp, it is good practice to provide a level rest area. The slope of the level landing should not exceed 2 percent in any direction (See Figure 2). The dimensions of the level landing should be at least 1.5 m x 1.5 m (5 ft x 5 ft) to allow wheelchair users to stop and rest without blocking the flow of pedestrians. This area can be greater with the inclusion of other amenities such as benches, hand rails, and drinking fountains. In areas with steep slopes, consider installing wide sidewalk corridors that permit the wheelchair user to travel in a zig-zag motion (See Figure 3).

Figure 2



Level landing with benches provide a resting point that will not impede the flow of pedestrian traffic.

Figure 3



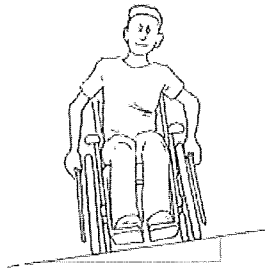
In areas of steep terrain, a wide sidewalk allows wheelchair users to travel in a zigzag motion which reduces the grade they must travel, although the overall distance of their trip is increased.

Cross Slope: The maximum cross slope permitted by ADA Accessibility Guidelines (ADAAG) is 2 percent. Severe cross slopes require wheelchair users and other pedestrians to work against the effects of gravity to maintain their lateral balance. Pedestrians using crutches or canes may be forced to turn sideways in order to keep their base of support at a manageable angle. Severe cross slopes can cause wheelchair users to veer towards the curb and into the street (See Figure 4). The impact of cross slopes are compounded when combined with steep grades and uneven surfaces. Designers and those constructing

facilities need to understand the impact of grades and cross slopes and take particular care to stay within construction tolerances as well as within design standards. For example, Portland Cement Concrete has a construction tolerance of 1/4 in per 10 ft.

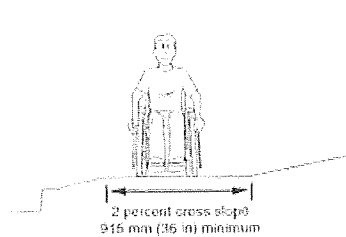
For *sidewalks with steep cross slopes* the designer can create a level area of at least 915 mm (3 ft) within the pedestrian zone (See Figure 5) or increase the height of the curb (See Figure 6). The latter case can create problems for curb ramp design and on-street parking (car doors may not be able to swing over the curb).

Figure 4



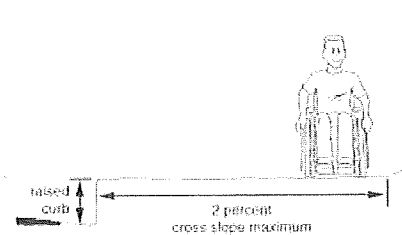
PROBLEM Wheelchair users traveling on a sidewalk with a cross slope greater than 2% use more energy to offset the force of gravity that directs them towards the curb and into the street

Figure 5



GOOD DESIGN A level area at least 915 mm (36 in) wide improves access when the street elevation is lower than the building elevation

Figure 6



ACCEPTABLE DESIGN Increasing the height of the curb provides a level pathway when the street elevation is lower than the building elevation. This solution may not be ideal if sidewalks are not wide enough to install well-designed curb ramps

5 Sidewalk Surfaces:

Factors that affect the usability of the sidewalk surface include:

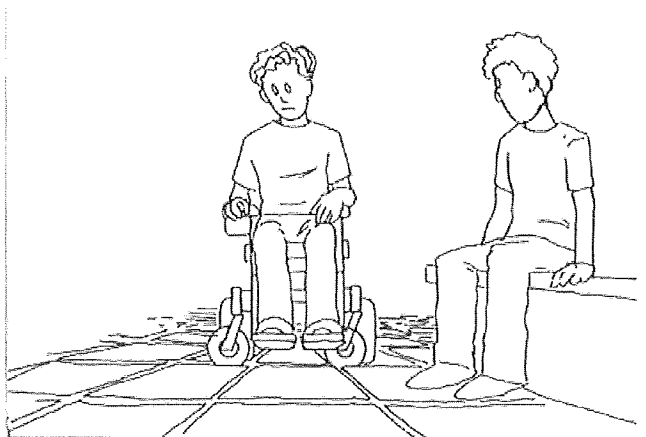
- Surface materials
- Changes in level
- Firmness, stability, and slip resistance
- Dimensions of gaps, grates and openings
- Visual consistency

Surface materials generally consist of concrete or asphalt; however, tile, stone, and brick are also used. Typically, sidewalks of concrete and asphalt are firm, stable, and fairly slip resistant when dry. A broom finish used on concrete sidewalks increases the slip resistance. Surfaces that are not slip resistant are especially difficult for people who use wheelchairs or walking aids to travel across. Crutch users, for example, rely on being able to securely plant their crutch tip to travel effectively on the sidewalk. Surfaces that are not visually consistent (all one color and texture) can make it difficult for pedestrians with vision disabilities to distinguish the difference between a change in color and pattern on the sidewalk and a drop off or change in level.

Decorative surface materials such as paints and surface materials, polished stones or exposed aggregate rock, are not as slip resistant and should be avoided. Paint and thermoplastic materials, commonly used to mark crosswalks, are generally not as slip resistant when wet. Slip resistant contact is more difficult to achieve when the sidewalk material is wet or icy. Texture added to the thermoplastic will improve the slip resistance.

Brick and cobblestone may improve the aesthetic quality of the sidewalk, but may also increase the amount of work required by pedestrians with mobility impairments. For example, tiles that are not tightly spaced together can create grooves that catch wheelchair casters (See Figure 7). These decorative surfaces may also create a vibrating bumpy ride that can be uncomfortable and painful for those in

Figure 7



The space between the jointed surface causes wheelchair casters to swivel and catch and greatly increases the rolling resistance.

wheelchairs. The surface texture should not include more than a 1/4 inch rise every 30 inch. Brick and cobblestone may heave or settle, creating unsafe changes in level or become a tripping hazard for pedestrians, especially those with vision and mobility disabilities. Decorative textured surface materials can make it more difficult for pedestrians with vision impairments to identify

detectable warnings, which provide critical information about the transition **from** the sidewalk to the street. For these reasons, brick and cobblestone are not recommended. Creative alternatives include smooth walkways with brick trim, and colored concrete.

Changes in level/elevation are vertical rises between adjacent surfaces. Causes of changes in level include:

- Tree roots pushing upwards.
- Uneven transitions from street to gutter to ramp.
- Heaving and settling due to frost.
- Buckling due to improper sub-base preparation.

Changes in level/elevation can cause major problems for:

- Pedestrians with mobility impairments-difficulty lifting feet, or crutches (causing tripping).
- Pedestrians with vision impairments-difficulty detecting elevation changes, (causing tripping).
- Pedestrian using wheelchairs-small front caster wheels swivel sideways and cannot climb over.
- Pedestrian using wheelchairs-difficult time rolling over large changes in elevation.

Changes in level/elevation requirements:

- Up to 6 mm (0.25 in)-can remain without beveling.
- 6-13 mm (0.25 in-0.5 in)-bevel the surface with a maximum grade of 50 percent (1:2).
- Greater than 13 mm (0.5 in)-remove or install a ramp with a maximum grade of 8.3 percent.

Gaps, grates and other openings occur at railroad tracks, drainage inlets, air vents, tree grates, etc. Wheelchair casters, inline skating wheels, as well as bicycle wheels often get caught in openings and gaps wider than 1/2 inch or which are incorrectly aligned. In these cases there is potential for the person to be suddenly pitched forward. Walking aids such as canes and crutches can also get caught in grates and gaps. When the cane tip slips through an opening, the pedestrian can become unstable and risk falling. Grates should be placed within the planter/furniture zone (**See Figure 1**) away from the pedestrian travel area, **and** also away from the bottom of crosswalks and curb ramps.

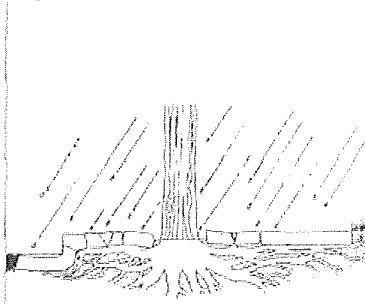
Gaps and grates should be designed so that:

- Openings do not allow the passage of a 13 mm (0.5 in) sphere.
- The long dimension of the opening is perpendicular or diagonal to the dominant direction of travel.

The impact of trees on the sidewalk corridor-- trees are generally planted because they improve the pedestrian experience, improve the aesthetic appearance of the streetscape, serve as a visual and auditory buffer between pedestrians and traffic, provide shade, and may have a traffic calming effect. Trees need a minimum of 1.2 m x 1.2 m (4 ft x 4 ft). They are also one of the

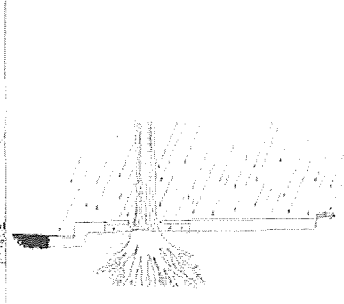
most common causes of sidewalk cracks and changes in level. When water is limited, tree roots tend to push through the surface (See **Figure 8**) and spread out rather than down (See **Figure 9**) to look for new water sources. Tree branches should be maintained to hang no lower than 2.0 m (6.7 ft) (See **Figure 10**). Low hanging branches can be a safety hazard, especially for pedestrians with vision impairments who may not detect them. Other pedestrians with mobility impairments may have difficulty bending under them. Careful selections of tree type, their placement and maintenance can provide a comfortable and safer environment for all road users including pedestrians.

Figure 8



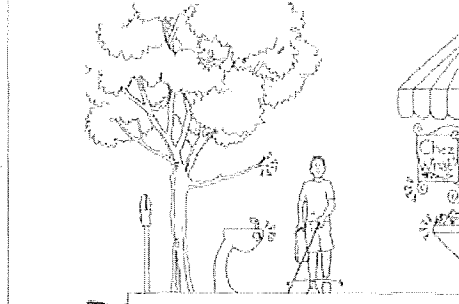
When trees do not get enough water they tend to spread their roots out, which can break up the surface of the sidewalk.

Figure 9



Trees planted with grates are less likely to cause sidewalk cracks than trees planted without grates because the grate allows a sufficient amount of water to reach the tree roots.

Figure 10



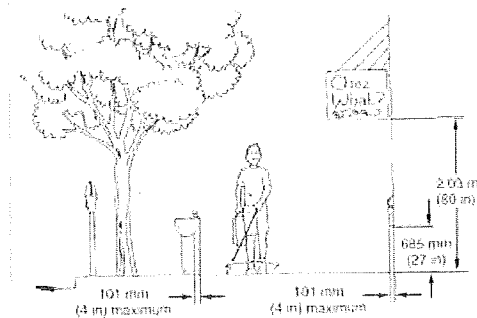
This pedestrian, who is blind is walking down a sidewalk that contains a number of obstacles that are difficult to detect using a long white cane, because they protrude into the path of travel between 685 mm (2.3 ft) up from ground level and below 2.03 m (6.7 ft) in height.

6 Protruding Objects:

Objects that protrude into the sidewalk corridor above 2 m (6.7 ft) are not generally a problem for pedestrians with vision impairments (See **Figure 11**). Pedestrians who use long canes will usually detect and avoid objects on the sidewalk that extend below 0.69 m (2.3 ft). However, obstacles that protrude into the sidewalk corridor between 0.69 m-2 m (2.3 ft—6.7 ft) and do not extend to the ground (See **Figure 10**) are more difficult to detect and avoid.

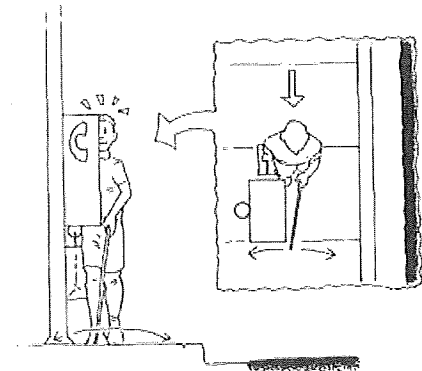
Pedestrians with vision impairments often travel using the edge of the building line. Objects mounted on the wall, post, or side of a building, should therefore not protrude more than 0.1 m (4 in) into the sidewalk corridor (See **Figure 12**).

Figure 11



This pedestrian, who is blind, will have a much easier time traveling on this sidewalk because there are no walls or post-mounted obstacles that protrude more than 101 mm (4 in)

Figure 12



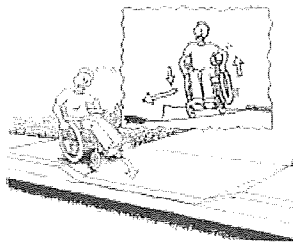
POTENTIAL PROBLEM:

When obstacles mounted on posts can be approached from the side they should not protrude more than 101mm (4 in). This pedestrian who is blind does not detect the pole, which could cause him to collide with the obstacle.

7 Driveway Crossings:

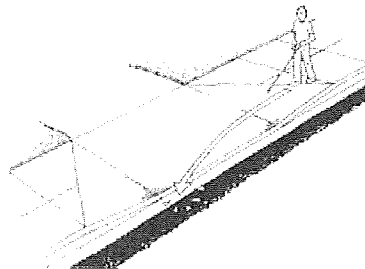
Driveway crossings serve the same purpose for cars as curb ramps serve for pedestrians. They consist of many of the same components found in curb ramps. Designers need to remember that as they change the grade to allow cars to effectively negotiate the elevation change between the street and the sidewalk, they **must not** compromise good pedestrian design practice. Unfortunately, this happens quite often and pedestrians using wheelchairs and other walking aids are sometimes put at risk of becoming unstable and falling. ADAAG does not permit the cross slope of the sidewalk to exceed 2 percent. Driveway crossings are often built with grade changes in the sidewalk corridor that have cross slopes greater than 2 percent. Driveway crossings without level landings force users to travel over the sidewalk flare. This design results in rapid changes in grade and cross slope (See Figure 13), wheelchair users can lose control and possibly tip over as the front wheel loses contact with the ground followed by the opposing back wheel. Pedestrians with vision impairments may not detect the difference in slope of the driveway flare and veer towards the street and may enter the street without realizing it (See Figure 14).

Figure 13



PROBLEM This driveway design is not allowed by ADAAG. Driveway crossings must be level and not force users to travel over the sidewalk flare. This design results in rapid changes in cross slope, which compromises balance and stability for people who use wheelchairs. The right front wheel loses contact with the ground followed by the opposing back wheel.

Figure 14



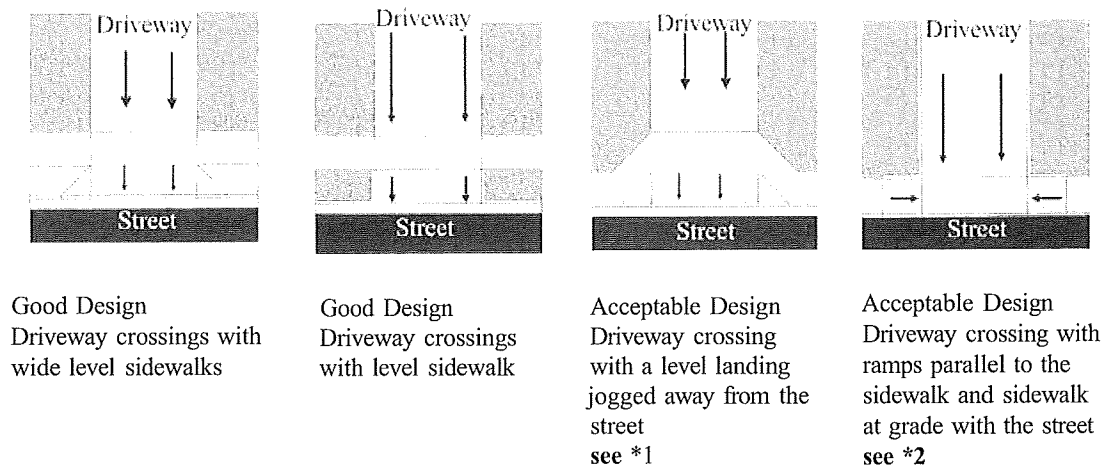
POTENTIAL PROBLEM Although gradually sloped driveway crossings are beneficial to people with mobility impairments, they can be problematic for people with vision impairments unless there is a detectable difference in slope at the edge of the street. If a visually impaired person veers toward the street and isn't able to recognize where the driveway ends and the street begins, he or she may enter the street without realizing it.

Driveway crossings should be designed with the following guidance:

- Cross slope = 2.0 percent maximum
- Level maneuvering space
- Changes in level = flush (1/4 inch maximum)
- Flare slope = 10 percent maximum

Figure 15 illustrates good or acceptable design practice

Figure 15 Driveway Crossings



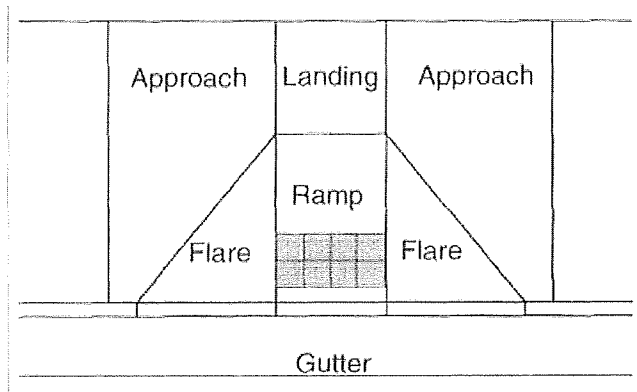
*1 Potential tripping problem for pedestrians traveling over flare

*2 May have drainage problems There needs to be a detectable edge or lip for pedestrians with vision impairments to distinguish the sidewalk and street boundary at the base of the driveway

8 Curb Ramps:

Curb ramps are necessary for access between the sidewalk and the street for people who use wheelchairs (See **Figure 16**). Title II of the ADA specifically requires curb ramps for existing facilities, as well as all new construction or altered facilities. However, curb ramps can create a barrier for people with vision impairments who use the curb to identify the transition point between the sidewalk and the street. Because curb ramps eliminate the vertical edge of the curb used by pedestrians with vision impairments, it is necessary to install detectable warnings (**Section 9**) to mark the boundary between the sidewalk and street. For some pedestrians who use walking aids such as canes, walkers or crutches, curb ramps may be difficult to access. The pedestrian must have strength to lift his or her body up over the supporting device. A wider crosswalk to allow use of curb and curb ramp (See **Figure 17**) will enhance access for all users

Figure 16

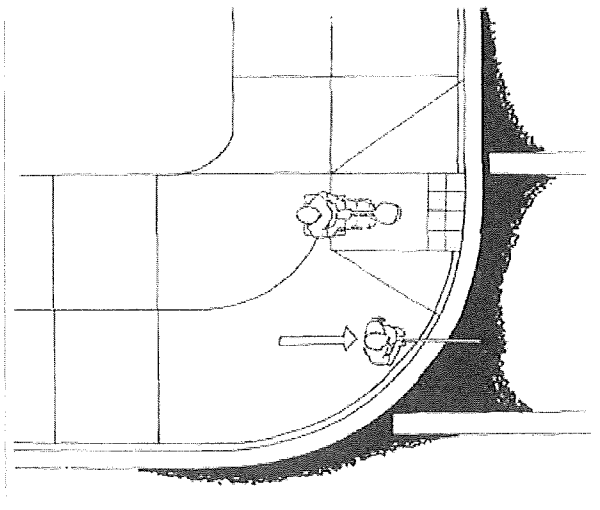


Curb ramp components.

Curb ramp types:

Curb ramp types are usually categorized by their structural design and how they are positioned relative to the sidewalk or street. Selecting a curb ramp design depends on site conditions. Curb ramp types include perpendicular, diagonal, parallel, combination, and depressed corners. Table 1 discussed the advantages and disadvantages of each curb ramp types.

Figure 17



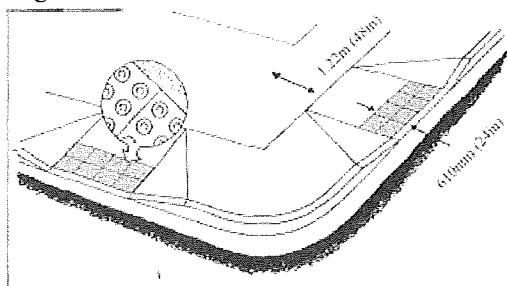
GOOD DESIGN:

When a portion of the curb is included in the crosswalk, it is easier for people with vision impairment to detect the transition between the sidewalk and the street

Table 2: Advantages and disadvantages of curb ramp types

Ramp Type	Advantage to Pedestrian	Disadvantage to Pedestrian
Perpendicular See Figure 17,18	1) Ramp aligned with the crosswalk. 2) Straight path of travel on tight radius. 3) Two ramps per corner.	1) May not provide a straight path of travel on larger radius corners.
Diagonal See Figure 19	Not recommended	1) Pedestrian with a vision impairment can mistake a diagonal ramp for a perpendicular ramp and unintentionally travel into the intersection because it is not aligned with the crossing direction. 2) May conflict with motorists who are traveling straight or turning if corner radius is small. 3) Directs wheelchair users into the intersections. Requires wheelchair turning at the top and bottom of the ramp. A 1.2 m x 1.2 m (4 ft x 4 ft) bottom landing is required. (See Figure 19).
Parallel See Figure 20, 21, 22	1) Requires minimal right-of-way. 2) Provides an area to align with the crossing. The bottom landing is contained in the sidewalk and not the street. 3) Allows ramps to be extended to reduce ramp grade. 4) Provides edges on the side of the ramp that are clearly defined for pedestrians with vision impairments.	1) Pedestrians need to negotiate two or more ramp grades (makes it more difficult for wheelchair users). 2) Improper design can result in the accumulation of water or debris on the landing at the bottom of the ramp.
Combined Parallel and Perpendicular See Figure 23	1) Does not require turning or maneuvering on the ramp. 2) Ramp aligned perpendicular to the crosswalk. 3) Level maneuvering area at the top and bottom of ramps.	1) Visually impaired pedestrians need to negotiate sidewalk ramps.
Depressed Corners See Figure 24, 25	1) Eliminates the need for a curb ramp.	1) Pedestrians with cognitive impairments may have the illusions that the sidewalk and street are unified pedestrian space (i.e., safe). 2) Improper design can allow large vehicles to travel onto the sidewalk to make tight turns which puts the pedestrian at risk. 3) More difficult to detect the boundary between the sidewalk and the street for persons with vision impairments. 4) Service dogs may not distinguish the boundary between the sidewalk and the street and continue walking. 5) The design may encourage motorist to turn faster by traveling onto the sidewalk.

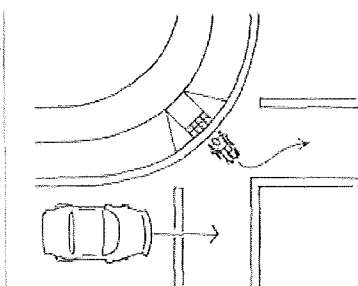
Figure 18



GOOD DESIGN:

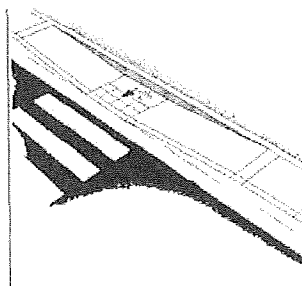
A level landing at the top of the ramp of at least 1.2 m (4 ft). A 610 mm (2 ft) strip of detectable warnings must be installed at the bottom of a perpendicular curb ramp.

Figure 19



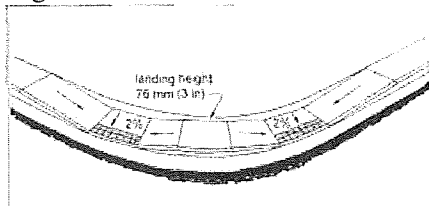
Diagonal curb ramps are not recommended. However, users must have enough room to maneuver towards the direction of the crosswalk. There must be a 1.2 m x 1.2 m (4 ft x 4 ft) bottom level landing of clear space outside the direction of motor vehicle travel.

Figure 20



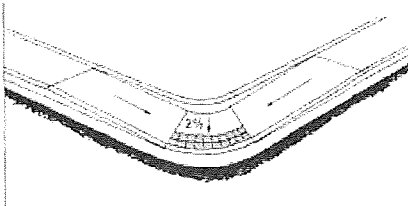
Parallel curb ramps won't work well on narrow sidewalks but require users continuing on the pathway to negotiate two ramp grades.

Figure 21



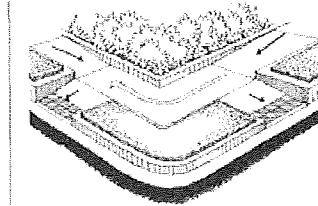
At intersections with narrow sidewalks and wide turning radii, two parallel curb ramps should be considered.

Figure 22



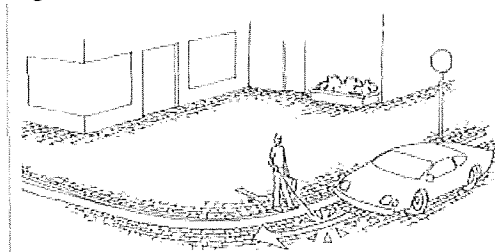
NOT RECOMMENDED

Figure 23



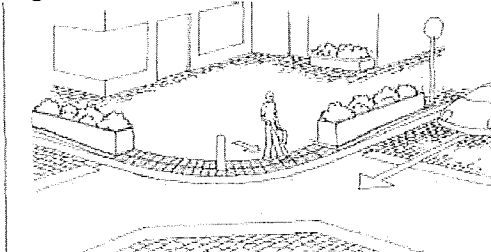
Combined parallel and perpendicular curb ramps lowers the elevation of level landings while bridging the remaining elevation gap.

Figure 24



PROBLEM: Decorative patterns used at depressed corners, such as this brick pattern, create a continuous pathway. People with vision and cognitive impairments have difficulty detecting where the street begins and ends.

Figure 25



Detectable warnings, contracting surface materials, and barrier posts are measures that can be used to convey the transition between the street and sidewalk at depressed corners. This corner would be a good location for accessible signals.

Curb Ramp Specifications:

- **Ramp Grade:** ADAAG permits a maximum curb ramp slope of 8.3 percent (preferred 7.1 percent to allow for construction tolerance)
- **Cross slope** on the ramp may not exceed 2.0 percent.

¹ Minimum **ramp width** should be 1.2 m (4 ft) in new construction. In restricted spaces only, the minimum width should not be less than 915 mm (3 ft).

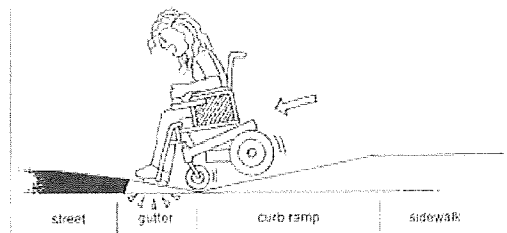
Significant **changes of grade** as the pedestrians travel from the down slope of the ramp to the up slope of the gutter can cause wheelchair users to fall forward (See Figure 26) and should be 13 percent or less. Counterslope should not exceed 5 percent.

Curb ramp alignment should be perpendicular to the curb face. The ramp needs to be aligned within the crosswalk with a straight path of travel from the top of the ramp to the roadway to the curb ramp on the other side.

¹ **Detectable warnings** (See Figure 27) across the lower part of the ramp are required. Ramps make it difficult for pedestrians with vision impairments to detect the transition between the sidewalk and the street. Detectable warnings should have a visual contrast with the adjacent walking surfaces. (See Section 9)

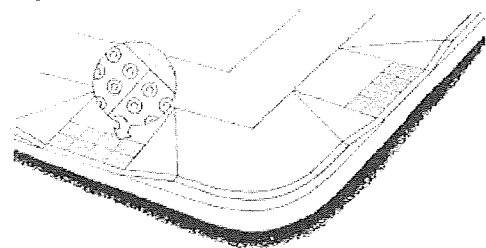
- **Transition points** between adjacent curb ramp surfaces should be flush. Even a 13 mm (0.5 in) change in level combined with a change in grade can complicate access for wheelchair users. Curb ramp lips are not allowed by ADAAG.
- **Sidewalk approach width** should have a minimum of 1.2 m (4 ft). (See previous discussion in Section 3, Sidewalk Corridors.)
- **Level landing** at the top and bottom of the curb ramp should be 1.2 m x 1.2 m (4 ft x 4 ft) and the cross slope should not exceed 2 percent in any direction. This is necessary to allow wheelchair users to maneuver off the ramp

Figure 26



A wheelchair can bottom out at areas of rapid change of grade (greater than 13 percent). The wheelchair can be pitched forward or thrown backwards.

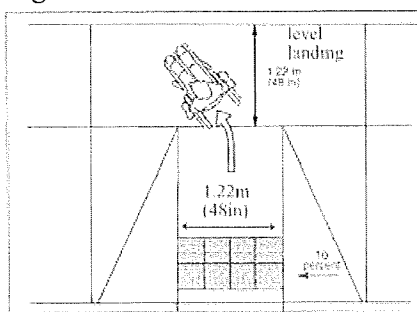
Figure 27



GOOD DESIGN

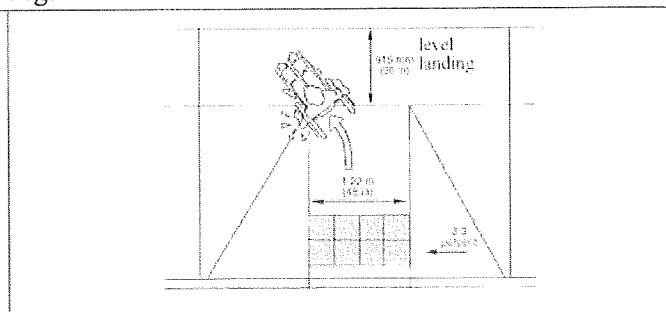
A 610 mm (2 ft) strip of detectable warnings shall be installed at the bottom of a curb ramp to indicate the transition from the sidewalk to the street.

Figure 28



The 1.2 m (4 ft) width of this curb ramp provides sufficient turning space for this wheelchair user. The maximum slope of the flares at this curb ramp should be 10 percent. Measured at the face of the curb.

Figure 29



The 915 mm (3 ft) width of this landing forces this wheelchair user to travel over a portion of the flare to maneuver onto the narrow landing. For this reason, the maximum slope of the flare should not exceed 8.3 percent and should be blended at the top apex. The ramp width should be widened up to 1.2 m (4 ft) to allow for a tighter turn onto the landing.

and onto the path of travel within the pedestrian zone. (See **Figure 28**). If space is limited, the absolute minimum level landing width should not be less than 915 mm (3 ft). (See **Figure 29**). However, in such a case, wheelchair users may have to travel over a portion of the flare in order to move off the ramp onto the path of travel. To compensate, the warping of the slope at the top area of the *flare* should be blended for easier travel across, and the ramp width should not be less than 1.2 m (4 ft). The maximum slope of the flare should not exceed 8.3 percent if the landing is between 0.9m-1.2m(3 ft-4 ft).

Table 2. Ramp length for perpendicular curb ramps based on ramp slope

Change in Elevation	Ramp Length for 7.1 Percent Slope	Ramp Length for 8.3 Percent Slope
203 mm (8 m)	4.0 m (13.1 ft)	3.2 m (10.7 ft)
178 mm (7 in)	3.5 m (11.4 ft)	2.8 m (9.3 ft)
152 mm (6 m)	3.0 m (9.8 ft)	2.4 m (7.9 ft)
127 mm (5 in)	2.5 m (8.2 ft)	2.0 m (6.6 ft)
101 mm (4 in)	2.0m (6.5 ft)	1.6 m (5.3 ft)

This table assumes that the sidewalk corridor has a 2 percent slope and that the corner is level. The length is for the ramp only and does not include sidewalk width required for level landing.

Curb ramp length is determined by the vertical height of the curb between the roadway and the sidewalk. Assuming the cross slope of the corridor is constant at 2 percent, the formula for determining ramp length is:

$$\text{ramp length} = \frac{\text{curb height}}{(\text{ramp slope/percent} - \text{sidewalk corridor cross slope/percent})}$$

Table 2 calculates the minimum ramp length required for a 7.1 percent ramp and an 8.3 percent ramp, based on the height of the required vertical change.

Additional good practice curb ramp design:

- Align the curb ramp within the marked crosswalk, so there is a straight path of travel to the curb ramp on the other side.
- Provide adequate drainage to prevent the accumulation of water and debris on or at the bottom of the ramp.
- Minimize ramp length by lowering the sidewalk to reduce the curb height. Applicable in areas with narrow sidewalks.

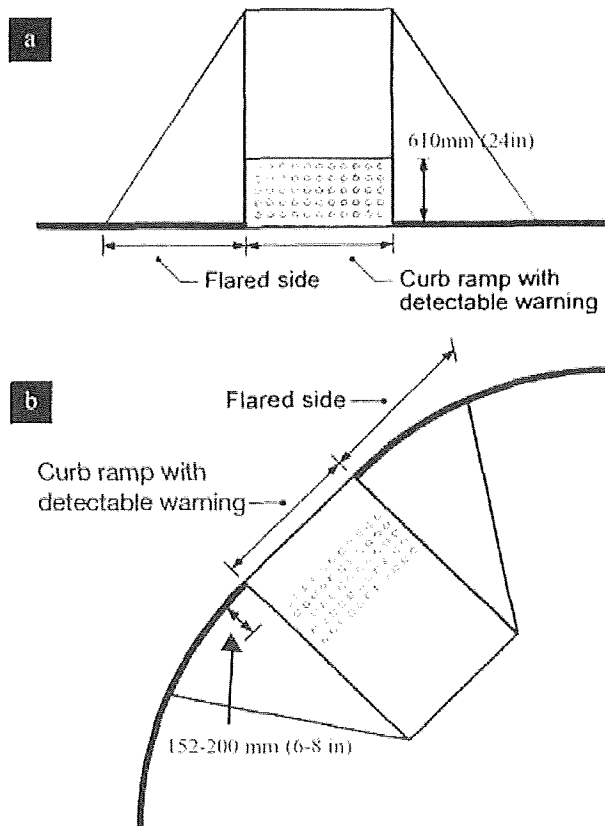
9 Providing Information to Pedestrians:

Pedestrians with vision impairments rely on nonvisual audible and tactile cues to travel. Cues in the environment include the sound of traffic, presence of curb ramps, verbal messages and audible tones in pedestrian signals, and detectable warnings.

To accommodate the information needs of all pedestrians, it is important to provide information in formats that can be assimilated using more than one sense. Pedestrian information includes pedestrian signage, Accessible Pedestrian Signals (APS) - audible tones, verbal messages, and vibrotactile information, and detectable warnings.

Detectable warnings (See **Figure 30**) are a standardized surface feature built in or applied to walking surfaces or other elements to warn visually impaired people of potential hazards.

Figure 30



Curb ramp designs showing 610 mm (24 in) detectable warning (U.S. Access Board-Detectable Warnings: Synthesis).

Detectable warnings shall consist of a surface of truncated domes aligned in a square grid pattern (See Figure 31):

- Base diameter of 23mm-26 mm (0.9in-1.4in).
- Top diameter of 50-60 percent of base diameter.
- Height of 5 mm (0.2 in).
- Center-to-center spacing of 41 mm-61 mm (1.6 in-2.4 in).
- Visual contrast of light-on-dark or dark-on-light with adjacent walking surfaces.

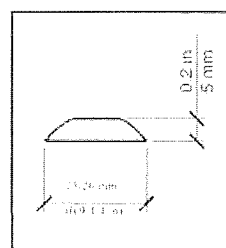
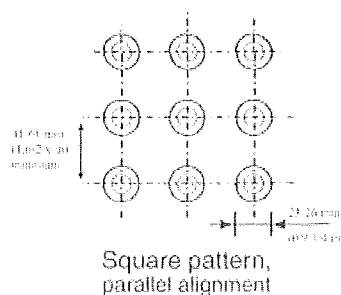
ADAAG Appendix, Section A, 29.2 recommends that the materials used provide a contrast of at least 70 percent.

$$\text{Contrast} = [(B1 - B2) / B1] \times 100$$

B1 = light reflectance value of lighter area (LRV)

B2 = light reflectance value of darker area (LRV)

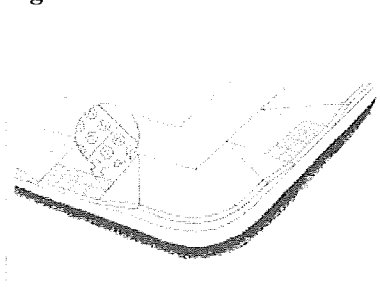
Figure 31



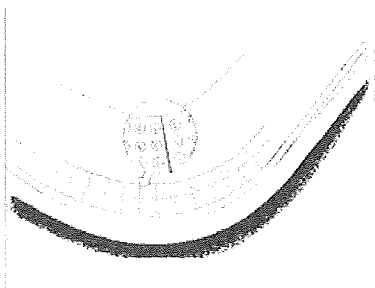
Truncated domes aligned so that wheels may pass between them arc easier for some wheelchair users to negotiate (Bentzen, Barlow, & Tabor, 2000.)

Detectable Warning Design Applications

Figure 32

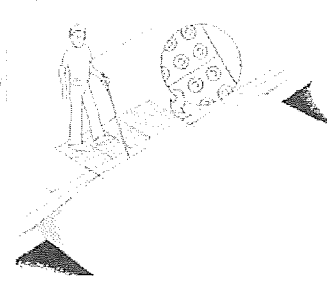


A 610 mm (2 ft) strip of detectable warnings shall be installed at the bottom of a curb ramp to indicate the transition from the sidewalk to the street.



A 610 mm (2 ft) strip of warnings shall be installed at the border of a depressed corner to identify the transition between the sidewalk and the street.

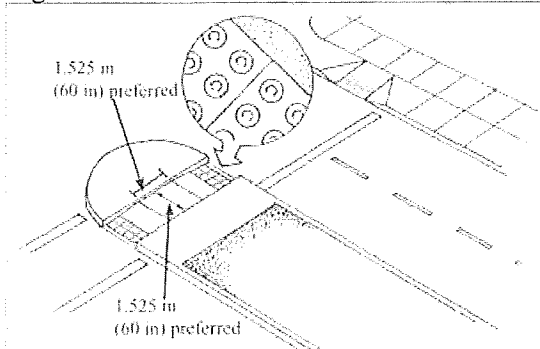
Figure 34



A 610 mm (2 ft) strip of warnings shall be installed at the edge of a raised crosswalk to identify the transition between the sidewalk and street.

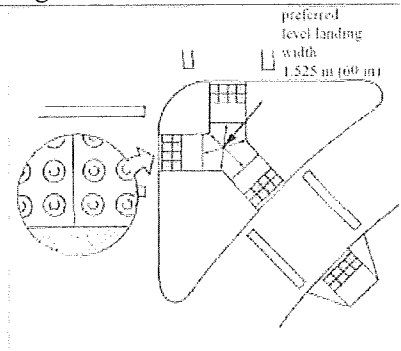
Detectable warnings shall be placed at the bottom of curb ramps (See **Figure 32**) and other locations such as depressed corners (See **Figure 33**), raised crosswalks and raised intersections (See **Figure 34**), borders of medians and islands (See **Figures 35 and 36**), and at the edge of transit platforms and where railroad tracks cross the sidewalk to warn people with visual impairments of potential hazards. Detectable warnings must be installed across the full width of ramps, and 610 mm (2 ft) in length up the ramp. The detectable warning

Figure 35



A ramped median should have a level landing that is 1.5 m (5 ft) level landing.

Figure 36

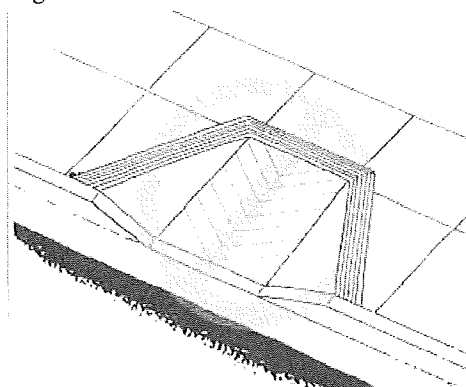


Ramped islands shall include detectable warnings and have a level landing.

should be set back 152 mm-200 mm (6 in-8 in) from the bottom of the curb (refer to **Figure 30 b** above). This allows wheelchair users to gain momentum before traveling over the truncated domes. It provides pedestrians with vision impairments additional time to react to the detectable warning or advanced warning before they reach the street. Smooth surfaces should be provided adjoining the detectable warning to maximize contrast. Bricks and other textured surfaces affect the ability of the pedestrian to detect the truncated dome warnings.

Grooves do not provide a detectable warning and pedestrians can easily confuse them with sidewalk expansion joints or cracks in the sidewalk (See **Figure 37**). They are not allowed as a detectable warning by ADAAG.

Figure 37



Potential Problem:
Grooves are not the equivalent of a detectable warning because they are not detectable underfoot.

10 Accessible Pedestrian Signals:

Accessible Pedestrian Signals:

The implementing regulation under Title II of the ADA requires that all facilities constructed or altered after January 1992 be designed and constructed to be accessible to people with disabilities.

Audible tones and speech messages can provide standard information about the status of the signal cycle (WALK, DON'T WALK). Information on the location, direction of travel, and the name of the street to be crossed can also be included. Infrared or Light Emitting Diodes (LED) transmitters can send speech messages to personal receivers. In addition to providing information in multiple formats, the physical design, placement, and location of the pedestrian signal device need to be accessible to pedestrians with vision and mobility impairments.

Accessible Pedestrian Signal (APS)

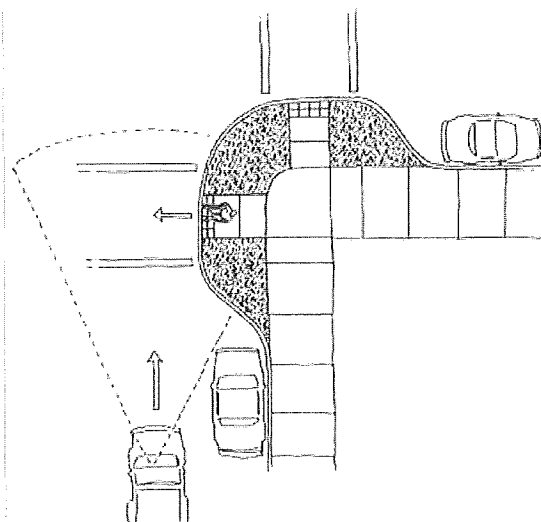
- Locate the push button as close as possible to the curb ramp without interfering with clear space.
- The device should be operated from a level landing.
- Mount the device no higher than 1.0 m (3.5 ft) above the sidewalk.
- The control face of the button shall be parallel to the direction of the marked crosswalk.
- One button per pole, each separated by 3 m (10 ft) is preferred.
- Place the device no closer than 760 mm (2.5 ft) to the curb, and no more than 1.5 m (5 ft) from the crosswalk.
- The button should be a minimum of 50 mm (2 in) in diameter to be easily operated by pedestrians with limited hand function. Avoid activation buttons that require conductivity (unusable by pedestrians with prosthetic hands).
- The force to actuate the button should require a minimum amount of force no greater than 15.5 N or 3 lbf to activate.

(For more information on Accessible Pedestrian Signals visit the Web sites at <http://www.mutcd.gov>, www.access-board.gov and www.accessforblind.org)

// Pedestrian Crossings:

Designing an effective pedestrian crossing involves the correct layout of pedestrian elements including: information (signs, accessible pedestrian/traffic signals, markings), turning radius, visible crosswalks (including raised crosswalks), adequate crossing times, medians (See **Figure 35**), refuge islands, corner island (See **Figure 36**), curb ramps with detectable warnings, and curb extensions (See **Figure 38**). It also involves careful consideration of adequate sight lines, traffic patterns, and traffic signal phasing. Other techniques such as restrictions on right turns, pedestrian lead times, and traffic calming measures will benefit all pedestrians. Regulations that prohibit parking at the corner can also improve blocked sight lines.

Figure 38

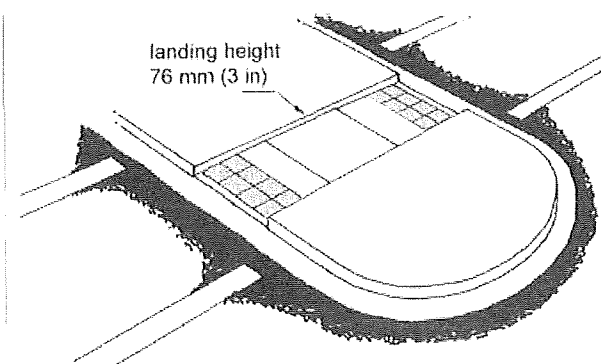


Curb extensions improve visibility between pedestrians and motorists and make it easier to install perpendicular curb ramps with level landing. Regulations that prohibit parking at the corner can also improve blocked sight lines.

Medians: Medians generally reduce crossing exposure and allow pedestrians to negotiate vehicle traffic one direction at a time. Medians should be curbed or barrier medians to physically separate pedestrians and motorists rather than painted flush. Furthermore, all medians should be accessible to pedestrians. The nose of the median should be extended beyond the crosswalk

(See **Figure 39**). If a cut through (See **Figure 40**) is provided, it should be at least 1.8 m (6 ft) long and 1.5 m (5 ft) wide. This allows 2 wheelchair users to pass each other. In addition the edges of the cut through must be perpendicular to the street being crossed.

Figure 39



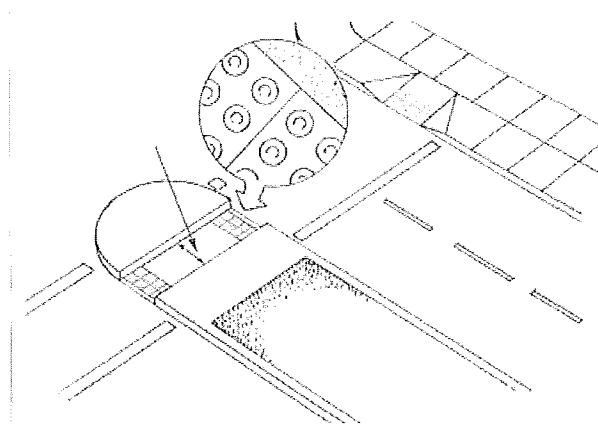
GOOD DESIGN: The height of this median does not exceed 76 mm (3 in). This design allows for the construction of shorter curb ramps and a longer level landing.

Ramped medians (See Figure 35), should have a curb ramp at either end and a level landing at least 1.5 m x 1.5 m (5 ft x 5 ft). For all medians, cut through or ramped, a 0.6 m (2 ft) strip of detectable warnings should be located at the entrance and exit.

Corner Island: The design guidance for the island itself is similar to those of the median. The island should be raised and designed with curb ramps (See Figure 36) or a pedestrian cut-through (See Figure 41). If a cut-through design is selected, it should provide at least 1.5 m (5 ft) of clear space in all directions. In addition, a 0.6 m (2 ft) strip of detectable warning should be included at every exit point on the island.

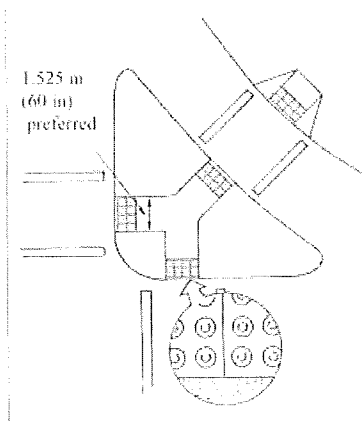
Ramped Corner Island (See Figure 36): The design should include curb ramps that are at least 1.5 m (5 ft) wide (preferred), 1.5 m x 1.5 m (5 ft x 5 ft) level landing and detectable warnings.

Figure 40



Cut-through medians should be at least 1.525 m (60 in) wide and should include 610 mm (24 in) strips of detectable warnings at both ends.

Figure 41



Corner islands with cut-throughs should be at least 1.525 m (60 in) wide at all locations and include 610 mm (24 in) strips of detectable warnings

Memo

CITY OF
ASHLAND

Date: December 2, 2015
From: Scott A. Fleury
To: Transportation Commission
RE: Bridge St. Parking Prohibition

BACKGROUND:

This item is in response to several business owners interested in obtaining a section of timed parking on Bridge St. just north of Siskiyou Blvd. reference site photo. This section of curb line on Bridge St. currently has no parking prohibition. Business owners have stated that people tend to use these spaces for numerous hours making it harder for short term parkers to find spaces adjacent to the business locations.

This section of Bridge St. is currently 29 feet wide residential street. The most recent ADT for this section of roadway is from 2003 and was 782 vehicles per day. Per our current street standards this does allow for parking on both sides of the street.

Staff estimates there is approximately 119 feet of curb line that could be timed equating to approximately 5.5 spaces within an **MUTCD** standard spacing of 22 feet.

CONCLUSION:

This item is for Commission discussion regarding the parking prohibition. An motion could include a recommendation for approving a 1 hour zone adjacent to the curb line on Bridge St. The Commission could also choose to make no recommendation and keep the status quo.

From: Kevin Flynn [flynnk@ashland.or.us]
Sent: Thursday, October 15, 2015 4:34 PM
To: 'Scott Fleury'
Cc: 'Mike Faught'
Subject: Bridge Street 1 Hour parking request

Scott,

Businesses on Bridge Street requesting that section of parking on Bridge Street below the Boulevard be designated and posted as 1 hour parking please.

Mike Faught asked if you could send this to the traffic engineer and get the process started.

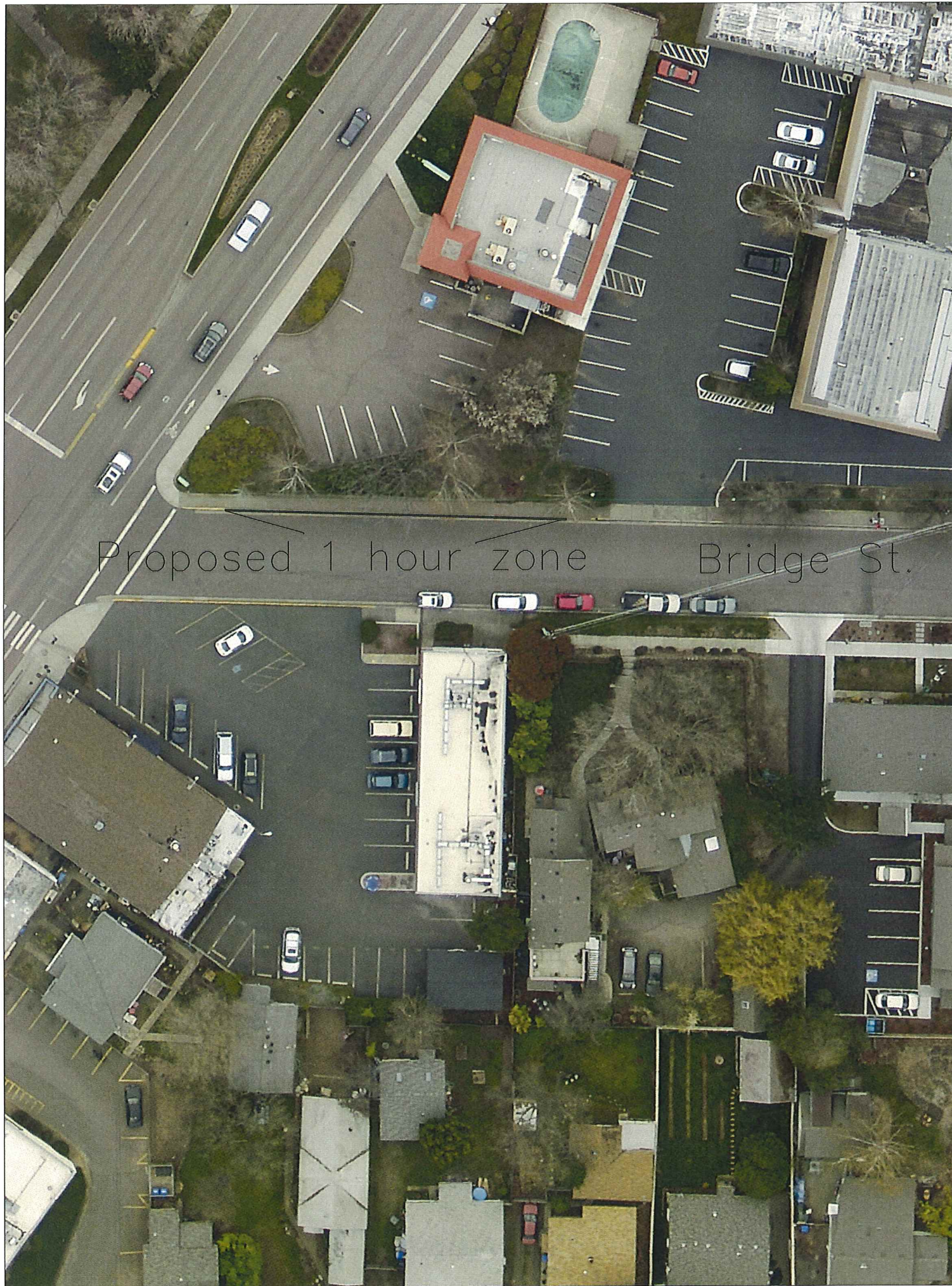
It makes sense, the commercial businesses need the customer parking and the SOU students and employees of nearby businesses are eating up all the parking leaving their cars parked there all day.

***Next meeting of commission coming up soon

Kevin

Kevin Flynn, Code Compliance
City of Ashland Community Development
51 Winburn Way, Ashland OR 97520
(541) 552-2424, TTY: 1-800-735-2900
FAX: (541) 552-2050
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Proposed 1 hour zone

Bridge St.

Memo

CITY OF
ASHLAND

Date: December 2, 2015
From: Scott A. Fleury
To: Transportation Commission
RE: Transit Study Session

BACKGROUND:

This is a continuation of the previous transit discussion that occurred on November 18, 2015. Paige Townsend of RVTB will be in attendance to discuss long range plans and work done on the City's adopted TSP.

Transportation Commission
Action Summary
as of November

Month Year	Item Description	Status	Date Complete
June 25 TC	88 N. Main Loading Zone	TR15-02	
December 19 TC	Orange Ave. Bike Boulevard	TR13-14	11/14
October 24 TC	Faith Ave. Sharrows/Signs	TR14-2	11/14
August 26 TC	N. Mountain Ave Improvements	TR13-12	
May 23 TC	Bike Path Signage	Approved TR13-08	
May 23 TC	Plaza Parking Prohibition	Approved TR13-09	6/13
February 28 TC	Main St. Parking Restriction	Approved TR13-07	4/13
February 28 TC	Fair Oaks No Parking Restriction	Approved TR13-03	4/13
February 28 TC	East Main Crosswalk Signage	Approved TR 13-04	4/13
October 12 TC	B St. and Eighth St. sight distance	Approved, TR 2012-04	
October 12 TC	B St. and Second crosswalk sight distance	Approved, TR 2012-05	
September 12 TC	B St. and Second sight distance analysis	Staff report complete	
September 12 TC	Lithia/First Intesection Analysis	Traffic Engineer under contract to perform services	
August 12 TC	Centerline marking on Takelma Way	Approved, TR 2012-03	9/12
March 12	Sharrow markings on Maple St.	approved, TR 2012-01	10/12
March 12	Centerline marking on Crispin St.	approved, TR 2012-02	10/12
March 12	Loading zone on Lithia Way	not approved	
November 11 TC	Parking prohibitions on Highwood Dr.	approved, TR 2011-09	2/26/12
October 11 TC	Crosswalk on A Street	approved TR 2011-08	12/1/11
August 11 TC	Parking prohibitions on Almond	approved TR 2011-07	✓
August 11 TC	Stop sign at 4th and A Streets	not approved	
Jul 11 TC	Parking Prohibitions on E. Nevada	approved; TR 2011-04	3/6/12
Jul 11 TC	Stop Sign at Starflower	approved yield; TR 2011-05	11/17/11
Jul 11 TC	A' Shared Road	approved; TR 2011-06	10/28/11
June 11 TC	N. Main Road Diet	TC recommend implementation asap, approved 8/2/11	
June 11 TC	Parking prohibition on Central	TR 2011-03, install painted centerline, only	✓
May 11 TC	Stop sign on Homes	Stop sign not approved, other improvements implemented.	
May 11 TC	Stop sign on Pinecrest	not approved	
May 11 TC	Left turn signal at Wightman	recommended review by traffic engineer	
May 11 TC	Memorial Sign Request	recommended development of a policy, approved by Legal/Planning. Approved by Council	1/27/12
Apr 11 TC	N. Main Road Diet Pilot	Approved by Council 8/2/11	
Feb 11 TC	Parking Prohibitions Meadowbrook	TR 2011-02 order sent to Street Div.	✓
Feb 11 TC	Parking Prohibitions on Liberty St	TR 2011-01 order sent to Street Div.	✓
Feb 11 TC	Bike Corral on Third Street	Completed & installed	✓
Dec 10 TC	Petition for ped. rail crossing	referred to TSP process	
Dec 10 TC	Siskiyou Blvd x-walk at Frances	no action required	12/16/10
Nov 10 TC	S Mountain Mid Block Crosswalk	Approved to be installed in cooperation with SOU	
Nov 10 TC	E Main @ RR Crosswalk Review	Commission asked stop sign replaced	
Oct 10 TC	A St. Sharrow Designation	Commission asked for Kittleson review	
Oct 10 TSC	Safety Sleeve for Bollard @ RR Park	replaced	✓
Oct 10 TSC	Storm Drain on Bike Path @ N Mtn	staff is researching	
Oct 10 TSC	Additional Vehicle Parking Downtown	Contacted ODOT	
Oct 10 TSC	Crosswalk at Lithia and E Main	TR 2010-06, order sent to Street Division	✓
Oct 10 TSC	Stop Sign at Helman & Nevada	not approved	✓
Oct 10 TSC	Stop Sign on 'B' @ Third	not approved	✓
Oct 10 TSC	Crosswalk on Siskiyou @ Morton	not approved	✓
Aug 10 TSC	Grandview/Sunnyview/Orchard/ Wrights	vegetation clearance referred to street dept for	
Aug 10 TSC	15 Minute Parking on A Street	TR 2010-05, order sent to Street Division	
Aug 10 TSC	First St Parking Prohibition Change	TR 2010-04, order sent to Street Division	
Aug 10 TSC	Granite St Parking Prohibition Change	not approved, Swales will resubmit request	✓
Aug 10 TSC	Hargadine St Parking Prohibition Change	review as part of TSP update	
Aug 10 TC	Bridge Street Parking Prohibition Change	Memo received from Fire Dept recommending against change	✓
Jul 10 TSC	Truck Route Ordinance Review	Staff researching, Nov 2010 agenda item	
Jun 10 TC	2 Year Project List Goal Setting	3 goals selected	✓
Jul 10 TC	Audible Crosswalk Signals for Downtown	Viewille working w/staff to develop priority list for \$27K budget	
Jul 10 TC	Shared Road Policy	review as part of TSP update	
Mar 10 TSC	Yield Sign at Terrace @ Holly	TR 2010-02	✓
Mar 10 TSC	Ashland St @ YMCA Crosswalk	not approved by ODOT	✓
Mar 10 TSC	Oak St Crosswalk at A St	included in Misc Concrete Project; bids due 11/17/10	
Jul 09 TC	Additional Downtown Bike Parking	Implementation list complete, will be installed as budget permits	
Nov 09 TC & TSC	Crosswalk for East Main @ Campus Way	Staff applying for funding through grant application	
Nov 09 TC & TSC	Grandview Shared Road Improvements	TR 2010-03, other improvements likely in future	
Aug 09 TC	Oak Street Sharrows	TR 2010-01	✓
Jul 09 TC	Willi Dodge Way Improvements	Complete	9/2010
Apr 09 TC	Siskiyou Bv Pedestrian Improvements	complete	✓
Aug 09 TSC	Union/Allison and Fairview Intersection	not approved	✓
Nov 09 TSC	Yield Sign at Palmer Rd	not approved	✓
Nov 09 TSC	Stop Sign at Indiana St	not approved	✓
Dec 09 TSC	Terrace St Traffic Calming	not approved	✓
Dec 09 TSC	Ashland Village Traffic Calming	not approved	✓

Making an Impact

November 2015 - Volume 3, Issue 2

New Public Education Campaign on Vehicle Safety Technologies

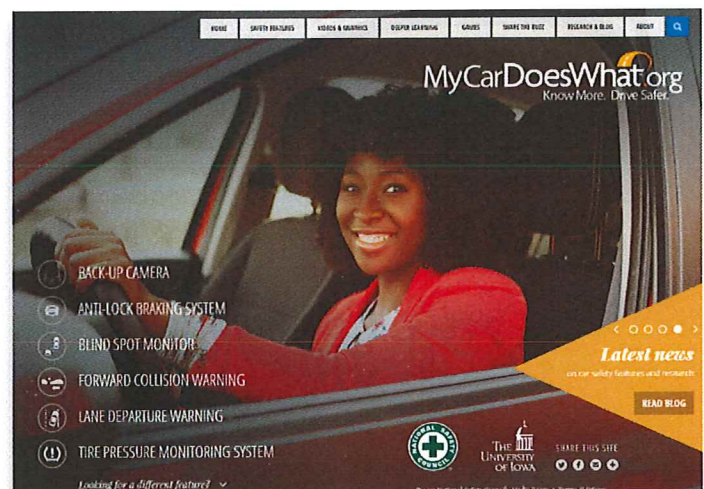
A new campaign titled, *[“My Car Does What”](#)* helps drivers navigate lifesaving technologies amid concerns that Americans are uncertain how important vehicle safety features work - even those that have been standard for years.

New crash avoidance technologies can help, but a recent study found that most drivers are uncertain about the technologies and how they work. 40% of drivers reported their cars had acted in ways that startled or surprised them.

Safety technologies featured on *[MyCarDoesWhat.org](#)* include:

- Adaptive Cruise Control
- Anti-lock Braking Systems
- Automatic Emergency Braking Systems
- Back-Up Camera

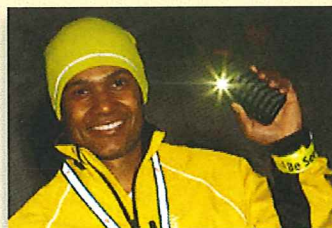
- Blind Spot Monitor
- Forward Collision Warning
- Lane Departure Warning
- Rear Cross Traffic Alert



[Find out more](#) about the campaign and study conducted by the National Safety Council, University of Iowa, and USDOT.

Time to Step Up Your Visibility

Trimet reminds Oregonians to “Be Seen” and “Be Safe”. To increase your visibility at night, add reflective materials and items, as well as lights. And, while wearing light-colored or fluorescent clothing is the better option compared to dark clothing, including reflection to your everyday wardrobe is essential to visibility during low-light hours.



There are lots of ways to add shine: Wear clothing and accessories with reflective material. Add a reflective vest over your regular coat or jacket. You can find these items at construction

or outdoor stores.

Slap a reflective band on your arm, leg or ankle. These show 360° movement, which can be seen from all angles and is more likely to attract the attention from drivers. Some bands include lights, which is even better.

Add flexible reflectors with Velcro to purses, helmets, laptop cases, shoes, zipper pulls and backpacks. Lights come in all sizes—there are ones specific to bikes and wheelchairs, and smaller ones for strollers, backpacks and purses.

Trimet recently posted a slideshow of “100 High Visibility Fashion Statements.” View all examples, *[here](#)*.

Use Fog Lights Correctly and Safely

With fall's foggy weather here, ODOT-Transportation Safety Division is reminding people to use vehicle lighting correctly and safely.

Fog lights are designed to be used at low speeds in fog, heavy mist, snow and other situations where visibility is significantly reduced (*Note: Not all vehicles are equipped with fog lights*).

Front fog lights are generally aimed and mounted low to increase the illumination directed towards the road surface. However, after sunset and during other low visibility situations, fog lights are required to be turned off when an oncoming vehicle approaches. During normal visibility conditions, fog or auxiliary lights should be turned off. It is not appropriate to drive with fog or auxiliary lights left on all the time. (*See pictures of fog lights on ODOT's [Flickr photostream](#).*)

When a car is using fog or auxiliary lights, it is visually distracting for oncoming drivers.

According to Oregon law, fog and/or auxiliary lights must be used like the high beam headlight system of your car. They must be turned off when within 500 feet of an oncoming vehicle and within 350 feet when following another vehicle. The color of fog and/or auxiliary lights is also regulated. Fog lights may be either white or amber (*yellow*). Rules prohibit other colors such as blue.

If your car is equipped with auxiliary lighting, ODOT recommends knowing where the switches are and how to use them. Daytime running lights are not the same thing as fog lights.

Daytime running lights are intended to improve visibility and detectability of a vehicle during the day. If your car isn't equipped with daytime running lights, turning on your

headlights on darker fall days can help ensure visibility.



If you plan to install fog and/or auxiliary lights as an after-market feature, it is important to know that Oregon has adopted federal rules that all manufacturers must meet. Products must be labeled; anything that is labeled "not for street use" cannot be used on public roadways. Fog and other auxiliary lights must have a separate switch. Fog lights may not be used in lieu of headlights.



Janelle Lawrence
Executive Director

Contact Us



Funded through
a grant from
ODOT Transportation
Safety Division

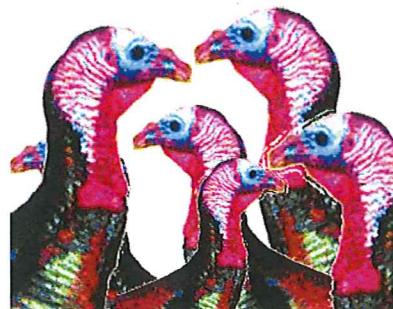
Thanksgiving Campaign Materials

During the Thanksgiving holiday weekend in 2012, over 300 people were killed in traffic crashes across the nation. Tragically, 60% of those killed were not buckled up.

Seat belts are the most effective safety feature ever invented and have helped save thousands of lives.



**BUCKLING UP COULD
SAVE YOUR GIBLETS.**



There is no better time than *now* to remind your community to buckle up and drive safe this holiday.

The "Click It or Ticket" campaign developed by Traffic Safety Marketing aims to reduce seat belt fatalities on America's roads. Get your Thanksgiving [campaign items](#) [here](#) today.

Wet Weather Bike Safety

Riding safely and comfortably in the rain is relatively easy using some common sense, preparation, and a bit of additional gear. **Here are just a few ways to stay safe:**

- Wear clear or yellow lenses; normal sunglasses cut out too much light, making road obstacles hard to see.
- Neon and bright colored clothing are especially important in dim conditions.
- Cover hands and feet with waterproof and well insulated material.
- Mount bright lights and reflectors to the front, rear, and sides of your bike.
- Fenders on your front and

rear wheels will keep water on the road from splashing onto you. Longer, "full" fenders will help prevent dirt and grit from getting into your chain and gears.

- Use good, sturdy tires. Calculate and adjust lower tire pressure to increase traction on wet roads.
- Bike brakes are much less effective when wet. Take it slower and allow **much** more time to stop.
- Metal, painted, and brick surfaces in the roadway can become slippery when wet. Cross over them with handlebars straight to avoid a slip.



- Watch those brakes! A mixture of road grit and water turns out to be the fastest method to erode rubber brake pads.
- Watch for debris and beware of puddles. Even little ones can hide potholes, nails, or glass.
- **After a ride:** Take time to wipe water and dirt off bike wheel rims to ensure that the brakes are still effective the next time you take your bike out. Wipe water off the chain and apply bike lubricant. This prevents rust from building up on the chain, extending its life. Read more [tips here](#).

Drive with a Cop

Clackamas County Sheriff's Office, World of Speed Museum, and Oregon

Impact recently teamed up with local teenagers to teach students the importance of safe driving.

deputies. More than 25 teens participated. Presenters, safe driving activities and vendor booths rounded out the experience.

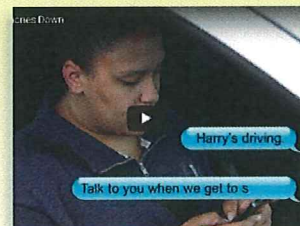


Teens learned driving maneuvers while driving their own vehicle on a safety course with Sheriff's

Read an article and see video from the event at [KGW.com](#). A big "thank you" to all who participated!

Buckle Up, Phones Down

Motor vehicle crashes are the number one killer of teens in the United States. Watch [this video](#) to learn more from the students of Southfield High in Michigan.



To learn more see the Safe Kids Worldwide [research report](#).

Transportation Safety Workshops

Topic	TREC Events	OSU Highway Safety Workshops	Kiewit Center	More Info
Seminar & Livestream: <i>Choropleth Mapping overview from the American Community Survey</i>			Date Nov. 13 Time 12 pm	<u>More Info</u>
Webinar: <i>Transportation Leadership Education</i>			Nov. 17 10 am	<u>Register</u>
Seminar & Livestream: <i>Three Bridges</i>			Nov. 20 12 pm	<u>More Info</u>
Seminar & Livestream: <i>Freight Trike Research</i>			Dec. 4 12 pm	<u>More Info</u>

Car Seat Check-Up Events and Fitting Stations

Date	City	Location	Address	Time
11/14	Hillsboro	Tuality Health Edu Ctr	334 SE 8th Ave Prk Grg	9 am - 11:30 am
11/18	Redmond	Redmond Fire	341 Dogwood Ave	2 pm - 4 pm
11/21	Vancouver*	Peace Health*	92nd Ave Entrance	8:45 am*
11/21	Beaverton	Kuni Collision Ctr	3725 SW Cedar Hills	9 am - 12 pm
11/21	Bethany	Doernbecher Ped Clinic	15220 NW Laidlaw	9 am - 11:30 am
12/3	Redmond	Redmond Fire	341 Dogwood Ave	11 am - 2 pm
12/3	Island City	La Grande Fire	10200 S McAllister Rd	2 pm - 4 pm
12/4	Milwaukie	Oak Grove Fire	2930 SE Oak Grove Blvd	1 pm - 3 pm
12/5	Vancouver*	Peace Health*	92nd Ave Entrance	8:45 am*
12/8	Corvallis	Corvallis Fire	400 NW Harrison St	8 am - 11 am

Events are tentative due to weather.

For all event listings, appointment options, best practice information, visit the [Child Safety Seat Resource Center](http://ChildSafetySeatResourceCenter.org).



*Peace Health Event: Registration required by 8:45 am for 9-10 am class. First come, first served. Must attend class to participate in the clinic, which is held from 10 am - 2 pm.

How to Keep Your Child Warm and Safe in the Car

During cold weather it seems like common sense to bundle up before getting into the car. However, safety belts, child safety seats and booster seats provide the best protection when they contact the strongest parts of the body. Thick coats and bulky blankets may make this impossible.

Car Seats

Avoid placing thick winter coats or blankets on a child before strapping them into their child safety seat with harness straps. During a crash the coat or blanket can compress causing the harness straps to be too loose. They also make it difficult to place the harness straps on the shoulders and over the hips and the retainer clip level with the arm pits.

Option 1: Strap child in car seat in lighter coat, then add blanket or coat over the child once they are secure.

Option 2: Zip around the straps by placing jacket on child. Open front of jacket and pull it out of the way on both sides; buckle straps and chest clip. Once harness is tight, zip or snap jacket closed *over* harness straps.

Booster Seats

While seated in the booster seat, the

safety belt needs to be snug across the child's hips and collarbone to provide the best protection. Thick winter coats can interfere with correct fit and allow the safety belt to be too loose or not contact the strongest parts of the body. Loose fit can result in injury or ejection.

Option: Buckle the child into their booster seat then add their jacket by inserting their arms into the sleeves and wearing it backwards. Or cover them with a blanket, poncho or 'wearable blanket' (*a blanket with sleeves*).

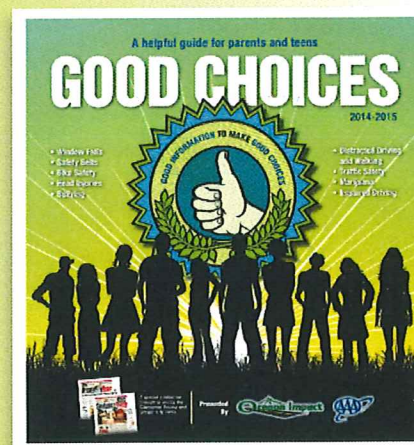
Drivers and Older Passengers

Safety belts need to be snug across the hips and collarbone to provide the best protection. Heavy coats can interfere with correct fit and allow the safety belt to be too loose or not contact the strongest parts of the body. Loose fit can result in injury or ejection.

Option: Wear a lighter coat in the vehicle and put the heavier one on when leaving the vehicle.

Warming up the car before a trip can help. Passengers can wear coats but be sure that the child is secured in the harness system, or safety belt before you add heavy coats or blankets. A little creativity can help protect drivers and passengers in winter driving.

Good Choices Newsletter



Our 2016 edition of "Good Choices" is hot off the press!

Sponsored by **ODEC** (*Oregon Driver's Education Center*) and featuring articles from **ThinkFirst Oregon**, parents and teens can get educated and initiate discussion on topics including:

- Distracted Driving
- Impaired Driving
- Marijuana & E-Cigarettes
- Safety Belts
- Safe Driving App
- Cyberbullying
- Dating Abuse
- Preventing Head Injuries
- Prescription Drug Abuse
- Suicide Prevention
- and more

Read it in magazine format here.



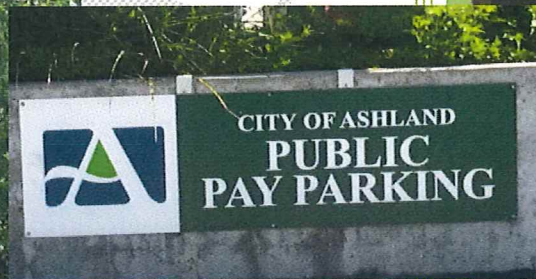
2015

City of Ashland, Oregon Downtown Strategic Parking Management Plan

PROJECT SUMMARY AND RECOMMENDATIONS FOR PARKING MANAGEMENT

DRAFT REPORT

November 11, 2015 (v3)



RICK WILLIAMS CONSULTING
Parking & Transportation

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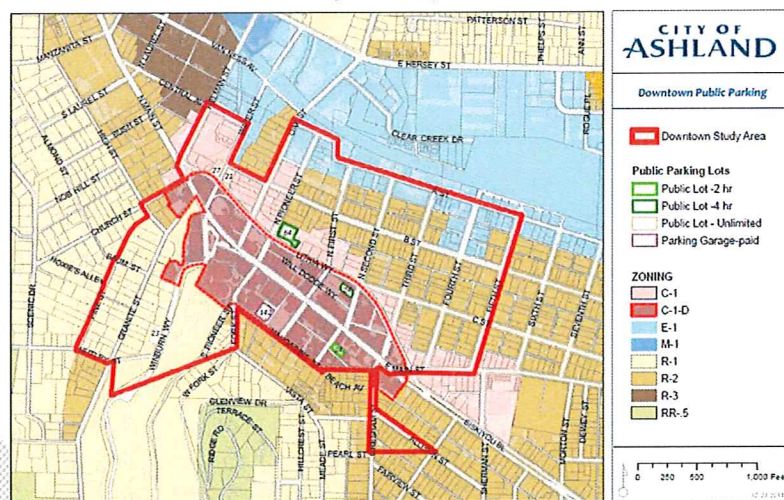
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A.	ACTIONS & IMPLEMENTATION SCHEDULE	

I. BACKGROUND

The City of Ashland commissioned a parking study to examine the current parking situation in the downtown in 2013 - 2014. The study was conducted by Community Planning Workshop and the University of Oregon. The study analyzed use, occupancy and demand for customer and employee spaces throughout the downtown and developed an initial set of recommended strategies and programs.¹ The project study area is illustrated in **Figure A**.

Figure A
Project Study Area

Subsequent to the Community Planning Workshop study, the City determined that development of a more targeted parking management strategy and plan for the core area of the downtown would be beneficial as a guide to daily management and as a template for future decision-making. To this end, the City engaged Rick Williams Consulting to assist in development of such a plan. The consultant's assignment was to work with the City and its Downtown Parking Management and Circulation Ad Hoc Advisory Committee (Advisory Committee) to compile a complete, simple and effective set of operating strategies for management of the City's downtown parking supply.



The Advisory Committee is comprised of representatives of retail and commercial businesses, the development community, citizens, City staff, City Commissions and the City Council. The study entailed in depth discussions with the Advisory Committee and other community stakeholders to develop a comprehensive parking management plan that responds to the unique access environment, goals and objectives of Downtown Ashland. This work was coupled with an evaluation of existing downtown parking policies, standards and actual usage.² We believe this has resulted in a comprehensive parking management plan that responds to the unique access environment, goals and objectives of Downtown

¹ See: *Ashland Downtown Parking Management and Multi-Modal Circulation Plan -October 2014*, (Community Planning Workshop and the University of Oregon).

² Usage data was derived from two sources: (1) *Ashland Downtown Parking Management and Multi-Modal Circulation Plan (October 2014)* and (2) Off-street usage data collected by Rick Williams Consulting (August 2015).

Ashland. The parking management plan and the process to develop it are compiled and summarized in this report.

DRAFT

II. THE ROLE OF PARKING IN DOWNTOWN

The role of parking in downtown cannot be seen as a stand-alone solution in and of itself. The key to a successful downtown is truly the land uses that comprise it. A vital downtown is an area that has a clear sense of place and identity, comprised of an exciting and attractive mix of uses and amenities. In a nutshell, "people do not come downtown to park." People come downtown to experience an environment that is unique, active and diverse. As such, the true role of parking is to assure that the desired vision for downtown is fully supported.



Through the stakeholder process and discussion, it was determined that several outcomes for parking management were desired. These can be summarized by the following responses to the question of "parking management in downtown Ashland should":

- Support a "messy vitality" - creating a vital, active and interesting downtown environment.
- Get the right parker to the right stall.
- Assure convenient, affordable and available parking for visitors and customers.
- Ensure that parking in a district is for managed to meet the needs of priority users of the district.
- Provide reasonable and safe parking for employees and long-term visits.
- Communicate a clear sense of movement to parking options.
- Provide for an integrated system on and off-street (parking & pedestrians).
- Integrate alternative modes (particularly biking for Ashland).
- Anticipate and respond to increasing demand for access to the downtown.

Parking is just one tool in a downtown's economic development toolbox. Parking must be managed to assure that priority land uses are supported with an effective and efficient system of access that caters to the needs of priority users. In the case of Ashland, the priority user for the City owned system of parking has been identified as the customer and visitor; the person who shops, visits or recreates. As the Advisory Committee concluded, the objective of parking management in downtown should be:

"To support the development of a vibrant, growing and attractive destination for shopping, entertainment, recreation, living and working. The components of this plan need to be simple and intuitive for the user, providing an understandable system that is affordable, safe, secure, and well integrated into other access options (i.e., transit, bike and walk)."

III. ORGANIZATION OF PLAN

The outline of parking management strategies outlined below is intended as an initial start of discussions with the City of Ashland and affected downtown stakeholders on parking policies and actions necessary to support a vital and growing downtown over time.

The plan begins with a stated set of Guiding Themes and Principles developed by the Advisory Committee. The Guiding Themes and Principles are designed to guide and inform decision-making on issues related to access and parking management in the downtown. They can also serve as a framework for decision making for parking over time, particularly as demand increases and the need for more strategic management and coordination evolves over time. Strategically, the principles encourage the use of parking resources to support economic development goals and effectively serve the diversity of “customers and visitors” using the downtown.

Following the Guiding Themes and Principles, recommended parking management strategies are laid out in a manner that is iterative or “checklist” in presentation, in that actions are intended to follow a logical progression of implementation, with each preceding action providing the ground work necessary to move to a subsequent action.

Actions are also delineated between policy actions and operations, categorized into specific Action Steps that result in two “phases” that range from immediate to long-term. Overall, the implementation steps are intended to be logical and ordered in a manner that responds to changes in demand and ensures a continuing sense that downtown is customer friendly, easy to use and understand. Though not overly complex, the plan will require a basic level of support, coordination, commitment and resource identification that goes beyond what is currently in place.

As City and downtown partners consider the adequacy of the strategies themselves, discussion of the “who, how and what” of implementation will be essential to bring the partners to a point where initiation of the plan is triggered.

IV. GUIDING THEMES AND PRINCIPLES

The development of Guiding Principles for parking in downtown Ashland supports creation of a parking system that facilitates and contributes to a vital and growing downtown. Guiding Principles are based on the premise that growth and development in the downtown will require an integrated and comprehensive package of strategies to support economic development and redevelopment. The ensuing parking plan becomes but one critical element of a larger coordinated package for economic growth.



The Guiding Principles outlined here are summarized under theme categories and will serve as a foundation for continuing discussions with stakeholders and the community. Ideally, these Guiding Principles establish a basis for consensus, giving direction to near- and long-term decisions for parking management and access strategies in the downtown.

The consultant team believes the results of stakeholder input can be summarized into five Guiding Themes and seventeen Guiding Principles (listed below). It is the goal of the City to actively facilitate parking improvements in the downtown that support the following themes and principles.

A. CITY ROLE AND COORDINATION

1) **Centralize management of public parking to ensure efficient and optimal use of the supply.**

Parking issues are too complicated and prevalent for status quo approaches to management and implementation. The City will need to look at providing more focused, coordinated and strategic attention to day-to-day management and delivery of near and long-term parking solutions.

2) **Coordinate parking in a manner that supports the unique character of emerging downtown districts and neighborhoods. Where appropriate, manage parking by zone.**

The downtown is comprised of unique economic enclaves (e.g., the core, the theater "district," railroad area). As the areas differ economically, so too does the character and needs of patrons to these areas. This may require more tailored approaches to parking management in these areas. Within the parking industry, this is called management by parking zone; tailoring and delivery of parking programs (e.g., time stays, enforcement, pricing, etc.) to support unique zone dynamics.

- 3) Ensure that a representative body of affected private and public constituents from within downtown routinely informs decision-making.**

Active participation by those affected by parking in the downtown guarantees that there is a high level of understanding and consensus on the need for parking management and the “trigger” points for decision-making built into the parking plan. This is best accomplished through an established parking advisory committee that can serve as a sounding board for issues, data and system performance review and as a liaison back to the broader stakeholder community.

- 4) Provide safe secure and well-lit parking to allow a sense of security at all times on-street and off-street.**

Each public off-street lot shall be adequately maintained so as to not deter potential users based on poor design, lot pavement quality or perceived security issues. Safe and well-lit links between parking areas and shopping/entertainment and work sites should be planned for and provided.

B. PRIORITY CUSTOMER

- 1) The on-street parking system is a finite resource and will be managed to provide a rate of turnover that supports “district” vitality.**

All users of the downtown favor on-street parking. The parking management plan recognizes this premium on-street parking resource needs to be managed to provide a rate of customer and visitor turnover that supports downtown and district vitality. With this principle comes the recognition that growth in downtown parking demand will, over the longer term, need to be accommodated in off-street locations. Longer-term patron and employee parking must be managed so as not to conflict with customer parking, particularly on-street. On-street parking must be managed according to demand and time-stays conducive to customer need.

- 2) The most convenient on-street parking will be preserved for the priority user – as defined by base zoning in the affected district.**

The on-street parking system in the downtown must be formatted in a manner that assures turnover and minimized conflicts between the priority user and other users. Ashland will use base zoning in parking districts (e.g., commercial versus residential) to facilitate and support reasonable definitions of priority users.

- 3) **Provide sufficient parking to meet employee demand, specifically in conjunction with other reasonable travel mode options.**

All parking strategies should be coordinated with transportation demand management goals and objectives to ensure that employees and customers have reasonable options available for access. For Ashland, this should be initiated with efforts to encourage bicycling to the downtown, with longer term goals for transit/shuttles and ridesharing.

C. ACTIVE CAPACITY MANAGEMENT

- 1) **Manage all public parking using the 85% Occupancy Standard to inform and guide decision-making.**

The “85% Rule” is an operating principle and industry based management tool for coordinating a parking supply. When occupancies routinely reach 85% in the peak hour, more *intensive and aggressive* parking management strategies are called for to assist patrons in finding available parking. The “85% Rule” standard will facilitate the City and the community in making reasonable and effective decisions regarding time stays, enforcement and other decisions related to capacity management.

- 2) **Supplies in excess of the 85% Occupancy Standard will require best practice strategies to minimize parking constraints.**

The parking plan has identified specific strategies for implementation. Several are triggered by the 85% Occupancy Standard. The City and the Advisory Committee are committed to moving forward with recommended strategies when parking demand requires them. It is understood that changes in the status quo can be difficult but continued constraints in parking and access will create negative impacts to downtown’s success and ability to absorb growth.

- 3) **Encourage/incentivize shared parking in areas where parking is under-utilized. This will require an active partnership with owners of private parking supplies.**

Numerous parking facilities in some downtown locations have underutilized capacity. Efforts should be made to facilitate shared use agreements between different users (public and private) to direct parking demand into these facilities to maximize existing parking resources.

- 4) **Capacity will be created through strategic management of existing supplies, reasonable enforcement, leveraging parking with alternative modes and new supply.**

The City recognizes that the key element of the phrase “parking management” is management. *Active efforts* must be made to manage the parking system on day to day basis to maximize existing supplies, facilitate efficiency and cost effectiveness. This will require partnerships with the private sector to leverage existing off-street supply opportunities and to coordinate parking management in manner that supports and integrates with alternative mode development and growth. New parking supply becomes more feasible when all capacity options (existing and alternative modes) are fully and efficiently maximized.

D. INFORMATION SYSTEMS (SUPPLY & CUSTOMER-BASED)

Supply-based

- 1) **Implement and monitor performance measurements and reporting to ensure Guiding Principles are supported and achieved.**

Committing to a routine and objective system of measurement and reporting assures that decision-making will be informed. Key metrics include (but are not limited to) occupancy, turnover, average duration of stay, rate of violation and customer input. Performance monitoring also provides a basis for routine evaluation of program effectiveness.

Customer-based

- 2) **Improve existing, and create new, information and educational resources (outreach, education, maps, websites, etc.) for use by the public and private sectors.**

Efforts to improve understanding, awareness and ease of use of the parking and access system should be upgraded. Also, avenues to distribute information should be augmented, with a clear and routine schedule maintained for the distribution and dissemination of parking and access information.

There should be a resource for information on parking and how it is managed and accessed that is attainable by any prospective user of the downtown. This could be coordinated through a public/private partnership between the City and a downtown business association.

- 3) Develop and implement a unique and creative wayfinding system for the downtown that links parking assets and provides directional guidance to users; preferably under a common brand/logo.**

Parking resources should be clearly identified and explained through branding, signage, wayfinding and user information, increasing customer, visitor, employee and resident understanding of how to access the downtown's on- and off-street parking resources. . A common brand that unifies marketing materials, signage systems and other pertinent communications both simplifies and streamlines customer recognition and use of the system.

E. INTEGRATION WITH OTHER MODES

- 1) Encourage and facilitate increasing percentages of users (particularly employees) into alternative travel modes to free up parking capacity.**

Parking should not be the only access option for employees. Every parking stall occupied by an employee results in lower rates of turnover and less access for customer and visitors. Employees should be given reasonable access to parking but over time increasing numbers of employees should be encouraged to use alternative modes that include walking, biking, transit, ridesharing and transit. If Ashland develops a strong and workable system of alternative mode options for employees, these same options will also then become options for residents, visitors and customers.

- 2) Increase bike parking on and off-street, using it to connect and enhance the broader bicycle network.**

The City of Ashland's bike parking network should be as effectively formatted as the auto parking system. On and off-street parking facilities for bicyclists are efficient and low cost.

- 3) Explore remote parking locations and transit/bike connections to minimize the need and cost for new parking structures.**

As the City explores new parking supply options, scenarios should include the feasibility of remote locations, connected by transit and bike networks. Such options may be more cost-effective than structured parking downtown and/or may be necessitated by land supply constraints in the downtown.

V. RECOMMENDED DOWNTOWN PARKING MANAGEMENT STRATEGIES

Based on continuing discussions with the City and stakeholders, specific parking management strategies have been identified and are recommended for implementation. These recommendations are informed by evaluation of current policies and practices, information and data provided in the 2014 Community Planning Workshop report and supplemental data collection (on off-street lots/facilities) conducted by RWC in August 2015.

This report contains recommendations for changes in current management/organization and several near-term strategy Action Steps for the first 18-months of implementation (Phase 1). The timing of implementation outlined in this document assumes that Phase 1 work will formally begin in July 2016 and run through November 2017. However, some work should precede Phase 1 (January – June 2016) through work with an interim Parking Work Group led by current Public Works staff. This will help to facilitate recommendations in the Plan related to organizational and staff reorganization. This will also continue momentum toward on-the-ground strategy implementation that is in place due to the role that the Downtown Parking Management and Circulation Ad Hoc Advisory Committee have played in the creation of this Plan. Additional mid- and longer-term strategy Action Steps are also recommended for consideration (Phase 2), which would initiate in January 2018. Any and all strategies can occur on an accelerated schedule based on opportunity and resources. The timeline proposed here is provided as a means to communicate a reasonable schedule and order of tasks.

The strategies recommended in this report are designed to assist the City to more effectively manage its downtown parking supply and strategically prepare for future growth. The Plan recommendations are organized as follows:

- Policy and Organizational Actions: Phase 1 (0 – 18 months)
- Recommended Parking Management Strategies: Phase 1 (0 – 18 months)
- Recommended Parking Management Strategies: Phase 2 (18 – 36+ months)

A summary of all recommended Actions and Strategies is attached as an Implementation Schedule at the end of this report.

A. POLICY AND ORGANIZATION ACTION STEPS

The following policy and organizational elements have been included to ensure the goals of the parking management plan can be achieved by incorporating parking system management into the City's development policy and strategic management can be accomplished. Grounding in the Guiding Principles and application of the 85 percent occupancy standard as the threshold for decision-making becomes the unifying monitoring device connecting these various policy elements. Centralizing the policy recommendations within a responsible (and responsive) Parking Services Division assures that the life of the parking management plan extends beyond the first round of strategy implementation. As

such, it is recommended that the Policy Recommendations be adopted and implemented as an immediate to very near term step by the City of Ashland.

STEP 1:

Formalize the Guiding Themes & Principles as policies for downtown access within the transportation code.

Implementation Timeline: Immediate to Near-Term (by July 2016)

The Guiding Principles provide a framework for managing parking and decision making in the downtown over time. “Codifying” the Guiding Principles by incorporating them into the policy element of the City’s parking/transportation plan will serve to inform future management decision-making as well as development of future public facilities. Incorporating these principles into City Code and policy assures the intent and purpose for parking management, established through this study, is carried out over time.

Estimated Costs (STEP 1):

It is estimated that costs associated with this strategy would be minimal, mostly expended in efforts of existing staff to develop resolutions/ordinances necessary to implement through routine city planning processes.

STEP 2:

Adopt the 85% Rule as the optimum occupancy standard for measuring performance of the parking supply and “triggering” specific management strategies and rate ranges.

Implementation Timeline: Immediate to Near-Term (by July 2016)

The 85% Rule is a measure of parking utilization that acts as a benchmark against which parking management decisions are based. Within the parking industry, it is assumed that when an inventory of parking exceeds 85% occupancy in the peak hour, the supply becomes constrained and may not provide full and convenient access to its intended user. Once a supply of parking routinely exceeds 85% occupancy in the peak hour, the 85% Rule would require that parking management strategies be evaluated and/or implemented to bring peak hour occupancies to a level below 85% to assure intended uses are conveniently accommodated.

The parking inventory for Ashland revealed that existing peak hour occupancies within the core are often parked in excess of 85% for significant periods of the day. Having the 85% Rule formalized in policy will assure that a process for evaluating and responding to future parking activity is in place.

Estimated Costs (STEP 2):

It is estimated that costs associated with this strategy would be minimal, mostly expended in efforts of existing staff to develop resolutions/ordinances necessary to implement through routine city planning processes.

STEP 3:

Establish a Downtown Parking and Transportation Fund as a mechanism to direct funds derived from parking into a dedicated fund.

Implementation Timeline: Immediate to Near-Term (by July 2016)

As the supply of parking becomes constrained over time, it will be important to direct funds into a specific account intended to support on-going transportation and access in the downtown. This can be done with existing and/or future parking-related revenue, or with net new revenues generated as a result of implementation of this plan. The Downtown Parking Fund should be dedicated to (not in priority order at this time):

- a. Debt service
- b. Parking operations (on-street/off-street/enforcement)
- c. Lot/garage maintenance
- d. Marketing and communications
- e. Transportation Demand Management programs
- f. New supply

It is recommended that such a fund be established as soon as feasible to ensure that net new revenues are captured within the fund.

Estimated Costs (STEP 3):

It is estimated that costs associated with this strategy would be minimal, mostly expended in efforts of existing staff to develop resolutions/ordinances necessary to implement through routine city planning processes.

STEP 4:

Centralize Parking Management. Consolidate the management and administration of parking management within a single division for Parking Services.

Implementation Timeline: Immediate to Near-Term (by July 2016)

The success of any multi-faceted parking system is dependent on the ongoing administration, management, and communication of the City's parking program. This includes day to day management of individual facilities, oversight of third party vendors, financial accounting and reporting, marketing/communications, customer service, and strategic and capital planning.

Ashland's existing administrative system for managing parking is spread across multiple departments, divisions and commissions, which include Public Works, Community Development, Administrative Services and Police. From a strategic management point of view there is no clear single point of responsibility for guiding the parking system in a manner that gives due diligence to the complexity of the existing system and the level of technical and response capability called for in the Parking Management Plan.

Industry best practices for administration and management of a parking "system" recommends a more centralized program of management (on and off-street) under the purview of a professional Parking Manager. Centralized administration and management best supports the concept of an integrated parking system as all elements of the parking system (off-street, on-street, enforcement and oversight of any third party provider) are consolidated within a single division and leadership structure. As such, administration and decision-making are structured to consider parking assets both individually and as a system. Resources can be managed in a tailored fashion where necessary and leveraged as appropriate and most efficient.

With completion/adoption of this plan it is recommend that the City initiate internal discussion regarding feasibility and/or options for restructuring current responsibilities for the management and oversight of parking into a single Parking Services Division, logically housed within the Public Works Department..

The Parking Management Plan recommended that the responsibility for administering the City's on and off-street parking assets - and implementation of the individual elements of the plan recommendations - be consolidated into a single individual's portfolio of duties. This person, a "downtown parking manager" would lead in the coordination of parking services; daily operations of the system and strategic implementation of policies, programs and planning for growth.

Estimated Costs (STEP 4):

At this time, the costs associated with the restructuring of current management and oversight responsibilities for parking into a single operating division are unknown. There may be efficiencies that result and there may be new costs (see Step 5, below). It is recommended that any new costs associated with this function would be supported by revenues derived from the parking system over time.

STEP 5:

Develop a job description and submit a service package to create and hire a position of “Downtown Parking Manager” for the City of Ashland.

Implementation Timeline: Near-Term (by September 2016)

A single person should be assigned to oversee and manage all aspects of the program associated with parking in the downtown, providing the community a single reference point for parking management. As stated in Step 4, consolidating parking operations within a single department or bureau under a Downtown Parking Manager creates administrative and operational efficiencies and seamlessly integrates on-street, off-street, enforcement and long-range strategic planning. Consolidation offers the City internal coordination, quick response, and efficiency. It also provides a point of accountability and assurance that adopted policy is fully implemented. This person will also be responsible for transitioning strategies developed as a part of the Parking Management Plan as demand for parking increases over time. The City "process" for approving this type of service addition should be completed immediately to facilitate near-term hiring or restructuring of an existing position (see discussion below related to position options).

Ideally, this person will staff a representative stakeholder group (see Step 6) to routinely review overall parking activity in the downtown as well as by district. Information developed through periodic updates of the parking inventory (i.e. 85% Rule) would be used to evaluate “action triggers” and implement appropriate adopted strategies as necessary.

The Downtown Parking Manager will lead in the following responsibilities (at a minimum):

- Coordinating and implementing all approved aspects of the Parking Management Plan.
- Oversight of all personnel (City and third party) involved in the delivery of on-street, off-street or enforcement services in downtown municipal parking resources.
- Providing liaison functions between impacted businesses, users and other agencies.
- Coordinating with Administrative Services (Finance) in the creation of consolidated financial reporting systems for parking.
- Annual budgeting for parking services.
- Oversight of any third party management agreements for parking operations or enforcement services in City facilities.
- Ensuring contract compliance by third party parking providers.
- Coordinating with relevant Departments and Divisions necessary policy and code changes approved in the Parking Management Plan.
- Developing new signage and communications systems.
- Developing and implementing marketing and communications programs and their on-going delivery.

- Routinely assessing and recommending rate and fee adjustments (on and off-street and permit programs) based on demand dynamics.
- Oversee data collection efforts (collecting, analyzing and reporting data findings.) as defined by policy.
- Coordinating the transition to new parking revenue collection technologies necessary to fully implement performance based pricing (as called for in Phase 2 of the Parking Management Plan).
- Development of RFP's for parking services, equipment and technology.
- Coordination of review and selection of parking services, equipment and technology providers.
- Assessment of other upgrades (signage, lighting, security, maintenance, enforcement) that may be necessary to program initiation and on-going success.
- Development and negotiation of contract agreements (as necessary).
- Developing usage tracking and reporting systems to measure and monitor program success/failure.
- Troubleshoot program "glitches".
- Hosting and facilitating the work of a Downtown Parking Advisory Committee.

This centralized role could be established in different ways. Three options are listed below:

Option A:

New position/FTE

The list of responsibilities necessary to the position of Downtown Parking Manager is broad and multi-faceted. The City of San Ashland could establish such a position and solicit professionals from within the parking industry to assume this role. The Consultant team favors this approach given the complexity of the parking plan recommendations within the Parking Management Plan.

Implementation/installation of new technology systems, responsive demand management, financial management, communications, coordination and integration of on and off-street assets, monitoring/reporting and community liaison functions (to name a few) will require an individual who has demonstrated and successful experience with managing multi-faceted municipal or private sector parking *systems*.

Option B:

An existing FTE & Contract Consultant

This model proved successful in Ventura, California. After adoption of a new, comprehensive parking plan in 2008, parking control was consolidated within a smaller number of departments, with an existing City employee then assigned responsibility for coordinating all parking operations and on-going implementation of the parking plan. Through the reorganization process, it was determined that internal FTE capacity was available and existing City staff could be utilized for the

new position; ensuring that there was no additional financial burden to the parking fund. What the reorganization process also identified was the need to provide training and assistance to the newly identified Parking Manager to elevate their professional capacity and skill set to a level commensurate with new programs, services and management responsibilities called for in the parking plan.

To this end, the City of Ventura contracted with a professional parking and transportation consulting firm to provide on-going training and professional “mentoring” to the new Parking Manager. The consultant also provided assistance in establishing reporting formats, operating protocols, organizational development and additional implementation planning to the City. The consultant contract provided up to 20 hours per week in consulting assistance and was in place for one year following adoption of the new parking plan. The Ventura “model” has been very successful and was pursued because (a) internal staff capacity was available and (b) engaging the consultant (and the cost of such) was seen as a lesser on-going burden to the parking fund budget.

Option C

Improvement of systems & protocols with existing staff

There are likely improvements in efficiency, coordination and communications that could be made within the context of the current configuration of duties and responsibilities within the City’s existing parking operations. This could include:

- Increasing the total FTE responsible for administration/management
- Establish a Parking Management Work Group that is facilitated by a single designated parking coordinator and meets routinely to review operations, performance, occupancy and rates and supports responsive and strategic decision-making within the context of policy and recommendations in the parking plan.
- Designate a “parking coordinator” to oversee work of Parking Advisory Committee
- Consolidate reporting and performance monitoring.

Though the City has staff currently involved in the downtown parking program, the City’s existing parking management format does not have a centralized point of responsibility and reporting. This makes it difficult for users to conveniently understand and maximize downtown parking options. This is of particular importance given the complex and dynamic nature of the parking strategies recommended in this plan. For this reason, the consultant team recommends pursuit of either Options A or B. Additional discussion and costing may need to be engaged to determine which of these two options best fits Ashland’s organizational structure.

Estimated Costs (STEP 5):

As with Step 4, the costs associated with the restructuring of current management and oversight responsibilities for parking into a single operating division under the leadership of a Parking Manager are unknown. Several options for coordinating this responsibility will need to be evaluated. It is recommended that any new costs associated with this function would be supported by revenues derived from the parking system over time.

STEP 6:

Establish and initiate a Downtown Parking Advisory Committee (DPAC) consisting of downtown stakeholders to assist in parking program implementation/review and addressing solutions as demand triggers suggest.

Implementation Timeline: Near-Term (consistent with hiring in Step 5)

The City should develop and approve a process through which a representative cross-section of downtown interests *routinely* assist the Parking Manager in the review and on-going implementation of the Parking Management Plan.

The stakeholder advisory process and a Parking Advisory Committee will: (a) assist the Parking Manager/Coordinator in the implementation of the parking management plan; (b) review parking issues over time; and (c) advise City Council and other relevant decision-making bodies on strategy implementation based on adopted policy for parking management and use dynamics identified for specific parking areas.

It is recommended that the City Council formally appoint members to the Parking Advisory Committee, charged initially to assist the Parking Manager in establishing success measures for the parking system, serving as a liaison and conduit to the downtown community and providing input and guidance for the implementation of the Parking Management Plan.

Once the Parking Manager is appointed and established, the process of review, evaluation and decision-making with the DPAC can be formally initiated. A consistent and routine schedule of meetings should be established as well as use of this plan as a template for discussion of parking management and strategy implementation with the Parking Advisory Committee.

In the near term, before a Parking Manager is brought on line, the City should consider a partnership with the Chamber of Commerce and the existing Downtown Parking Management and Circulation Ad Hoc Advisory Committee to form an interim Parking Work Group to facilitate and support Steps 1 – 5 of this Plan. This would assure that momentum continues on “ground work” necessary to costing, scheduling, research and coordination of subsequent Phase 1 steps.

Estimated Costs (STEP 6):

There should be no additional costs associated with this recommendation if it can be initiated as a volunteer effort, hosted by the City and/or in partnership with downtown business interests. Once fully implemented the DPAC process would be part of the task portfolio of the Downtown Parking Manager.

B. RECOMMENDED PARKING MANAGEMENT STRATEGIES: PHASE 1

This section details a range of operational enhancements that should be implemented within 18 months of Plan adoption. This Section will provide the reader with a succinct understanding of the most critical elements of the plan and an overall framework that supports the very detailed management strategies and implementation schedule to follow.

STEP 7:

Develop and initiate a reasonable schedule of data collection to better assess performance of the downtown parking supply.

Implementation Timeline: *Immediate (August/September 2015 – Completed)*
Near Term (Spring and/or Summer 2016)
Long-Term (Based on strategic schedule)

A system for routine data collection will need to be established. To date, a comprehensive statistical analysis of on-street parking (2014) and off-street parking (August 2015) have been completed. This has provided very good data for parking activity during the summer peak season as well as potential shared use opportunities in off-street surface parking facilities located in or adjacent to the project study area. Conversations with the Advisory Committee indicated that a better understanding of “off-peak” data would also be useful, particularly as Phase 2 issues related to pricing are considered.

Objective and up-to-date data will help the City and local stakeholders make better informed decisions as the downtown grows and redevelops. The system does not need to be elaborate, but it should be consistent and routine and structured to answer relevant questions about occupancy, seasonality, turnover, duration of stay, patterns of use and enforcement. Parking information can be collected in samples and other measures of success (once developed and approved) can be gathered through either third party data collection and/or volunteer processes. An outline methodology for how to conduct parking inventory and data analyses is provided in the Oregon Transportation & Growth Management, *Parking Made Easy: A Guide to Managing Parking in Your Community*, most specifically Chapter 7. The guide can be found at www.oregon.gov/LCD/TGM/docs/parkingprimerfinal71213.pdf. Data derived from these efforts can be used by the City and a future Downtown Parking Advisory Committee to inform decisions, track use and assess success measures.

It is recommended that the City:

- a. Work with an interim Parking Work Group (see Step 6 above) to develop a data collection schedule to address issues raised regarding peak and non-peak parking dynamics. Given the recent completion of both on and off-street occupancy studies, additional data collection could be done through sampling rather than all-day occupancy counting. The near term data collection schedule should be completed no later than March 31, 2016).
- b. Schedule and initiate a “non-peak season” occupancy study for both on and off-street systems (e.g., Spring 2016).
- c. Updated inventory and occupancy analyses should be conducted no less than every 24 months.

Estimated Costs (STEP 7):

It is estimated that a data inventory and occupancy/utilization study would range from \$20,000 - \$30,000 if conducted by a third party consultant. Costs can be minimized in the subsequent surveys given that the inventory/database would be built and through sampling and possible use of volunteers to collect data.

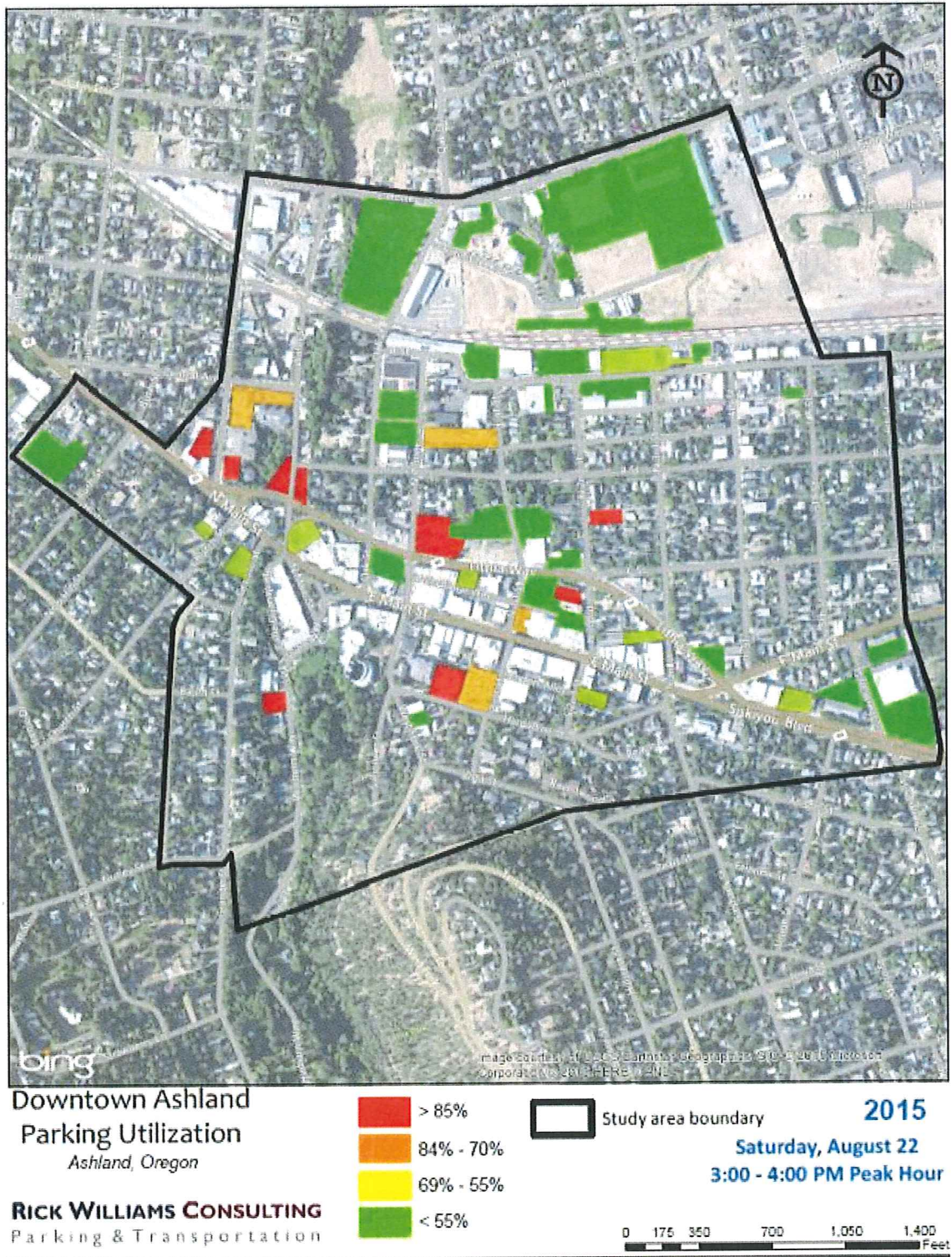
STEP 8:

Identify off-street shared use opportunities and feasibilities based on data findings in Step 7. Establish goal for transitioning employees, initiate outreach to opportunity sites, negotiate agreements and initiate assignment of employees to facilities.

Implementation Timeline: *Immediate: Short-listing sites (by February 2016)*
 Near Term: Outreach (February – July 2016)
 Mid Term: Negotiations and Assignment (August 2016 – December 2016)

A data collection effort was conducted by Rick Williams Consulting that examined two days of occupancy activity in August 2011 (Friday 10/21 and Saturday 10/22). The study quantified actual hourly use of these facilities over a twelve hour period each day. Fifty-one (51) off-street sites comprising 1,998 parking stalls were surveyed. Findings from the study revealed that many sites are significantly underutilized, with an average total of approximately 1,000 stalls empty during the peak hour of the day. The opportunity to direct downtown employees into these parking facilities would have a significant impact on on-street occupancies, particularly in areas where employees are using the on-street system and thereby denying customer/visitor use of the on-street supply. **Figure A** (next page) illustrates the findings of the off-street study.

Figure A
Peak Hour Parking Availability (Off-street Parking)



The interim Parking Work Group should consider the following for completion by February 2016, with later tasks transitioned to a Parking Manager and Downtown Parking Advisory Committee who would continue the effort through the end of 2016 and beyond.

- a) Use the data from the August 2015 parking study to identify a subset of the 51 facilities surveyed that could serve as reasonable shared use “opportunity sites.” Criteria for determining sites could be proximity to downtown, a meaningful supply of empty stalls, pedestrian/bike connectivity, walk distance/time, safety and security issues, etc.
- b) The above “sorting” of facilities would lead to a short-list of opportunity sites.
- c) Identify owners of short-listed facilities.
- d) Establish a target goal for the number of downtown employees to transition into opportunity sites.
- e) Initiate outreach to owners of private lots.
- f) Negotiate shared use agreements.
- g) Obtain agreements from downtown businesses to participate in employee assignment program.

Estimated Costs (STEP 8):

It is estimated that costs associated with this strategy would be minimal, mostly expended in efforts of existing staff and volunteers to review and identify opportunity sites and conduct outreach to potential private sector participants (lot owners and businesses). Planning in this regard may determine that funds are needed to create incentives and/or improve the condition of lots or pedestrian/bike connections.

STEP 9:

Create a critical path timeline to a new parking brand that can be utilized at all City owned lots, shared supplies and future parking marketing/communications.

Implementation Timeline: Near-Term (by December 2016)

Guiding Principle D. 3 (page10) calls for development and implementation of “a unique and creative wayfinding system for the downtown that links parking assets and provides directional guidance to users; preferably under a common brand or logo.” The intent of this principle is to create a brand that unifies the “public” supply of parking and is easily communicated; at specific parking sites and, ideally, through a system of wayfinding and guidance systems located throughout the downtown and in maps, websites and other communications and promotions.



The lynchpin of any such program is a brand. To this end it is recommended that the City begin as soon as possible (with the interim Parking Work Group) to engage a design firm to work with stakeholders to develop an attractive and recognizable “parking brand” for use by the City of Ashland at all of its public off-street facilities and any shared use facility that would cater to visitor access. The engagement would bring a design professional to:

- a) Work with stakeholders (interim Parking Work Group) and City to create a new parking brand for Ashland.
- b) Develop options and assist in developing a final recommended brand/logo.
- c) Develop costing estimates for the creation and placement of new brand/logo signage packages at all City owned off-street sites and/or shared visitor facilities.
- d) Assist in signage creation.

Estimated Costs (STEP 9):

It is estimated that engaging a professional design consultant to carry out the tasks identified above would range from \$15,000 - \$20,000.

STEP 10:

Simplify On-street time stays. Consider incorporation of new brand/logo into new on-street signage per input derived in Step 9.

Implementation Timeline: Near-Term (January 2017 - June 2017)

Multiple time stay designations in a downtown are often confusing to customers, particularly very short-term stalls (e.g., 5, 15, 30 and 60 minute stalls) that do not provide an adequate amount of time for a typical customer visit. Implementing this strategy will provide (a) customer oriented parking stalls, (b) ease of understanding and (c) consistency of time stay need to area of downtown (i.e., core versus theater and Lithia Park). Also, there is opportunity to incorporate a new brand/logo into the on-street system as a means to strategically integrate the on and off-street systems. This would require coordinating changes in the on-street system to the work to develop a brand logo in Step 9, which would have a recommendation developed by December 2016. This would be similar to the effort completed in Springfield, Oregon where a “stylized P” was created for the public parking system and incorporated into on and off-street signage. This is illustrated in the example to the right.

**Example: On-street “Brand”
Springfield, OR**



- a) Coordinate with Step 9 to determine brand/logo integration into new on-street signage (July 2016 – December 2016).
- b) Identify/quantify changes to be made (July 2016 – December 2016)
- c) Initiate formatting changes (January 2017 – June 2017)
 - Eliminate 1 hour time stays, increase to 2 hours.
 - All block faces with retail/office/restaurant should be 2 hours.
 - Increase 4 hour stay options - assess feasibility of Residential Permits in select 4 hour zones – i.e., areas currently zoned R.
 - Assess supply capacity (based on data update) for feasibility of employee on-street permit program(s) in 4 hour parking areas (**contingent on residential program**).

Current Limit	Number of Spaces	Proposed	Number of Spaces
4 hr	126	4 Hour Limit	683
2 hr	563	2 Hour Limit	733
1 hr	4	30 Min Limit	43
30 min	6	Authorized	8
15 min	33	Commercial Bus	8
5 min	7	Disabled	25
Authorized	6	Electric Vehicle	2
Electric parking	1	Residential Permit	414
bus load/unload	1	Total	2203
comm bus parking	4		
Elc	1		
garage/guest	142		
landscap	25		
loading	33		
motorcycle	2		
no limit	1,766		
public bus stop	2		
Total	2,204		

Land Use	Number of Taxlots	Number of Dwelling Units
Single Family	211	864
Multi Family	41	1,111
Commercial	101	N/A
Government	41	N/A

N/A: Quantifying error determined by number of addresses associated with each taxlot.

Employees in Downtown Ashland Study Area		
Year	Average Number of Employees	July Average Number of Employees
2014	1,114	1,114
2015	1,114	1,114
2016	1,114	1,114

Based on information from other cities estimated per unit costs for signage upgrades would be:

- A standard signage package would have two poles with blade signs per block face – one at each end of the block with arrows pointing inward.

Unit Costs- Signage

- Only material costs are provided in these estimates.
- Pole unit cost = \$470
- Blade sign unit cost = \$30
- Unit cost for poles (\$470) include hole boring and the pole

STEP 11:

Deploy new off-street signage package

Implementation Timeline: Near-Term (January 2017 - June 2017)

The new brand/logo developed in Step 9 would be incorporated into new signage packages to be placed at all City owned public facilities. This would create a uniform and easily identifiable look and feel for public parking; setting the foundation for future expansion of the brand into a downtown wayfinding system. Placement of the new off-street signage package should occur no later than June 2017.

Estimated Costs (STEP 11):

The costs of the new signage system would be developed in Step 9.

STEP 12:

Expand bike parking network to create connections between parking and the downtown to encourage greater employee bike commute trips and to draw customers to downtown businesses.

Implementation Timeline: Near-Term (October 2016 - June 2017)

When we talk about parking management, we're not just talking about cars. Communities throughout Oregon support bicycling as a key sustainable transportation strategy, and the Oregon Transportation Planning Rule requires it for new developments. Ashland has the benefit of a strong bike culture, a high number of local bike shops, and current and active efforts underway to expand the City and downtown's bike land system. What the downtown may be lacking is sufficient "trip-end" bike parking amenities, both on-street, off-street and in private buildings. Providing adequate bicycle parking will expand the capacity of the overall parking supply downtown.



Example: Interior Wall Racks

It is recommended that the City expand its approach to bike parking in the downtown to deliver a four step approach. It is assumed that this approach would support current efforts and planning to expand the City's bike lane network. It is recommended that this effort begin subsequent to the hiring of the Downtown Parking Manager (October 2016).

Elements of the four step approach would include:

- a) *On-sidewalk bike parking (October 2016 – December 2016)*. Identify locations for added bike parking within the pedestrian amenity zones – staple racks.
- b) *Bike corrals ((October 2016 – December 2016)*. Identify key locations for additional bike corrals either in plaza areas or on street and adjacent to high traffic businesses.
- c) *On-private property (October 2016 – December 2016)*. Identify locations and areas on private property for bike parking improvements, especially for employees – e.g., interior bike cages, wall rack locations, and other secure areas.
- d) *Identify funding/incentives/install (January 2017 – June 2017)* – Assemble funding sources necessary to implement a) – d).



Example: Bike Corral Ashland, OR



Example: Art Rack Baker City, OR

Estimated Costs (STEP 12)

The cost of an inventory of potential bike parking locations could be incorporated into the data collection portion Step 7 above. Site identification could also be done through volunteer efforts and by working with downtown stakeholders and bike advocates. In this manner costs are likely minimal.

Estimated costs for actual bike infrastructure area as follows (unit costs):

- | | |
|-----------------------|--------------------------|
| • Staple or U racks: | \$150 - \$200 |
| • Wall Mounted racks: | \$130 - \$150 |
| • Bike Corral | \$1,200 ³ |
| • Art Rack | variable based on design |

³ Based on City of Portland, Oregon cost estimate for 6 staple racks (12 bike parking spaces), striping, bollards and installation.

STEP 13:

Initiate process to evaluate and pursue on-street pricing in high occupancy areas (85%+)

Implementation Timeline: Near-Term (January 2017 - June 2017)

Recent data collection efforts have demonstrated that the on-street system routinely exceeds the 85% occupancy standard for sustained periods during the summer months. The Advisory Committee has indicated that less is statistically known about non-peak seasons. Step 7 addresses the need for additional occupancy and use data. Given that data collection would provide updated information on use for multiple seasons, it is recommended that the Parking Manager initiate a process with the Downtown Parking Advisory Committee to evaluate a transition of the downtown on-street parking system to paid parking.

Hourly on-street occupancy data can also be used to model potential revenue hours for different rate scenarios. Revenue hours can then be integrated into an expense/revenue proforma to objectively estimate the feasibility for moving to an on-street pay to park program. Data derived from an improved inventory data base and “real time” use information will allow development of an accurate feasibility model a potential program of on-street pricing.

Paid parking can support higher turnover within the system (calibrated to priority users), create higher compliance by employees directed to off-street locations so as not to compete for on-street parking with customers and visitors, create a more reasonable value relationship between parking and alternative modes and create revenue streams necessary to support operations, marketing/communications, program delivery, and infrastructure (e.g., new capacity).

Issues to examine, with supporting data, include:

- a) Establish Parking Enterprise Fund (Step 3)
- b) Update data base (on-street counts/samples) (Step 7)
- c) Develop expense/revenue model using occupancy data to forecast/estimate financial viability of new revenue collection technology.
- d) Determine revenue collection technology that will best serve Ashland
 - Single meter vs pay station
 - Pay & Display vs Pay by Space
- e) Consider/adopt seasonal pricing (using data sets to assist)
- f) Finalize pricing format
- g) Finalize time stay format and hours of operation format
 - Consider No Limit parking in current 4 HR areas



- h) Initiate vendor RFP for revenue collection technology

Estimated Costs (STEP 13)

It is assumed here that the evaluation process would be incorporated into the routine schedule developed by the new Parking Manager and Downtown Parking Advisory Committee. Data collection efforts are a part of Step 7. General equipment cost for revenue technology (meters and pay stations) area as follows:

- | | |
|-------------------------------------|--|
| • Multi-Space Meters (pay stations) | \$5,000 - \$7,000 per unit (serving 8 – 14 spaces) |
| • Single Space Meters | \$500 - \$700 per unit (serving one space) |
| • Back office support | Varies by system and software selected |

STEP 14:

Develop and submit an RFI/RFQ/RFP to solicit firms/teams to establish integrated wayfinding and dynamic signage system in the public right of way and integrated with the off-street system using City parking brand developed in Step 9.

Implementation Timeline: Near-Term (January 2017 - June 2017)

Many cities have developed a parking “brand” for their public parking facilities as well as utilization of dynamic signage within the public rights-of-way. These systems are designed and implemented as a means to inform and direct customers to available parking within a brand that communicates quality, cost effectiveness and convenience. Portland, OR, and San Jose, CA are good examples (see photo at right).



Dynamic signage is linked to occupancy information collected (usually through loop detector/parking counter systems) at individual or multiple parking sites. This information is displayed on site in reader boards/blade signs at the building entry plazas and/or at remote locations to downtown, usually major roadway entry portals. The signs provide guidance information (an address or facility name) and information on real time stall availability.

Programs that are the most successful tie into a parking “brand.” This brand is incorporated into both the on-site signage and the rights-of-way signage. This provides customers a visual cue that translates from their first encounter in the roadway to being able to conveniently identifying a parking location with available parking. Dynamic signage is also compatible and complementary of parking app functions, which can be linked in real time to smartphones and/or web links. The idea behind branding

the Ashland system with a name, logo, and marketing is to make it immediately recognizable to the customer.

An engagement with a wayfinding firm would bring an industry professional to:

- a. Develop a signage package that incorporates a uniform design, logo, and color scheme into all informational signage related to parking (see Step 9).
- b. “Brand” each off-street public facility, open to public access, with the established “logo” package.
- c. Evaluate off-street facilities for installation of real time counter systems that link to wayfinding signage.
- d. Identify key entry points into the downtown for placement of informational signage.
- e. Conduct cost feasibility analysis.
- f. Establish installation schedule.

Estimated Costs (STEP 14)

It is assumed that costing for the wayfinding process and system would be an element incorporated into the RFI/RFQ/RFP solicitation.

STEP 15:

Deploy wayfinding system as developed in Step 14.

Implementation Timeline: Near-Term (June 2017 – November 2017)

Implements plan developed in Step 14.

Estimated Costs (STEP 15)

Developed and approved through Step 14 process.

C. RECOMMENDED PARKING MANAGEMENT STRATEGIES: PHASE 2

This section outlines longer-term strategies for implementation in the downtown. It is anticipated that Phase 2 efforts would comprise the period between January 2018 and June 2019. The steps outlined in this section are intended to build upon and be facilitated by work completed in Phase 1 (July 2016 – December 2017). The focus of Phase 2 is on data, capacity management, communications, capacity growth and identification of funding sources.

It is important to note that any and all of the Phase 2 steps can be accelerated or moderated as necessary; depending on community support/consensus, opportunity and/or funding. Similarly, the City

and the Downtown Parking Advisory Committee may elect to reorder strategies as opportunity dictates. As with Phase 1, all steps outlined here will require consistent and dedicated management and coordination with active participation by the private sector.

STEP 16:

Go live with on-street pricing.

Implementation Timeline: January 2018 (launch)

Work completed in Step 13 (Phase 1) will establish the format, type of technology and timing for implementation of this strategy step. Step 13 is actually timed to be completed in June 2017, leaving adequate time before January 2018 – the beginning of Phase 2 – to:

- a. Solicit vendor bids through an RFP process.
- b. Evaluate proposals.
- c. Award contract to preferred vendor.
- d. Refine budgets and expense/revenue forecast model (Step 7).
- e. Select a target go-live date.
- f. Launch.



Example: On-street Pay Station

Estimated Costs (STEP 16):

Estimated costs for a new on-street pay to park system were provided in Step 13. They are repeated here, below.

- | | |
|-------------------------------------|--|
| • Multi-Space Meters (pay stations) | \$5,000 - \$7,000 per unit (serving 8 – 14 spaces) |
| • Single Space Meters | \$500 - \$700 per unit (serving one space) |
| • Back office support | Varies by system and software selected |

STEP 17

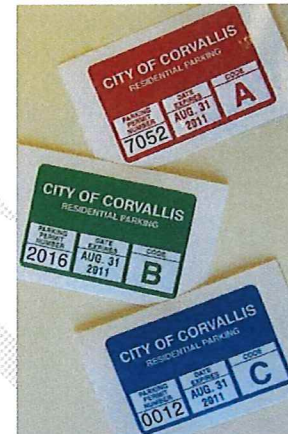
Explore residential and employee permit programs (on-street)

Implementation Timeline: January – September 2018

Changes to parking management in the commercial zones of the downtown could cause issues related to spillover of employees seeking parking in residential areas. In anticipation of this, the City Parking Manager and DPAC should initiate an outreach and education process to residents and businesses in adjacent neighborhoods. The purpose of this outreach is to (a) raise awareness and understanding of programs being developed within this plan for the downtown and (b) begin framing possible mitigation

strategies and solutions that could be implemented if new parking systems in the downtown exacerbate parking problems in neighborhoods.

The most effective strategy to manage parking in neighborhoods adjacent to commercial/retail areas are area permit programs. Within these systems, residents in areas zoned Residential (R) would be issued permits that allow unlimited parking on-street within the “permit zone” during specifically designated hours (determined through use data that would be assembled in updates per Step 7). All other users (e.g., visitors and employees) would be limited to a time stay (e.g., 3 hours) or, if occupancy surpluses are indicated through data updates, through an additional “employee permit.”



Adjacent neighborhoods should be *allowed the option* of requesting an area permit program if spill over is considered to be a problem and constraints are identified through data collection updates. The City should be prepared to respond with an already approved Area Parking Permit Zone (APPZ) policy and program. The program and policy would prioritize on-street parking in residentially zoned neighborhoods for residents and visitors. The APP would allow, over time, the introduction of employee parking permits into approved APPZ's when parking surpluses are demonstrated and priority parking is assured. To this end, and in coordination with Step 16, the City should:



- a. Develop and approve an Area Parking Permit Zone policy and program.
- b. Initiate outreach/education to neighborhoods on downtown parking management plan and area parking permit concept.
- c. Be prepared to implement residential permit program in areas zoned R (if requested by neighborhood).
- d. Assess supply capacity (based on data updates) for feasibility of employee on-street permit program(s) in residential permit areas (contingent on establishment of an APPZ for residential use).

Estimated Costs (STEP 17):

There should be no additional costs associated with the outreach and policy work associated with this task as this work would be within the on-going responsibilities of the Parking Manager and the DPAC. Costs associated with delivery of an Area Parking Permit Zone program will need to be further developed through this task. Some cities charge users for the permit, at a rate that covers cost of management and administration. Other cities use parking revenue from the “meter” zone to underwrite the cost of an APPZ, viewing it as a cost of mitigation. Others use revenue from employee

permits as a means to cover costs for residential permits. Any or a combination of these funding options will need to be further explored within this strategy step.

STEP 18

Develop a marketing / communications and new system roll out plan

Implementation Timeline: Synced with Step 16

Implementation of paid parking, a new brand/logo and new “rules of use” will come with many questions, which are best anticipated and proactively solicited. A clear plan for marketing and communicating the new system, its purposes, goals and benefits will facilitate community awareness and understanding as well as acceptance if strategically addressed. The Parking Manager and DPAC should develop a plan that examines a format that incorporates many of the following elements deemed most appropriate for Ashland.

Goal

- Inform and involve the downtown business community – employers, merchants, employees, customers – in preparing for implementation of new time limits and paid on-street parking.

Approach

- Enlist a subgroup of the Downtown Parking Advisory Committee to help design, advise and assist communications with downtown stakeholders and customers.
- Reach, engage and update the downtown business community through credible partner organizations (“communications partners”).
- Communicate with downtown customers and employees through merchants and employers.
- Provide friendly, timely response to persons who have questions/problems.

Materials & Tools

- Website/updates
- Letter to downtown businesses
- Fact sheet/map
- Presentation tools: PowerPoint, display boards
- Merchant/employer packet: “Customer Parking Kit”
- Point-of-purchase customer information
- FAQs (frequently asked questions)
- Posters
- Utility bill inserts
- Business cards: hotline number
- Meter graphics/instructions
- Pay Station demo video

- New signage: permanent, temporary (samples for merchants)
- List of off-street parking resources/rates
- Bicycle options
- Transit options
- Grace period notice
- Interested parties e-mail list
- Website/links
- Social media: Facebook, Twitter, YouTube
- Order form (for more materials)
- Paid advertising



**Tacoma Downtown Parking Implementation
Rollout Schedule (2010) – Rev. 3/12/2010**

	February	March	April	May	June	July	August	September
Task Force	Task Force Recruitment	*Task Force Meetings	x	x	x	x	x	x
Stakeholders	*Stakeholder Meetings			x		x		
City Council			O	O				
Code Changes/Ordinances			Code Changes/Ordinances					
Enforcement			Enforcement Planning			Enforce New Time Limits		Enforce Paystations
Signage	Procurement			Installation				
Paystations	Procurement			Preparation & Testing		Installation Area A		
						Area C		
							Area B	
Communications	Communications Plan	Materials & Tools	Advance Communications		Rollout Communications		Celebration	
Phase	PREPARATION February to March 15	ROLLOUT PLANNING March 15 to April 30	INSTALLATION PREP May 1 to June 30		INSTALLATION July 1 to September 6		EVALUATION	

O = Environment and Public Works Committee

Sample: Pay to Park Rollout Schedule Tacoma, Washington

Target Audiences

- City policymakers (Council, Commissions, Task Forces)
- City staff
- Downtown Parking Advisory Committee
- Police Department
- Enforcement staff
- Downtown merchants/employers
- Downtown customers/visitors
- Downtown employees
- Downtown residents
- Neighborhood associations
- Business district associations
- Chamber of Commerce
- Shakespearean Festival
- News media
- Hard to reach audiences

Communications Partners

- Chamber of Commerce
- Neighborhood Associations
- Rogue Valley Transportation District (RTVD)
- Ashland Community Development
- Southern Oregon University
- Major employers

Community Briefings

- Organize a speakers' bureau to reach interested stakeholders in their regular group meetings.

Media Strategy

- Seek understanding and editorial support of local media outlets (print, radio, TV)
- Demonstration workshop/training session for media
- Monitor local media coverage – respond as needed.

Customer Support

- Pay station/meter demonstrations (established in contract with selected vendor)
- Customer parking cards to distribute to merchants/customers (option in contract)
- "Hotline": single point of contact (established in contract)
- Grace period for enforcement during rollout
- Protocols and service levels for handling problems, complaints (established in contract)

Spokesperson(s)

- City spokesperson
- DPAC spokesperson
- Partner organizations

Estimated Costs (STEP 18):

Costs associated with a communications and roll out plan are difficult to ascertain at this time as such costs would be a combination of time allocated by the Parking Manager and DPAC as well as time provided by existing internal City public relations and information resources. Some cities have opted to employ professional third party public outreach/communications firms and/or adding certain roll out functions into the responsibilities of the selected parking revenue collection technology firm(s).

STEP 19

Explore expanding access capacity – new parking supply and/or transit/shuttle options

Implementation Timeline: January – June 2018

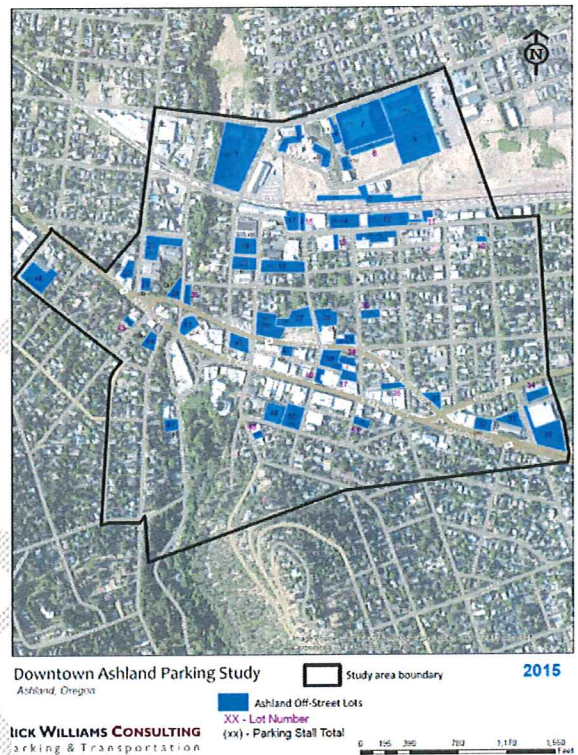
As Ashland's downtown grows employment, residents and visitors; existing supplies of parking and alternative mode access will need to be expanded. Adding bicycle trip capacity was discussed above in Phase 1 (Step 12). With implementation of paid parking (and possibly area permit programs); the City should begin to evaluate other forms of access capacity as well. This includes new parking supply and improved transit and/or shuttle options. Initiating exploration of, and planning for, new access capacity is both wise and strategic. These types of capacity growth require sophisticated infrastructure and are very costly. It will be important for Ashland to give adequate time and effort to determine the most beneficial and cost effective formats for increase the capacity of the downtown access system. Planning

for and finding funding for new capacity is time consuming, so engaging focused and objective evaluation within this suggested timeline “gets the ball rolling” and will greatly facilitate decision-making before access constraints would create adverse impacts on the downtown.

1. Identify new garage opportunity sites

One form of new access capacity would be adding to the current supply of parking, whether through the construction of a new parking garage and/or creation of new surface parking supply in a “remote” location outside the downtown (linked by transit or shuttle). The consultant team conducted an inventory of potential off-street parking “opportunity sites” in August 2015. These sites provide a starting point for evaluating potential sites in the downtown. A map of those sites is provided at right. To date, there has been no evaluation of potential “remote” sites.

The Community Planning Workshop (2014) developed an initial data base on existing parking occupancies in the downtown. Many areas of the downtown already exceed 85% occupancy in the summer peak hours and additional information on parking utilization will be developed in Phase 1 (Step 7). Additional data developed in Phase 1 should be used to evaluate parking constraints and determine whether and to what level there is a deficit of parking downtown. This data will be useful in helping to “right size” any parking facility that might be developed (whether in downtown or remotely).



It is recommended that the Parking Manager and DPAC initiate the following:

- a. Establish desired parking “need” (w/ Steps 7 & 13)
- b. Evaluate locations where parking is possible downtown.
- c. Evaluate “remote” sites that could be connected via shuttle/transit (surface lot option).
- d. Evaluate public/private partnerships to develop supply.
- e. Coordinate site evaluation with Community Development.
- f. Coordinate with Ashland Chamber of Commerce, particularly through contacts with potential “site partners” in the private sector.
- g. Engage local developers in evaluation process.
- h. Narrow to “feasible” site(s).

2. Explore shuttle/circulator connections (remote connector)

As with an evaluation of new parking supply, it will be equally important to evaluate the cost and feasibility of new transit and/or shuttle capacity. Transit and shuttles could be especially valuable as a means to improve employee commute options, provide “circulator” links through downtown for visitors as well as linking potential new parking supply that is remotely located.



The Parking Manager and DPAC should initiate a process that involves RVTB, Community Development and the community in discussions regarding the levels of service, frequency and connectivity that would be desired for a “transit” option that would best serve the downtown and effectively transition higher percentages of existing and future auto trips onto a transit/shuttle system.

It is recommended that the Parking Manager and DPAC initiate the following:

- a. Evaluate route options.
- b. Explore connections to remote parking (in conjunction with parking supply evaluation)
- c. Determine desired levels of frequency/type of vehicle/seasonality.
- d. Circulator shuttle or existing transit?
- e. Coordinate with RVTB.
- f. Narrow to preferred option(s).

Estimated Costs (STEP 19):

The City and DPAC may want to retain third party assistance in this process; particularly as regards the design and formatting of transit/shuttle systems. This is of particular importance as transit/shuttle systems have impacts on traffic and circulation as well as land use issues related to transit/shuttle stops and platforms. Identifying and locating potential parking sites could be accomplished internally, with assistance from the Chamber of Commerce, local developers and Community Development. As an estimate, the City could incur costs of \$30,000 - \$50,000 for route and system planning for a new transit/shuttle option. Some of this money could be used to cost the transit/shuttle option, which would reduce costing estimates for transit/shuttle described in Step 20 below.

STEP 20

Develop cost forecasts for preferred parking supply and shuttle/transit system options.

Implementation Timeline: June – September 2018

Information derived from Step 19 will provide realistic data on parking and transit/shuttle enhancements that have community input and initial feasibility. Parking will have been evaluated as to location, size and format (garage or surface lot). Transit/shuttles will have been evaluated as to desired format, frequency and routing.

Estimated Costs (STEP 20):

Initial costing of garages/lots in the form of expense/revenue and financing proformas can range from \$5,000 - \$7,500. This cost would be contingent on data and information already provided to a consultant from Step 19.

Rick Williams Consulting does not have expertise in costing transit/shuttle systems. These numbers need additional evaluation.

Estimated costs for new parking supply will range by type of supply. Estimates from projects recently completed in the Pacific Northwest are provided below.

- Structured Underground \$35,000 - \$45,000 per stall
- Structured Above Ground \$20,000 - \$25,000 per stall
- Surface Lot \$ 5,000 - \$ 7,000 per stall

NOTE: Does not include operating cost or full cost of land

STEP 21

Explore and develop funding options

Implementation Timeline: September 2018 – March 2019

There are a wide range of potential funding sources and revenue streams that could be used to support implementation of an enhanced parking management plan in the Ashland downtown as well as to plan for and support development of new parking or transit capacity. Consideration of creative and new funding mechanisms is prudent given the costs associated with the provision of these types of new infrastructure to support existing demands and provide for and encourage new development in the future.

A variety of funding opportunities and mechanisms are identified herein for consideration by City elected officials, City staff, and the community. This listing of potential sources is not necessarily exhaustive, as other communities have used yet additional sources – which may or may not be

applicable to current conditions in Ashland. Nor are these sources intended to be mutually exclusive. In the case of funding for new parking facilities, it has been found throughout Oregon, the Pacific Northwest and the country, that funding for parking facilities in emerging urban areas (particularly garages) generally requires application of multiple sources – for what might be considered as layered financing.

It should be noted the use of fees continues to evolve as various State Laws or City ordinances are authorized. Consideration of implementation of fees should be reviewed by the City Attorney to determine their consistency and feasibility in light of applicable laws.

The funding options provided below assume a more detailed discussion of the role of the City in future funding of parking/transit and public discussion regarding the desire to use public funds to build and operate systems that would grow the existing access system.

Options Affecting Customers

User Fees

Many cities elect to collect parking revenues through parking meters and/or sale of off-street permits and direct net revenues to parking and/or transportation development enterprise funds. Similarly, fees are assessed to transit/shuttle riders in the form of monthly and daily fees. Such funds can then be used to construct/bond for additional parking or transit capacity.

Event Ticketing Surcharges

This would impose surcharges in conjunction with local and regional center facilities (e.g., performing arts, sports and concert arenas) to support development of access systems. Fees are generally buried in the cost of event ticketing.

Parking Fine Revenues

Collected for violations related to overtime, improper parking and illegal parking in handicapped spaces, with a portion of such revenue directed to parking development enterprise funds.

Options Affecting Businesses

Parking & Business Improvement Area or District (BIA and BID)

An assessment of businesses rather than property owners. The assessment formula can be based on a number of measurable factors such as assessed values, gross sales, square footage, number of employees, or other factors established by the local legislative authority. For instance, Salem, OR assesses such a fee/tax on businesses located in its downtown Parking District to support parking services and future supply. Portland assesses a business income tax (through the State of Oregon) to support transit.

Options Affecting Property Owners

Local Improvement District (LID)

A well-established mechanism whereby benefiting property owners are assessed to pay the cost of a major public improvement (including parking or transit). An LID is a property tax assessment that requires "buy-in" by property owners within a specifically identified boundary. LIDs usually result as a consequence of a petition process requiring a majority of owners to agree to an assessment for a specific purpose (in this case, a parking garage/lot or transit infrastructure improvement).

Options Affecting Developers

Fee-in-Lieu

Usually an option given to developers to pay the local jurisdiction an "in-lieu" fee as a way to opt-out of providing parking with a new private development (usually the fee-in-lieu option is associated with minimum parking standards). Payment of a fee-in-lieu then provides the developer certain access entitlements into public parking facilities proximate to the development site (i.e., in "downtown") or as a contribution that enhances the area's access capacity (i.e., transit/shuttle capacity).

Fees-in-lieu can range from a fee assessed at less than the actual cost of construction, to the full cost of parking construction. Many cities use fees-in-lieu as a source for funding public parking facilities. Generally, fees-in-lieu do not provide sufficient revenue to fully fund a facility and are combined with other revenue sources to fully "pencil" a project (e.g., parking charges/rates, on-street meters, etc.). The frequent experience by some cities showing fees-in-lieu haven't adequately funded public parking facilities has led to diminished use of this fee.

If an in-lieu parking fee is considered by the City, there needs to be greater policy clarity on the intent and purpose of the fee and the City's role in using the fees to either increase parking supply in the future or increase access capacity through enhancement of alternative mode programs. Lack of specificity in this regard limits discussion of the type of in-lieu fee developed, the rate itself and the programs and strategies that would need to be in place to implement desired outcomes. A very useful guide to the diversity of parking in-lieu fee programs, advantages and disadvantages, how rates are set within different municipality information on other American cities with in-lieu fee programs is Donald Shoup, *Journal of Planning and Education Research*, 18:307-320, 1999.

Public / Private Development Partnerships

Public parking can be an effective tool to facilitate area development. Development partnerships are most likely found with mixed-use projects where (in this case) parking is used to reduce the costs of jointly developed private office; retail or residential use(s) and/or the private development can serve to defray some of the public cost in developing parking.

Public / private development can occur through a variety of arrangements including:

1. Public acquisition of land and sale or lease of land/air rights not needed for parking to accommodate supporting private use;
2. Private development of integrated mixed-use development with sale or lease-back of the public parking portion upon completion – as a turn-key project; and
3. Responsibility for public sector involvement directly by the City, through a public development authority (PDA), or other special purpose entity such as a public facility district created for the project district or downtown area.

Options Affecting the General Public

General Obligation (GO) Bonds

Involving use of local jurisdiction issued non-voted or voted bonds to develop parking or transit infrastructure, subject to overall debt limit requirements. With GO bonding, the municipality pledges its full faith and credit to repayment of the debt from general fund resources. In effect, general fund revenues would be reserved to repay debt that could not be supported by parking or transit revenues alone. Again, there may be imposed limits on the municipality for voter approved or non-voted debt. Whether this would be an option for Ashland would be a factor of current debt.

Refinancing GO Bonds

This involves refinancing existing debt at lower rates and pushing the savings from the general fund to debt coverage for a new infrastructure (parking or transit). In these times of lower interest rates, the City of Ashland may have already maximized this option.

Revenue Bonds

Pledging parking fees and other designated revenue sources to the repayment of bonds, but without the need to pledge full faith and credit of the issuing authority. Revenue bonding is not appropriate in situations where a local jurisdiction's overall debt limit is a factor and projected revenues are inadequate or not deemed of sufficient certainty to cover required debt service (plus a debt coverage factor).

63-20 Financing

Identified as a potential alternative to traditional GO, revenue bond and LID bond financing. 63-20 financing (after the IRS Revenue Ruling 63-20) allows a qualified non-profit corporation to issue tax-exempt bonds on behalf of a government. Financed assets must be "capital" and must be turned over free and clear to the government by the time that bonded indebtedness is retired. When a municipality uses this technique to finance a public facility, it can contract for the services of a non-profit corporation (as the "issuer") and a builder. The issuer acts on behalf of the municipality, but has no real business interest in the asset being acquired.

Community or Urban Renewal (Tax Increment Financing)

Though originally created for the limited purpose of financing the redevelopment of blighted communities, tax increment financing (TIF) has developed into an integral part of the revenue structure of many local governments across Oregon and the nation. The rapid growth of TIF as an economic development technique of choice to finance land acquisition, site development and property rehabilitation/revitalization began in the early 1980's. Tax increment financing can provide an on-going source of local property tax revenue that can be used to finance economic development projects, and other physical infrastructure projects, without having to raise property tax rates. Moreover, TIF can leverage future general fund revenues to support the repayment of property- tax backed debt, without having to go directly to voters for approval, and without violating debt limitations.

State & Federal Grants

In the past, a variety of state and federal grant programs have been applied to funding parking and transit infrastructure in business districts. In the current environment of more limited state/federal funding, there may no longer be any readily identifiable programs as suitable for parking facility development, though transit may be more feasible.

General Fund Contribution

Local jurisdictions may make either one-time capital or on-going operating contributions to a downtown-parking or transit/shuttle program.

Estimated Costs (STEP 21):

This step is very much a process task, requiring research and conversations with City policy and decision-makers, local legal counsel and discussion with a range of potentially affected stakeholders. For the purposes of this Plan discussion, it is assumed that costs would be absorbed internally by the City and the new Parking Services Division.

STEP 22

Initiate new capacity expansion

Implementation Timeline: June 2019

This step would be catalyzed by completion of Steps 19 – 21 and would complete Phase 2 of the downtown Strategic Parking Management Plan. By June 2019, the City and DPAC would have evaluated and researched the most effective option(s) for expanding access capacity in the downtown. This would be a capacity enhancement that provides the highest benefit to downtown in accommodating growth and funding through a package of finance options that are cost effective and publicly supported.

VI. SUMMARY

The parking management strategies recommended here are intended to provide a template for action that would lead to a more efficient and organized parking system for the downtown. The strategies would be led by a Downtown Parking Manager with informed insight and direction from a representative Downtown Parking Advisory Committee.

The strategies envisioned here will be implemented over a minimum of three years, triggered by the 85% Rule and documented parking demand. Overall, the strategies are designed to get the “right parker to the right parking spot” in a manner that supports the Guiding Principles established as a part of this plan.

APPENDIX
ACTION STEPS IMPLEMENTATION SUMMARY

DRAFT

ACTIONS & IMPLEMENTATION SCHEDULE

Strategy Steps	Phase 1 Immediate (0 – 6 months)	Phase 1 (6 – 18 months)	Phase 2 (18 – 36+ months)	Comment
POLICY ACTION STEPS				
1 Formalize the Guiding Themes & Principles as policies for downtown access within the transportation code.	✓			Provides decision-making framework and policy foundation for decisions/actions. Target by July 2016.
2 Adopt the 85% Rule as the optimum occupancy standard for measuring performance of the parking supply and “triggering” specific management strategies and rate ranges.	✓			The parking inventory for Ashland revealed that existing peak hour occupancies within the core are often parked in excess of 85% for significant periods of the day. Having the 85% Rule formalized in policy will assure that a process for evaluating and responding to future parking activity is in place.
3 Establish a Downtown Parking and Transportation Fund as a mechanism to direct funds derived from parking into a dedicated fund.	✓			As the supply of parking becomes constrained over time, it will be important to direct funds into a specific account intended to support on-going transportation and access in the downtown.
4 Centralize Parking Management. Consolidate the management and administration of parking management within a single division for Parking Services.	✓			Centralized administration and management best supports the concept of an integrated parking system as all elements of the parking system (off-street, on-street, enforcement and oversight of any third party provider) are consolidated within a single division and leadership structure.
5 Develop a job description and submit a service package to create and hire a position of “Downtown Parking Manager” for the City of Ashland.	✓	✓		Consolidating parking operations within a single department or bureau under a Downtown Parking Manager creates administrative and operational efficiencies and seamlessly integrates on-street, off-street, enforcement and long-range strategic planning. Target by September 2016.

Strategy Steps	Phase 1 Immediate (0 – 6 months)	Phase 1 (6 – 18 months)	Phase 2 (18 – 36+ months)	Comment
<p>6</p> <p>Establish and initiate a Downtown Parking Advisory Committee (DPAC) consisting of downtown stakeholders to assist in parking program implementation/review and addressing solutions as demand triggers suggest.</p>	✓	✓		<p>The stakeholder advisory process and a Parking Advisory Committee will: (a) assist the Parking Manager/Coordinator in the implementation of the parking management plan; (b) review parking issues over time; and (c) advise City Council and other relevant decision-making bodies on strategy implementation based on adopted policy for parking management and use dynamics identified for specific parking areas.</p>
PARKING MANAGEMENT ACTION STEPS (PHASE 1)				
<p>7</p> <p>Develop and initiate a reasonable schedule of data collection to better assess performance of the downtown parking supply.</p>	✓	✓	✓	<p>A system for routine data collection will need to be established. Conversations with the Advisory Committee indicated that a better understanding of “off-peak” data would also be useful, particularly as Phase 2 issues related to pricing are considered.</p>
<p>8</p> <p>Identify off-street shared use opportunities and feasibilities based on data findings in Step 7. Establish goal for transitioning employees, initiate outreach to opportunity sites, negotiate agreements and initiate assignment of employees to facilities.</p>	✓	✓		<p>The 2015 study of off-street lots quantified actual hourly use of these facilities over a twelve hour period each day. Fifty-one (51) off-street sites comprising 1,998 parking stalls were surveyed. Findings from the study revealed that many sites are significantly underutilized, with an average total of approximately 1,000 stalls empty during the peak hour of the day.</p>
<p>9</p> <p>Create a critical path timeline to a new parking brand that can be utilized at all City owned lots, shared supplies and future parking marketing/communications.</p>	✓	✓		<p>The intent is to create a brand that unifies the “public” supply of parking and is easily communicated; at specific parking sites and, ideally, through a system of wayfinding and guidance systems located throughout the downtown and in maps, websites and other communications and promotions.</p>

Strategy Steps	Phase 1 Immediate (0 – 6 months)	Phase 1 (6 – 18 months)	Phase 2 (18 – 36+ months)	Comment
10 Simplify On-street time stays. Consider incorporation of new brand/logo into new on-street signage per input derived in Step 9.	✓	✓		The 2014 Community Planning Workshop study outlined a series of recommendations for reformatting on-street time stays throughout the downtown. This work should serve as a template for action moving forward.
11 Deploy new off-street signage package		✓		Implements Step 9.
12 Expand bike parking network to create connections between parking and the downtown to encourage greater employee bike commute trips and to draw customers to downtown businesses.		✓		What the downtown may be lacking is sufficient “trip-end” bike parking amenities, both on-street, off-street and in private buildings. Providing adequate bicycle parking will expand the capacity of the overall parking supply downtown.
13 Initiate process to evaluate and pursue on-street pricing in high occupancy areas (85%+)		✓		Data collection would provide updated information on use for multiple seasons; it is recommended that the Parking Manager initiate a process with the Downtown Parking Advisory Committee to evaluate a transition of the downtown on-street parking system to paid parking.
14 Develop and submit an RFI/RFQ/RFP to solicit firms/teams to establish integrated wayfinding and dynamic signage system in the public right of way and integrated with the off-street system using City parking brand developed in Step 9.		✓		These systems are designed and implemented as a means to inform and direct customers to available parking within a brand that communicates quality, cost effectiveness and convenience.
15 Deploy wayfinding system as developed in Step 14.		✓		Implements Step 14. No later than November 2017.

Strategy Steps	Phase 1 Immediate (0 – 6 months)	Phase 1 (6 – 18 months)	Phase 2 (18 – 36+ months)	Comment
PARKING MANAGEMENT ACTION STEPS (PHASE 2)				
16 Go live with on-street pricing.			✓	Work completed in Step 13 (Phase 1) will establish the format, type of technology and timing for implementation of this strategy step.
17 Explore residential and employee permit programs (on-street)			✓	Changes to parking management in the commercial zones of the downtown could cause issues related to spillover of employees seeking parking in residential areas. The most effective strategy to manage parking in neighborhoods adjacent to commercial/retail areas are area permit programs.
18 Develop a marketing / communications and new system roll out plan			✓	A clear plan for marketing and communicating the new system, its purposes, goals and benefits will facilitate community awareness and understanding as well as acceptance if strategically addressed.
19 Explore expanding access capacity – new parking supply and/or transit/circulator options			✓	As Ashland's downtown grows employment, residents and visitors; existing supplies of parking and alternative mode access will need to be expanded.
20 Develop cost forecasts for preferred parking supply and shuttle/transit system options.			✓	Information derived from Step 19 will provide realistic data on parking and transit/shuttle enhancements that have community input and initial feasibility. Parking will have been evaluated as to location, size and format (garage or surface lot). Transit/shuttles will have been evaluated as to desired format, frequency and routing.

Strategy Steps	Phase 1 Immediate (0 – 6 months)	Phase 1 (6 – 18 months)	Phase 2 (18 – 36+ months)	Comment
21 Explore and develop funding options				There are a wide range of potential funding sources and revenue streams that could be used to support implementation of an enhanced parking management plan in the Ashland downtown as well as to plan for and support development of new parking or transit capacity.
22 Initiate new capacity expansion				This step would be catalyzed by completion of Steps 19 – 21 and would complete Phase 2 of the downtown Strategic Parking Management Plan.