Strategy Summary & Implementation Outline

1.0 Introduction

The City of Hood River is taking a comprehensive approach to parking as part of the City's Downtown Parking Study. Addressing parking challenges is particularly important to Hood River as the City experiences growth in both development and tourism, changing the landscape for parking supply and demand. The 2019 Parking Study has helped the City understand current parking conditions, examine specific issue areas and hear community input. This will be translated into new parking policies and management strategies that support community goals for housing and livability.

This document provides a summary of select strategies available to address the parking issues identified during the study. These issues were detailed in seven White Papers that are available at the City's website http://ci.hood-river.or.us/Downtown_Parking_Study.

2.0 Data Collection Findings

Several findings were identified following a detailed data collection process conducted in the winter and summer of 2018. This data has informed the strategies provided for consideration in this document. The data collection process sets an objective backdrop from which comprehensive solutions can be crafted to mitigate the issues users face when using the parking system.[1]

A summary of the findings includes:

On-street

Data from the July "peak season" indicates that parking is used at a very efficient level; generally, in the mid-70% range for most of the operating day. The "off-peak season" study similarly indicated that parking is at levels not that much lower than the peak season for the majority of the day (high 60% to mid-70% range). At several high use locations in the downtown, peak season on-street parking shows real constraints during the peak hour (particularly on the weekend). These constraints result in sustained periods where parking occupancy exceeds 85%, likely causing frustration among users when trying to find an available on-street space downtown.

Off-street

The 2018 study counted 780 total off-street parking stalls located on 35 unique parcels in the downtown. The majority of off-street parking is in private ownership. The City only controls 4 lots or 231 stalls of the 780-stall supply (30%).

[1] See, Rick Williams Consulting: *Technical Memorandum 2– Data Finding Summary (February/March vs. July 2018)*, dated August 20, 2018 (v2). This document is available from the City of Hood River.

The off-street supply is underutilized, regardless of season. During the peak season there are 344 and 418 empty off-street stalls at the peak hour on Thursday and Saturday, respectively. Interestingly, there is more off-street availability on Saturday during the peak season than is the case in the off-peak season. This presents itself as a potential opportunity to better coordinate supplies to distribute on-street constraints into the off-street system. Capitalizing on this opportunity could be a challenge, as it would require significant participation by private owners of the currently underutilized supply.

General Finding

Additional access capacity will be needed over the next 20 years to meet growing residential, commercial and visitor trip demand. Capacity can be provided through new parking, improved transit and alternative modes (e.g., bike, walk, rideshare) or a combination of these.

3.0 Guiding Principles

The following guiding principles are intended to inform the development of specific parking strategies and actions to achieve desired community outcomes.

The Guiding Principles outlined here are summarized under theme categories. The categories reflect input from the desired outcomes while being mindful of Hood River's unique character. The intent is to establish a basis for consensus and provide both near and long-term direction for parking management in downtown. The principles are presented in no particular order or priority.[2]

A. Priority Users

a.1) **On-Street System (Downtown)**: *The most convenient on-street parking will be prioritized for the customer trip.*[3]

a.2) **On-Street System (Immediately Adjacent Neighborhoods)**: *The most convenient on-street parking will be prioritized for the resident and their guests.*

a.3) **Off-Street System**: *Coordinate off-street parking resources (public and private) to meet employee demand; while balancing the need in public off-street facilities to also accommodate customers with longer time stay needs.*

[2] See also, Rick Williams Consulting, *White Paper #2: Proposed Guiding Principles for Downtown Parking (May 8, 2019 v2).*
[3] Customer is defined here as anyone using businesses downtown by a transient trip – this includes shopping, eating, services, entertainment, recreating, and visiting downtown amenities. As such, a customer can be a shopper, tourist or local resident visiting the downtown.

B. Active Capacity Management

b.1) **Optimize Utilization**: *Manage the public parking system using the 85% Occupancy Standard to inform and guide decision-making.*[4]

b.2) **Shared Off-Street Parking**: *Encourage shared parking in areas where parking is underutilized (within the downtown and remotely in facilities linked by other modes). This will require an active partnership with owners of private parking supplies.*

C. Information Systems

c.1) **Branding & Wayfinding**: *Create a coordinated wayfinding system for the downtown that links parking assets and provides directional guidance, preferably under a common brand or logo.*

c.2) **Monitor & Report Utilization**: *Implement performance measurements and reporting to facilitate decision-making and changes over time.*

D. Integration with Other Modes

d.1) **Travel Demand Management**: *Encourage and facilitate increasing percentages of use, particularly by employees, of alternative travel modes to free up parking capacity. This would include higher levels of walking, bicycling and use of transit.*

E. Planning for Future Supply

e.1) **Code & Regulation**: *The City's development code should not be a barrier to new development, while ensuring that adequate parking is provided and "right sized" to Hood River's unique environment.*

e.2) **Funding**: *Planning for future parking supply growth will be strategic and routinely evaluated to ensure the City is ready to respond to growth, recognizing that assembling funding for new growth takes time and will require a varied package of funding resources (and partnerships).*

[4] Within the parking industry, a supply of parking is considered constrained when it is consistently occupied at a level that is at (or exceeds) 85%. At 85% occupancy or greater, users (particularly visitors) find it difficult to find parking and tend to have a greater negative perception of access in an area.

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F. Financial Viability

f.1) **Fiscal Stewardship**: *All parking operations must be financially sustainable.*

G. Roles and Coordination

g.1) **Primary Role (City of Hood River)**: *The City's primary role in providing public parking is listed in priority order and includes:*

- *Accommodating customer/visitor access downtown (on-street);*
- *Providing (in partnership with the private sector) reasonable access for downtown employees and residents;*
- *Facilitating residential and/or guest access in neighborhoods immediately adjacent to the downtown.*

g.2) **Primary Role (Private Sector)**: *Employee parking should be led by the private sector and through partnerships where the City can reasonably participate (financially or programmatically).*

g.3) **Stakeholder Support**: *Ensure that affected private and public constituents routinely informs decision-making.*

4.0 Desired Outcomes

Strategies presented for consideration are intended to accomplish specific desired outcomes that were identified at the outset of the downtown parking study. Success of the strategies will be measured on their role in making the Hood River parking system more:

- ***Convenient*** **-** by ensuring that users who choose to drive can visit and experience downtown with minimal delay related to conveniently finding and paying for parking.
- ***Clear and understandable*** **-** in that parking is clearly communicated, making it easy for users to park and get to their destination.
- ***Attainable*** **–** by minimizing or eliminating any unnecessary parking-related obstacles and barriers to downtown development.
- ***Multimodal*** – in that parking management should support and integrate with efforts to encourage increased use of alternative modes (transit, bike, and walk).
- ***Flexible*** – by maximizing the use of existing parking resources and anticipating increasing demand for access to the downtown over time.
- ***Equitable*** – by ensuring fairness and balance in regulation and management.

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5.0 Strategy Summary and Implementation Outline

The proposed parking strategies for Downtown Hood River will include Immediate (0 – 12 months), Short (12 – 24 months), Mid (24 – 36 months), and Long-Term (36+ months) strategies to manage parking. The strategies were developed to address the challenges identified in the data collection findings, goals outlined in the Guiding Principles and to promote best management practices.

5.1. Policy and Code (S1)

S1-1: Guiding Principles	
Action:	Formalize the Guiding Principles as policies within the parking and transportation system plan.
Purpose:	The Guiding Principles provide a framework for future decision- making and ensure that strategies implemented support City and community goals and priorities for access.
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	Staff time to coordinate needed policy and code related changes.

S1-2: 85% Rule	
Action:	Adopt the 85% Rule as the standard for measuring performance of the parking supply and triggering specific management strategies and rate ranges.
Purpose:	To provide a specific benchmark of system performance that triggers discussion of on-going strategy implementation and provide an objective data driven standard for decision-making.
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	Staff time to coordinate needed policy and code related changes.

S1-3 Parking Code	
Action:	Revise current parking code requirements for new commercial and residential development in the downtown to be reflective of local demand and supportive of new growth and supportive of a new fee-in-lieu policy/code.
Purpose:	Current minimum requirements are not calibrated to actual demand and may be adversely impacting development feasibility in the downtown.
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	Staff time to coordinate needed policy and code related changes.

5.2. Improve On-Street Parking (S2)

S2-1: Paystations	
Action:	Replace all coin operated meters with paystations.
Purpose:	Coin meters create an inconvenience for customers (i.e., need for change) and either limit customer stays and/or c**reates** a situation where a citation is more

	probable. Paystations will improve the streetscape by removing meter poles while also reducing citations and improving customer satisfaction.
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	Currently, electronic parking paystations range from $7,500 to $10,000 per unit installed (serving approximately 8 to 14 on-street stalls). There are currently 317 coin-operated stalls in the downtown enforcement area. Costs could range from $237,000 to $317,000. Phasing could be a strategy. It is likely that revenue per stall will be enhanced as pay stations allow credit card use and users are not reliant on pocket change.

S2-2: High-Turnover Stalls

Action:	Clarify "rules of use" for 10 and 30-Minute parking stalls.
Purpose:	Currently there are fourteen 10-Minute and five 30-Minute stalls in the downtown. Repost these signs with added language noting that the time limits are only in place between 8AM and 5PM Monday through Saturday. This will communicate to customers that these stalls would be available for longer term parking during any of the non-posted hours (i.e., evenings, Sundays). The overall capacity of the on-street system would improve with this clarification.
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	Estimates of cost are $100 per sign. At 19 signs, the cost would be $1,900.

S2-3: Loading Zones

Action:	Evaluate existing loading zone stalls to convert (as appropriate) to "combination" stalls.
Purpose:	Some loading zone stalls are signed "all days, all hours." Strategically evaluate if hours can be shortened to allow use of underutilized loading zones for customer uses (e.g., "Loading Zone, 8AM – 5PM, M-F" or "Loading Zone, 6AM – 10 AM, all days." This maximizes curb space for customers while maintaining access for business loading and unloading.
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	Estimate of cost is $100 per sign upgrade.

S2-4: Branding & Wayfinding

Action:	Better integrate on and off-street parking. Consider incorporation of new brand/logo into on-street signage. See Signage/Logo strategy.
Purpose:	A new brand/logo can be incorporated into the on-street system as a means of integrating the on and off-street systems. This would require coordinating changes in the on-street system to the branding listed under Signage/Logo Strategy. Example city is Springfield, Oregon.
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	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.

	• $470 – Pole Unit (includes hole boring and the pole) • $30 – Blade Sign Unit costs would need to be calibrated to numbers of signs needed; identified through a signage inventory.

S2-5: Striped Stalls

Action:	All on-street parking stalls on *commercial streets* should be clearly striped. This will create better order and convenience for users.
Purpose:	Effective striping communicates "you can park here," reduces incidents of damage to vehicles, and facilitates compliance (reduces incidents of illegal parking).
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	In a previous study conducted by RWC for Prineville, Oregon, the city estimated it spends $145 per block to stripe parallel parking in its downtown.

S2-6: Employee Parking

Action:	Allow a controlled number of employees to park within the on-street system in areas with lower occupancies. Price on-street permits at a premium compared to off-street lots.
Purpose:	Fully utilizes on-street space, while ensuring customer priority is preserved. Uses 85% Rule to "size" the number of permits allowed. Program is interim and may be reduced/eliminated as on-street customer demand grows. Eligible on-street areas should have low use verified through data collection to ensure there are no conflicts between employees and customers. May have seasonal variations.
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	Enhances current program and protocols. Program would be revenue positive per permit pricing.

S2-7: Pay-by-App

Action:	Deploy pay-by-app technology that allows customers to pay for parking through a mobile application using their license plate and a credit card.
Purpose:	Pay-by-app was identified as a high priority improvement through the public outreach process. By downloading an app and entering license plate information and a credit card, many residents and frequent visitors to downtown will have a much more efficient method of paying for parking in Downtown. Currently, this technology is best suited for use in systems that also have paystations available for infrequent users who do not have the ability or desire to download an application for very limited use (such as tourists or others without access to a smartphone). This action should follow deployment of handheld LPR enforcement to ensure enforcement officers have a tool to enforce a license plate-based payment system.

Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	Vendor agreement will be needed to implement a new pay-by-app system; one option may be a per-transaction cost to pay for vendor costs. Some cost savings may be achieved by working with a vendor on a payment application when purchasing new paystations.

5.3. Improve Off-Street Parking (S3)

S3-1: Lot Identification

Action:	Rename all publicly owned/controlled lots by address.
Purpose:	Industry best practices for naming off-street parking facilities suggest using an address or intersection associated with the main auto ingress point to a facility. For instance, identifying facilities by location—such as 10th & Walnut or 4th & Yamhill—easily and intuitively communicate where customers may find parking. This can be integrated into web communications, apps, way finding, and other materials.
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	Initial costs would involve changing existing signage and integration in marketing and promotional materials, estimated to range between $5,000 and $10,000.

S3-2: Pricing

Action:	Routinely calibrate current pricing of off-street parking, hourly and monthly (for employees), based on demand (e.g., 85% Rule)- “variable rate pricing.”
Purpose:	Creates a varied system of pricing on parking lots that charge a premium for higher demand locations and lower rates for less used locations.
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	Rate systems intended to generate revenue to cover cost to operate and administer.

S3-3: ADA Compliance

Action:	Confirm that all city-owned off-street facilities are compliant with ADA parking requirements.
Purpose:	A quick “housekeeping” review of existing public facilities to confirm compliance with federal and state requirements for ADA parking.
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	Cost associated with painting, signage, and maintenance of any new ADA-compliant stalls.

S3-4: Presentation

Action:	Bring all city-owned parking lots up to a uniform standard for paving, striping, appearance, lighting, and signage.
Purpose:	Creates consistency within the public system and ensures a positive and convenient user experience. This would include consistency in design, signage, and equipment.
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	Unknown at this time. Estimates could range from $1,500 to $3,500 per stall in each city-owned surface lot.

S3-5: Shared Parking

Action:	Identify off-street shared use opportunities based on data from the 2018 parking study. Establish goals for transitioning employees (e.g., 50 employees), begin outreach to opportunity sites, negotiate agreements, and assign employees to facilities.
Purpose:	Reduces on-street employee parking demand by redirecting them into empty (privately controlled) off-street stalls. The majority of off-street parking in the downtown is located in *privately-owned* parking assets. The 2018 parking study indicates the number of empty parking stalls in existing private off-street facilities during the peak hour ranges from 344 (weekday) to 418 (weekend). This presents an opportunity for Hood River as this unused supply is a resource that could be captured to manage and support future parking demand growth.[5]
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	Staff and volunteer time expended in efforts to review and identify opportunity sites and conduct outreach to potential private sector participants. Planning in this regard may determine that funds are needed to create incentives and/or improve the condition of lots or pedestrian/bike connections.

S3-6: Signage/Logo

Action:	Create a critical path timeline to refine and improve the city's current parking signage system and logo. Incorporate logo into on-street meter signage and at all city-owned lots and shared supplies and in downtown marketing communications.
Purpose:	Creates a unique and interesting parking logo, improves and augments existing signage and integrates "brand" at all levels of parking management.
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	It is estimated that engaging a design firm to carry out the tasks identified above would range from $15,000 - $20,000.

[5] 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 patrons use of the on-street supply.

S3-7: Website Communication	
Action:	Design, create, and upgrade existing parking website with information for customers and employees.
Purpose:	Improves the user experience and better identify where parking is available, particularly off-street.
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	Costs associated with design and deployment of a coordinated and well-maintained webpage are estimated at $5,000 - $7,500.

S3-8: Wayfinding	
Action:	Solicit firms to establish wayfinding **and**/or dynamic signage systems in the public right of way, integrated with the off-street system using City parking brand developed above.
Purpose:	The most successful programs tie into a parking brand incorporated into both the on-site and right-of-way signage. This provides customers a visual cue that translates from their first encounter on the roadway to being able to conveniently identify a parking location with available parking.
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	It is assumed that costing for wayfinding would be incorporated into the solicitation.

S3-9: License-Plate Permitting	
Action:	Transition to online permitting, with all permits linked to a single license plate.
Purpose:	Online permitting eliminates the need to mail/distribute physical permits and allows users to manage their vehicle and renew permits through an online system. Permitting by license plate requires an enforcement system capable of checking permit status in real-time.
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	Additional staff time needed to transition the permitting process to an online system. Cost savings can be realized by adding on to a vendor agreement for a pay-by-app system.

5.4. Improved Access & Integration with Other Modes (S4)

S4-1: Bike Parking	
Action:	Expand bike parking network to create connections between parking and the downtown to encourage employee bike trips and draw customers to downtown businesses. Consider strategically locating bike corrals at intersections where better pedestrian visibility is needed.
Purpose:	Provides a more reliable and safe option for bicycle access and parking/storage. Providing adequate bicycle parking will expand the capacity of the overall parking supply downtown. Bike parking efforts in the downtown should be

	coordinated with, and integrated into, on-going bike planning within the City's Transportation Systems Plan.
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	Consultant or staff costs associated with collecting data on the inventory and location of bike parking in downtown. Cost of purchase and installation of new secure bike parking. • Staple or U racks: $110 - $160 • Wall Mounted racks: $130 - $150 • Bike Corral $1,200[6]

S4-2: New Mobility Option

Action:	Consider initiating a pilot program to test feasibility/viability of and e-Bikeshare or e-scooter program in the downtown.
Purpose:	To partner with a new technology vendor to evaluate market readiness of a lower cost mobility option for the downtown. Current data suggests such technologies are not yet market viable in Hood River due to its size and densities. A pilot allows the City to test specific user and viability assumptions through a partnership between the City and a vendor. Such a program would require some level of public subsidy.
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	Unknown at this time. Ideally the cost of a pilot would be shared between the City and an interested vendor. Private contributions to the pilot should also be considered.

S4-3: Transit/Shuttles

Action:	Collaborate with CAT to estimate costs to improve transit and/or shuttle service to and from Downtown Hood River to achieve a 5% commute mode split. Coordinate with strategies under New Capacity.
Purpose:	Cost estimating improved transit service to support both improved non-auto mode split and creating potential linkages to remote parking will allow for comparisons to other forms of capacity expansion (i.e., new parking). Improvements could include increased frequencies, expanded area coverage, locating of bus/transit stops, route design, communications and transit rider incentives. Transit access reduces parking demand. This would be coordinated with employee permit and demand pricing strategies.
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	Minimal staff costs associated with coordinating with local and regional transit agencies. Costs related to increases in service are not known at this time but would be the outcome of this strategy.

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

S4-4:	Pedestrian Crossing Treatments
Action:	Eliminate parking within 20 feet of crosswalks where there is a need for improved pedestrian visibility. Where appropriate, replace existing on-street parking that is currently within 20 feet of a crosswalk with a low-profile bike corral that does not impact pedestrian sight lines.
Purpose:	Pedestrian safety was identified as a key community priority as part of the public outreach process, and strategically eliminating several parking stalls located adjacent to intersections with high pedestrian crossing volumes can improve the safety and comfort of pedestrians. Improved signalization improvements, "pedestrian scrambles"[7] and other controls can be evaluated as well.[8] Bike corrals or other streetscaping installation can provide a low-cost option to provide a physical barrier between pedestrians and vehicles as they begin to enter the intersection.
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	Minimal staff costs associated with identifying priority intersections, and restriping/sign replacement or relocation costs. Some costs may be combined with bike corral costs identified under the Bike Parking strategy. Overall costs would be determined as feasible solutions are identified and prioritized.

5.5. Residential (S5)

S5-1:	Neighborhood Outreach
Action:	Conduct outreach and information efforts in neighborhoods to explain the parking management plan and how the City intends to preserve residential parking in neighborhoods affected by any type of commercial parking spill over.
Purpose:	Changes to parking management in the commercial zone of the downtown could cause issues related to more employees seeking parking in residential areas. In anticipation of this, the City and DPAC should begin an outreach and education process to residents and businesses in adjacent neighborhoods. The purpose of this is to raise awareness and understanding of programs being developed, and to begin framing possible mitigation strategies and solutions if new parking systems in the downtown exacerbate parking problems in neighborhoods. Data collection per 10.42.020 would inform this effort.
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	Administrative staff time and efforts made through the DPAC process.

[7] A pedestrian scramble, also known as scramble intersection and scramble corner, 'X' Crossing, diagonal crossing, or exclusive pedestrian interval, is a type of traffic signal movement that temporarily stops all vehicular traffic, thereby allowing pedestrians to cross an intersection in every direction, including diagonally, at the same time.
[8] The City can and should coordinate its efforts to improve downtown pedestrian safety with other City planning efforts (e.g., Columbia River Highway Trail) and TSP planning related to pedestrian safety and convenience.

S5-2:	Data in Neighborhoods
Action:	Expand future parking data collection to ensure that Chapter 10.42 of the City code (related to residential parking district) is supported with information on the impacts of possible commercial district spillover into residential districts adjacent to downtown.
Purpose:	10.42.020 of the code notes that a residential parking districts may be formed when the number of vehicles of non-residents parked legally or illegally on a street in the district is equal to thirty percent (30%) or more of the legal on-street parking capacity of the street. To date, the City has not conducted evaluations to determine whether high numbers of downtown users are parking in residential areas and whether such behavior is adverse to residents. Data collection per 10.42.020 would inform this effort.
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	This could be absorbed into the routine data collection strategy discussed above under Management and Administration of the Parking System.

5.6. New Capacity (S6)

S6-1:	Fee-in-Lieu
Action:	Reconfigure the current fee-in-lieu program to better reflect and clarify the City's intent and purpose for the program and set expectations for use of such funds. Additional fund resources should be explored concurrent with this update to provide a full funding package for future parking development. This could include (but not be limited to) Urban Renewal, Local Improvement District (LID) and fees for use.
Purpose:	The current fee-in-lieu program is flawed and should be updated. The fee-in-lieu should be revised to equalize the fee-in-lieu rate for both residential and commercial development. Similarly, the rate should be calibrated to account for other funding sources that would ultimately provide a full funding package necessary to feasibly develop parking supply in downtown or in locations adjacent to downtown conveniently linked by transit or shuttle. Issues related to allocation of funds, management of entitlements (if any), and general public access to City-owned facilities will also need to be refined. Intent, purpose, and expectations will need to be clearly defined in any ordinance or code refinement.
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	Staff time to coordinate needed policy and code related changes. The City may need to engage a third-party economist to assist in market calibrating the fee-in-lieu for both residential and commercial development. Such a contract could range from $20,000 to $30,000.

S6-2: Adjacent and/or Remote Supply

Action:	Begin to Identify off-street parking locations outside the downtown that could provide for employee use. This might include, commercial areas directly adjacent to the downtown or areas more remote to downtown, linked by transit or shuttles
Purpose:	Identifies and eventually procures off-street parking outside the downtown that would provide employee parking linked by shuttle or transit. Serves as a means to mitigate current peak parking constraints.
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	Unknown at this time. At the outset, effort would simply be in lot identification. Forward progress would be linked to outcomes of strategies related to Integration with other modes (i.e., transit.)

S6-3: Costing New Supply

Action:	Explore expanding access capacity with new parking supply and/or transit.
Purpose:	Information derived from earlier strategies will provide realistic data on parking and transit/shuttle enhancements. Parking will have been evaluated as to location, size, and format. Transit/shuttles will have been evaluated as to desired format, frequency, and routing
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	Garage (Above Ground): $40,000-$60,000 per stall Surface Lot: $6,000 - $12,000 per stall Transit or shuttle routes determined in discussions and cost estimating with CAT.

S6-4: Funding New Capacity

Action:	Explore and develop funding options for maintaining the existing parking supply and funding future capacity growth.
Purpose:	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 Hood River downtown as well as to plan for and support development of new parking or transit/shuttle capacity in the future. If new capacity is a City goal, then initiating a process to ensure that funding is available when preferred capacity options are ready for implementation is essential. This strategy would be informed by a new fee-in-lieu policy/code formulated in strategy S1-3.
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	Existing Staff time to vet feasible funding options (e.g., Fee-in-lieu, urban renewal, local improvement districts, capital funds, bonds, etc.). • Internal legal review and recommendation • Downtown Parking Advisory Committee consideration and recommendation

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	• Public review and input • City Council approval

S6-5: Build New Capacity

Action:	Initiate new capacity expansion (as necessary and feasible).
Purpose:	Successful completion of previous tasks related to site identifications (for remote and new parking supply), partnership and costing with CAT to understand route, frequency, coverage and link implications, and funding sources will inform this strategy and support its ability to strategically respond to new capacity demand.
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	Parking garage development and transit/shuttle capacity growth require sophisticated infrastructure and are very costly. It will be important for Hood River to give adequate time and effort to determine the most beneficial and cost-effective formats for increasing the capacity of the downtown access system. Planning for, and finding funding for, new capacity is time-consuming, so focused and objective evaluation will greatly facilitate decision-making before access constraints create adverse impacts on the downtown.

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6.0 Summary

	A.1 On-Street (Downtown)	A.2 On-Street (Neighborhoods)	A.3 Off-Street System	B.1 Optimize Utilization	B.2 Shared Off-Street Parking	C.1 Branding & Wayfinding	C.2 Monitor & Report Utilization	D.1 Travel Demand Management	E.1 Code & Regulation	E.2 Funding	F.1 Fiscal Stewardship	G.1 Primary Role (City)	G.2 Primary Role (Private Sector)	G.3 Stakeholder Support
S1-1 Guiding Principles	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
S1-2 85% Rule				✓										
S1-3 Parking Code									✓					
S2-1 Paystations	✓	✓		✓										
S2-2 High-Turnover Stalls	✓			✓								✓		
S2-3 Loading Zones	✓			✓										
S2-4 Branding & Wayfinding						✓								
S2-5 Striped Stalls	✓					✓								
S2-6 Employee Parking				✓									✓	
S2-7 Pay-by-App	✓	✓		✓										
S3-1 Lot Identification						✓								
S3-2 Pricing	✓			✓						✓	✓			
S3-3 ADA Compliance									✓					
S3-4 Presentation						✓			✓			✓		
S3-5 Shared Parking			✓	✓	✓								✓	
S3-6 Signage/Logo	✓		✓			✓								
S3-7 Website Communication						✓								
S3-8 Wayfinding						✓								
S4-9 License-Plate Permitting			✓		✓									
S4-1 Bike Parking								✓						
S4-2 New Mobility Option								✓						
S4-3 Transit/Shuttles								✓						
S4-4 Pedestrian Treatments								✓						
S5-1 Neighborhood Outreach		✓		✓			✓					✓		✓
S5-2 Data in Neighborhoods		✓		✓			✓					✓		✓
S6-1 Fee-in-Lieu									✓	✓	✓			
S6-2 Remote Supply		✓			✓			✓						
S6-3 Costing New Capacity										✓	✓			
S6-4 Funding New Capacity										✓	✓			
S6-5 Build New Capacity			✓							✓				