



Meeting: Ashland Downtown Parking and Multi-Modal Circulation PAC Meeting

Date: November 4, 2015

Time: 3:30 PM – 5:30 PM

Location: Council Chambers, 1175 East Main Street

- I. Minutes approval (5 minutes)**
- II. Public Comment (Public) (15 minutes)**
Note: Written comments may be submitted
- III. Review 18 – 36 month parking strategies (60 minutes)**
- IV. Comment and input on 0 – 18 month plan report (25 minutes)**
- V. Next Steps**

Ashland Downtown Parking and Multi-Modal Circulation PAC Meeting

September 2, 2015

3:30 – 5:30 pm

Council Chamber, 1175 East Main Street, Ashland, OR 97520

Attendees: Marie Donovan, John Fields, Joe Collonge, Joe Graf, (*chair*) Dave Young, John Williams, Lisa Beam, Lynn Thompson, Michael Dawkins, Rich Rosenthal, Pam Marsh, Sandra Slattery, and Cynthia Rider.

Consultant: Rick Williams

Absent: Mike Gardiner, Katherine Flanagan, Emile Amarotico, and Pam Hammond

Staff present: Mike Faught, PW Director, Rich Rosenthal, City Councilman and Mary McClary, Admin Assistant

Dave Young called the meeting to order at 3:31PM.

Public Comment (Public)—*written comments may be submitted*

Chairman Young asked if anyone wanted to speak to items not on the agenda.

No one stepped forward.

Minute Approval

Chairman Young asked if there were any additions or correction to the minutes.

The minutes approved by unanimous consent.

Review 18 month parking management plan

Rick Williams wanted to review the 18 month work plan, and hopefully talk about the next 18-36 months. He also had data collection from 51 off street parking facilities on 08/21/2015 (10AM to 10PM) and 08/22 2015 (10AM to 1PM).

He proposed a comprehensive set of strategies, programs, management, and day to day activities that were not in place in Ashland. The concept may have been new to Ashland, but was successful in other cities. It would require new resources, time, and active engagement. He reviewed the need for a manager/committee or consolidated contact as this would become a key part of this plan's success. He highlighted:

- 1) Centralized Parking Management
- 2) Establish a division called *Parking* with a .50 FTE to manage the plan implementation
- 3) Initiate an internal city discussion regarding feasibility and options
- 4) Complete formation by July 2016

Discussion:

Mike F wondered if there was a way to hire a consultant in the interim because the city's two year budget just started and the 18 month plan does not begin until this Committee finishes their work. Rick discussed hiring a part-time person for one year to do the implementation.

The members discussed staff, intern, consultant, part-time manager, job description, city resources and verification for additional staff. Pam M believed that was a good way to approach the implantation, as it would give the city/committee more time to develop the job description, and to examine the revenue sources.

Rich R talked about the different options and available funding, especially concerning a two-year budget. In 2016-2017 the departments would have a better idea of what funding would be available. John F does not have the information on expected costs to get through the process of an evaluation for staffing, but wondered if those funds could be utilized directly.

Rick summed up the ideas that consolidation was favorable and moving to explore options. He introduced the next key item: Stakeholders in and adoptive work plan.

This group would continue or conclude with a final plan in December to be presented to Council and then turn the recommended plan over to a stakeholder group. The new group would move forward with the implementation of details and a parking manager, advising with the implementation of the plan and become a liaison for the community.

Step 3

Additional Data Collection

Rick was able to complete a data collection for 51 off street parking stalls. In 2016 a scheduled data collection would be developed and be conducted on a routine basis.

Step 4

Establish near-term outcomes

- Set specific targets: set goals between January and June of 2016, ex: number employees to park out of downtown system.
- More discussion would be needed to allow the plan to be implementable, and have a parking manager to report back to the committee was a critical path to get to the “branding”.
- Maximize the parking that we have.

Step 5

Shared Use Outreach

- Need to put together a shared use plan
- local volunteers
- opportunity list
- 18 months may begin at any time

Step 6

Simplify On-street time stays (per UO Study)

- Get to 2 and 4 hours with free
- Unlimited time for paid parking, except retail
- manage the turnover
- employees less likely to use because they would have other options
- establish base standards, inside and outside the core
- exception process determined by the groups, set by criteria

When determining time stays in a residential areas, an agreement by the residents would need to be identified, and in addition, their ability to violate a 4-hour limitation. Long term this would be a good option.

Residential and Commercial

Dave Y agreed this allowed for both 4 hour time stay in residential and agreements for residents, eliminating the unused capacity.

Joe G asked for clarification if these were action items the committee would approve in support of simplifying the parking system and capturing more control of the capacity in residential areas. The members discussed about implementing permit parking with a residential plan and the different examples already in existence. Pam M explained there were many variables and concerns about residential planned parking and would like to be careful of the language used in this section, as the committee does not want to give the impression they had explored all options.

Cynthia R asked for clarification of where they would recommend employees would park. Rick explained off street, but the committee would not outline it until the shared use plan was developed. He also believed the existing commercial zone could be “cleaned up” now. It was however important to agree there needed to be exploration in the residential parking plan and how employees would park off street. Sandra S believed it was difficult to approve a concept when there were steps that needed to happen first, and it wasn’t definite if the steps were actually possible, for example the 51 off street spaces available for employees. Rick explained the committee would true the schedule to these systems.

Rick believed the core area would not be a part of the first step of 4-hour parking. Sandra S asked for clarification of the core area. Rick went over the zoning map and the time parking. It was determined the committee is discussing timed parking only, but initiating discussions with residential customers. Dave Y wondered if the committee approved the plan if feasible, concerning the different steps. Mike F offered to put together a map of the area in question and distribute it to the members.

Joe G still wondered if the committee was approving a concept or a time line of steps.

Rick clarified on the process and time line for this, the committee had a total of 5 meetings, needed to look at the big picture and not the details. Rick was hoping to display a "logic and a reason" to generate questions that would initiate discussions and planning. The timeline was useful to help drive the project and get it done.

Marie D asked about the threshold, a solid long term vision and plan, verses options that were tried without backup plans. Rick spoke to the committee regarding making some visible changes within the 18 month plan and using that plan to determine where they go in the future.

Step 7

Deploy brand through off-street signage upgrade

- designer for branding
- deploy new off street signage by December 2016
- possibility of in right of way, wayfinding systems

Step 8

Expand bike parking network

Increase bike parking opportunities throughout downtown

- 1) bike lanes
- 2) on sidewalk identify locations
- 3) bike corrals identify locations
- 4) on private property negotiate participation
- 5) inexpensive
- 6) marketing

Step 9

On-street Pricing

- Utilization of revenue invested back into project
- Premium rate parking, value rate parking

Example of revenue potential:

1,000 on street parking stalls, charging \$1/\$6 per day (2 hours maximum)

\$6,000 dollars per day times 180 days =\$1,080,000.00 per year.

Lynn T offered the idea of easy payment options for example pay by phone applications.

Step10

Wayfinding (in rights of way) by 06/2016

- Need Brand
- existing lots
- electronic options
- all lots have address not a name

Long term solutions 18 – 36 months

Firm up the 18 month plan, then based on good data, proceed to discussions on street pricing, employee permits, branding the system, permit options, marketing roll out, accelerate finding information on a garage or shuttle system and get pricing/costs.

QUESTIONS

Joe G wanted to make sure he understood the plan correctly, to make sure it was clearly defined because some aspects were study and in other places there seemed to be action items. Rick would go back and re-define the plan language. The committee wanted to understand exactly what changes they were approving. Identify decisions to be made.

Initial Data Findings

51 surface lots---1,998 stalls—minimum 12 hour survey---physically counted (city and private)

August

Friday, 08/21—12 hours

- Peak hour 1pm to 2pm
- off street parking 54.7% occupancy in peak hour
- 906 empty stalls, may or may not all be a feasible option, create opportunity list
- 4 city lots, 343 stalls
- parking garage mostly full during prime times
- prime stalls in the core

Saturday, 08/22—13 hours

- empty stalls 44% occupied
- city lot 100% all day (one lot)

Estimated cost to build a parking garage: \$8 million dollars

Rick remarked it would be reasonable to put a program in place that would open up 200 stalls. He would get the maps and data information to the committee for the next meeting. Mike F explained once the lots were determined then he would work to make them safe. First he would ask Kim our traffic engineer, to evaluate and work on the details. Pam remarked the sites on the other side of the RR were really shuttle dependent. Rick also mentioned they had not considered other sources of parking like hotel or commercial parking.

- Identify
- Assessment
- Walking route or best tied to circulator

It was determined the next meeting would be in October the week of the 12-16th, and the meeting was adjourned at 5:23PM.

Respectfully submitted by:

Mary McClary

Administrative Assistant

City of Ashland



2015

City of Ashland, Oregon Downtown Strategic Parking Management Plan

PROJECT SUMMARY AND RECOMMENDATIONS FOR PARKING MANAGEMENT

DRAFT REPORT
November 4, 2015 (v.1)



RICK WILLIAMS CONSULTING
Parking & Transportation

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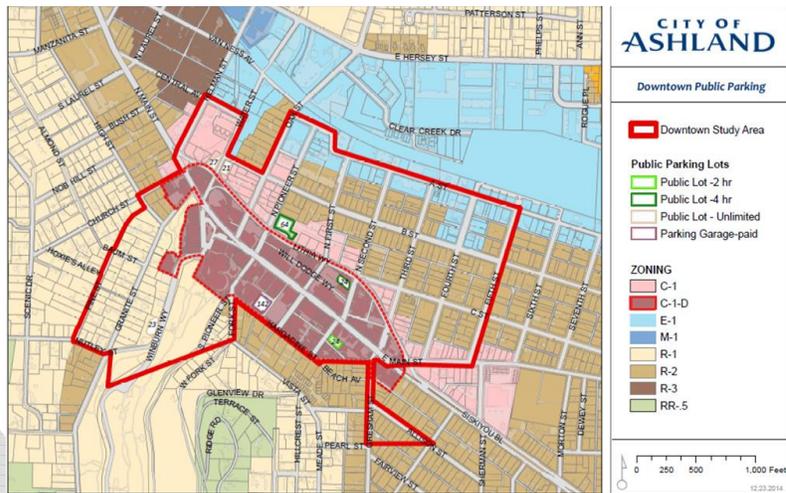
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I. BACKGROUND

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**.

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.

Figure A
Project Study Area



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:

Adopt Guiding Themes & Principles as formal 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 Comprehensive 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 4, 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 3, 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 would staff a representative stakeholder group (see Step 5) to routinely review overall parking activity in the downtown as well as by district. Information developed through periodic update 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 4)

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 – 4 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 5 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.

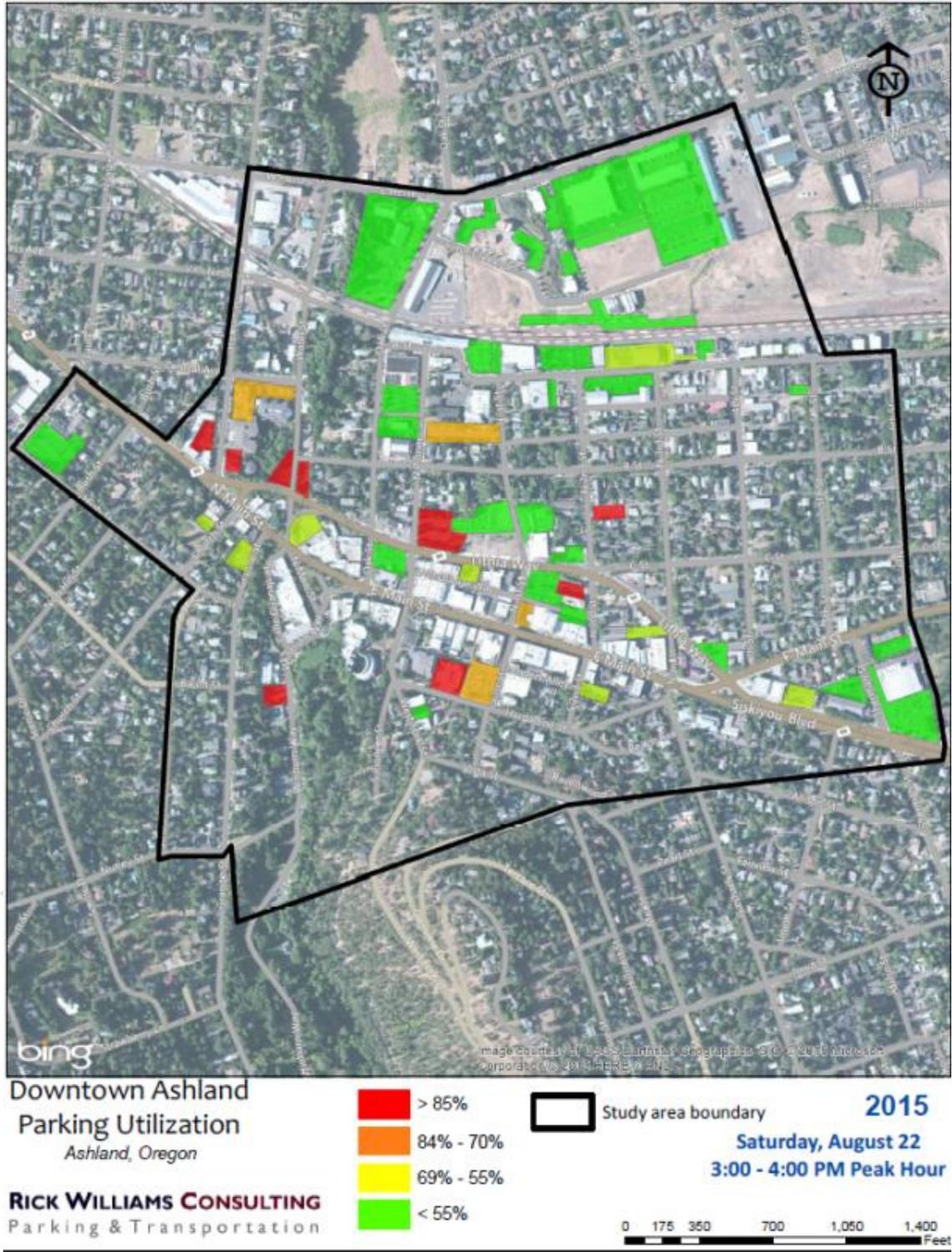
Implementation Timeline: *Immediate: Short-listing sites (by February 2016)*

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 2016 (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 7, 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.

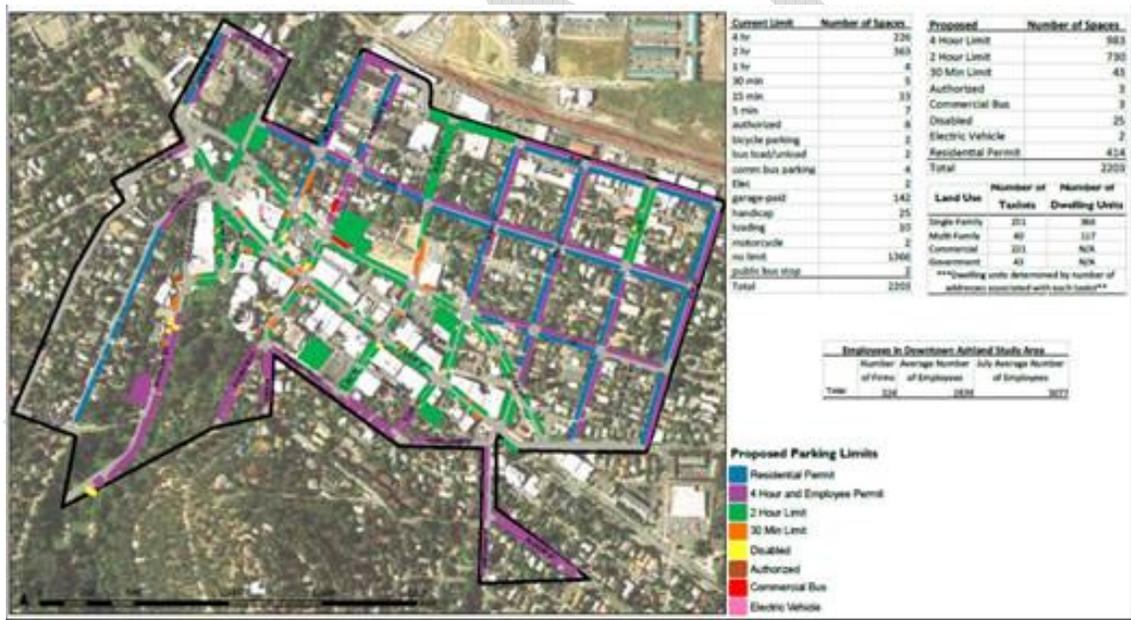
Example: On-street “Brand”
Springfield, OR



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. **Figure B** illustrates those recommendations. The timeline for action would be as follows:

- a) Coordinate with Step 8 to determine brand/logo integration into new on-street signage (July 2016 – December 2016).
- b) Identify/quantify changes to be made (xx – xx below) (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**).

Figure B
On-street Time Stay Formatting Recommendations (Community Planning Workshop)



Estimated Costs (STEP 10):

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).



Example: Bike Corral Ashland, OR

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: 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 \$1,200³
- Art Rack variable based on design

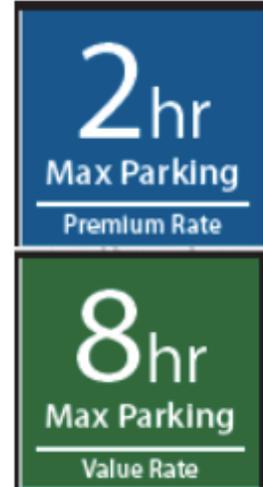
³ Based on City of Portland, Oregon cost estimate for 6 staple racks (12 bike parking spaces), striping, bollards and installation.

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. 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) Determine revenue collection technology that will best serve Ashland
 - Single meter vs pay station
 - Pay & Display vs Pay by Space
- d) Consider/adopt seasonal pricing (using data sets to assist)
- e) Finalize pricing format
- f) Finalize time stay format and hours of operation format
 - Consider No Limit parking in current 4 HR areas
- g) 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:

- Develop a signage package that incorporates a uniform design, logo, and color scheme into all informational signage related to parking (see Step 9).
- “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 is underdevelopment pending additional meetings with the Advisory Committee, discussing additional strategies that would be pursued in months 18 – 36 of the plan. Issues to be discussed, refined and developed include:

- Go live with on-street pricing (2017?)
- Develop and initiate employee permit system
- Consider unique parking districts
- Marketing / Communications Plan and Roll out
- Identify new garage opportunity sites
- Explore shuttle/circulator connections (remote connector)
- Costing (garage/shuttle/etc.)
- Develop/pursue funding packages

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.

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**APPENDIX
ACTION STEPS IMPLEMENTATION SUMMARY**

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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 Adopt Guiding Themes & Principles as formal 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 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 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 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 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				
17				
18				
19				
20				
21				

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