

2019



City of Hood River, Oregon Downtown Parking Study and Plan

**DOWNTOWN PARKING AD HOC COMMITTEE
SUMMARY AND RECOMMENDATIONS FOR PARKING MANAGEMENT**

DRAFT FINAL REPORT
December 31, 2019 (v6)



RIK WILLIAMS CONSULTING
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I. INTRODUCTION

Rick Williams Consulting (RWC) and Fehr & Peers were retained by the City of Hood River to examine parking management solutions for both the on- and off-street systems in its downtown. The project's stated goals area to ensure:

- ◆ Available parking spaces for customers enjoying downtown.
- ◆ Available and affordable parking for workers downtown.
- ◆ Parking-related obstacles and barriers to downtown development are eliminated.
- ◆ Pedestrian and bicyclist safety, comfort, and convenience are prioritized.
- ◆ A parking system that pays for the system O&M and has an equitable mix of parking-related revenue streams.
- ◆ A plan that anticipates and responds to increasing demand for access to the downtown.
- ◆ A parking management system that meets current best practices and anticipates changes in transportation behaviors and technologies, including more transit, bicycles, e-bikes, pedestrians, and autonomous vehicles.

The strategies recommended in this report were developed under the direction of the Ad Hoc Committee.

A. The Process

The RWC team worked with the Downtown Parking Ad Hoc Committee over the course of ten work sessions to evaluate opportunities and constraints within the parking system and to outline solution strategies that will improve the efficiency and usability of the existing supply and set a foundation necessary to address future commercial and housing growth.

This process was informed with parking occupancy data collected in the winter and summer of 2018 and an extensive research effort of topics the Ad Hoc Committee felt needed to be addressed and better understood in the strategy development process. This was accomplished through a series of White Papers.



Each of seven White Paper evaluated an issue, used available data, incorporated research from industry best practices and, in sessions with the Ad Hoc Committee, tailored outcomes to Hood River's unique parking and access environment. The entire process was informed with public input provided through two public open houses and a well-received online survey.

A summary of all issues explored is provided in **Attachment A: Summary of White Papers** at the end of this document. Full copies of each White Paper can be found at <https://cityofhoodriver.gov/planning/current-planning-department-projects/downtown-parking-study/> or by request by contacting the Planning Department.

The Ad Hoc Committee encourages the community to access the website and examine the extensive research that supports the strategies recommended in this report.

B. Key Findings and Recommendations of the Ad Hoc Committee

Upon completion of this process, the Ad Hoc Committee came to the following conclusions:

- ◆ New **growth** cannot be accommodated within existing supply/capacity.
- ◆ “Capacity” can be **parking, alternative modes (i.e. transit bike, walk)**, or a combination of both.
- ◆ **Cost** of new supply/capacity must be shared equitably among all who benefit from the parking system. This includes the City, new and existing developments, and users (businesses, employees, and customers).
- ◆ Implementation of the recommended **strategies should be a priority** for downtown.
- ◆ The **City will need to lead the effort to initiate these solutions**, in partnerships with private partners and the broader community.
- ◆ The outcome of plan implementation will be **a more vibrant downtown**, supporting existing businesses and commercial, residential/housing growth.

C. Where to start – A guide to implementation?

The strategies recommended here are extensive and will require levels of time and resources that are not currently in place. Each of 31 strategies are detailed in **Section III**. Key immediate and near-term strategies that will catalyze the plan for success include:

1. Adopt the Guiding Principles established for this Plan (Strategy 1) and embrace the 85% Occupancy Rule as the standard for decision-making (Strategy 2).¹
2. Resolve the City’s role in parking, future funding sources for new parking and/or new capacity development and revise the City’s development code to reflect this role (Strategies 3 and 27).

¹ When occupancy rates routinely reach 85% in the peak hour, more *intensive and aggressive* parking management strategies are called for.

3. Initiate revisions recommended for the existing supply to create new efficiencies and improve customer convenience. This will allow adequate time for the City to better address how future demand will be accommodated (Strategies 5 – 10).

These initial strategies should be completed within 12 – 18 months of implementation of this plan.

D. Considerations for City Council

Downtown Hood River is an active and vital commercial and customer district experiencing increasing pressure on its parking supply. This will require more strategic coordination of the parking system.

As City Council considers adoption of this plan, key policy questions to consider include:

1. What is the City's role in, and priority for, managing parking?
2. What is the City's role in building new capacity for growth as regards parking and alternative modes?
3. What are the implications of this plan on the organization and operation of the City's current parking program?

The Ad Hoc Committee believes this report is based on a solid understanding of how the parking system is currently functioning and makes recommendations that will help Hood River continue to flourish. These recommendations are sensitive to the historic, pedestrian-friendly nature of downtown and recognize the importance of economic growth. The report also provides a basis for community discussion on enhancing the downtown parking system and experience. The information and recommendations in this report are intended to complement broader transportation and economic development efforts.

II. PARKING MANAGEMENT STRATEGIES

Desired Outcomes

Strategies presented for consideration are intended to accomplish specific desired outcomes that were identified at the outset of the downtown parking study and in the Guiding Principles. Success of the strategies will be measured against 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.

Strategy Format

The solutions outlined below further support recommendations that grew from discussions among the City, the Ad Hoc Committee, and from input received through various public outreach efforts including an online survey, a June 29, 2019 Farmer’s Market, and two Public Open Houses (held July 9 and December 4, 2019). They follow a logical progression, in which each action provides a foundation for subsequent actions, in phases ranging from near- to long-term. Where possible, planning-level cost estimates are provided. Final costs would require additional evaluation, scoping, and estimating.

Overall, the implementation schedule is flexible, and the order of projects may be changed as opportunities and resources are identified. All strategies will require a level of support, coordination, commitment, and resource identification that goes well beyond what is currently in place.

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.

A. Policy and Code

STRATEGY 1

Formalize Guiding Principles as policies in the parking and transportation system plan.

The Guiding Principles outlined in **White Paper #2** are based on the premise that growth in the downtown will require an integrated and comprehensive package of strategies to respond to growth, maintain balance and efficiency within the access system and establish clear priorities necessary to “get the right vehicle to the right parking stall.” These Principles should be formally approved by the City Council within appropriate policy documents related to the City’s role in parking management (e.g., code, transportation system plan, etc.).

TIMELINE: Immediate (0 – 12 months)

The Guiding Principles provide a framework for future decision- making and ensure that strategies implemented support City and community goals and priorities for access. They include the following categories:

- City Role and Coordination
- Priority Users
- Active Capacity Management
- Information Systems (Supply- & Customer-Based)
- Integration with Other Modes
- Planning for Future Supply
- Financial Viability

Estimated Costs (STRATEGY 1)

There should be minimal costs associated with this strategy other than staff time required for necessary policy and/or code changes.

STRATEGY 2

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

The 85% Rule is an operating principle and parking industry standard. When occupancy rates routinely reach 85% in the peak hour, more *intensive and aggressive* parking management strategies are called for. The purpose is to provide a specific benchmark of system performance that triggers discussion of on-going strategy implementation.

TIMELINE: Immediate (0 – 12 months)

- Formalize through Council resolution or other action.

Estimated Costs (STRATEGY 2)

There should be minimal costs associated with this strategy other than staff time required for necessary policy and/or code changes.

STRATEGY 3

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.

Current minimum requirements are not calibrated to actual demand and may be adversely impacting development feasibility in the downtown. It was found in **White Paper #1: Current Parking Demand** that existing parking minimums for new development require more parking than the rate of actual local demand. As an example, current minimum standards for commercial development require 1 parking stall per employee (which could be as much as 4 parking stalls per 1,000 square feet of commercial space). Actual current demand for parking is between 1.50 and 1.59 stalls per 1,000 square feet of commercial development. For residential, the code requires 1.5 stall per unit and actual demand is 1.27 stalls per unit.

The code should be revised to reflect the realities of actual local demand to ensure that standards are realistic and do not create a barrier to new development, requiring more parking than is needed which drives up cost. Also, without a recalibration of code standards, additional costs to development could result as (for instance) the fee-in-lieu option is assessed on an assumption of parking demand (existing code) which is too high; thereby unnecessarily increasing the fee-in-lieu payment calculation.²

TIMELINE: Short-term (12 – 24 months)

- Initiate code review
- Complete internal City presentations
- Public process and Council adoption.

² See more discussion of the fee-in-lieu option in Strategy 27 below.

Estimated Costs (STRATEGY 3)

There should be minimal costs associated with this strategy other than staff time required for necessary policy and/or code changes.

STRATEGY 4

Develop a reasonable schedule of data collection to assess performance.

A foundational element of this parking management plan is the facilitation of decision making with accurate data. As such, a system for routine data collection should be established. The system does not need to be elaborate, but it should be consistent 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 can be gathered through third-party data collection and/or volunteer processes. Data can be used by the City and stakeholders to inform decisions, track use, and measure success.

TIMELINE: Immediate (0 - 12 months)

- Work with the Ad Hoc Committee and City staff to develop a data collection schedule to monitor parking.

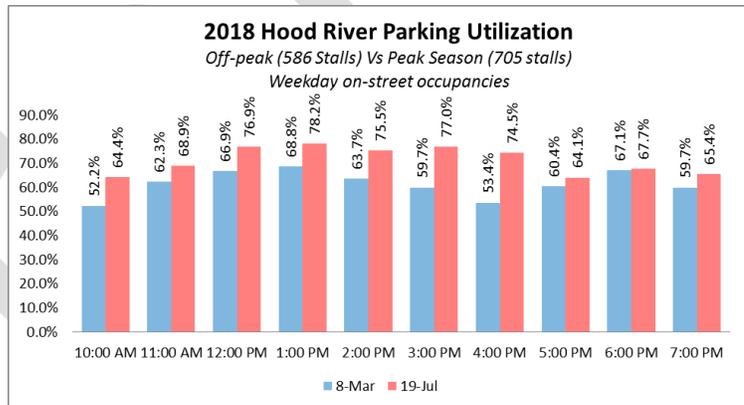
TIMELINE: Short-term (12 – 24 months) and On-going

Conduct routine turnover and occupancy surveys of the on- and off-street systems in downtown at least every two years.

- At minimum, replicate the 2018 RWC study boundary for accurate comparisons.
- Consider adding adjacent residential areas in support of Strategy 26.

Estimated Costs (STRATEGY 4)

The estimated cost of a data inventory and turnover/occupancy study would range from \$25,000 \$30,000 if conducted by a third party. Costs can be minimized in subsequent surveys using the inventory and database already in place (if changes have been minimal) as well as sampling and using volunteers to collect data.



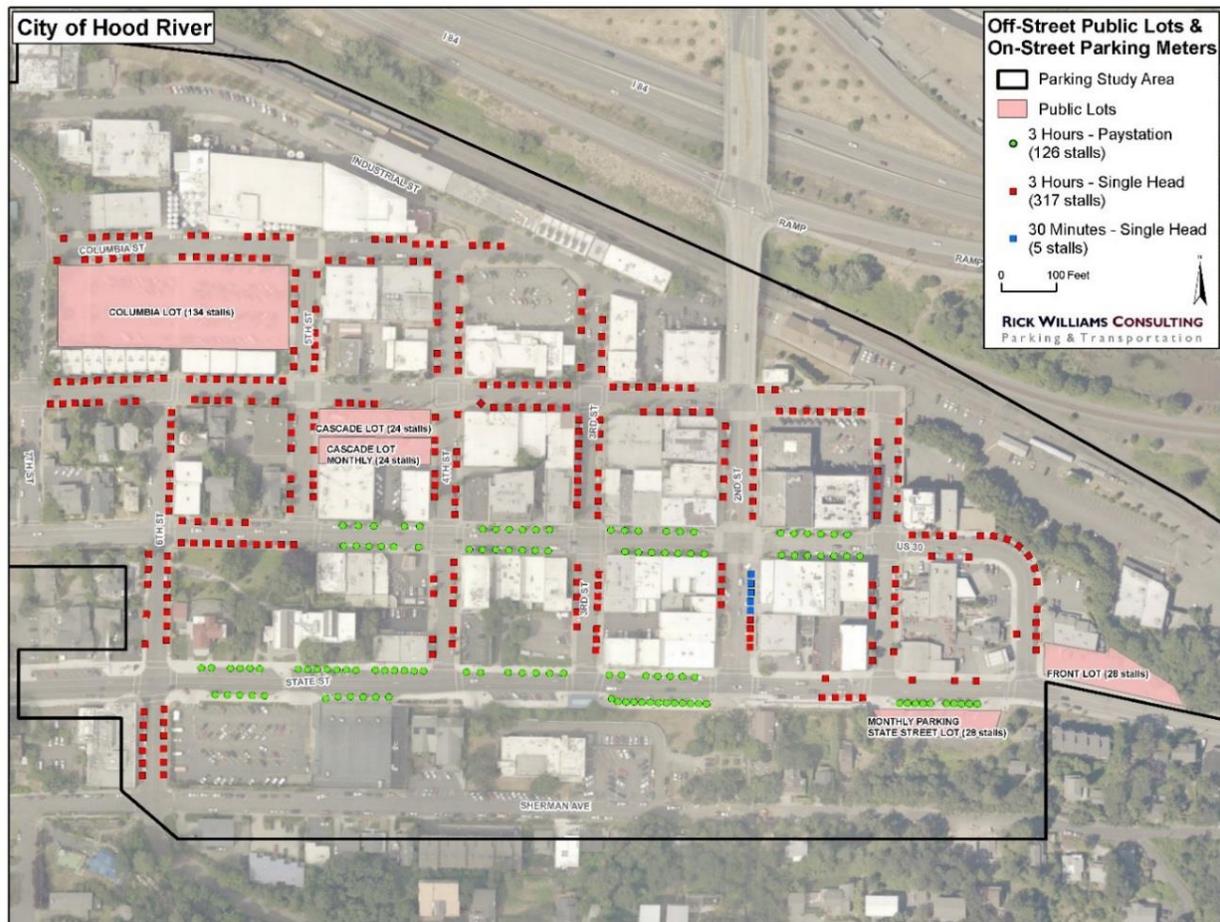
B. Improve On-street Parking

STRATEGY 5

Replace all coin operated meters with pay stations.

Currently there are 448 on-street parking in the downtown that require payment for up to 3 hours of parking. This supply is a mix of parking pay stations (covering 126 stalls) and single head coin operated meters (322 stalls). Pay stations accept both coins and credit cards, single head meters take only coins. The rate for parking is \$1.00 per hour. The distribution of coin meter and pay station stalls is provided in Figure A.

Figure A: Layout of Public Lots and On-Street Pay-to-Park Stalls



Single head coin meters are problematic for users, in that a three-hour stay requires a minimum of 12 quarters (or more coins if using smaller denominations). At a pay station, a customer can simply use a credit card and be assured the ability to easily obtain a full three hour stay. Though the City has a policy that would allow a parking receipt from a pay station to be displayed at a coin metered space; very few users are aware of this (particularly given the very transient nature of downtown customers). Coin

meters force customers to use what coins they have in their pockets; limits their perception of how long they can stay in the downtown (limited to “coins in purse”), and, in many instances, puts them at risk of a parking ticket.

By beginning a program to transition coin meters to pay stations the City will markedly improve the customer experience in the downtown and, likely, increase revenue generation as those currently using coins will select higher time stays with the use of a credit card. Also, the pedestrian amenity area on the sidewalk will improve with the removal of the meter poles.

TIMELINE: Immediate (0 – 12 months)

- Develop a transition plan and schedule
- Receive cost proposals from vendors

TIMELINE: Short-term (12 – 24 months)

- Select vendor
- Implement transition plan.

Estimated Costs (STRATEGY 5)

Currently, electronic parking pay stations 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.

STRATEGY 6

Clarify “rules of use” for 10 and 30-Minute parking stalls.

Currently there are fourteen 10-Minute and five 30-Minute stalls in the downtown. The City should 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: Short-term (12 – 24 months)

- Identify locations
- Produce new signage
- Install

Estimated Costs (STRATEGY 6)

Estimates of cost are \$100 per sign. At 19 signs, the cost would be \$1,900.

STRATEGY 7

Evaluate existing loading zone stalls to convert (as appropriate) to “combination” stalls.

Some loading zone stalls are signed “all days, all hours.” These types of loading zones are very inefficient if they are signed in this manner and, then, sit unused on evenings and weekends. The City should work with delivery companies and street-level businesses to 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: Short-term (12 – 24 months)

- Identify locations
- Outreach to vendors and businesses
- Produce new signage
- Install

Estimated Costs (STRATEGY 7)

Estimates of cost are \$100 per sign.



Example: Efficient Loading zone sign types (Portland, OR)

STRATEGY 8

Better integrate on- and off-street parking. Consider incorporation of new brand/logo into on-street signage. See Signage/Logo Strategy 17.

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 (at right).

TIMELINE: Short-term (12 – 24 months)

- Identify locations
- Produce new signage
- Install



Estimated Costs (STRATEGY 8)

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.

STRATEGY 9

All on-street parking stalls on *commercial streets* should be clearly striped. This will create better order and convenience for users.

Among the notable challenges observed by the consultant team in numerous cities is on-street striping that is inconsistent, out of date, and at times confusing. Industry best practices indicates that that lack of clear striping and signage leads to a high rate of illegal parking. Effective striping will communicate “you can park here,” reduce incidents of damage to vehicles, and encourage compliance. Although most streets where parking is allowed in Hood River have striping, some don’t, and the condition of markings in some areas could be updated.

TIMELINE: Short -term (12 – 24 months) / Ongoing

- Identify areas of needed improvement
- Repaint/repair curbs and curb markings.
- Stripe all on-street areas where customer parking is allowed.

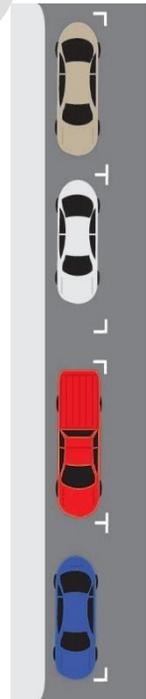
Estimated Costs (STRATEGY 9)

In a previous study conducted for Prineville, Oregon, the City estimated it spends \$145 per block to stripe parallel parking in its downtown. Using this estimate, a budget of \$5,000 annually for on-street stripe upgrades and maintenance would accommodate nearly 35 typical city blocks. This budget is likely to decrease as routine maintenance is implemented.

Costs would be determined in coordination with Strategy 14.

STRATEGY 10

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.



Data from the 2018 data collection study shows parking is available on streets outside the high turnover core zone. Allowing some employees to park within these underutilized 3-hour stalls would allow the City to take better advantage of an existing parking resource. The number of employees authorized to park in these areas should be controlled to ensure that the overall occupancy rate does not exceed 85% and does not adversely impact parking options for downtown customers.

This would necessitate an on-street permit program allowing employees with permits to park in designated 3-hour areas for periods exceeding 3 hours. Signage in these areas would state “3 Hours or by Permit.” Users displaying a valid permit would not need to pay. Pricing for on-street permits should be calibrated to ensure that this parking is provided at a premium rate as compared to other available off-street locations.

Should on-street demand in these areas increase and eventually exceed 85% for sustained periods, this program would likely need to be phased out to ensure access for visitors and residents on residential streets. The transition would be coordinated with Strategy 11, above.

This approach to on-street management fully utilizes on-street space, while ensuring customer priority is preserved. It uses the 85% Rule to “size” the number of permits allowed. The 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 (see Strategy 4) to ensure there are no conflicts between employees and customers.

TIMELINE: Immediate-term (0 - 12 months)

- Identify eligible on-street stalls using peak and non-peak season data compiled in 2018.
- Coordinate signage changes and issue permits.

TIMELINE: On-going

- Monitor program impact on occupancy rates through periodic data collection (Strategy 4).

Estimated Costs (STRATEGY 10)

This strategy enhances the City’s current permit program and protocols. The program would be revenue positive per permit pricing.

STRATEGY 11

Deploy pay-by-app technology that allows customers to pay for parking through a mobile application using their license plate and a credit card.

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 customers 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 pay stations 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: Short-term (12 – 24 months)

- Identify and negotiate agreement with an app provider.
- Coordinate app with all existing technology (e.g., pay stations, handhelds).
- Develop an outreach and communications program to ensure user awareness of app availability.

TIMELINE: Mid-term (24 – 36 months) to On-going

- Monitor program impact on user behavior (e.g., annual percentage of transactions).
- Continue outreach and communications to increase percentage of use in all transactions.

Estimated Costs (STRATEGY 11)

A 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. This would minimize or eliminate any additional cost to the City. Some cost savings may also be achieved by working with a vendor on a payment application when purchasing new pay stations (Strategy 5).

C. Improve Off-Street Parking

STRATEGY 12

Rename all publicly owned/controlled lots by address.

As with branding, the name of parking facilities is extremely important in messaging. Names like State Lot or Front Lot do not communicate useful information to users, particularly those who are less than familiar with the downtown.

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. Portland, Oregon and Boulder, Colorado do a good job of branding and identifying facilities by location— names like 10th & Walnut or 4th & Yamhill (see photo at right). These easily and intuitively communicate not just a location, but,



coupled with the system logo, a brand that can be integrated into web communications, apps, wayfinding, and other materials.

Hood River's current facility naming/identification format is not customer friendly or informative. The City should consider renaming its facilities as part of a broader effort to make the parking system more intuitive and easier to use. As shared use facilities are developed and integrated into the City system, they can be added to the naming system.

TIMELINE: Immediate (0 – 12 months)

- Coordinate with branding and logo development (Strategy 17).
- Create budget package for installing new signage at all City owned/controlled lots.

TIMELINE: Short-term (12 – 24 months)

- Install new signage.
- Coordinate new messaging into all communications (maps, app, webpage, etc.)

Estimated Costs (STRATEGY 12)

Initial costs would involve changing existing signage and integration in marketing and promotional materials, estimated to range between \$5,000 and \$10,000.

STRATEGY 13

Routinely calibrate current pricing of off-street parking, hourly and monthly (for employees), based on demand (e.g., 85% Rule) – “variable rate pricing.”

Variable-rate pricing uses rates to influence behavior. Facilities with low demand or in less convenient locations are priced lower than those with high demand or near high traffic destinations. Effective use of variable-rate pricing results in better distribution of users across facilities, particularly those that are underused. This is a method to strategically manage the off-street facilities for employees.

TIMELINE: Short-term (12- 24 months)

- Price off-street parking based on demand; varying rates as necessary.
- Determine whether additional data collection is necessary to inform baseline pricing.
- Market program to local businesses and employees.

TIMELINE: On-going

- Routinely assess demand at each off-street parking facility and adjust rates accordingly.

Estimated Costs (STRATEGY 13)

Rate systems will likely provide revenue to cover cost of program management.

STRATEGY 14

Confirm that all City-owned off-street facilities comply with ADA parking requirements.

All City-owned off-street facilities should be compliant with ADA parking requirements. This may require additional designated ADA stalls, depending on the facility's size, slope, access route planning, signage, and number of stalls. Additional information can be found at https://www.ada.gov/restriping_parking/restriping2015.html.

TIMELINE: Short-term (12 – 24 months)

- Assess compliance with federal and state requirements for ADA parking.

Estimated Costs (STRATEGY 14)

Costs associated with this strategy are related to painting, signage, and maintenance of any new ADA-compliant stalls in off-street facilities.

STRATEGY 15

Bring all City-owned parking lots up to a uniform standard.

Given the proximity of the four City-owned parking lots to the downtown core, it is recommended that all lots maintain the same high standards for paving, striping, lighting, signage, and overall appearance. Consistency among the lots will support a positive and convenient user experience and reinforce the logo and branding approach recommended in Strategy 17 below.

TIMELINE: Short-term (12 – 24 months)

- Evaluate and prioritize City lots for upgrades.
- Determine improvements and budget costs.

TIMELINE: Mid-term (24 – 36 months)

- Implement improvements.

Estimated Costs (STRATEGY 15)

Costs would be determined through the evaluation and prioritization process. Estimates could range from \$1,500 to \$3,500 per stall in each city-owned surface lot.

STRATEGY 16

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.

The majority of parking in the downtown is off-street in privately-owned assets. Of the 780 stalls on 35 lots in the study area, just 238 are open to the public. In other words, 70% of the off-street supply is private. Per the 2018 downtown parking study, there are significant surpluses in the off-street supply, even at peak times. 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.³

Figure B (next page) illustrates 2018 peak-hour occupancies in off-street lots.

TIMELINE: Near-term (0 - 12 months)

- Use data from the 2018 downtown parking study to identify facilities that could serve as shared-use opportunity sites. Criteria might include proximity to employers, a meaningful supply of empty stalls, pedestrian/bike connectivity, walking distance/time, safety and security issues, etc.
- Based on the above, develop a short list of opportunity sites and identify owners.
- Establish a target goal for the number of downtown employees to transition into opportunity sites.

TIMELINE: Short-term (12 – 24 months)

- Begin outreach to owners of private lots.
- Negotiate shared-use agreements.

TIMELINE: Mid-term (24 – 36 months)

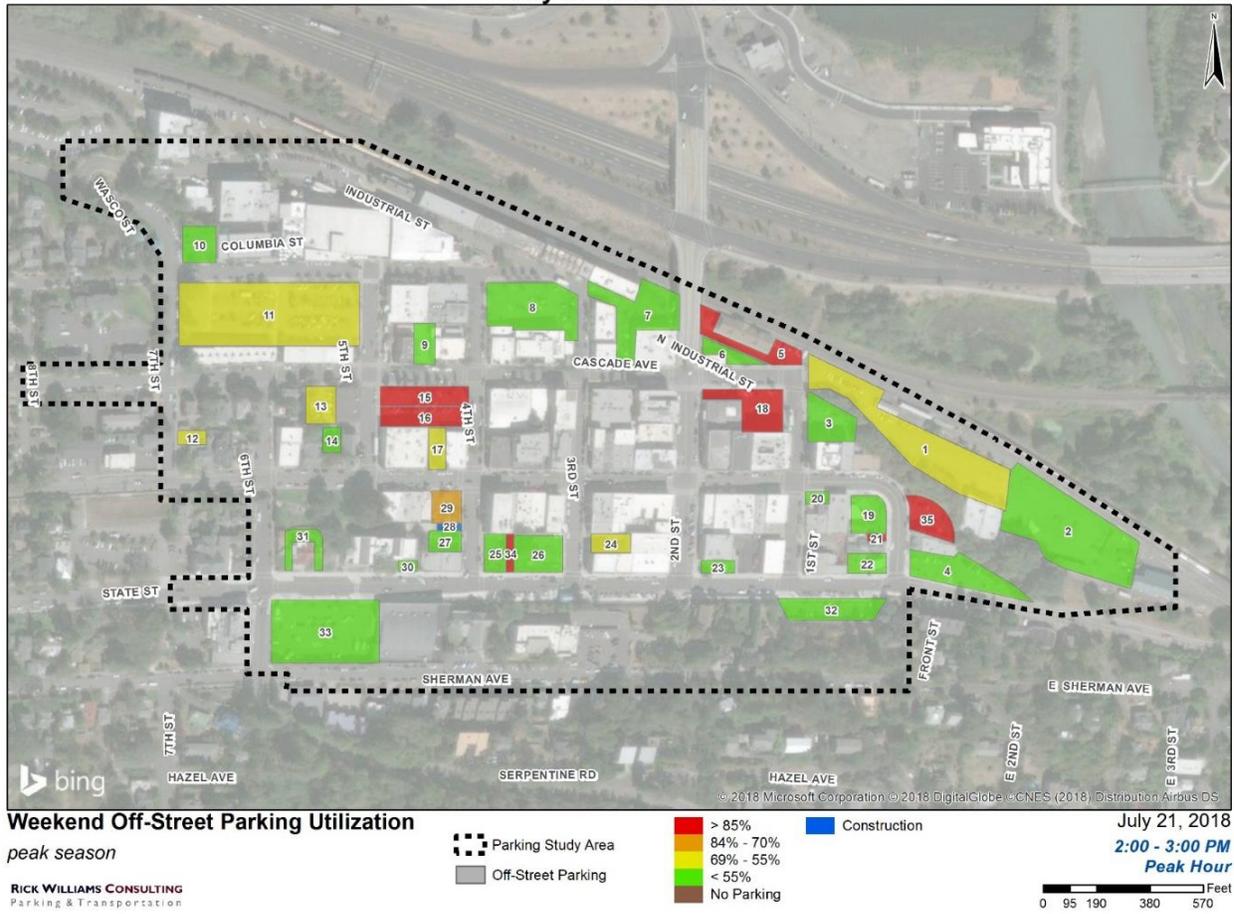
- Obtain agreements from downtown businesses to participate in the employee assignment program.
- Implement program.

³ 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.

Estimated Costs (STRATEGY 16):

It is estimated that costs associated with this strategy would be mostly expended in efforts of existing staff and/or partners to identify opportunity sites and conduct outreach to potential private-sector participants. Planning may determine that funds are needed to create incentives and/or improve the condition of facilities and bike/pedestrian connections.

Figure B: Hood River - Potential Shared Use Opportunity Sites



STRATEGY 17

Create a critical-path timeline to improve the current parking signage system and logo. Incorporate logo into on-street meter signage, at all City-owned lots and shared supplies, and in marketing and communications.

Guiding Principle C.1. encourages the City to “Create a wayfinding system for the downtown that links parking assets and provides directional guidance, preferably under a common brand or logo.” It is

recommended that a simple stylized “P” (using the City’s colors) be created and extended throughout the public parking system as the parking brand. Examples using a stylized “P” are provided below.

This brand can then be used at parking sites and, ideally, as part of a wayfinding system throughout the downtown. It can also be incorporated into on-street meter/pay station signage, as well as downtown marketing and communications such as maps, websites, etc.

TIMELINE: Short-term (1 – 3 years)

Engage a design firm to develop a parking brand for use at all of Hood River’s public on-street system, off-street facilities, and any shared-use facility that offers customer access. This effort would be closely coordinated with Strategies 8, 11, 12, 16 and 18.

The design firm would:

- Work with the City and stakeholders to create a new parking brand for Hood River.
- Develop options and recommend a final brand/logo.
- Develop cost estimates for creation and placement of branded signage at all City-owned parking assets.
- Assist in creation of signage.

Estimated Costs (STRATEGY 17):

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

STRATEGY 18

Design, create, and upgrade existing parking website with information for customers and employees.

Communication with the public, including locals, visitors, and employees, will be critical to the success of management strategies. Parking locations, rates, hours of operation, connections to transportation options, etc. should be marketed and communicated via a continually updated City website. The more information people have when it comes to parking, the better. Piggybacking on Strategy 17, the City’s parking logo and brand should be incorporated on the website.

TIMELINE: Short-term (12 - 24 months)

- Working with stakeholders and City staff, create and launch the website.



Use of a stylized “P” as logo/brand

TIMELINE: On-going

- Keeping website information current.

Estimated Costs (STRATEGY 18)

Costs associated with design and deployment of a coordinated and well-maintained webpage are estimated at \$5,000 - \$7,500. Variations in cost depend on the complexity of the website, and how often the site is updated to reflect current parking management information.

STRATEGY 19

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 in Strategy 17.

Many cities brand their public parking facilities and use dynamic signage in the public right-of-way. Whereas Strategy 17 develops a logo/brand that would be applied to on-street meter signage and off-street lots, wayfinding and dynamic signage systems are located in the public right-of-way and at key access portals into the downtown to inform customers and direct them to available parking.

Dynamic signage can be linked to occupancy information collected at individual or multiple parking sites, usually through loop detector/parking counter systems. This information is displayed at building entry plazas and/or at major roadway entry portals. The signs provide an address or facility name and real-time stall availability. Portland, OR, and San Jose, CA are good examples (see photo at right). Dynamic signage can also complement parking apps and can be linked in real time to smartphones and/or websites.



Dynamic Signage (linked to real time occupancy)

As an alternative to dynamic signage, Hood River could first explore locating directional (branded) wayfinding at key access portals into the downtown. This would guide users to “public” parking, using non-electronic signage; with the intent to upgrade to dynamic signage at a future point could be less costly and timelier means to initiate parking wayfinding for the downtown. These types of systems are just as appealing, though more “low tech”, as demonstrated in Albany, Oregon (photo at right).



**Albany, OR: Downtown
Wayfinding**

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. The idea behind branding the Hood River system with a name, logo, and marketing is to make it immediately recognizable to the customer.

TIMELINE: Mid-term (24 - 36 months)

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 (Strategy 17).
- Brand each off-street public facility, open to public access, with the established logo package.
- Evaluate off-street facilities for installation of real-time counter systems that link to wayfinding signage.
- Identify key entry points into the downtown for placement of informational signage.

TIMELINE: Long-term (36 – 60 months)

- Conduct cost feasibility analysis.
- Establish installation schedule.
- Initiate installation
- Link (if dynamic signage) to apps and website

Estimated Costs (STRATEGY 19)

It is assumed that costing for wayfinding would be incorporated into the solicitation.

STRATEGY 20

Transition to online permitting, with all permits linked to a single license plate.

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. Online permitting can be expanded from employee permits to residential permits if such an option were established in the future.

TIMELINE: Short-term (12 - 24 months)

- Investigate online product options that would be most compatible with existing financial and accounting systems.
- Cost options and assess staffing capabilities to move to an online permitting system.

TIMELINE: Mid-term (12 - 24 months)

- Purchase
- Install
- Roll out with communications

Estimated Costs (STRATEGY 20)

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.

D. Improve Access and Integration with Other Modes

STRATEGY 21

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.

When we talk about parking management, we're not just talking about cars. Communities throughout Oregon support bicycling as a key sustainable transportation strategy. Hood River can become a city that encourages a "park once" philosophy, where people park their vehicles and then bike or walk to shop, dine, and recreate in the downtown. Providing adequate bicycle parking can also expand the capacity of the overall parking supply. Bike racks are a visible indicator of a bike-friendly community.



"Zagster" Bike Share – Bend, OR

It is recommended that the City expand its approach to bike parking to deliver a four-strategy approach. Bike parking efforts in the downtown should be coordinated with, and integrated into, on-going bike planning within the City's Transportation Systems Plan.

The four-strategy approach includes:

a) *Sidewalk bike parking*

Identify locations for added bike parking in pedestrian amenity zones.

b) *Bike corrals*

Identify locations for bike corrals on-street and in plaza areas adjacent to high-traffic businesses. Also consider bike corrals at intersections where better visibility is needed (see Strategy 24).



Example: Art Rack Baker City, OR

c) *Bike parking on private property*

Identify areas on private property for bike parking improvements, especially for employees, e.g. interior bike cages, wall rack locations, & other secure areas.

d) *Identify funding/incentives*

Assemble funding sources necessary to implement a) – c).

TIMELINE: Immediate- to Short-term (0 – 24 months)

- Identify on- and off-street locations for bike racks, bike boxes, and bike corrals.
- Add high-visibility bike parking throughout downtown, encouraging customers to stop and shop all of the downtown.

TIMELINE: Long-term (24 – 36 months)

- Consider using bike corrals or clusters in parking areas to maximize bike parking, particularly in the warmer months.⁴

⁴ Cities like Bozeman, MT and Bend, OR provide for temporary bike corrals that are used in fair weather months, then disassembled and converted back to parking (or snow storage) in winter months.

Estimated Costs (STRATEGY 21)

The cost of inventorying potential bike parking locations could be incorporated into the data collection portion of Strategy 7 above. Site identification could also be done through volunteer efforts and by working with downtown stakeholders and bike advocates. Costs are likely minimal.

Estimated unit costs⁵ for actual bike infrastructure:

- | | | | |
|---|-------------|----------------|--------------------------|
| • Staple or inverted U racks ⁶ | \$150-\$200 | • Bike corral: | \$1,200 ⁷ |
| • Wall-mounted racks: | \$130-\$150 | • Art rack: | Variable based on design |

STRATEGY 22

Consider initiating a pilot program to test feasibility/viability of an e-bikeshare or e-scooter program in the downtown.

The City should take the lead 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: Short-term (12 – 24 months)

- Engage in discussions with a new mobility vendor (e.g., e-bike or e-scooter)
- Negotiate a pilot project (cost, term and measures of success)
- Identify locations for installation
- Develop communications plan



TIMELINE: Mid-term (24 – 36 months)

- Roll out
- Monitor use and program success measures.

⁵ Does not include the cost of installation.

⁶ The consultant discourages the use of “wave” racks, as they are more difficult to get a bike in and out of and do not provide two points of contact, which makes bicycles more prone to falling over.

⁷ Based on City of Portland cost estimate for six staple racks (12 bike parking spaces), striping, bollards, and installation.

TIMELINE: Long-term (36+ months)

- Consider long-term investment and/or continuation of program

Estimated Costs (STRATEGY 22)

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.

STRATEGY 23

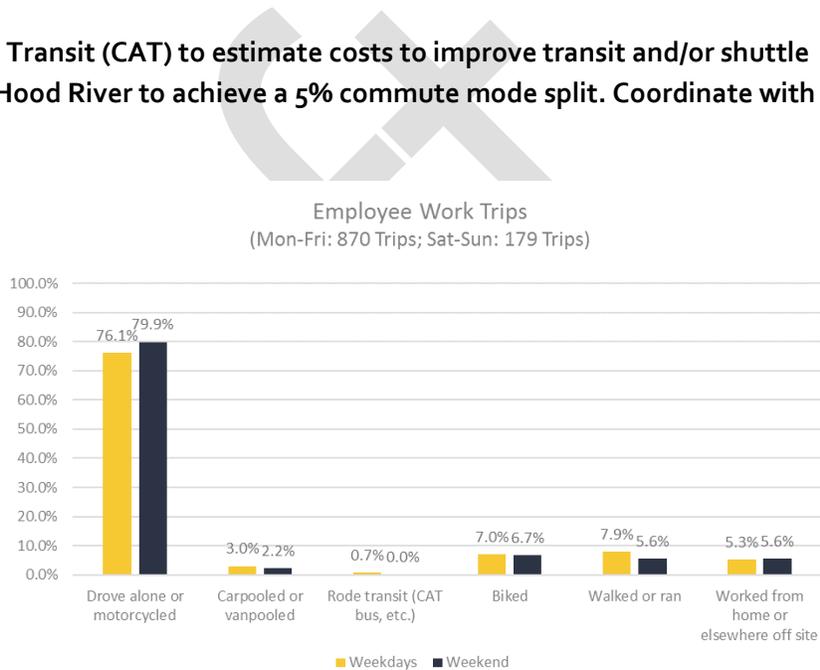
Collaborate with Columbia Area Transit (CAT) to estimate costs to improve transit and/or shuttle service to and from Downtown Hood River to achieve a 5% commute mode split. Coordinate with strategies under New Capacity.

Results from the public outreach survey of downtown employees showed low use of transit as an alternative to parking in the downtown, with less than 1% choosing transit as a work commute choice. See graphic at right.

Employees parking in downtown’s very limited parking supply creates constraints and competes with the need for customer parking.

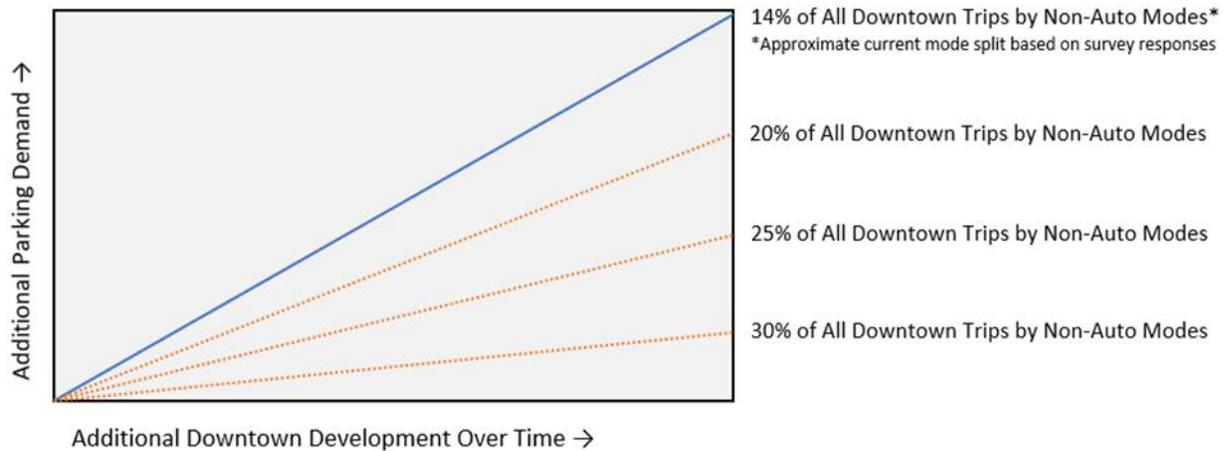
As such, enhancing transit (and other alternative modes) as a feasible and convenient options for employees is a strategy that provides benefits to users *and* frees up capacity within the existing parking supply for customer trips, particularly within the on-street system. **Figure B** on the next page illustrates the strong correlation between improved use on non-auto modes to the need for additional parking over time. Efficiencies in both overall access to downtown and the long-term cost to develop parking can be improved with a more balanced, multi-modal program of access.

It is recommended that the City work with CAT to estimate the costs of improved transit service to support both increases in non-auto mode split and creating potential linkages to remote parking areas. Improvements could include increased frequencies, expanded area coverage, locating of bus/transit stops, route design, communications and transit rider incentives. This would allow for cost comparisons to other forms of capacity expansion (i.e., new parking).



In short, transit access (and improvements in all non-auto modes) can reduce parking demand. This effort would, at minimum, be coordinated with employee permit and demand pricing strategies.

Figure C: Relationship of Parking Need to Improvements in Non-auto Modes



TIMELINE: Mid-term (24 – 36+ months)

- Engage with CAT to evaluate system and program improvements that would be supportive of a commute mode split goal of 5%.
- Encourage integration of parking management plan strategies into transit planning and the City’s Transportation Systems Plan.

TIMELINE: Long-term (36+ months)

- Coordinate expanded service with the employee permit program and variable-rate pricing strategies.
- Consider new funding strategies directed at new access capacity per Strategies 27 and 29, below.

Estimated Costs (STRATEGY 23)

Costs associated with this strategy are likely minimal and associated with staff time coordinating with local and regional transit agencies. Actual costs related to increased service are not known at this time.

STRATEGY 24

Eliminate parking within 20 feet of crosswalks where there is a need for improved pedestrian visibility.

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”⁸ and other controls can be evaluated as well.⁹

TIMELINE: Long-term (24 – 36+ months)

- Further investigation should be made into which improvements would create the safest pedestrian crossing.

Estimated Costs (STRATEGY 24)

Costs are unknown at this time, as this strategy could take a number of forms.

E. Residential Parking

STRATEGY 25

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.

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 should begin an outreach and education process to residents and businesses in adjacent neighborhoods. The City already has provisions for the formation of neighborhood permit districts (see 10.42.020 of the City Code).

⁸ 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.

⁹ 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.

The purpose of the outreach would be to raise awareness and understanding of programs being developed in the downtown, and to begin framing possible mitigation strategies and solutions if new parking systems in the downtown exacerbate parking problems in neighborhoods.



TIMELINE: Immediate to Short-term (0 – 24 months)

- Work with neighborhoods abutting the downtown and local businesses to inform residents of new downtown parking strategies and current provisions in 10.42.020 to address neighborhood parking issues.

STRATEGY 26

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.

10.42.020 of the code notes that a residential parking district 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 requirements per 10.42.020 could be addressed through Strategy 4 and provide an objective assessment of neighborhood parking surpluses or constraints.

TIMELINE: Mid-term and On-Going (24 – 36+ months)

- Incorporate data collection for neighborhood areas within the context of Strategy 4.

Estimated Costs (STRATEGY 26)

This could be absorbed into the routine data collection strategy discussed above under Management and Administration of the Parking System.

F. New Capacity

STRATEGY 27

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.

As was found in **White Paper #5**, Hood River provides for a fee-in-lieu option for new development and/or intensification of land uses. The white paper found that the City's current structure and format for fee-in-lieu is flawed and is likely a barrier to new development. As such, the program needs to be reevaluated to ensure that it offers developers a reasonable option to consider and provides a sound financial basis for the City to build new parking facilities. The fee must be calculated using a credible market-based methodology that can be regularly updated as economics and parking development costs evolve. The rate must be calibrated to reasonable expectations for access that the payer can rely on. Finally, the fee must be strategically coordinated with other funding sources to ensure that the City has a financially feasible system for offering the fee-in-lieu option as a development incentive and can meet any demand for parking by those who pay the fee.

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 (see Strategy 29).

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.

TIMELINE: Immediate (0 - 12 months)

- Work with City Council in work sessions to reach consensus on the intent, purpose, and expectations for use of a parking fee-in-lieu.
- Outcomes of these work sessions will need to be clearly defined in any ordinance or code refinement.

TIMELINE: Short- Mid-term (12 - 24 months)

- Coordinate with Strategies 29 and 30 to fully understand costs necessary to new capacity targets (parking and alternative modes) and funding packages that will be pursued.

Estimated Costs (STRATEGY 27):

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.

STRATEGY 28

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.

This strategy would identify and eventually procure (through lease or purchase) off-street parking outside the downtown that would provide employee parking linked by shuttle or transit. This would serve to mitigate current peak parking constraints.

At the outset, this 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.)

TIMELINE: Mid-term (24- 36 months)

- Identify remote locations.
- Assess feasibility of lease or acquisition.
- Assess feasibility of linking with existing transit service.
- Initiate parking and linking to transit.

Estimated Costs (STRATEGY 28):

Unknown currently.

STRATEGY 29

Finalize cost forecasts for preferred parking supply (remote systems and new garage) and transit/shuttle system options.

As evidenced by the 2018 study, Hood River's on-street parking supply in the downtown core is constrained. Though a number of the recommended strategies will likely mitigate this and provide a framework for better active management, the City may wish to explore expanding access capacity with new parking supply and/or transit. Though costly, a parking garage and transit development are two ways to create new capacity. For either of these measures, active participation and planning is necessary to determine appropriate funding tools, management, marketing, etc. Continued data collection per Strategy 4 will provide realistic data in the interim as planning is underway.

TIMELINE: Near- to Mid-term (0 - 36 months)

- Establish parking need, beginning with future demand forecasts contained in **White Paper #3**.
- Evaluate downtown locations where new parking is possible.
- Evaluate shuttle/transit route options that will strengthen transit access for downtown employees in coordination with Columbia Area Transit.
- Evaluate and prioritize remote parking sites that could be connected via transit/shuttle.
- Evaluate public/private partnerships.
- Coordinate with the Chamber of Commerce to develop contacts with potential partners in the private sector.
- Engage local developers in the evaluation process.
- Narrow to feasible site(s) and preferred shuttle/transit links.

TIMELINE: Long-term (36+ months)

- Develop cost forecasts and feasible financing methods for preferred parking supply and transit/shuttle options.

Estimated Costs (STRATEGY 29):

Costs of a new parking garage and/or expanded transit capacity are high. Hood River should investigate all scenarios to determine the most beneficial and cost-effective formats for increasing capacity downtown. Estimated costs for new parking supply will range by type of supply. Estimates from projects recently completed in the Pacific Northwest are provided below.

- Structured Underground \$45,000 - \$65,000 per stall
- Structured Above Ground \$32,000 - \$45,000 per stall
- Surface Lot \$5,000 - \$7,000 per stall

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

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

STRATEGY 30

Explore and develop funding options for maintaining the existing parking supply and funding future growth.

A wide range of funding sources and revenue streams could be used to implement an enhanced parking management plan and develop new parking or transit capacity in Hood River. Given the costs of new infrastructure, considering new funding mechanisms is prudent.

The list of potential sources here is not exhaustive, nor is these sources mutually exclusive. Funding for parking facilities, particularly garages, in emerging urban areas generally requires multiple sources. Some may already be in place in Hood River.

The use of fees continues to evolve as various State laws or City ordinances are authorized. Implementation of fees should be reviewed by the City Attorney to determine their feasibility in light of applicable laws.

The funding options provided below assume a more detailed discussion of the role of the City in future funding of parking and transit, and public discussion regarding use of public funds to build and operate new systems.

Options Affecting Customers

User Fees

Many cities collect revenue through parking meters and/or sale of permits and direct it to parking or transportation development enterprise funds. Transit or shuttle riders pay in the form of fares. These funds can be used to construct or bond for additional parking or transit capacity.

Event Ticketing Surcharges

Surcharges may be imposed in conjunction with local and regional facilities (e.g., performing arts, sports, and concert arenas) to support development of access systems. Fees are generally applied to ticket costs.

Parking Fines

Revenues are collected for parking violations and a portion directed to parking development enterprise funds.

Options Affecting Businesses

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

An assessment on businesses rather than property owners, these can be based on assessed value, gross sales, square footage, number of employees, or other factors established by the local legislative authority. Salem, Oregon assesses a fee on businesses in its downtown Parking District to support parking services and future supply. Portland assesses a business income tax through the State of Oregon to support transit.

Options Affecting Property Owners

Special or Local Improvement District (SID/LID)

A SID or LID is a property tax assessment that requires buy-in by property owners within a specifically identified boundary. LIDs usually result from a petition process requiring a majority of owners to agree

to an assessment for a specific purpose—in this case, a parking facility or transit infrastructure improvement.

Options Affecting Developers

Fee-in-Lieu

Developers may be given the option to pay a fee in lieu of providing parking with a new private development. Fee-in-lieu fees provide the developer access entitlements to public parking facilities near the development site. A fee-in-lieu option is currently in place in Hood River.

Fees-in-lieu can be assessed up to the full cost of parking construction. Generally, these do not provide sufficient revenue to fully fund parking facilities and are combined with other revenue sources.

If a fee-in-lieu is considered as a realistic funding source for new parking supply, there needs to be clarity and consensus on the intent and purpose of the fee and its use in increasing capacity either through new parking supply or through enhancement of alternative mode programs. Lack of specificity in this regard limits discussion of the type of fee, the rate, and the programs and strategies that would need to be in place to implement desired outcomes. A useful guide to the diversity of cash-in-lieu programs and their advantages and disadvantages is Donald Shoup, *Journal of Planning and Education Research*, 18:307-320, 1999.

Public/Private Development Partnerships

Development partnerships are generally associated with mixed-use projects in which parking is used to reduce the cost of private office, retail, or residential development. Public/private development can occur through a variety of arrangements, including:

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

Options Affecting the General Public

General Obligation (GO) Bonds

Local jurisdictions may issue voted or non-voted bonds to develop parking or transit infrastructure, subject to overall debt limit requirements. With GO bonding, the municipality pledges its full faith and credit to repayment of the debt from general fund resources. In effect, general fund revenues would be

reserved to repay debt that could not be supported by parking or transit revenues alone. Again, there may be imposed limits on the municipality for voter-approved or non-voted debt.

Refinancing GO Bonds

This involves refinancing existing debt at lower rates and pushing the savings from the general fund to debt coverage for new infrastructure. In these times of lower interest rates, the City of Hood River may have already maximized this option.

Revenue Bonds

Revenue bonds dedicate parking fees and other designated revenue sources to the repayment of bonds, but without pledging the full faith and credit of the issuing authority. Revenue bonding is not appropriate in situations where a local jurisdiction's overall debt limit is a factor and projected revenues are insufficient to cover required debt service.

63-20 Financing

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

State and Federal Grants

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

General Fund Contribution

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

TIMELINE: Immediate- to Short-term (0 - 24 months)

- Establish parking need, coordinated with Strategy 29.
- Evaluate all potential funding options as provided herein for appropriateness to Hood River, feasibility and timing necessary to initiate.

TIMELINE: Mid-term (24 – 36+ months)

- Narrow to a workable and implementable funding package to support Strategy 31 below.

Estimated Costs (STRATEGY 30):

This is very much a process task, requiring research and conversations with City policy- and decision-makers and legal counsel, and discussion with a range of potentially affected stakeholders. Existing staff time to would be needed to vet feasible funding options (e.g., Fee-in-lieu, urban renewal, local improvement districts, capital funds, bonds, etc.).

For the purposes of this discussion, it is assumed that costs would be absorbed internally by the City and through the parking management plan implementation process. These include:

- Internal legal review and recommendation
- Downtown Parking Ad Hoc Committee consideration and recommendation
- Public review and input
- City Council approval

STRATEGY 31

Expand capacity as necessary and feasible.

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: Long-term (36+ months)

- Build new capacity (parking, transit, alternative modes or combination)

Estimated Costs (STRATEGY 31):

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.

III. SUMMARY

Hood River is one of Oregon’s top destination cities, nestled in the beautiful Columbia Gorge and possessing a small-town charm. The City is a highly attractive tourist destination, causing on-going constraints in the downtown parking system, which calls for more coordinated and strategic management. The strategies above offer a toolbox of methods with which to manage the parking-related challenges that come with a successful downtown Hood River.

This report recommends parking management strategies that directly address these issues through data analysis, observation, and stakeholder input. Strategies follow a logical order of implementation, from near- to mid- to long-term, with estimated costs where appropriate. It is hoped that portions of this plan can be implemented as expediently as possible.

ATTACHMENT A: SUMMARY OF WHITE PAPERS AND PUBLIC OUTREACH

RWC was retained by the City of Hood River to conduct an evaluation of its downtown parking system and to develop a comprehensive Parking Management Plan. Actual-use dynamics and access characteristics of the on- and off-street parking supplies in downtown Hood River were studied to create an objective data set. All recommended strategies have been informed by this data, as well as in-depth discussions and work sessions with the Downtown Ad Hoc Committee and community input. The findings create the foundation for a comprehensive and strategic parking management plan that responds to the unique environment, goals, and objectives of downtown Hood River.

Strategies proposed for consideration by the City of Hood River and its stakeholders are outlined below.

A. Background

In advance of this report, seven separate “white papers” were produced and submitted to the City. The white papers were structured to directly address parking issues outlined in the City’s RFP solicitation. Each white paper provided a thorough evaluation of the topic issue from the perspective of existing conditions in downtown Hood River, data derived from measurement of the downtown parking system and industry best practices. Ad Hoc Committee meetings were structured to allow members to understand each issue, provide input on the topic and determine a common approach to addressing these issues through the strategies recommended in this plan. For readers desiring a more detailed review of specific topic areas; all of the white papers are available online at the City’s website <https://cityofhoodriver.gov/planning/current-planning-department-projects/downtown-parking-study/>.

◆ White Paper #1: Downtown Parking Demand Assessment – dated April 2019 (v1)

As of 2018, parking in downtown Hood River has been built at an average rate of 1.87 stalls per 1,000 ft² of non-residential development. This rate is derived by calculating all public (on and off-street) and private parking (off-street) within the downtown study zone, correlated to occupied building square footage.

City	Parking Ratio (Actual Built Supply)	Calibrated True Demand (with 15% Buffer)
Beaverton, OR	4.15	1.85
Bend, OR	3.00	1.70 – 1.90
Corvallis, OR	2.00	1.50
Hillsboro, OR	3.00	1.64
Hood River, OR (2006)	1.54	1.37
Hood River, OR (2018)	1.87	1.50 - 1.59
Kirkland, WA	2.50	1.98
Lake Oswego, OR	2.65	1.79
Oregon City, OR	2.00	1.43
Redmond, WA	4.10	2.91
Sacramento CA	2.00	1.60
Salem, OR	3.15	2.04
Santa Monica, CA	2.80	1.80
Ventura, CA	2.59	1.54

This rate appears to have been effective, as the 2018 parking study demonstrates that moderate stall availability exists within the off-street parking system. The True Demand for parking is estimated to range from 1.31 to 1.38 stalls per 1,000 ft² of non-residential development (depending

on actual building occupancies the summer of 2018), with Calibrated True Demand for parking falling between 1.51 and 1.59 stalls per 1,000 ft².

This calibrated demand range can now provide the City with an effective tool to forecast the impacts on new non-residential development in the downtown. For example, using the Calibrated True Demand Ratio, 20,000 ft² of new commercial development in the downtown would be expected to generate a need for approximately 30 to 32 additional stalls during the peak hour¹⁰.

Based on findings in this white paper, programs and strategies will need to be examined that assure parking is provided at a rate appropriate to growth and marketability as well as in a format that is efficient, cost effective, and supportive of the downtown vision of higher density and more compact urban development.

◆ *White Paper #2: Proposed Guiding Principles for Downtown Parking – dated May 8, 2019 (v2)*

This memorandum outlines a recommended draft set of Guiding Principles for the management of parking in downtown Hood River. The document represents recommendations developed by the Ad Hoc Committee in work sessions with the consultant. Its aim is to ensure that the proposed Guiding Principles reflect the intent, purpose, and priorities of the Ad Hoc Committee for managing parking in the downtown. Guiding Principles are established to address seven key areas of parking management, which include:

- Priority Users
- Active Capacity Management
- Information Systems
- Integration with Other Modes
- Planning for Future Supply
- Financial Viability
- Roles and Coordination

◆ *White Paper #3: Parking Demand Forecasting for Commercial and Residential Development – dated April 2019 (v2)*

This paper summarizes the consultant's findings related to parking demand for both commercial (non-residential) and residential land uses in the downtown and forecasts potential parking impact scenarios over a 20-year period.

Commercial Parking Demand. In 2019 there is approximately 793,000 square feet of non-residential buildings in the downtown. At an estimated annual growth rate of 1%; 171,013 square feet of *new land use* would be added to the downtown between 2019 and 2040 (an average of 43,000 square feet every 5 years or 21.5%).

¹⁰ Net demand does not include any existing parking that might be removed as a result of a new development.

In terms of parking impacts, the net parking supply would need to increase by 258 to 272 stalls to assure that existing and new users are effectively accommodated (see table below).

20 year forecast non-residential parking demand

	Non-residential growth (ft2) @ 1% annually					Cumulative @ 20 Years
	2019	2025	2030	2035	2040	
Non-residential ft2	793,539	833,216	874,877	918,621	964,552	
Net growth ft2 (5 YR increments)		39,677	41,661	43,744	45,931	171,013
<i>Net new parking @ 1.51/1,000 ft2*</i>		60	63	66	69	258
<i>Net new parking @ 1.59/1,000 ft2*</i>		63	66	70	73	272

*[NOTE: Net new parking does not account for existing parking that might be removed to accommodate new development]

This would increase the total supply of parking in the downtown study zone from 1,485 stalls (2019) to between 1,743 and 1,757 stalls (2040); an increase of 18%.

Residential Parking Demand. The City provided the consultant team with a list of residential properties in the downtown study area. There are 62 residential properties in the project study area. According to the available data, most development occurred in waves; the two largest increases came in 2006 (15 units), 1970 (11 units), and 2005 (11 units), with another 11 currently under construction. Only 19 residential units have been built in the downtown in the last thirteen years (since 2006).

Demand estimating (using industry standards and evaluation of other comparable cities) determined that Hood River’s residential parking demand is 1.27 stalls per unit built. Given the very low historical rate of residential growth in downtown it was not possible to establish a reliable trend for the number of residential units that the market would assume. As such, the forecast demand over the next 20 years was estimated per the table below.

Residential parking demand forecast by potential new units built

Sample Development Size	Parking Demand Ratio	Parking Stall Need
5 units	1.27	7 stalls
10 units	1.27	13 stalls
25 units	1.27	32 stalls
50 units	1.27	64 stalls
100 units	1.27	127 stalls

It is clear, that 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. New growth cannot be accommodated solely within existing public supply.

◆ *White Paper #4: Barriers to Downtown Residential Development – dated June 5, 2019 (v2)*

While there has been some recent movement to build residential units in downtown, the historical rate of residential growth in the downtown has been extremely low (see White Paper #3). This memo documents several barriers to residential development related to:

- Economic Barriers
- Zoning and City Policy Barriers
- Downtown Livability Barriers

By considering each of these barriers, determining areas where Hood River may have some control, and modifying policies and fees accordingly, the City may have the ability to attract additional residential development. Case studies presented in this white paper along with the detailed discussion of fee-in-lieu included in White Paper #5 provide some important context as the City weighs options and considers potential solutions necessary to support residential growth downtown.

◆ *White Paper #5: Strategic Use of Fee-in-lieu as a Source of Funding for Public Parking – dated May 2019 (v1)*

Hood River already provides for a fee-in-lieu option for new development and/or intensification of land uses. This white paper found that the City's current structure and format for fee-in-lieu is significantly flawed and is likely a barrier to new development. As such, the program needs to be reevaluated to ensure that it offers developers a reasonable option to consider and provides a sound financial basis for the City to build new parking facilities. The fee must be calculated using a credible market-based methodology that can be regularly updated as economics and parking development costs evolve. The rate must be calibrated to reasonable expectations for access that the payer can rely on. Finally, the fee must be strategically coordinated with other funding sources to ensure that the City has a financially feasible system for offering the fee-in-lieu option as a development incentive and can meet any demand for parking by those who pay the fee.

◆ *White Paper #6: Existing Conditions – dated June 2019 (v1)*

This white paper outlines and summarizes current operations and finances for the City of Hood River's downtown on- and off-street parking systems. Parking data, including parking inventory, time stays, and locations, was derived from recent parking studies conducted in 2018. Additional financial and operational information was provided by City staff. The intent of the review is to understand how the current system is working and where there may be room for improvement, efficiencies, and/or upgrades.

◆ *White Paper #7: Impacts of Changing Transportation Trends and New Mobility Technology on Future Parking Demand – dated July 29, 2019 (v1)*

This white paper explores how changes in transportation trends and new mobility technologies are likely to impact parking demand in the future. It also identifies tools and information that the City of Hood River can use to better balance the promise and perils related to new mobility future.

Provided below is a summary of anticipated changes to parking demand in City of Hood River:

Today (0 – 5 years). The City does not currently have new mobility services operating within its downtown area. One reason for the lack of interest from operators could be not enough year-round demand of these services given the demographics, population, and geographic location of the City of Hood River. As these services get more mature and gain efficiencies in deployment in smaller and less urban towns, these services could provide an alternative to travelling in an automobile. Successful deployment will be dependent on the city's policies to encourage and incentivize these services.

Near- to Mid- Term Future (5 – 12 years). Learning from the speed of evolution and adoption of some recent mobility technologies, it is likely that new mobility services (including ride hailing, bikeshare, micro-mobility, micro-transit, etc.) could become financially feasible to deploy in smaller cities and town within 5-7 years. As Hood River starts to experience a greater demand for curb space from new mobility services and increased deliveries associated with e-commerce, the City could take proactive steps to design, measure, price, and manage its curb space in collaboration with transit agencies, private mobility operators, technology sector innovators, and key stakeholders.

Long Term Future (12+ years). Looking a decade into the future and beyond, AVs have a high possibility of reducing parking demand, especially in a dense downtown setting. The extent of impact of an AV future on parking demand will depend on how AVs are used and whether people prefer to own AVs as personal vehicles or subscribe to an AV rideshare service for their transportation. Impacts on parking demand in a community could vary based on several factors including age, income levels, geographic location, access needs, etc. Given the uncertainty surrounding AVs' influence on parking demand, it is safe to assume that under a private ownership model, overall demand for parking spaces will be marginally impacted. However, parking resources could still be relocated outside of a downtown area to ensure highest and best use of land within downtown. Need for curb space management and allocation of pick-up/drop-off zones would only grow and directly compete with on-street parking as AVs grow in adoption.

C. Findings – Public Outreach

From May 2019 through August 2019, the Downtown Parking Study Project Team led an outreach campaign to engage the community and downtown stakeholders to help understand, frame, and prioritize the key challenges and potential improvements for the parking experience in Downtown Hood River. A detailed report of all findings related to public outreach and input is available from the City or online at <https://cityofhoodriver.gov/planning/current-planning-department->

[projects/downtown-parking-study/](#) (see 1.0: *Public Outreach Summary – dated August 22, 2019 (v1)*). Key elements and findings of the outreach effort are summarized here.

Outreach efforts included:

- In-Person Community Outreach Events where community members could directly address the consultant team. Events were held:
 - Farmer’s Market (June 29, 2019)
 - Open House #1 (July 9, 2019)
 - Open House #2 (December 4, 2019)
- Emails and Social Media Comments, where community members were encourage to submit comments and recommendations through the Facebook page or to planning@cityofhoodriver.com.
- Online Survey, a 44-question online survey was available from June 13th through July 15th, 2019 to gather feedback and priorities from the community. 584 individuals completed the survey.

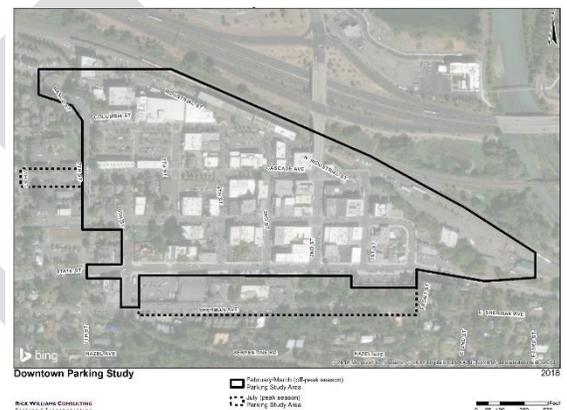
Some of the key themes derived from community feedback included:

- **Parking Demand by Land Use:** Need to consider that some land uses, such as restaurants, generate more parked vehicles than less intense uses in a mixed-use environment and this should be considered when forecasting parking demand.
- **Employee Parking Demand:** Many employees park on the edges of Downtown in unrestricted areas and walk in, and the Study Area boundaries miss some of these parked vehicles.
- **Limited Employee Parking Permit Options:** There is very limited permit availability for the public lots, and some business owners wait for years for a permit for employees; Making use of private lots (shared parking) would be a good option to increase permit options for employees and open up on-street parking; Should also consider remote parking options.
- **Increasing Parking Supply:** Exploring options for additional parking capacity in Downtown was a recommended strategy 10+ years ago, and the City needs to make progress.
- **Reductions in Parking Supply:** Elimination of surface lots and possible removal of on-street parking are long-term considerations that need to be considered as appropriate.
- **Cost-Effectiveness:** Prior to constructing new parking, the City needs to look at the cost-effectiveness of the investment; adding structured parking at \$40,000+ per stall is a poor investment at currently monthly parking rates.
- **Financial Transparency:** It is important to share how parking revenue is being spent and saved; clarify how Hood River is different/like other cities.
- **Emerging Trends/Modes:** Uber/Lyft do not currently operate in Hood River, and they are likely to have no effect on parking demand in the near term.

- **Increasing Trips by Alternative Modes:** Bicycle infrastructure (including corrals, covered bike parking, and protected bikeways) should be explored as a means to encourage trips to Downtown by alternative modes.
- **On-Street Pricing:** The City should look at on-street pricing to determine how much to increase the hourly rate without reducing parking demand.
- **Serving Hood River Residents:** While the total number of trips into Downtown has increased, the share of trips by residents has decreased; Hood River should explore options to make Downtown more welcoming and inviting to residents who are critical customers for some Downtown businesses (Option: annual permits for residents to allow up to 2 hours free in Downtown).

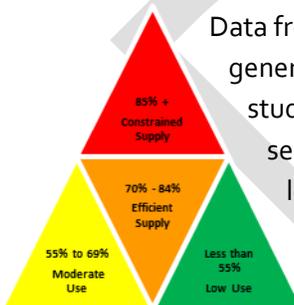
B. Findings – System Performance¹¹

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.



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.¹²

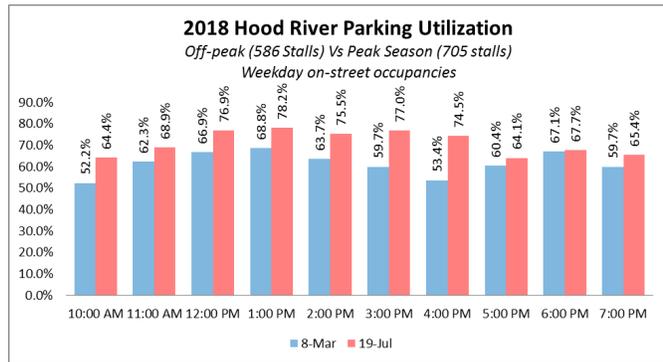
¹¹ See Rick Williams Consulting: *Technical Memorandum #2 – Data Finding Summary (February/March versus July 2018)*.

¹² 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 customers) find it difficult to find parking and tend to have a greater negative perception of access in an area.

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%).

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.



ATTACHMENT B: STRATEGY MATRIX

The matrix below summarizes the strategies recommended in **Section III**. This summary can be used as a concise outline of all recommendations and as a checklist of actions for a possible Downtown Parking Work Group.

Policy and Code

Strategy 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.

Strategy 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.

Strategy 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.
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Strategy 4: Data Collection

Action:	Develop a reasonable schedule of data collection to routinely assess performance of the downtown parking supply and support 85% occupancy standard for decision-making.
Purpose:	Objective, up-to-date data on occupancy, seasonality, turnover, duration of stay, patterns of use, and enforcement will help the City and stakeholders make better-informed decisions as the downtown grows. Conduct routine turnover and occupancy surveys of the on- and off-street facilities in downtown at least every two years.
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	It is estimated that a data inventory and turnover/occupancy study would range from \$25,000-\$30,000 if conducted by a third-party consultant. Costs can be minimized in subsequent surveys through use of the inventory/database already in place, as well as through sampling and possible use of volunteers to collect data.

Improve On-Street Parking

Strategy 5 Pay stations

Action:	Replace all coin operated meters with pay stations.
Purpose:	Coin meters create an inconvenience for customers (i.e., need for change) and either limit customer stays and/or creates a situation where a citation is more probable. Pay stations 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 pay stations 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.

Strategy 6: 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.

Strategy 7: 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.

Strategy 8: 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:	<p>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.</p> <ul style="list-style-type: none"> • \$470 – Pole Unit (includes hole boring and the pole) • \$30 – Blade Sign <p>Unit costs would need to be calibrated to numbers of signs needed; identified through a signage inventory.</p>

Strategy 9: Striped Stalls

Action:	All on-street parking stalls on <i>commercial streets</i> 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.

Strategy 10: 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.

Strategy 11: 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 pay stations 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 pay stations.

Improve Off-Street Parking

Strategy 12: 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.

Strategy 13: 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.

Strategy 14: ADA Compliance

Action:	Confirm that all city-owned off-street facilities are compliant with ADA parking requirements.
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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.

Strategy 15: 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.

Strategy 16: 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 <i>privately-owned</i> 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.
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.

Strategy 17: 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.

Strategy 18: 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.

Strategy 19: 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.

Strategy 20: 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.

Improved Access & Integration with Other Modes

Strategy 21: 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:	<p>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.</p> <ul style="list-style-type: none"> • Staple or U racks: \$110 - \$160 • Wall Mounted racks: \$130 - \$150 • Bike Corral \$1,200¹³

¹³ Based on City of Portland, Oregon cost estimate for 6 staple racks (12 bike parking spaces), striping, bollards and installation.

Strategy 22: 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.

Strategy -23: 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:	<p>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.</p> <p>Transit access reduces parking demand. This would be coordinated with employee permit and demand pricing strategies.</p>
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.

Strategy 24: 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.
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Purpose:	<p>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” and other controls can be evaluated as well.</p> <p>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.</p>
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.

Residential Parking

Strategy 25: 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:	<p>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.</p> <p>Data collection per 10.42.020 would inform this effort.</p>
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	Administrative staff time and efforts made through the DPAC process.

Strategy 26: 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:	<p>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.</p> <p>Data collection per 10.42.020 would inform this effort.</p>
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.

New Capacity

Strategy 27: 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:	<p>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.</p> <p>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.</p>
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.
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Strategy 28: 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.)

Strategy 29: Costing New Supply

Action:	Finalize cost forecasts for preferred parking supply (remote systems and new garage) and transit/shuttle system options.
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.

Strategy 30: 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

	<p>River downtown as well as to plan for and support development of new parking or transit/shuttle capacity in the future.</p> <p>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 27.</p>
Timeline:	Immediate – Short-Term – Mid-Term – Long-Term – Ongoing
Costs:	<p>Existing Staff time to vet feasible funding options (e.g., Fee-in-lieu, urban renewal, local improvement districts, capital funds, bonds, etc.).</p> <ul style="list-style-type: none"> • Internal legal review and recommendation • Downtown Parking Advisory Committee consideration and recommendation • Public review and input • City Council approval

Strategy 31: 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.

ATTACHMENT C: STRATEGY & GUIDING PRINCIPLES MATRIX

The table below correlates recommended strategies to the Guiding Principles.

	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
1 Guiding Principles	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2 85% Rule				✓										
3 Parking Code									✓					
4 Routine Data Collection				✓			✓					✓		
5 Pay stations	✓	✓		✓										
6 High-Turnover Stalls	✓			✓								✓		
7 Loading Zones	✓			✓										
8 Branding & Wayfinding						✓								
9 Striped Stalls	✓					✓								
10 Employee Parking				✓									✓	
11 Pay-by-App	✓	✓		✓										
12 Lot Identification						✓								
13 Pricing	✓			✓						✓	✓			
14 ADA Compliance									✓					
15 Presentation						✓			✓			✓		
16 Shared Parking			✓	✓	✓								✓	
17 Signage/Logo	✓		✓			✓								
18 Website Communication						✓								
19 Wayfinding						✓								
20 License-Plate Permitting			✓		✓									
21 Bike Parking								✓						
22 New Mobility Option								✓						
23 Transit/Shuttles								✓						
24 Pedestrian Treatments								✓						
25 Neighborhood Outreach		✓		✓			✓					✓		✓
26 Data in Neighborhoods		✓		✓			✓					✓		✓
27 Fee-in-Lieu									✓	✓	✓			
28 Remote Supply		✓			✓			✓						
29 Costing New Capacity										✓	✓			
30 Funding New Capacity										✓	✓			
31 Build New Capacity			✓							✓				