

Bend Downtown Strategic Parking Study

Prepared for:

City of Bend, Oregon

By:

Barney & Worth, Inc

In association with:

Rick Williams Consulting

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BARNEY & WORTH, INC.

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To: Karyn Kashima
From: Clark Worth
Rick Williams
Re: Bend Downtown Parking Study:
Parking Management Options

We have completed the fact finding stages of our work, and have conducted the initial public outreach – including stakeholder interview, public open house and web survey. This intelligence gathering has given us a good understanding of Bend's downtown, its current parking conditions and future needs.

Now, we are ready to share with you some thoughts on *Parking Management Options* for Bend's future. The attachment outlines three Parking Management Options for your consideration:

1. *Employee Parking Strategy*: this option places emphasis on resolving employee parking issues. Nearly all observers agree employee parking is the most pressing issue to address. A series of measures are suggested, leading up to the garage opening.
2. *Paid Parking – "Phase-In"*: under this option, paid parking would be implemented, on-street and off-street, step-by-step. Implementation would begin with pilot testing.
3. *Paid Parking – "D-Day"*: paid parking would be introduced, on-street and off-street, in all commercial parking zones, at one time, in coordination with the garage opening.
4. *All Options*: additional measures would be implemented under any scenario, regardless of which Parking Management Option is selected.

We ask that you share these options with the Downtown Advisory Committee, your parking staff, and other stakeholders. We are deeply interested in feedback from all parties before we shape our recommendations.

Two items we wish to highlight for your attention. First, it is possible that two of the management options could be pursued in sequence: for example, Option #1 (Employee Parking Strategy) followed by #2 (Paid Parking – Phase-In). Second, the upcoming Newport Bridge project will affect implementation timing. We do not recommend a transition to paid, on-street parking while the bridge is under construction.

Our thanks to you and downtown Bend's representatives for all of your valuable advice.

Encl.

Clark Worth
Barney & Worth, Inc.
1211 SW Fifth Avenue, Suite 1140
Portland, OR 97204
Ph: (503) 222-0146
Fax: (503) 274-7955
clark@barneyandworth.com
www.barneyandworth.com

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Bend Downtown Strategic Parking Study

Introduction

Bend's downtown is thriving, attracting greater numbers of local customers while becoming a year-round destination for visitors. Along with this success, however, come problems of traffic and parking congestion.

In 2005, as plans moved ahead to open Bend's first public parking garage, the City of Bend initiated a comprehensive review of parking policies in the downtown. A consultant team led by Barney & Worth, Inc. and Rick Williams Consulting was retained to lead the Bend Downtown Strategic Parking Study. The goal of the study was to determine how Bend's downtown parking system should operate after the 551-space garage opened in mid-2006. Key questions addressed by the study:

- What steps can be taken to meet growing demand for downtown parking?
- Who should park in the new City-owned garage?
- Is there a need for Bend to introduce paid parking – on-street, off-street?
- How much should downtown parkers pay?
- What can be done to protect close-in residential neighborhoods from spillover parking?

The Bend downtown parking study was coordinated with other projects underway in the downtown: the Central Area Plan and Newport Bridge replacement project.

Research & Analysis

The early stages of the Bend Downtown Strategic Parking Study involved multi-faceted research tasks. The consultants reviewed the City's existing parking policies, procedures and practices. The existing downtown parking supply, both on-street and off-street spaces, was inventoried and photo documented. The consultants met with City staff and vendors involved in downtown parking operations. Research also included an evaluation of current patterns and trends for downtown employment, development, and the Bend area's visitor industry.

The consultant team also observed parking operations in downtown Bend: on-street and off-street, during the peak hour, and also on evenings and weekends. Spillover parking into nearby residential neighborhoods was investigated.

The research enabled the consultants to analyze all elements of current operations for Bend's downtown parking system: on-/off-street, utilization, turnover, pricing, equipment, signage, and enforcement (see table).

**Bend Downtown
Parking System Analysis**

Parking Characteristics	On-street / off-street supply Occupancy Turnover Residential area spillover Parking trends
Management Options	Best practices Off-street strategies On-street strategies Residential strategies / permits Validation TDM / incentives Automation Marketing Enforcement program Effects of revised approach
Pricing	Prevailing market rates Garage pricing On-street parking Incentive based pricing Enforcement / fines
Financial Analysis	Cash flow projections

Public Involvement

Involvement and interaction with stakeholders and citizens is essential for any successful downtown parking program. Bend's parking study included extensive outreach to inform and involve interested parties:

- Interviews with Bend policymakers, downtown business operators, property owners, neighborhood representatives and other community leaders.
- A survey of downtown businesses.
- Two public forums.
- Meetings with Downtown Advisory Committee, Bend Downtowners, and neighborhood associations.
- Information materials and targeted mailings.
- Development and maintenance of a project mailing list of interested parties.

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- Project website and web surveys.
- City Council work sessions.

Results of stakeholder outreach confirmed the current parking situation was “difficult but manageable”: participants observed Bend’s carefully managed downtown parking system is working as designed. The heart of the parking challenge, stakeholders agreed, is employee parking. A solution must be found to ensure that downtown employees do not encroach on convenient customer stalls.

Another consistent message from participants was the need to look ahead. Stakeholders urged the City of Bend to plan now for future parking, in light of development pressure and employment growth in the downtown. Most key stakeholders expect there will eventually be a need for paid on-street parking in Bend’s downtown.

Proactive public involvement contributed to widespread acceptance and strong support for the recommended parking management strategies, bolstering the case for Bend policymakers to take action.

Findings & Recommendations

The study found that Bend’s current downtown parking supply is approaching full utilization, on-street and off-street, during the noon hour peak and again from 4:00 to 6:00 pm. The new public parking garage is an important resource to help alleviate parking congestion – but won’t be a permanent solution.

The consultant team recommended that Bend begin *strategic implementation of paid on-street parking*. Key recommendations:

1. As a first priority, address employee parking issues. Move current monthly permit holders into the new City garage.
2. Initiate a “Customer First” parking policy, to free up on-street spaces for shoppers.
3. Provide paid off-street options for long-term parkers: in the City-owned surface lots and garage.
4. Install paid on-street parking only when and where needed: i.e., when occupancy exceeds 85%.
5. Utilize contemporary technology: electronic pay stations, pay-on-foot. Pilot the technology at Bend’s surface lots where paid parking is already available for customers who want to stay longer.
6. Promote customer education and understanding in advance of a paid parking rollout.
7. Set pricing in keeping with peer communities.
8. Update signage and wayfinding to accommodate new program elements.

All of these steps are consistent with Bend's existing parking policy (see box). Looking ahead, the consultant recommended updated policies and procedures to accommodate modifications to Bend's downtown parking system.

Bend Downtown Parking Policy (2002)

- ✓ In the core area, primarily serve parking needs for customers and short-term visitors.
 - ✓ Manage downtown parking by zone.
 - ✓ Provide adequate employee parking.
 - ✓ Promote shared-use off-street facilities.
 - ✓ Adopt the "Rule of 85%".
 - ✓ Assign a parking manager.
 - ✓ Implement wayfinding; market & communications strategies.
-

The consultant recommendations and updated policies were also based on a national "best practices" for downtown parking. Earlier, peer cities were surveyed including: Corvallis, Oregon; Hollywood, Florida; Hood River, Oregon; Kirkland, Washington; Park City, Utah; and Port Townsend, Washington.

Implementation

The consultant team advised the City of Bend in early implementation of several features of the downtown parking strategy. In anticipation of the garage opening, a pricing and marketing strategy was recommended to accommodate short-term and long-term garage parkers. Marketing and information materials were developed and advance permit sales were closely monitored right up to opening day. Four months after garage opening, monthly permit sales had reached 220 permits, fulfilling the sales goal for six months (200 permits) and surpassing 60 percent of the sales goal for Year One (350 permits).

The consultants also developed a garage rollout plan and schedule, a prototype operations manual, and advised the City on other aspects of garage operations: signage, maintenance, security, other.

At the same time, a request for proposals was developed to enable the City of Bend to run a pilot test of electronic parking pay stations on the Mirror Pond and Greenwood / Wall surface lots. Contacts were initiated with pay station manufacturers and suppliers to gauge their interest in participation.

To address the effects of development on the downtown, the consultant team evaluated options for an "in-lieu of parking" fee for new development. Nine peer cities were contacted to profile their in-lieu practices / fees, and downtown stakeholders consulted leading up to City Council action amending Bend's in-lieu fee structure.

I. Executive Summary

Bend Downtown Parking Study

During the 1990s, Bend was Oregon's fastest growing city. That growth pattern continued into the new millennium, and by 2003 the community's population reached 62,900. Construction of new homes is currently at an all-time high.

Along with Bend's rapid population growth, the community has also enjoyed an upswing in tourism. As a popular year-round destination, Bend now attracts more than 2.5 million visitors annually.

Bend's growth has renewed development interest in the downtown, where land values are escalating. A new 551-space public parking garage is under construction to address the needs of downtown customers and new development.

Bend's parking system currently operates under an existing Downtown Transportation / Parking Strategic Plan which has been in effect since 2002. The existing plan needs to be updated to:

- Take into account the significant parking resource provided by the new City-owned garage.
- Develop a pricing strategy for on- and off-street parking.
- Plan for meeting parking needs of future downtown development.
- Alleviate traffic and parking impacts on nearby neighborhoods.

To conduct the Bend Downtown Parking Study, the City of Bend commissioned a consultant team led by Barney & Worth, Inc. The consultant's assignment is to work with the City and its partners to update the existing parking strategy. The Bend Downtown Parking Study will involve stakeholders and the public in re-shaping the parking system to meet future needs, assure the downtown's continued vitality, and enhance the livability of the community.

Stakeholder Interviews

As an early step in the parking study, the consultant team interviewed downtown business operators and other employers, property owners, developers, neighborhood leaders, City of Bend staff, parking operators and other key stakeholders. Interviews were conducted in-person and by telephone with about thirty persons who are involved or have an interest in decisions surrounding the future of parking in downtown Bend. A few of these participants have been involved in previous Bend parking studies.

Participants were asked to share their perceptions related to the current parking situation in the downtown, along with their vision and suggestions for the future.

This report reflects the advice, feelings and attitudes of the individuals interviewed. It is not intended to provide a scientifically valid profile of community opinion as a whole.

Summary of Findings

The following findings highlight the main points offered by key stakeholders and other observers who were interviewed for the Bend Downtown Parking Study.

Key findings:

1. **The current parking situation is “difficult but manageable”.** Stakeholders report that parking conditions in downtown Bend are “not as bad as people think”. Most interview participants say they generally park within a block or two of their destination, at any time of day or year. However, nearly all observers express concern for future parking conditions as Bend’s growth and development continues.
2. **The heart of downtown Bend’s parking challenge is *employee parking*.** With no transit service available, most employees must drive to work. Now, Bend has reached the point where there are more workers than parking spaces. A workable and affordable alternative must be found for downtown employees, observers say.
3. **“Are we just moving the problem around?”** Even with the scheduled opening of a new 551-space public garage in early 2006, participants are concerned the net spaces added to the parking supply won’t be enough to accommodate growing demand. Without more spaces, stakeholders worry downtown parking may become a “shell game”.
4. **Start now to plan for future parking.** There is widespread anxiety about new development underway in the downtown that offers little or no on-site parking. Key stakeholders foresee a more densely developed Central Business District “CBD”, and say it’s time to begin planning for future parking lots and/or garages.
5. **The City’s new parking garage should be open to all users.** While the parking priority in the downtown is to accommodate customer needs, observers predict that filling the new garage in the early years will require selling a substantial number of monthly passes to downtown employees. A significant share of parking spaces may also need to be allocated to nearby development projects.
6. **There’s a grudging willingness to move toward paid parking in the downtown.** Many stakeholders say free on-street parking suits Bend’s rural, western character. But while the current practice is thought to be “quaint” and “charming”, this system may be ill suited for the thriving mid-sized city and year-round visitor destination that Bend has become. Most (but not all) observers conclude a transition to paid parking in the next decade is “inevitable.” The 2006 opening of the new garage presents an inviting opportunity to schedule this transition, some stakeholders advise.
7. **The parking validation program isn’t working.** It’s not really a validation program at all, observers say, but rather a “ticket fixing” scheme that confuses and angers customers, and is cumbersome to administer. An added benefit of

an eventual move to paid parking would be the opportunity to re-create (or eliminate) the parking validation program.

8. **Protect adjacent neighborhoods.** Interviewees warn that some possible “solutions” could have the unintended effect of pushing parking impacts further into the close-in residential neighborhoods. Permit programs and/or increased enforcement may be needed to protect residents from spillover parking.
9. **Bend has already taken the most important step – creating a managed parking system.** Most participants are pleased there is a well-conceived plan and policies in place to manage on- and off-street public parking resources in the downtown. While there may be a need to update and fine-tune the plan, stakeholders think Bend’s existing parking system and professional management provides a good foundation for the future.
10. **Downtown businesses should lead the way.** Bend policymakers and/or local observers want downtown employers and property owners to take primary responsibility for organizing and supporting the parking system. City government shouldn’t be counted on to solve the problem. And no one – neither customers, employees, nor taxpayers – should be asked to pay more than their fair share.
11. **City Council support is also essential.** Key stakeholders stress the need for solid support from Bend City Council members to successfully enact paid parking and/or other changes in the downtown parking strategy.
12. **Do citizens care?** Survey participants wonder whether members of the general public really care enough to get involved in planning for future CBD parking. Most predict that citizens will pay attention only after their own parking behavior has been impacted.

The next sections provide a more detailed discussion of the results of the 30 stakeholder interviews conducted in March-April 2005 for the Bend Downtown Parking Study. A list of persons interviewed and discussion questions appear in an appendix.

II. Bend Downtown Parking Study

At the opening of each interview, participants were asked to describe their personal involvement in Bend's downtown and in parking issues.

Personal Involvement in Downtown Parking Issues

How are you and your organization involved in Bend's downtown and in parking issues?

Most of the stakeholders interviewed are actively involved in downtown parking issues. Persons interviewed represent a wide span of tenure: from those who have spent less than one year in the downtown, to other observers who have been involved in downtown parking for over two decades.

The range of interview participants includes:

- Downtown business operators, property owners and developers
- Other downtown employers and institutions
- Downtown employees and area residents
- Board members and staff of Bend Urban Renewal Agency, Bend Downtowners, Chamber of Commerce, Convention and Visitors Association and other Bend associations, commissions and committees
- Local parking operators
- City staff who are involved in parking
- Members of Bend City Council

Awareness / Involvement in the Parking Study

Have you been aware of the work now underway to update Bend's downtown parking strategy? Do you anticipate that you or your organization will be involved? (How?)

About half of the interview participants are aware of, and/or have been involved in, the current effort to update the parking strategy for downtown Bend. Most of these participants have become familiar with the project through their membership in the Bend Downtowners and/or Downtown Advisory Committee.

Nearly all interview participants say they are interested in the topic and expect they and their organizations will be involved in future stages of the Bend Downtown Parking Study.

III. Current Parking System

Successful Features of the Current Parking System

What's your impression of the current parking situation in downtown Bend?

Most participants rate parking today in downtown Bend as fair to good – especially when compared to other communities. Many key stakeholders don't see a problem, "... unless it's defined as not being able to find a space right in front of the store". Besides, they view today's parking problem as driven mainly by employees who continue to park in shopper spaces. "Fix that problem, solve the parking situation," many conclude.

Some concerns and complaints are expressed about the current situation, however:

- Insufficient parking supply
- Time-of-day / time-of-year shortages
- Two-hour limit is too short
- Parkers circulating and searching for spaces
- Growing traffic congestion in downtown
- 500-foot rule (move-to-evade) is difficult to enforce.

Some observers think Bend parkers' expectations vary importantly from parkers in other communities. Bend customers are said to expect to park very close to their destinations. While Bend's parking situation may not yet be dire, stakeholders are concerned that inconvenienced customers may eventually abandon the downtown for other shopping and eating options. For many, the perception of a parking problem is the problem. "The reality is the parking situation is worse at the Old Mill."

A few observers view the parking outlook as bleak: "We're screwed. We just spent \$11 million for no net increase in our inventory of parking spaces."

Are there successful features of the current parking system that should be retained and expanded on for the future?

The chief features that Bend can build upon for its future CBD parking are thought to be: two-hour free parking for customers; and the effectiveness of the current parking management system.

Additional plusses of the current parking system cited most often by stakeholders:

- High turnover; effectiveness of two-hour limit
- Angle parking; suits Bend's character
- Effective enforcement

- Recent increase in Bend's in-lieu development fees

Other successful features mentioned by interview participants:

- New public garage (under construction)
- South Mirror Pond lot open for longer stays
- Affordable employee parking
- Lower cost of validation (\$1 per validation for participating businesses)
- Commute options program
- Removal of 15-minute meters

Issues / Concerns / Complaints

Do you have any complaints about the current parking system?

The chief concerns about downtown parking are that customers' needs aren't being met:

- There's not enough parking.
- The 2-hour limit isn't long enough.
- Visitors don't understand the system, and are being ticketed.

Other complaints mentioned by several interviewees:

- Parking supply will not be adequate to meet the demand created by future development.
- More commute options / incentives are needed.
- There's a need for remote employee parking lots linked to a shuttle service.

Additional concerns / complaints / needs mentioned by one or more participants:

- Parking arrangements must be put in place to accommodate construction projects / workers.
- Loading zones are virtually non-existent.
- Bend's in-lieu development fees should be sufficient to offset costs to build new, structured parking.
- The downtown is facing stiff competition from other retail areas.

How is the current parking system working for these groups: Shoppers / diners? Short-term clients / visitors? Overnight guests? Downtown residents? Employees? Service / delivery vehicles? Contractors / construction workers? Neighborhoods? Are there any issues or problems?

Observers generally view the current parking system as working reasonably well. The major exception is the employee parking situation.

Comments on current conditions for specific categories of downtown parkers:

Shoppers / diners

- The current system works pretty well for shoppers / diners; can be challenging during peak hours.
- Parkers willing to walk (except at night or in bad weather).
- 2-hour time limit is a problem. Out-of-towners want long-term parking lot.

Short-term clients / visitors

- Works fairly well. Many professional firms have off-street parking.
- 2-hour time limit can be a problem.
- Clients not willing to walk – must have close access to parking.

Overnight guests

- Shouldn't be an issue. Most hotels own off-street parking.
- Bend is a drive-in city: no transit or taxis. Visitors must drive, and must have parking.

Downtown residents

- To date, there are only a handful of residential units; some have their own parking. Possibly a bigger problem in the future.
- Currently they receive a city-wide parking pass – not fair.

Employees

- A major challenge, "the main issue". Employees are still using customer parking spaces, still moving-to-evade.
- A problem for every business lacking adequate off-street parking.
- Without transit or adequate commute options, there are no solutions in sight.

Service / delivery vehicles

- Currently tolerable, but deliveries are becoming a growing issue. Vehicles stop in the middle of the lane, blocking traffic and impeding on-street parking.

- Narrow alleys are a problem. Alleys help loading, but traffic is blocked.
- System not working, but rules are difficult to enforce.

Contractors / construction workers

- Currently, a minor inconvenience – but may become a bigger issue in light of future development.

Neighborhoods

- Spillover parking is an issue in the neighborhoods. Many employees park in the neighborhoods; event conditions are even worse.
- Permit parking is a possible solution.

IV. Future Parking System

Long-Range Vision for Bend's Parking System

Please describe your personal vision for Bend's downtown parking system. How should downtown parking work ten years from now?

Key elements of stakeholders' shared vision for downtown parking:

1. *Strategic parking plan*: updated parking strategies and management system
2. *More parking capacity*: a well thought out plan to develop and finance new parking garages, perhaps re-using the design of the first garage. Adequate parking supply for all parkers, with developers paying their fair share for any new garages.
3. *Paid parking*: migrate toward another system with paid parking, embracing new technology – electronic meters, pay-and-display for on- and off-street parking.
4. *Employee parking solutions*: a workable plan for employees that removes all employee parking from shopper spaces. Shuttle parking, perhaps, from the Mt. Bachelor lot.
5. *Branding of Bend's downtown parking facilities* and an excellent system of signage.

Additional elements of personal visions for downtown parking:

- Involve businesses in decisionmaking on parking.
- Protect neighborhoods through a residential permit program.
- Introduce new TDM (transportation demand management) and transit options.
- Produce a clear, accurate assessment of actual demand for downtown parking.
- Create a validation program that really works.
- Eliminate Mirror Pond lots.
- Add / convert spaces to accommodate oversize vehicles.
- Convert angle parking to parallel.
- Stop growth in Bend's downtown.

Key Values / Guiding Principles

What key values or guiding principles should shape Bend's downtown parking system in the future?

The following values were suggested by participants to guide Bend's downtown parking system:

- Convenient, affordable, friendly for all users
- Place first priority on customers
- Equitable: new development and all categories of parkers pay their fair share
- Responsive to business needs
- Market-based
- Enforceable
- Promote commute options
- Solution-oriented (not problem-driven)

Opportunities for Bend's Parking System

In the future, how should the parking system work these groups: Shoppers / diners? Short-term clients / visitors? Overnight guests? Downtown residents? Employees? Service / delivery vehicles? Contractors / construction workers? Neighborhoods?

General suggestions regarding downtown parking:

- Meet all users' parking needs.
- Allow more time flexibility for parkers. Let people choose how much time they want – and pay accordingly.
- Maintain a unified system. Initiate paid parking for public on-street and off-street resources; establish a standard price.
- Operate a shuttle bus between Old Mill and Downtown

The following observations were offered for particular categories of parkers.

Short-term customers

- Provide more time flexibility.
- Increase limit to three hours.
- Most professional firms have adequate off-street resources.

Overnight guests

- Not an issue; hotels have adequate off-street parking resources.

Downtown residents

- No free ride; residents should own parking – or pay for it (permits?)

Employees

- Park outside core, with shuttle system.
- Employers should pay for / contribute to employee parking passes, or offer incentives to employees who don't park downtown.

Service / delivery vehicles

- Limit delivery loading times and locations; enforce the rules.
- Create strategically placed loading zones.

Neighborhoods

- Extend the enforcement area.
- Introduce a permit program.

How are other key elements of Bend's downtown parking system working now? And how should they operate in the future? Discuss validation, enforcement, and marketing.

Validation

Consensus among key stakeholders is that the validation program is not working. Highlights of additional comments:

- Good concept – but Bend doesn't have a real validation system; works better in other cities.
- Not well known; lacks visibility and publicity; visitors don't understand it.
- Limited merchant participation.
- Infuriates customers.
- Complicated, labor-intensive, unworkable.
- Affordable for merchants.

Enforcement

Nearly everyone agrees the current enforcement system is necessary, and is working well. Further observations and advice:

- Good; right level of enforcement; keeps employees out of customer spaces. "It's working – I've gotten tickets!"
- Too effective? Should we forgive cars with out-of-state licenses?
- Train enforcement personnel for visitor relations.

- Expand enforcement boundaries.
- The 500-foot rule is confusing, not working.
- Parking contractor is difficult to reach.
- Ignores illegal loading, parking in alleys (by business owners).

Marketing

Stakeholders aren't aware of any marketing or customer outreach that is taking place. Additional comments:

- What marketing? "I don't see any." Non-existent; needs more attention.
- Bend will need an aggressive marketing campaign, particularly as the garage opens; need a marketing and PR plan.
- Need a "customer first" approach, branding, public education program.
- Signage needed to make the system more accessible.
- "Bend Downtowners are talking about this."
- Bend doesn't have enough parking to market.

Barriers / Problems to Overcome

In your view, what are the most important issue(s) or concern(s) to be addressed in Bend's Downtown Parking Study?

Participants say the issues most important for the parking study are:

Planning for future parking: Bend needs to look ahead 10-20 years, decide where and when to build new facilities, and how to pay for them. It's crucial to understand how to replace parking lost to future development, and how the system will be impacted.

Availability and affordability of parking: there's already an evident (to some observers) lack of spaces. To assure an adequate supply, "the key is to add more spaces".

Employee parking solutions: a lasting, "employee friendly" solution is needed to "get employees off the street". The City should identify and work directly with move-to-evade repeat offenders.

Other issues and concerns to be addressed:

- Understanding users' needs and preferences.
- Defining the ultimate boundaries for a new parking system.
- Establishing the appropriate roles for City government versus business / development interests.

- Communicating with the public: better signage, way-finding, customer / visitor information on parking.
- Listening to merchants – strong cooperation of businesses will be required.
- Adopting a pricing strategy.
- Keeping residents and visitors using the downtown.

What do you predict will be the greatest barriers or problems to overcome in implementing a new parking strategy for Bend's downtown?

Three challenges are cited most often by participants:

1. *Transition to paid parking:* It's still a new idea for most of Bend's citizens (although familiar to many visitors). Bend's parking system hasn't changed much over the years, and merchants are said to be split on whether / how to make the change. Strong support from City Council will be necessary, as well as a community education program to explain the new system and electronic meters.
2. *Employee parking in the downtown:* more attention will be required to move employees into designated areas. Employees are likely to resist rate increases and other changes. Affordable, workable solutions are needed, along with employer support.
3. *Long-term plan for future garages:* Bend must have a cohesive long-term vision and funding plan to develop future off-street parking resources. "Start now – land is getting costly." City Council's goal to remove the Mirror Pond lots heightens the urgency of developing a long-term plan.

Additional barriers cited frequently:

- *Development pressure:* available parking resources are being removed to accommodate development projects, and Bend's supply is being outstripped by new development that provides insufficient parking. Developers should build their own parking, or pay sufficient in-lieu fees to support garage construction.
- *Employee parking in neighborhoods:* a permit program may be the only way to get employees out of neighborhoods.

Other barriers or problems mentioned by key stakeholders:

- Determining who should pay for future parking facilities: City government, or business / development community.
- Maintaining the ambience of the downtown, in the midst of transition.
- Deciding the right price point for the new garage and on-street parking.
- Assigning garage spaces to various categories of parkers.
- Maintaining local access to the downtown, particularly during bridge construction.

Role of Public Parking Garage

What role should the new public garage serve in downtown parking after it opens?

Stakeholders generally agree the new garage should be shared by several categories of parkers: employees, customers, and adjacent development projects. Employees are anticipated to initially be the largest share, using two-thirds (or more) of the spaces. However, customers should be given priority, most agree, and allowed to gain a larger share as may be needed in the future.

Some observers think use of the parking facility will ultimately hinge on the garage operations, pricing and amenities provided. Will the garage be affordable, convenient, attractive and safe?

A few participants view the allocation of garage spaces as an open question, requiring more dialogue. Garage use and pricing needs further discussion, they say.

Paid Parking

When and how should paid parking be introduced in Bend's downtown?

Most observers think a transition to paid parking in downtown Bend is inevitable. The current high parking occupancy at the peak hour, and the strong outlook for new development are signs that paid parking will be needed. The 2006 opening of the new garage presents an ideal opportunity to make the change, converting the downtown to paid parking off-street and on-street, many suggest.

Other suggestions on how to make the transition to paid parking:

- Getting consensus support of downtown merchants is important, along with City Council's endorsement for a move to paid parking.
- Introduce new technology: electronic pay stations, smart cards, etc.
- Install more / better signage.
- Earmark the revenue(s) to support new technology, downtown improvements, public education, marketing / signage, employee shuttle lots, transit.
- Increase the price of monthly parking passes for employees.
- Combine the transition to paid parking with a move to a three-hour limit.

A few stakeholders say they do not support paid parking, or will accept it only as a last resort: "No meters. This is still a tourist town."

Peer Communities

Which cities should Bend look to as its peers for purposes of examining parking solutions in other communities?

There's little consensus on which cities may serve as models for Bend's emerging parking system. Key attributes suggested for possible peers include:

- Vacation communities: Oregon Coast, Ashland, Park City
- Similar size cities: Corvallis, Santa Fe, Flagstaff
- Communities which have recently converted to paid parking
- Cities with public garages: Boise, Vancouver, Sacramento, Portland, Ashland
- Cities with transit / connector / shuttle systems: Palm Springs, Gresham and Sandy, Medford, Cannon Beach
- Communities with automated technology: electronic pay stations, smart cards, etc.: Portland, Seattle, European cities
- Downtowns with adjacent residential areas: Los Gatos
- Other cities with compact downtowns
- Other cities with "real answers"

V. Public Involvement

How to Involve Citizens and Earn Public Support

What steps are needed to attract public support for the Downtown Parking Plan? What is the best way to involve interested citizens in the planning process?

Three suggestions are offered most frequently:

1. *Involve key stakeholders:* Interview stakeholders; form a representative committee. Create a dialogue among the parties who are most interested in downtown parking. "For this, stakeholder involvement is more important than reaching the general public." Most citizens don't care, participants believe. Public meeting attendance is poor: "It's the 15-20 usual suspects". Those who show up are often at "polar extremes". Among stakeholders, it's also vital to accommodate different viewpoints: "No preaching to the choir!"
2. *Support of policymakers is crucial.* "City Council needs to be strongly in favor, willing to weather the storm." The Downtown Advisory Committee's solid support is also critical.
3. *Coordinate messages.* Provide clear direction and vision; explain
 - Why Bend needs to make a change
 - Benefits to customers
 - Where revenues will go
 - Communicate a positive attitude

Additional advice for public involvement offered by the interview participants:

- Advertise, using the City of Bend's effective video and written communications.
- Aim a marketing campaign at seniors – the customers who are most vulnerable, and most easily confused.
- Coordinate the downtown parking study with the Central Area Plan.
- Hold a public meeting before final decisions are reached.
- Use a multi-faceted approach to publicize changes in the parking system: local television, newspaper and newspaper ads, direct mail to residents, website, business and customer surveys.
- There is good citizen awareness already – little reason for public outreach.

Additional Participants

What interested persons or groups do you recommend we contact to seek their advice at this early stage of the Downtown Parking Study?

The most frequent suggestion is to contact the organizations that are already directly involved in downtown parking, especially Bend Downtowners.

Other persons and organizations mentioned include:

- Organizations sharing an interest in the downtown: Downtown Advisory Committee, Bend Urban Renewal Agency, Chamber of Commerce, Bend Visitor & Convention Bureau
- Downtown business operators and property owners
- Downtown employers, because of their influence on employee parking behavior
- Downtown attractions, events
- Leadership of neighborhoods adjacent to the downtown
- Parking operators, enforcement staff
- City of Bend staff involved in parking
- Proponents of transit and other commute options

Some interview participants also suggest conducting surveys: to reach parkers, downtown business operators and their customers, and "people on the street".

VI. Final Advice

If you were asked to provide a "single most important piece of advice" for the Bend Downtown Parking Study – what would it be?

Four central themes emerge from participants' collective advice:

- *Plan ahead* – Don't set too short a time horizon. Start planning now for the next parking garage (the first garage won't solve the long-term problems). Bend is often chosen as a highly livable city, and is certain to continue its steep growth curve.
- *Solve the employee parking problem*. Get employees out of customer parking, introduce paid parking and other strategies. "Come up with real solutions."
- *Pay attention to the existing parking plans*. The current policies and plans represent "lots of good work". Make sure the plans get implemented. "We keep studying – and nothing changes. The only change has been the elimination of the 15-minute meters."
- *Work together*. Teamwork is essential for an effective parking system. Downtown businesses and employers, developers, neighborhoods, Bend City Council, the City of Bend and its parking contractors must all be part of the solution. "If the businesses are communicating in a constructive way, I think they can come to some good solutions."

Other advice:

- Keep it affordable, workable for parkers and downtown businesses.
- Favor customers; don't expect them to walk too far. Solve the problem for local customers: "We can't survive just on tourists."
- Force the change in behavior (i.e., introduce on-street meters) and find a way to make it easy and economical.
- Take it step-by-step. Fill the first garage before building the next one.
- Don't overlook the downtown neighborhoods. Many "solutions" could worsen conditions in the neighborhoods.
- Communicate with policymakers and the public.
- Implement pay-and-display technology.
- Don't get overly "geo-centric", i.e., don't focus too much on the downtown. It is the heart of the city, but no longer the center of commerce.
- Keep the parking situation in perspective. Don't overstate (or understate) the problem. Keep in mind this is a "problem of success".

Any additional comments or suggestions?

Further observations, advice and questions offered by interview participants:

- Traffic congestion needs to be addressed along with parking. Bend's angle parking may eventually need to be converted to parallel. Downtown traffic patterns and congestion may change during reconstruction of the Newport bridge. Traffic exiting the new garage should also be studied, to analyze peak hour and event parking scenarios.
- Organizing the nearby neighborhoods for a permit program will be a challenge. The neighborhoods are large and diverse, with many absentee owners and renters.
- New automated parking technology in Portland and other cities may offer a solution for Bend.
- A long-term solution for Bend's parking problems is transit. "Bend is the largest city in the West without a transit system."
- How can bike lanes, bicycle parking and pedestrian improvements be accommodated?
- Link the parking strategy to the Central Area Plan.

Bend Downtown Parking Study

Summary of Stakeholder Interviews

Prepared for:

City of Bend, Oregon

By:

Barney & Worth, Inc.

In association with:

Rick Williams Consulting

April 2005

VII. Appendices

Bend Downtown Parking Study

List of Stakeholder Interviews March-April 2005

Curt Baney	Baney Corp., Oxford Suite Hotels
Lisa Bertalan	Bend Municipal Court
Bud Capell	property owner
Mike Cooper	Deschutes Brewery & Public House
Mindy Demars	Bend Municipal Court
Michael Gaston	Deschutes County Library
Michael Glover	Visitor & Convention Bureau
Jody Gorton	Diamond Parking Service
Ruth Grouell	Painted Pony Trading Co.
Paul Hackett	Downtown Advisory Committee
Perry Johnson	Old Bend Neighborhood
Roberta Johnson	Sportsvision Bend
D D Keith	Mountain Comfort Furnishings
Clay Morse	McMenamins
Gail Moulton	Pine Tavern
Anne Neal	Bend Downtowners Association
Jeff Nielsen	Chamber of Commerce
Pat Oliver	Kerr-Oliver
John Rexford	Bend Public School District
Susan Ross	Deschutes County
Kirk Schueler	Brooks Resources
Derek Stevens	Yankee Builders
Todd Taylor	Happ Taylor & Sons
George Thayer	Downtown Advisory Committee

Bend City Council

Bill Friedman
John Hummel
Linda Johnson
Chris Telfer

Bend Downtown Parking Study

Stakeholder Interviews Discussion Guide

Name: _____ Phone: _____

Organization: _____ Fax: _____

Address: _____ E-Mail: _____

The City of Bend and downtown community are initiating a study to update Bend's downtown parking strategy, in light of the new public parking garage now under construction and changing conditions in the downtown. At this early stage of the study, we are asking downtown employers and other community leaders to share their views on parking issues. Your responses are important and will be kept confidential.

Introduction

1. How are you and your organization involved in Bend's downtown and in parking issues?

2. Have you been aware of the work now underway to update Bend's downtown parking strategy? Do you anticipate that you or your organization will be involved? (How?)

Current Parking System

3. (a) What's your impression of the current parking situation in downtown Bend?

(b) Are there successful features of the current parking system that should be retained and expanded on for the future?

(c) Do you have any complaints about the current parking system?

(d) How is the current parking system working for:

Shoppers / diners? _____

Short-term clients / visitors? _____

Overnight guests? _____

Downtown residents? _____

Employees? _____

Service / delivery vehicles? _____

Contractors / construction workers? _____

Neighborhoods? _____

Are there any issues or problems?

Future Parking System

4. Please describe your personal vision for Bend's downtown parking system. How should downtown parking work ten years from now?

5. What key values or guiding principles should shape Bend's downtown parking system in the future?

6. In the future, how should the parking system work for:

Shoppers / diners? _____

Short-term clients / visitors? _____

Overnight guests? _____

Downtown residents? _____

Employees? _____

Service / delivery vehicles? _____

Contractors / construction workers? _____

Neighborhoods? _____

7. How are other key elements of Bend's downtown parking system working now? And how should they operate in the future?

(a) Validation: _____

(b) Enforcement: _____

(c) Marketing: _____

8. In your view, what are the most important issue(s) or concern(s) to be addressed in Bend's Downtown Parking Study?

9. What do you predict will be the greatest barriers or problems to overcome in implementing a new parking strategy for Bend's downtown? (Open ended)

- _____ Transition to paid parking
- _____ Employee parking in downtown
- _____ Employee parking in neighborhood
- _____ Strategy for garage use
- _____ Development pressure
- _____ Enforcement
- _____ Long-range plan for future garages
- _____ Other: _____

10. What role should the new public garage serve in downtown parking after it opens?

11. When and how should paid parking be introduced in Bend's downtown?

12. Which cities should Bend look to as its peers for purposes of examining parking solutions in other communities?

Public Involvement

13. What steps are needed to attract public support for the Downtown Parking Plan? What is the best way to involve interested citizens in the planning process?

14. What interested persons or groups do you recommend we contact to seek their advice at this early stage of the Downtown Parking Study?

Wrap Up

15. If you were asked to provide a "single most important piece of advice" for the Bend Downtown Parking Study – what would it be?

16. Any additional comments or suggestions?

**City of Bend Parking Garage
Garage Rollout Plan**

SUCCESS FACTORS (Rev. 4/19/06)

Firm date set for garage opening

Key operational features in place: elevators, lighting, striping, signage, etc.

Garage clean

Certificate of occupancy in hand

All current monthly permit holders invited to pre-purchase a monthly garage space

Key groups informed of garage opening

- City Council / staff
- Bend Downtowners
- Chamber of Commerce
- Central area neighborhoods

Bend area citizens informed

Publicity banners installed

Garage spokesperson(s) designated; prepared with "talking points"

Operations Manual ready, in hands of key parties

Enforcement protocols in place; grace period (two weeks) allowed for infractions

Monthly permit sales reach 300 spaces

Clear information and new permits distributed to all garage permit holders

Open house held to invite garage permit holders to preview / tour facility prior to opening day (may be combined with ribbon cutting)

Ribbon cutting event held to publicize garage opening

Uniformed staff available on-site to greet / assist parkers for first two weeks of garage operations

Premium (e.g., coffee and coupon) provided to first parkers

Garage parking monitored / adjustments over two-week trial period

Fee-in-Lieu of Parking Policy Questions

Policy Framework

- What is the purpose for offering a fee in-lieu option?
 - a) Assure that parking demand is accommodated?
 - b) Recognize difficulty of putting parking on some development sites?
 - c) Source of revenue for the City?
- What is the City's role in the provision of parking? In other words, is the City responsible for providing parking (with public funds) to cover demand associated with private development for employee parking? Visitor parking? Residential Parking?
- Are fees-in-lieu intended to stimulate new development in the downtown?
- Are fees-in-lieu a barrier to redevelopment of existing buildings?
- Do fees-in-lieu create simplicity and certainty for both those who implement them and for developers who must comply with them?
- Can fees-in-lieu be waived by City Council? (Under what circumstances?)

Setting Rates - Cost of Construction

- Base in-lieu fees on construction costs for new garage spaces?
- Include land costs or only hard costs of construction?
- Does rate affect developer expectations (see below)?

Other Cost Considerations

- Pay up front, in full – or offer payment options?
- Offer discounts: for renovation? Any other special exceptions?

Level of Expectation

- Will the City commit to providing parking to the development paying the fee-in-lieu?
- Or, does the City commit to using funds to improve access and parking for the entire downtown?
- Is there a development horizon, in which the City commits to providing parking, i.e., how long after collecting the fee will parking be provided? Will guarantees or assurances be given?
- Will the entity paying the fee-in-lieu receive concessions on future parking pricing as a result of paying the fee? Rights-of-first refusal for use of parking?
- Are there proximity expectations associated with paying a fee-in-lieu, i.e., parking will be provided within a certain distance of sites paying fees-in-lieu?

Demand

- Is the fee-in-lieu rate based on the developer providing parking to cover minimum parking demand or all demand associated with a project?

Bend Downtown Parking Study

Peer Communities Survey – Highlights

- Many different approaches are taken to downtown parking – each tailored to local circumstances and preferences.
- Employee parking is the main issue pushing communities to paid parking.
- A key to success is ongoing involvement and support by downtown business community and policymakers.
- Public information and customer outreach are essential to a smooth transition to paid parking.
- Peer communities have chosen reasonable rates – \$1 per hour or less.
- Cities moving to paid parking have not experienced a drop in customer demand.
- Automated payment systems are working, and offer advantages – though some specific equipment vendors / models reportedly have problems.
- Validation programs are little used, and often unsuccessful.
- There is no standard practice for in-lieu parking development payments.
- Peer communities have all experienced customer complaints before – during – and after transition.

BEND DOWNTOWN PARKING STUDY

SURVEY OF PEER COMMUNITIES

Overview

The City of Bend, Oregon experiences high parking demand in the downtown, and growth in the downtown is placing more pressure on parking access for visitors, customers and employees. Parking occupancy rates remain high throughout the year. To address the parking situation, the City of Bend has initiated a study to answer a number of questions:

- What are potential strategies for downtown parking?
- What are possible impacts of paid parking on downtown parking demand?
- How much revenue would parking fees generate?
- How are nearby residential neighborhoods affected?
- How would future parking strategies affect the aesthetic values of Bend's downtown?

Peer Communities

A survey of peer communities was conducted to help Bend answer these questions by examining parking strategies and their impacts in other cities experiencing similar demand issues. Peer cities to be surveyed include:

Aspen, Colorado
Corvallis, Oregon
Hollywood, Florida
Hood River, Oregon
Kirkland, Washington
Park City, Utah
Port Townsend, Washington

Important characteristics of these peer communities that parallel Bend's parking conditions:

- A high demand for parking in the downtown core from both local customers and visitors
- Employee parking in the core
- Seasonal fluctuations in visitor populations
- Relative isolation from major urban centers
- Recently considered or implemented paid parking programs for on-street and/or off-street parking spaces in the downtown

The survey of peer communities was conducted by Judith Gray of Kittelson & Associates, and Rick Williams of Rick Williams Consulting.

Aspen, Colorado

Information not received in time for publication.

Corvallis, Oregon

BACKGROUND

The City of Corvallis, Oregon owns and manages a combination of surface lots and on-street parking spaces in the downtown. The downtown core is signed for free customer parking only, with no time restriction. This restriction applies to on-street spaces and three public surface lots. The free customer parking zone is ringed by a two-hour meter zone. The periphery of downtown contains a combination of 10-hour meters for on-street parking and two small permit lots for employees. There is also a free surface lot intended for long-term use in the southern end of downtown, constructed about five years ago. At that time, there were two large surface lots used by employees. When those lots were slated for redevelopment, the new surface lot was intended, in part, to accommodate displaced employees. However, many employees complained about increased walking distance from the new parking lot.

Steve Rogers, the Director of Public Works has been working with the City for 16 years and when he started the basic arrangement of paid parking in downtown, including the free customer parking zone, had been in place for over a decade. The implementation history is not known. The City has made more recent adjustments, however, and continues to actively monitor and manage the downtown parking system.

REASON(S) FOR IMPLEMENTING PARKING / PRICING STRATEGIES

A customer-friendly priority is apparent in the arrangement of the downtown parking district, specifically with the free customer zone at the core. The designation of free customer parking at the core, including the investment in three surface lots, demonstrates the importance of accommodating customers to the retail sector. Also, while there have been some modifications is the specific locations of the ten-hour and permit parking areas for employees, these appear to have been located in the perimeter of the downtown.

As was noted previously, there is no time limit on the free customer parking. Data analysis conducted by Kittelson & Associates, Inc. (KAI) in 2000 indicated the free on-street parking spaces had average durations of approximately 1.5 hours, which is typical of downtown shopping trips in most cities. This duration was also nearly identical to the two-hour metered on-street spaces. Still, enforcement is a challenge without specific time limits, compounded by the fact that downtown employees sometimes shop downtown. As the city grows, it is increasingly difficult for enforcement personnel to distinguish shoppers' vehicles from employees' vehicles. Nevertheless, it appears that the free customer parking zone, without time restriction, continues to achieve the shorter duration and higher turnover desired for the retail environment.

KEYS TO EFFECTIVENESS

The initial implementation of paid parking in Corvallis is undocumented. Today, there is considerable public interest in the parking system and the City maintains a volunteer Parking Commission which is supported by Public Works staff. When the parking plan was updated in 2001, the effort was led by a parking subcommittee that included representation of local retailers, the local transit provider, the bicycle alliance, the Police Department, Oregon State University, and a member of the City Council. In addition to the involvement of the subcommittee, there were several public meetings in the process of developing and finally adopting the plan.

Steve Rogers noted that determining "success" depends on the perspective of the person asked. As long as "making everyone happy" is the measure of success, then probably no

parking plan can succeed. However, the success of Corvallis' system is evidenced by the fact that the city has a vibrant downtown that is active with the existing uses and attracting new and significant development.

Employee Options

The City of Corvallis provides some parking for employees in the ten-hour meters as well as in surface lots. The ten-hour meters are priced at \$1 for ten hours, which Rogers believes is too low. The City recently initiated a permit program wherein a permit can be purchased and displayed for use of the ten-hour meters, as an alternative to using the meter. In the few months that they have been available the permits have been popular. Further, it is simpler for the City to administer permits than collect from meters. While the City provides for employee parking, the priority is customer parking, as adopted in the most recent parking management plan

Residential Programs

There are currently no residential permit zones in downtown Corvallis, although the City has implemented residential permit zones elsewhere in town (near Oregon State University). These may be considered in the future, particularly for the residential neighborhood located between downtown and Oregon State University. Some neighbors have expressed frustration about spillover parking. These neighbors are located just outside of downtown but adjacent to the civic offices which generate considerable employee parking demand. There is some spillover into the neighborhood generated by downtown employees and also by OSU. The city has not implemented a resident permit program but is considering a program for the future. As downtown and OSU grow, neighbors' frustrations may necessitate implementation of a new residential zone.

DOWNTOWN PARKING DEMAND

No data are available regarding overall utilization levels at the time the paid parking was implemented. The analysis conducted for the 2001 parking management plan indicated that the overall parking utilization level was 54% during the weekday peak hour. However, parking in certain areas of downtown was full or approaching capacity during some hours of the day. Employees and customers often experienced some difficulty finding parking.

PRICING AND REVENUE

Rates and Charges; Seasonal Variations

Current parking rates are \$1 for the maximum time at the two-hour meters and \$0.10/hour at the ten-hour spaces. These rates have been in place since June 2000. There is no seasonal variation.

Merchant Validation

There is no need for a merchant validation program because of the free customer parking in the core.

Fee-in-Lieu Option

Corvallis developed its fee-in-lieu option with its 2001 parking plan. The fee is set at \$3,500 per stall which was derived to approximate half the cost of providing off-street surface parking, thus providing some incentive for developers to forego having their own dedicated parking facility. The fee has been used recently for residential use, and there has been other interest as well. The original plan earmarked revenue from the fee-in-lieu payments for transportation and access improvements for the downtown. For the future, Rogers reports it is likely that revenue will be restricted to parking improvements only.

Allocation of Revenue

Revenue generated by the parking system is used to pay for enforcement, management, collections, and maintenance of the system.

COORDINATION WITH OTHER MODES

The parking management plan was developed with consideration for the community's goals to reduce the automobile mode share. However, pricing for parking has not been explicitly tied to alternative modes. Rogers indicated that he would like to coordinate pricing in order to make transit a more competitive option; however there is not adequate political support at this time.

PAY SYSTEM TECHNOLOGY

Most of the City's on-street paid parking uses single-space meters. The City also owns six pay stations manufactured by Rhino. However, Corvallis has had a lot of maintenance problems with these machines and they are frequently not working. Also, Corvallis implemented a "pay-by-space" method, rather than the more commonly used "pay-and-display". The choice was made because it was expected that customers would not like to walk back to their cars to display their ticket/receipt. However, customers have not been happy with the technology. Rogers believes people have a higher comfort level when they get a physical receipt or sticker, which the Rhino "pay-by-space" machines do not provide.

AESTHETICS AND ACHIEVEMENT OF INTENDED GOALS

The success of the program is evidenced by the vibrant downtown, with growing commercial and residential activities. The data show high turnover in the core with short durations of stay.

LESSONS LEARNED

Rogers identified the following lessons learned, and changes he would like to make in the parking system:

- Use a different manufacturer of pay stations.
- Use pay-and-display pay station applications.
- Tie parking pricing more closely to the price of transit (to make transit more cost competitive).
- Increase the rate charged for parking in the ten-hour meters.

CONTACT

Steve Rogers, Director of Public Works, City of Corvallis
e-mail Steve.rogers@ci.corvallis.or.us; phone (541) 766-6916

Hollywood, Florida

BACKGROUND

The City of Hollywood, Florida owns and operates approximately 4,000 on-street parking spaces, 1,200 spaces in structures, and 600 spaces on surface lots. The City began charging for parking in the downtown during the 1950's; parking fees were introduced in the beach district in the 1970's. Fees were increased four years ago.

REASON(S) FOR IMPLEMENTING PARKING / PRICING STRATEGIES

The primary reason for implementing paid parking in the downtown was to increase turnover by reducing employee parking on-street. Similarly, in the beach district there was a desire to encourage longer term parking in off-street facilities. Additionally, the City receives federal funds for renourishment and maintenance of the beaches, which carries a requirement for the provision of public parking.

KEYS TO EFFECTIVENESS

There was no public involvement for the parking fee increase four years ago. Staff went directly to the mayor with the proposed change in fees and it was approved. Ben Schneider, the City's parking meter supervisor, reports there were many complaints initially, but that it was the first fee increase in more than 20 years and the change brought fees in line with charges in neighboring Fort Lauderdale.

DOWNTOWN PARKING DEMAND

No parking occupancy studies were conducted prior to the change in pricing. However, according to Schneider evening utilization levels of 85% are common. The City has a Residential Permit Zone for neighborhoods near the downtown to address spillover problems from night clubs.

PRICING AND REVENUE

Four years ago, the downtown rate for on-street parking was increased from \$0.25/hour to \$0.50/hour. The fee on the beach was increased from \$0.75/hour to \$1/hour.

Off-street parking offers lower fees for longer stays. In downtown, the maximum fee is \$3 per day and \$5 for overnight stays; in the beach district, the maximum rate is \$5/day.

Monthly passes are also available in select facilities to encourage use of off-street facilities. Monthly passes for the beach are \$40 during the off-season and \$60 during the peak season. These are especially popular among Canadian tourists, many of whom take extended vacations in Hollywood. The monthly passes for the downtown cost \$30.

Seasonal Variations

As indicated above, there are differing rates for monthly parking passes in the beach district. During the off-season (May 1 - October 31), the monthly pass is \$40; during the winter season (November 1 - April 30) the monthly pass costs \$60. There are no other seasonal variations in parking fees.

Merchant Validation

The City has a merchant validation program but it has had limited use. The program is under review. It is expected that once a new parking director is hired, renewed efforts will be put toward building the program.

Fee-in-Lieu Option

Hollywood does not have a fee-in-lieu option for development projects. Instead, the City works on a case-by-case basis with new developments to form public/private partnerships toward providing public parking, especially when public surface lots are redeveloped. For example, a new 600-space garage will be built by a residential developer and managed by the City, with approximately half of the spaces available for public use and the remaining spaces designated for residents. In total, the City is expecting approximately four new garages to be constructed in the next 16 months, for approximately 2,000 additional public spaces.

Allocation of Revenue

The City of Hollywood's Parking Enterprise Fund is expected to earn approximately \$4.9 million in revenue in 2005. Nearly 78% is from parking fees and approximately 14% is from parking citations. These funds are used to cover the expenses of administering the parking program.

COORDINATION WITH OTHER MODES

The City does not coordinate the parking program with other transportation modes.

PAY SYSTEM TECHNOLOGY

Hollywood recently converted many of their on-street spaces to multi-space pay stations manufactured by Parkeon. At this time, more than half of the on-street spaces utilize the pay stations, with approximately 1,800 still using single space meters. Revenue has increased approximately 50% system-wide with the introduction of the pay stations.

Currently, the system accepts coins, paper currency, and credit cards. Although paper currency introduces collection issues, the ability for customers to use bills was a major selling point with the City in deciding to purchase pay stations. Three vendors are currently preparing bids to introduce a Smart Card system.

AESTHETICS AND ACHIEVEMENT OF INTENDED GOALS

The increase in parking fees represented a 100% increase for the hourly rate in the downtown, so the large number of complaints were not a surprise. Overall, the differential between on-street and off-street parking fees has succeeded in maintaining high turnover on the street. There has been no discernible decrease in parking demand associated with the fees.

LESSONS LEARNED

When asked what lessons he would pass along, Schneider identified the following:

- Use the multi-space pay stations rather than individual space meters;
- Use solar paneled pay stations;
- If paper currency is accepted, get a bill stacker; do not rely use a gravity system; and,
- Smart Card system is recommended; Hollywood tried using a "cash key" by Duncan, but the public never accepted this device.

CONTACT

Ben Schneider, Parking Garage Meter Technician Supervisor, City of Hollywood
e-mail bschneider@hollywood.fl.com; phone (954) 921-3337

The position of Parking Director is currently vacant.

Hood River, Oregon

BACKGROUND

The City of Hood River, Oregon owns and manages approximately 480 on-street spaces in the downtown, of which approximately 420 are metered. The remaining 60 spaces are uncontrolled and are located in the fringe of the CBD. The city also owns four surface lots with a total of 235 spaces which are available by monthly permit. In addition, the City has a small surface lot near the City Hall that provides approximately 20 spaces for City business.

REASONS FOR IMPLEMENTING PARKING / PRICING STRATEGIES

The City installed parking meters on-street five or six years ago, according to City Manager Bob Francis. Prior to that, the CBD was signed for three-hour parking, intended for customer use. Due to difficulties with enforcement, including a successful court challenge by one ticketed person, the Downtown Business Association (DBA) requested the installation of parking meters to more effectively preserve on-street parking for customers.

KEYS TO EFFECTIVENESS

The implementation of parking meters came at the request of the DBA and for that reason is generally accepted. However, there is no prohibition on feeding the meters to extend the stay and so employees still use the metered spaces. The DBA wanted to prohibit meter feeding, but the Council would not approve that move unless there is a viable option for employees.

As noted above, there are approximately 235 spaces in surface lots that are available with a monthly permit. Employees can also purchase monthly permits for approximately 50 metered spaces.

Enforcement Issues

The City has one full-time enforcement person who is notoriously effective. In response to complaints that the strict enforcement is creating an unfriendly environment, the City is in the process of implementing two new programs.

- First, the city is implementing a program whereby expired meters are "forgiven" for the first 30 minutes. When the enforcement person sees an expired meter, she will issue the "enforcement card" notifying drivers that the "first thirty minutes are on us." On subsequent rounds, if the car is still parked with an expired meter, they would be ticketed.
- The second program, the "get out of jail free" card, was developed in response to retailers concerned about lost sales because customers leave their store to feed their meter. Under the program, merchants will be able to give customers the "get out of jail free" card and that will effectively waive the citation fine. Merchants will pay \$1 for the cards, which are available only to members of the DBA.

DOWNTOWN PARKING DEMAND

There was not a demand analysis conducted when the parking meters were implemented. The meters were installed due to concerns in the business community about employees using on-street parking, reducing customer access.

There are concerns about neighborhood spillover and the City is considering implementing a residential permit program.

PRICING AND REVENUE

The parking meters allow three hour stays for \$0.25 per hour. Monthly permits for the surface lots are currently \$15 or \$20, depending on the locations. The permits for the 50 on-street spaces cost \$15. With the next budget year, the cost of monthly permits will be increased to \$30 across the board.

Parking fees at meters are charged Monday through Friday from 8 a.m. until 5 p.m. The surface lots are open to the public on weekends and evenings at no charge. There are no seasonal variations.

Citations for expired meters are \$10.

Merchant Validation

There is no merchant validation program. However, the "*get out of jail free*" program empowers merchants (members of the DBA) to provide free/extended parking to their customers.

Fee-in-Lieu Option

Hood River does not have a parking requirement for development in the downtown. As such, there is no fee-in-lieu option.

Allocation of Revenue

Revenue from parking fees and fines is directed to a designated parking fund, which pays for enforcement, some court costs, and general maintenance and management. The revenue barely covers the costs.

COORDINATION WITH OTHER MODES

There is not currently any coordination with alternative modes. The City is interested in exploring options to incorporate the services of Columbia Area Transit, particularly seeking a solution for employee access during the peak season.

PAY SYSTEM TECHNOLOGY

Single space meters are being used which accepts coins only. There is no plan to change the technology to multi-space systems.

AESTHETICS AND ACHIEVEMENT OF INTENDED GOALS

Judging by a general lack of indication otherwise, there appears to be general acceptance of paid parking in the downtown. However, there has only been limited success in the objective of preserving the on-street spaces for customers.

LESSONS LEARNED

Francis points to the popularity of using "cash keys" for meter payment when he worked with the City of Strasburg, Pennsylvania. When cash keys were first introduced, they city purchased 100. They were made available with a \$20 deposit and up to \$100 in parking credit could be loaded onto the key. They were somewhat slow to be accepted, but once people started using them, their popularity grew rapidly. Francis estimates that the City has since issued approximately 450 cash keys.

Another suggestion is to provide a "review form" for parking citations. When people come into the office to contest a citation, they are offered a form to fill out. That seems to give people

confidence that their concern will be heard and as a result, lets off the steam for people who might otherwise be quite irate and even verbally abusive.

His other recommendation based on his experience with parking programs: have a thick skin.

CONTACT

Bob Francis, City Manager, City of Hood River
e-mail bobf@ci.hood-river.or.us; phone (503) 387-5252

Kirkland, Washington

BACKGROUND

The City of Kirkland, Washington controls 881 stalls of publicly available parking within its downtown area. The City owns a 250 stall garage, which provides 125 employee stalls and 125 4-hour parking stalls for customer use. The majority of public on-street parking in the downtown is designated for customer parking (2 hour time stay). All public parking, for customers and employees is free. An additional 213 privately controlled parking stalls are available to the public throughout the operating day (particularly evenings). A few private off-street lots charge evening rates (to capture restaurant and event activity).

In January of 2003, Kirkland adopted a comprehensive downtown parking and transportation plan. The result of the study that led to adoption of the plan indicated that Kirkland's parking supply was operating at or near capacity, in excess of 85% occupancy, during both a mid-day and evening peak. High parking occupancies were also evident throughout the year. As a result the City began implementation of a number of parking management strategies. One strategy was to "pilot" the concept of paid parking by strategically locating 60 metered parking stalls in customer parking areas. The City used data from the parking study to create baseline measures for the performance of the parking stalls prior to metering (turnover and occupancy) from which the results of metering could be evaluated.

REASON(S) FOR IMPLEMENTING PARKING / PRICING STRATEGIES

Kirkland has moved to a more aggressive parking management strategy as a result of the parking plan adopted in 2003. With peak hour occupancies nearing 100%, the City and stakeholders concluded that new strategies were needed to:

- ✓ Control/influence employees parking in downtown;
- ✓ Assure that the parking supply was fully maximized; and
- ✓ Provide new revenue sources for future parking supply and programs.

Though many believed that moving to paid parking was necessary, stakeholders were concerned with the potential adverse reaction of customers to parking pricing. As a result, Kirkland elected to experiment with pricing in a limited application (60 parking stalls) in two strategic locations in the downtown.

KEYS TO EFFECTIVENESS

Kirkland would argue a key to success of its recent move to more aggressively manage parking was the development and adoption of a comprehensive, logical and data -- supported parking management plan and strategy. Stakeholder involvement was coordinated through a broad based advisory group that included the Mayor, downtown developers, business owners, the downtown merchants association, residents and City staff. The plan, which included the pricing pilot, was unanimously adopted by the City Council. Performance measures to determine success were clearly established at the outset. The plan is now coordinated through a downtown parking manager and Parking Advisory Committee that was appointed by the City Council.

DOWNTOWN PARKING DEMAND

A comprehensive 2002 parking inventory indicated that the core area of the downtown was operating at a deficit of approximately 54 parking stalls. Peak occupancies were over 85% in the mid-day and approaching 100% in the evening peak. Based on Kirkland's historical rate of

growth, the parking deficit was projected to grow to between 115 and 159 stalls by the year 2007 if other strategies were not put in place. Also, the parking survey confirmed that employee abuse of the on street system was creating conflicts between customers and employees. Strategies to direct employees to available off-street locations on the edge of the Core parking area were seen as essential to enhancing customer access. The pricing pilot was seen as a means to evaluate the impacts of parking pricing before committing fully to paid on-street parking.

There were few issues in Kirkland of conflicts between residents and commercial parking demand, given that most of Kirkland's adjacent residential development has dedicated parking.

PRICING AND REVENUE

Current rates and charges for public parking are as follows:

Meters - \$1.00 per hour (meters range from 2 to 4 hour limit, depending on the location of the meter)

A few private off-street lots charge evening rates (to capture restaurant and event activity). These rates range from \$3.00 - \$5.00, flat rate.

Impact on Revenue – The pilot parking meters generate approximately \$1,200 per meter annually.

Allocation of Revenue – All net revenue generated from parking pricing has been dedicated to a downtown parking fund. Therefore, if parking pricing is expanded the parking fund will benefit. However, existing enforcement fees are allocated to the General Fund.

Fees-in-lieu - Kirkland does have a fee-in-lieu program as an alternative to the City's parking requirements for new development. Kirkland's downtown parking plan called for review of the fees currently assessed as stakeholders felt they were too low to provide for adequate levels of future visitor parking supply, particularly supply that would have to be developed in parking structures.

Merchant Validation - No validation program as yet, but if pricing is expanded the adopted parking plan recommends development of a validation program. Kirkland Downtown by the Lake (KDL), the downtown business association, is also considering a validation program in partnership with the City and the Downtown Parking Advisory Committee.

COORDINATION WITH OTHER MODES/OPTIONS (I.E. TRANSIT/SHUTTLE SERVICE/DESIGNATED PARKING AREAS)

The parking plan calls for development of employee transit/bike/walk incentive programs and acquisition or lease of "satellite" lots that could be linked by shuttles. These options will be further explored as pricing expands.

PAY SYSTEM TECHNOLOGY

Kirkland is using six Cale on-street parking pay stations to "meter" 60 downtown parking spaces. The pay stations are seen as more aesthetically attractive than standard single head meters and offer the convenience of credit card and coin use.

LESSONS LEARNED

Several factors were given as of critical importance in Kirkland for garnering support for change in their management of downtown parking.

- Broad representation on the original stakeholders group that oversaw the development of the parking plan, particularly the active involvement of the Mayor.
- Formalizing the Parking Advisory Committee through appointment by Council.
- Hiring a City Parking Manager to coordinate and unify the parking system and its programs.
- Moving forward with programs based on objective data related to demand, capacity and use.
- Piloting pricing with pre-determined, consensus based performance measures.

KEY DOCUMENTS

Kirkland Downtown Parking Study and Plan (November 2003)

Kirkland Downtown Strategic Plan (DSP) (2002).

CONTACT

Tami White, Parking Coordinator, City of Kirkland, WA
e-mail TWhite@ci.kirkland.wa.us; phone (425) 587-3871

Park City, Utah

BACKGROUND

The Parking Department of Park City, Utah owns and manages a combination of surface lots, parking structures, and on-street stalls. Approximately 250 parking spaces are metered at a rate of \$1/hour. In total, the City owns and manages approximately 1200 parking stalls. The inventory of publicly-owned parking is summarized in Table 1. In addition, the City is currently constructing a new parking structure which will increase public parking supply by approximately 275 spaces. Some private commercial parking is also available for public use; this memorandum addresses the public parking owned and operated by the City of Park City.

The downtown is divided into three parking zones: Zone 1: Main Street; Zone 2: Swede Alley; and Zone 3: Peripheral. Metered parking was implemented in January 1998, but was limited to summer and winter, the busy visitor seasons. In Spring 2003 the system was modified. Metered parking was maintained in Zone 1 for year-round charges. Meters were removed from Zone 2 and enforcement of signed time limits was increased.

TABLE 1 EXISTING PARKING INVENTORY

Facility	Management	Spaces
Structures		
China Bridge	Lower Levels: Time limits, no charge; All day with permit	265
	Upper Level: All-day, no charge	75
Gateway Garage	Lower Levels: Privately owned and managed	(private)
	Upper level: Time limits, no charge	45
Surface Lots		
Flagpole Lot	Time limits, no charge	60
City Hall Lot (North Marsac)	Free, 24-hour parking	60
City Hall Lot (South Marsac)	Time limits, no charge	30
Lower Sandridge Lot	Free, 24-hour parking	55
Upper Sandridge Lot	Free, 24-hour parking	45
Brew Pub Lot	Metered parking	55
On-Street		
Main Street	Metered Parking	200
Park Avenue	Residential Permit Required, no-charge	150
Heber Street	Time Limits, no-charge	15
Swede Alley	Time Limits, no-charge (a portion is off street)	145
Total		1,200

REASON(S) FOR IMPLEMENTING PARKING / PRICING STRATEGIES

In 1996, the City conducted a transportation and parking plan which found that peak parking occupancy in Zones 1 and 2 were at 90% and 95% respectively. Metered parking was one of several recommendations to address the parking conditions. The primary reason for installing

the meters was to preserve the most convenient parking for customers. The City's web site includes this statement:

Park City's parking program is designed to serve visitors by managing spaces so that the premium parking spaces are left for the guest. It is a tourist friendly approach that will enhance the Park City experience. We are all in this together! Let's make it work.

Long-term parking for employees is geared toward Marsac Avenue, which is only two blocks from Main Street but at considerably higher elevation. Employees also have the option of purchasing a parking permit for as low as \$75/year for less convenient locations, and up to \$500/year for "business premium" permits. The city sells only a handful of the latter.

KEYS TO EFFECTIVENESS

Community Involvement

Brian Anderson, Park City's parking manager feels one of the keys to a successful implementation is to allow enough time for public outreach and input. Initially, paid parking was implemented on a relatively fast timeline. Although the city held some public meetings, there was a perception among some that the efforts were more "educational" and that the decision had been made without input from the community. The community knew that there was a parking problem, but needed to be included in finding the solution.

A stakeholders committee should involve a good cross section of downtown retail and restaurants, as well as representation of employees, residents, and hotels. It is important that members of the committee be open-minded and interested in finding a solution for the entire community.

Park City has a committee responsible for monitoring the program after the meters were installed. It was in part based on recommendations from this committee that the program changes were developed in 2003. The parking manager suggested that the committee be formed as a "task force" with a discrete purpose, rather than on-going responsibilities.

Employee Options and Residential Programs

The City has adequate parking available for long-term parking, but it is located along Marsac Avenue, which is not as convenient and not as apparent to visitors to find. Most employees are able to find parking for no charge. The City also has free transit service.

There are four residential parking permit zones as well. These permits allow residents to park in the Zone 1 (but not in prime customer parking spaces). In peripheral zones, long-term parking is restricted and there is increased enforcement.

DOWNTOWN PARKING DEMAND

A 1996 transportation and parking study revealed that peak parking occupancy in Zones 1 and 2 were at 90% and 95% respectively during the winter tourist season. When parking meters were installed, there was a shift of employee parking onto Swede Alley, which is where long-term parking was intended. The parking meter installation was coupled with stricter enforcement of time limits, as well as a residential permit program.

PRICING AND REVENUE

Rates and Charges; Seasonal Variations

Current parking rates are \$1/hour. The parking fees were initially charged during the winter and summer tourist seasons. When the program was modified in 2003, the number of metered spaces was reduced and the program was changed to year-round fees. Employees also have the option of purchasing a parking permit for as low as \$75/year.

The parking manager suggests that if seasonal variation is needed, the time limits should remain the same but the fee could be changed. Seasonal changes in time limits, and changes in whether or not a fee is charged, tend to result in confusion for users and conflicts about parking violations.

The fine for a parking violation is \$20 for over-staying the time limit and \$30 for parking in a no parking location.

Impact on Revenue

The 1997 parking meter installation had effectively paid for itself (purchase and enforcement) by 2003, but additional costs were incurred when the program changes were incorporated. Meters bring in approximately \$1,500 per meter annually.

Allocation of Revenue

Parking meter revenue is directed to the City's transit fund, but has not been used for transit improvements. The City's parking manager is doubtful that parking revenues would be used in the future to support transit improvements. The primary aim of the revenue is to pay for the parking program.

Fee-in-Lieu Option

Park City has a fee-in-lieu of parking option for downtown development. Developers can opt out of constructing on-site parking for a fee of \$14,000 per stall. Projects of one or two levels are exempt from the parking requirement. The exemption was instituted to encourage economic development.

Merchant Validation

Eleven merchants provide parking tokens. These participants are listed on the City's web site.

COORDINATION WITH OTHER MODES

The parking plan was not coordinated with other mode improvements. The City already has a free transit service.

PAY SYSTEM TECHNOLOGY

Park City uses pay-and-display pay stations that accept coins, credit cards, stored-value cards and tokens.

The City also has two pre-paid options, which are discounted: stored-value "Quick Cards," which operate much like a credit card at the pay stations; and an "in-car meter," which users can hang from their rearview mirror. Users turn the device on when they leave their car and turn it off when they return, paying only for the time it is used. Devices are sold for \$40.

AESTHETICS AND ACHIEVEMENT OF INTENDED GOALS

The program has been successful in preserving the most convenient spaces for visitors and customers. There has been no discernable loss of sales tax revenue, or other indication of a lower customer demand. In general, the program has had the desired results.

LESSONS LEARNED

As indicated above, the Park City parking manager pointed to several elements to ensure community acceptance and support for the paid parking. These are summarized below:

- Adequate time for public outreach and input.
- Broad community representation, including retail, restaurants, hotels, employees, and residents.
- A "task force" with discrete objective.
- Maintain paid parking and time limits throughout the year, although the amount of fees can be varied.

CONTACT

Brian Andersen, Data and Contract Analyst, Park City Municipal Corporation
e-mail brian@parkcity.org; phone (435) 615-5371

Port Townsend, Washington

BACKGROUND

The historic downtown district of Port Townsend, Washington draws large numbers of visitors during the summer months, particularly on weekends. In 2003, the City of Port Townsend hired Kittelson & Associates, Inc. (KAI) and John D. Edwards Consulting (JDE) to analyze the downtown parking system and to work with a local committee to develop a parking management plan. The committee continues to meet regularly to discuss parking issues and potential solutions.

The 2003 parking analysis showed very high parking occupancy during the peak summer season (88% of the combined private and public supply was occupied during the Saturday peak hour). However, the parking committee elected not to follow the consultant team recommendation to implement paid parking in the core. Instead, starting in late May 2005, the City implemented a program wherein customers can purchase a permit for \$5 which will allow four-hour parking in the two-hour parking zone. The purpose is to ensure that the most convenient spaces are available for customers, but to increase flexibility for customers who want to stay longer than two hours.

The consultant team did not recommend the extended-time permit that the committee chose, instead recommending that four-hour stays be allowed in the surface parking lots. However, the Port Townsend committee showed an unusually strong ability to compromise and overcome differences for the general good of the community. Because of this strength, they are well-suited to try this unusual approach because they will be able to come back to the table in the event that future changes are needed.

PARKING SYSTEM OVERVIEW

The downtown parking inventory includes approximately 1,145 spaces. Table 1 summarizes the existing parking inventory in downtown.

TABLE 2 EXISTING PARKING RESOURCES FOR DOWNTOWN PORT TOWNSEND

Ownership	Type	On-Street	Off-Street	Total
Downtown Public	<i>Short Term</i>	290	60	350
	<i>Long Term</i>	240	100	340
	Total	530	160	690
Downtown Private		0	455	455
Downtown Total		530	615	1,145
Jefferson Park & Ride		0	270	270
Total Parking Resources		530	885	1,415

As Table 1 shows, the 690 public parking spaces are divided fairly evenly between short-term and long-term parking. However, short-term users are given the most convenient spaces along Water Street, the city's primary commercial corridor. Most of the short-term parking spaces are limited to two-hour durations with a few limited to 15-minute stays. With the exception of the new two-hour extension permits described above, there is no charge for parking in any of the public spaces downtown. Enforcement of time limits is conducted by volunteers under the guidance of the police department.

REASON(S) FOR IMPLEMENTING PARKING / PRICING STRATEGIES

The primary objective of the new time-limit extension permit is to improve customer parking in downtown. Merchants will be able to sell the permits to their own customers to allow them to use the same parking space for four hours rather than the two-hour signed limit. Although this will not increase turnover, it does maintain a preference for customer parking without reducing the supply of employee spaces.

KEYS TO EFFECTIVENESS

The downtown parking committee includes representation from a wide range of perspectives, yet the individuals had a strong commitment to working together, without the turf wars that can be common in committee work. The committee included representation from the following:

- Chief of Police
- Parking Enforcement Volunteer
- Chamber of Commerce
- Local retailers
- Main Street Association
- Port of Port Townsend
- Disabled citizen group representative
- Local developer
- Northwest Maritime Center
- City Council
- Business Owner
- Jefferson Transit
- Transportation Advisory Board

In addition to involvement of the committee, there were several public meetings and a customer survey was conducted by the Main Street Association. The transit agency was involved in the committee and efforts were planned to coordinate transit service (specifically time stops at the Park & Ride lot) with the parking management plan to improve employee options.

DOWNTOWN PARKING DEMAND

The parking analysis conducted in July 2003 showed that typical weekend parking occupancy of the total downtown parking supply (public and private) was at approximately 88% during the Saturday peak hour. The on-street supply was approximately 94% full during the same time period. Weekday occupancy were somewhat lower with overall occupancy of 74%.

Primary concerns expressed in surveys and in the public involvement process differed among different groups. Retailers and other downtown businesses were concerned about providing adequate parking for customers. There was also concern that local residents would choose not to come downtown to shop because of a lack of available parking. Employers and property owners were concerned about limited parking options for downtown employees. An informal survey conducted by the Main Street Association revealed the following:

- Over 70% of the visitors rated parking as “better” or “about average” in comparison to other localities, which is clearly a favorable perception of the situation in Port Townsend;
- Residents surveyed indicate a more negative experience with the parking situation than visitors, suggesting a different level of expectation among local residents, and possibly frustration for employee parking; and,
- Most respondents who rated parking as “Difficult” said it was primarily “Hard to find” or that there was “Not enough”.

PRICING & REVENUE

Revenues from the extended-stay parking passes are designated for improvements to the downtown, such as benches and trash cans. They will be distributed only through merchants.

COORDINATION WITH OTHER MODES

Jefferson Transit participated on the parking committee and the recommended parking plan includes coordination of transit with parking measures. However, no specific changes in transit service were tied to the extended-stay parking permit.

PAY SYSTEM TECHNOLOGY

No technology is being purchased for the extended-stay permit. The permits are being printed and will be distributed by merchants.

AESHTETICS AND ACHIEVEMENT OF INTENDED GOALS

It is too soon to assess the effectiveness of the extended-stay program, or to identify any impacts on customer demand. However, the dedication of revenue to improving downtown, including aesthetics, was key to gaining early acceptance among merchants.

CONTACT

David Peterson, City Engineer, City of Port Townsend
e-mail dpeterson@ci.port-townsend.wa.us; phone (360) 379-5088

Barney & Worth, Inc.

1211 SW Fifth Avenue, Suite 1140
Portland, OR 97204
Ph: (503) 222-0146 / Fax: (503) 274-7955

606 Columbia Street NW, Suite 217
Olympia, WA 98501
Ph: (360) 753-1023 / Fax: (360) 943-7513

www.barneyandworth.com

**DRAFT -- REQUEST FOR PROPOSALS -- DRAFT
PARKING PAY STATION PILOT PROGRAM
CITY OF BEND, OREGON**

I. INTRODUCTION

The City of Bend is interested in exploring a parking pay station pilot program in its downtown business district. Bend is a city of approximately 50,000 people in Central Oregon, about 3 hours from Portland. Bend is a "resort" city, known for its winter skiing and summer recreational activities. It is the fastest growing city in Oregon.

The City recently opened a new 531 stall-parking garage which will change the dynamics of parking in the downtown. Currently all customer parking in the downtown area is free and the parking system is very constrained. Employees can avail themselves of monthly parking permits that range between \$20 and \$45, allowing parking at locations both on and off-street throughout the downtown.

The City would like to replicate the pilot program that Portland, Oregon initiated several years ago to assist it in determining whether a "Smart Meter" pay station system is feasible for generally application in the downtown. However, instead of running the pilot on-street, they want to experiment with pay and display pay stations in 3 – 4 off-street customer lots. These lots are currently very highly used by transient users throughout the year.

It is Bend's intent to (a) test customer acceptance of paying an hourly rate for parking, (b) reliability and durability of equipment, particularly given Bend's fairly harsh winters, (c) usability of pay stations, i.e., ease of use and understanding by customers. The City assumes that the pilot would need to be in place over a period that incorporates both the City's summer and winter peak seasons.

After the pilot period, the City would likely elect to initiate pay stations on-street, which would require 50+ machines strategically located throughout the central core of the downtown. A map is attached to this RFP document (Attachment A) that defines the potential future metered parking area. For the pilot, Bend is looking at 2 machines in each visitor lot, or a total of 6 - 8 machines.

The City is seeking a contractor/vendor to provide high quality services that are accurate, accountable, timely, and flexible. The contractor must demonstrate a system that is currently in use in other urban on-street venues and the ability to assist the City of Bend in structuring/formatting a pilot program that assures questions of use, reliability, serviceability and cost are accurately addressed.

II. RFP ATTACHMENTS

The following attachments are provided that may be used as resource documents when preparing a proposal submittal:

Attachment A – Parking Area Boundary Map

III. MINIMUM QUALIFICATIONS

ALL CONTRACTORS SUBMITTING PROPOSALS SHALL COMPLETELY MEET THE FOLLOWING MINIMUM QUALIFICATIONS. PROPOSALS THAT FAIL TO MEET ALL MINIMUM QUALIFICATIONS SHALL BE REJECTED.

1. Have a minimum of five (5) years of experience in providing, installing and supporting pay station meter technology.
2. Have successful applications of said technology and equipment in place (on-street) in other cities.
3. Provide all the information requested herein, in writing, within the time frame specified.

ALL MINIMUM QUALIFICATION RESPONSES SHALL BE THE FIRST SECTION OF THE CONTRACTOR'S PROPOSAL.

IV. SCOPE OF WORK/SUBMITTAL FORMAT

The contractor/vendor shall assist the City in structuring a Smart Meter, parking pay station pilot program in the downtown. The purpose of the pilot program is to test and evaluate the serviceability and durability of "Smart Meter" technology as well as the acceptance of such technology by the public. The contractor shall:

1. Provide a written response outlining a program and format to "pilot" parking pay stations in Bend, Oregon. The assumption is that the pay station pilot would take place on up to three off-street customer lots in downtown Bend. The outcome of the pilot would be to derive sufficient information to determine whether expansion to a broader on-street application of such equipment and technology is feasible. The contractor/vendor would work with the City to establish a reasonable set of performance standards and performance measures prior to initiating the pilot.
2. Provide a written description of proposed equipment, its basic features, use characteristics, flexibility in formatting pricing/rates, reporting features and current operation in other venues. Describe why this equipment is functional both on and off-street.
3. Describe your proposed format for initiating the pilot, particularly how you would recommend that the City establish and track:
 - Necessary baseline information

- Performance factors, including (but not limited to): customer use/acceptance, system reliability, durability, revenue performance and maintenance.
 - Support for the continued operation of the equipment and tracking/monitoring performance.
4. Describe the activities/services that you would provide to the City over the course of the pilot project (i.e., revenue collection, report generation, technical/maintenance support, etc.)
 5. Describe any activities/services that the City would need to provide to you during the course of the pilot project (i.e., revenue collection, report generation, technical/maintenance support, etc.)
 6. Describe or provide a potential "evaluation matrix" that could be employed to measure the outcomes of the Smart Meter pay station pilot.
 7. Outline your proposed financial terms for providing equipment and support during the pilot project.

V. SELECTION CRITERIA

Written proposals will be evaluated on the following criteria:

Firm Experience and Capability - The contractor's/vendor's experience in the successful provision and installation of parking pay station equipment in downtown environments. The contractor/vendor's work history, capability to handle a project of this size, and ability to meet the minimum requirements provided in Section III of this solicitation will be weighed.

MAXIMUM POINTS: 15

Quality of Proposal - The quality and thoroughness of the contractor/vendor's written response to the questions provided in Section IV of this solicitation.

MAXIMUM POINTS: 30

Soundness of Evaluation Plan - The soundness and objectivity of the contractor/vendor's recommended process and procedures for evaluating the effectiveness and feasibility of the piloted equipment.

MAXIMUM POINTS: 5

Financial Terms - The financial terms of the proposal will be weighted and scored relative to the competitiveness of all proposals submitted.

MAXIMUM POINTS: 30

VI. SELECTION PROCESS

The City of Bend will review all proposals to determine those contractors/vendors who meet the minimum qualifications. The City may choose to conduct an interview (either by phone or in-person) prior to selection. The City may also elect to ask respondents for additional information as information is generated through the process. The City will then determine the most viable and attractive proposal and enter into specific contract negotiations with the firm or team deemed most qualified in an effort to clearly outline the opportunity and the costs associated with a pilot project. If an agreement fails to be reached, the City reserves the right to consider other candidates that submitted their qualifications, to re-advertise the RFP, or to re-design or terminate the project.

VII. SUBMITTAL

To be considered, an interested contractor must submit three (3) copies of its written response to John Russell, City of Bend, ADDRESS, Bend, Oregon 97XXX, **no later than DATE at 4:00 p.m**

Brochures, company profiles, and corporate résumés are welcome as attachments, but will in no way be considered acceptable substitutes for specific answers. The City reserves the right to request additional information for purposes of clarification.

VIII. PROPOSER QUESTIONS

All questions concerning this RFP must be submitted in writing to:

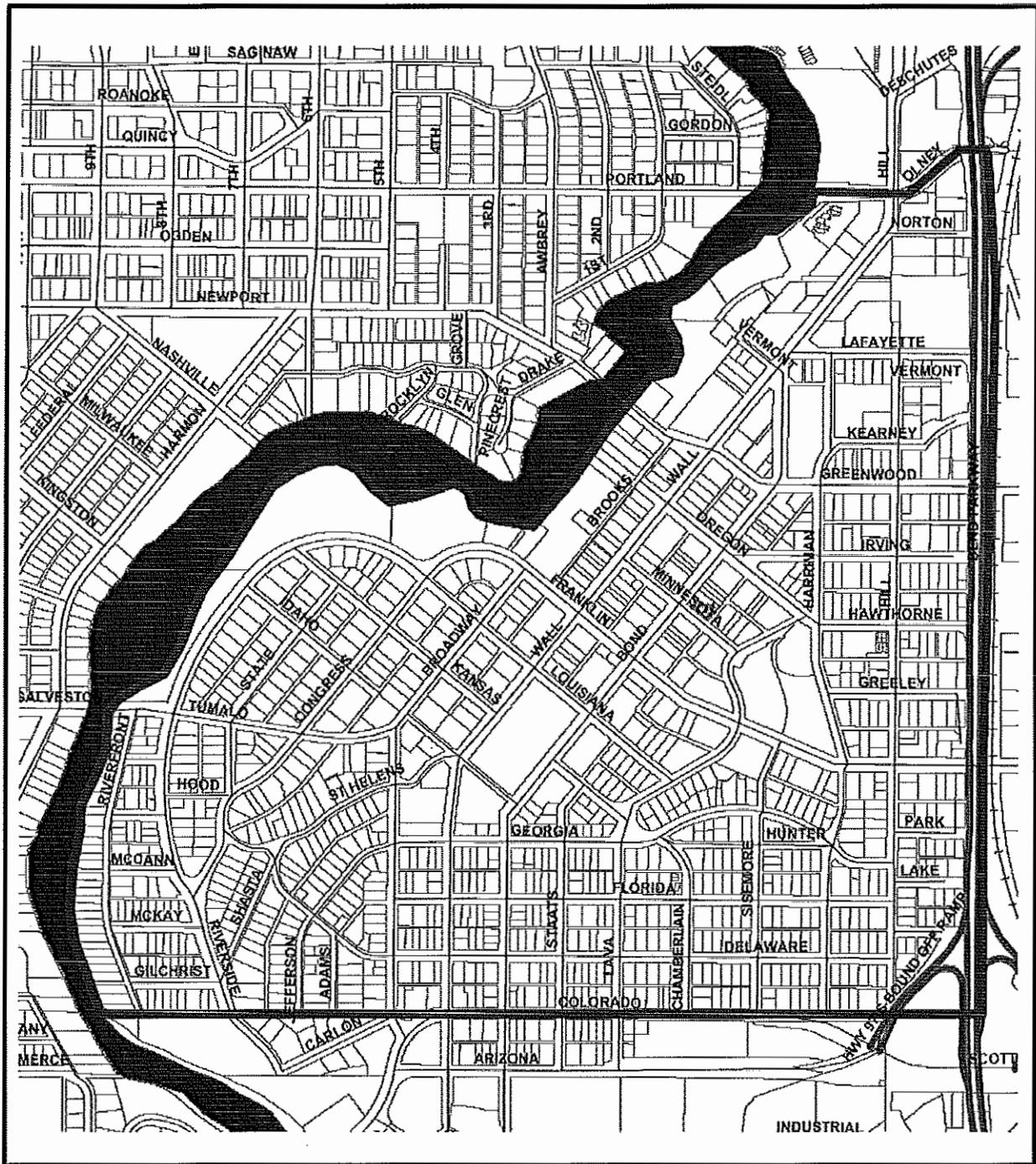
John Russell
City of Bend
ADDRESS
Bend, OR 97XXX
Phone:
Fax:
Email:

SCHEDULE
PARKING ATTENDANT AND REVENUE SERVICES CONTRACTOR SELECTION

1. Request for Proposals sent to prospective contractors/vendors Day, Date, Month 2006.
2. **Deadline for submission of responses to the Request for Proposals is 4:00 p.m. on Day, Date Month, 2006.**
3. City reviews and scores written proposals that have met the minimum requirements on Day, Date, Month 2006.
4. City determines if interviews are necessary and/ or begins discussions with top ranked firm Day, Date, Month 2006.
5. If necessary, the City conducts interviews: the week of Day, Date, Month 2006.
6. The City formalizes selection of preferred contractor/vendor on Day, Date, Month, 2006.
7. Contract for services completed on Day, Date, Month 2006.
8. Contractor/vendor begins pilot operations Day, Date, Month 2006.

ATTACHMENTS

Attachment A – Smart Park Garage System Map (one page)



Downtown Parking Strategic Pricing Study Boundary

<ul style="list-style-type: none"> Boundary City Streets State Highway 	 		<p><small>DISCLAIMER: The information on this map was derived from digital databases on Deschutes County's GIS. Care was taken in the creation of this map, but it is provided "AS IS". There are no warranties, express or implied, including the warranty of merchantability or fitness for a particular purpose, accompanying this product.</small></p> <p><small>Map prepared by City of Bend Engineering/GIS Dept. April 2008 V08 RFP-Parking Price Study</small></p>
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BARNEY & WORTH, INC.

June 22, 2005

To: Karyn Kashima
From: Clark Worth
Rick Williams
Re: Bend Downtown Parking Study:
Parking Management Options

We have completed the fact finding stages of our work, and have conducted the initial public outreach – including stakeholder interview, public open house and web survey. This intelligence gathering has given us a good understanding of Bend's downtown, its current parking conditions and future needs.

Now, we are ready to share with you some thoughts on *Parking Management Options* for Bend's future. The attachment outlines three Parking Management Options for your consideration:

1. *Employee Parking Strategy*: this option places emphasis on resolving employee parking issues. Nearly all observers agree employee parking is the most pressing issue to address. A series of measures are suggested, leading up to the garage opening.
2. *Paid Parking – "Phase-In"*: under this option, paid parking would be implemented, on-street and off-street, step-by-step. Implementation would begin with pilot testing.
3. *Paid Parking – "D-Day"*: paid parking would be introduced, on-street and off-street, in all commercial parking zones, at one time, in coordination with the garage opening.
4. *All Options*: additional measures would be implemented under any scenario, regardless of which Parking Management Option is selected.

We ask that you share these options with the Downtown Advisory Committee, your parking staff, and other stakeholders. We are deeply interested in feedback from all parties before we shape our recommendations.

Two items we wish to highlight for your attention. First, it is possible that two of the management options could be pursued in sequence: for example, Option #1 (Employee Parking Strategy) followed by #2 (Paid Parking – Phase-In). Second, the upcoming Newport Bridge project will affect implementation timing. We do not recommend a transition to paid, on-street parking while the bridge is under construction.

Our thanks to you and downtown Bend's representatives for all of your valuable advice.

Encl.

Clark Worth
Barney & Worth, Inc.
1211 SW Fifth Avenue, Suite 1140
Portland, OR 97204
Ph: (503) 222-0146
Fax: (503) 274-7955
clark@barneyandworth.com
www.barneyandworth.com

- Offer residential permit program to protect close-in neighborhoods with opening of garage.
- Eliminate free parking permits for downtown residents; move residents to off-street locations.
- Explore satellite parking locations that could be developed into attractive employee parking resources, using favorable parking rates and incentives.
- Review CBD parking development requirements.
- Review CBD in-lieu parking fee.
- Review funding options for future development of parking.
- Plan for future parking garages.

Notes:

“Customer First” programs, such as those used in Gresham, OR and Plano, TX organize employers to take a proactive role in managing their employees’ parking behavior to ensure downtown customers are given first priority for on-street parking.

Customer Loyalty Programs provide benefits to regular shoppers, or reimburse customers for a portion of their parking charges.

Bend Downtown Parking

Public Parking Garage Pricing Strategy Rev. 1/09/06

Plan "A"

1. Close surface lots to monthly parkers: Red, Troy, Mirror Pond, Phoenix Inn, Greenwood / Wall
2. Close selected streets to monthly parkers: Irving, Lava
3. Raise rates for the existing facilities that will remain open for monthly parking:

Louisiana lot	\$30
Louisiana Street	\$30
Eastside streets	\$20
4. Offer a discounted "Introductory Offer" monthly rate (\$35) for garage permit holders who purchase passes during a pre-sale. Use the pre-sale experience to test the market rate for garage permits.
5. Publicize lot closures, new permit rates and other changes ASAP; beginning with informing current permit holders and downtown stakeholders.
6. Confirm hotel garage parking arrangements / protocols.
7. Extend enforcement hours (8:00 am to 7:00 pm); ensure vigorous enforcement.
8. Extend enforcement area, and include the garage.
9. Support the parking system / facilities / rates with a marketing campaign and signage.
10. Implement a pilot test of electronic pay stations using Greenwood / Wall and Mirror Pond lots. Provide signage. Use the pilot to confirm appropriate short-term rates for garage and on-street facilities.
11. Eliminate the validation program when Mirror Pond pilot begins.
12. Obtain City Council authorization enabling staff to monitor and adjust parking rates as needed (within a pre-approved range).
13. Determine implementation needs and obtain necessary resources: e.g., mailing list of current / recent permit holders, monthly permit tags, advertising/marketing materials, signage, coordination assignments.
14. Coordinate with policymakers and key stakeholders.
15. Designate garage area that is reserved for short-term parking (100 spaces). Provide adequate signage.

Plan "B"

1. Conduct an intensive marketing campaign: *"Act how to reserve a space!"*
 - Introduce \$45/month rate
 - Market to current permit holders
 - Contest: "one year free parking"
 - Conduct limited block sales of permits through downtown building owners / employers / business groups
 - Newspaper ads
 - Garage open house events

Plan "C"

1. Implement paid on-street parking.
2. Eliminate employee permits for remaining on-street facilities.

Bend Downtown Parking Monthly Permits – Pricing Analysis

Pre-Construction (2005)

LOCATION	# OF PERMITS	PRICE
Red lot	136	\$35.00
Troy lot	46	\$20.00
Louisiana lot	66	\$20.00
Louisiana Street	126	\$20.00
Lava Street	33	\$20.00
Mirror Pond South lot	15	\$20.00
Irving Street	20	\$35.00
Phoenix Inn parking lot	33	\$15.00
Greenwood / Wall lot	37	\$50.00
Eastside streets	125	\$10.00
Public garage	0	NA
Total	637	

Monthly permit revenues: \$14,775.00
Average price: \$23.19

Construction (2005-2006)

LOCATION	# OF PERMITS	PRICE
Red lot	0	NA
Troy lot	0	NA
Louisiana Street / lot	236	\$20.00
Lava Street	40	\$20.00
Mirror Pond South lot	15	\$20.00
Irving Street	22	\$35.00
Phoenix Inn parking lot	26	\$15.00
Greenwood / Wall lot	38	\$50.00
Eastside streets	138	\$10.00
Public garage	0	NA
Total	515	

Monthly permit revenues: \$10,260
Average price: \$19.92

Post-Construction (April 2006)

LOCATION	# OF PERMITS	PRICE
Red lot	0	NA
Troy lot	0	NA
Louisiana Street / lot	236	\$30.00
Lava Street	0	NA
Mirror Pond South lot	0	NA
Irving Street	0	NA
Phoenix Inn parking lot	0	NA
Greenwood / Wall lot	0	NA
Eastside streets	138	\$20.00
Public garage	350	\$45.00*
Total	724	

Monthly permit revenues: \$25,590 (\$22,090*)

Average price: \$35.35 (\$30.61*)

Permit price increase: +77% (+53%*)

* Assumes garage permits discounted during pre-sale period to \$35 per month for first six months: "Introductory Offer".

Annual Permit Revenues	
FY 04	\$137,639
FY 05	\$140,639
FY 06	?
FY 07 (est.)	\$307,080 (286,080*)

Net Permit Revenues – Est. (FY 07 over FY 05)	
\$166,441 per year (\$145,441*)	
\$13,870 per month (\$10,370*)	

Where Will Garage Parkers Come From?

Pre-Construction Scenario

Location	# of Permits	Price
Red lot	136	\$35
Troy lot	46	\$20
Louisiana Street / lot	64	\$20
Lava Street	33	\$20
Mirror Pond South lot	15	\$20
Phoenix Inn lot	33	\$15
Greenwood / Wall lot	<u>37</u>	\$50
	364	

Average price: \$28.20

Post-Construction Scenario

Location	# of Permits	Price
Red lot	0	NA
Troy lot	0	NA
Louisiana Street / lot	59	\$20
Lava Street	33	\$20
Mirror Pond South lot	15	\$20
Irving Street	22	\$35
Eastside streets / lots	34	\$10
Phoenix Inn lot	26	\$15
Greenwood / Wall lot	<u>38</u>	\$50
	227	

Average price: \$24.40

Others

Waiting list	45
Displaced parkers (Red/Troy)	<u>45</u>
	317

Bend Downtown Parking

Greenwood / Wall and Mirror Pond Lots – SmartMeter Pilot

RATES*

Current Rates

First two hours free
\$1.00 per hour
\$6.00 daily maximum

Proposed Rates

\$.50 per hour
\$4.00 daily maximum

* Bend's current parking validation program will be eliminated in conjunction with the Greenwood / Wall and Mirror Pond pilot.

Benchmarks

The goal is to attain the level of 350 monthly permit sales within the first year of garage operations. Benchmarks will enable Bend to monitor progress:

3 months	100 permits
6 months	200 permits
9 months	275 permits
12 months	350 permits

If these benchmarks aren't reached, Bend will consider a range of possible strategies:

- Increase marketing for garage spaces.
- Eliminate or reduce the number of on-street monthly permits.
- Adopt a residential permit program for the surrounding neighborhoods.
- Lower monthly garage rates.
- Allow bulk sales of garage passes.
- Install meters and convert garage customer spaces to paid parking, allowing all-day use.

Bend Downtown Parking

Public Parking Garage Pricing Strategy Rev. 1/13/06

Implementation Plan

1. Close surface lots to monthly parkers: Red, Troy, Mirror Pond, Phoenix Inn, Greenwood / Wall
2. Close selected streets to monthly parkers: Irving, Lava
3. Raise rates for the existing facilities that will remain open for monthly parking:

Louisiana lot	\$30
Louisiana Street	\$30
Eastside streets	\$20
4. Offer a discounted "Introductory Offer" monthly rate (\$35) for garage permit holders who purchase passes during a pre-sale. Use the pre-sale experience to test the market rate for garage permits.
5. Publicize lot closures, new permit rates and other changes ASAP; beginning with informing current permit holders and downtown stakeholders.
6. Confirm hotel garage parking arrangements / protocols.
7. Extend enforcement hours (8:00 am to 7:00 pm); ensure vigorous enforcement.
8. Extend enforcement area, and include the garage.
9. Support the parking system / facilities / rates with a marketing campaign and signage.
10. Implement a pilot test of electronic pay stations using Greenwood / Wall and Mirror Pond lots. Provide signage. Use the pilot to confirm appropriate short-term rates for garage and on-street facilities.
11. Eliminate the validation program when Mirror Pond pilot begins.
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**Bend Downtown Parking
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BEND, OR PARKING PRICING STUDY RATE SURVEY

Parking Fees – Western Cities

City	Downtown Hourly Meter Rate	Downtown Monthly Rate (off-street)	Downtown All Day Rate (off-street)	Assessment of parking availability
Aspen, CO	\$1.00	N/A	N/A	Constrained
Boise, ID	\$.75	\$32 - \$78	\$7.00	Fair
Denver, CO	\$.20 - \$1.00	\$90 - \$175	\$6.00 - \$14.00	Fair
Hood River, OR	\$.35	\$10 - \$20	All off-street is monthly	Constrained
Los Angeles, CA	\$.25 - \$1.50	\$118 - \$276	\$4.00 - \$33.00	Fair - Abundant
Park City, UT	\$1.00	N/A	N/A	Constrained
Portland, OR	\$.50 - \$1.25 ¹	\$99 - \$199	\$7.50 - \$16.00	Fair
Sacramento, CA	\$1.00	\$115 - \$180	\$6.00 - \$18.00	Abundant ²
San Diego, CA	\$1.25	\$105 - \$160	\$12.00 - \$24.00	Fair
San Francisco, CA	\$1.50 - \$2.00	\$95 - \$675	\$8.00 - \$39.00	Fair
Seattle, WA	\$1.50	\$160 - \$260	\$7.00 - \$26.00	Fair
Telluride, CO	\$0.50	N/A	N/A	Constrained
Tempe, AZ	\$0.75	N/A	N/A	Fair
Vancouver, BC	\$1.00 - \$4.00(C\$)	\$95 - \$185 (C\$)	\$7.50 - \$18.00 (C\$)	Fair - Limited
Vancouver, WA	\$.50	\$30 - \$60	\$2.00 - \$4.00	Abundant
National Average	\$1.00	\$97 - \$195	\$8.00 - \$19.00	

¹ Portland's current hourly meter rate in the CBD is \$1.00. This will rise to \$1.25 per hour on July 1, 2005 to provide a revenue source/match for repairs to the CBD transit mall and operational funds for the Portland Streetcar.

² Based on the recently completed (2005) DKS inventory of downtown parking. Peak hour occupancy was determined to be in the range of 65%.

Bend Downtown Parking Study Parking Management Options (6/22/05)

Employee Parking Strategy

- Initiate “*Customer First*” policy for downtown businesses.
- Increase rates for employee parking permits to market levels, with variable rates by parking area.
- Relocate employee permit parking to garage.
- Designate Wall and D&D lots for “Customers Only”.
- Expand enforcement area.
- Extend enforcement hours.
- Eliminate validation program.
- Timing: Begin immediately; phase-in before garage opening

Paid Parking – “Phase-In”

- Install pay-on-foot technology for Greenwood / Wall and Mirror Pond lots.
- Introduce paid on-street parking pilot for core area.
- Phase-in implementation of paid parking (on-street and off-street), guided by results of pilot test and reassessment of occupancies in areas outside core zone.
- Convert Mirror Pond, Greenwood / Wall and D&D lots to paid, short-term customer parking.
- Eliminate existing validation program.
- Replace validation with a customer loyalty program (timed to coincide with implementation of paid on-street parking).
- Timing: Begin at garage opening; staff on-street pilot test after Newport Bridge reopening (January 2007)

Paid Parking – “D-Day”

- Introduce paid on-street and off-street parking in all commercial parking zones to coincide with garage opening.
- Timing: Begin after Newport Bridge reopening (January 2007).

All Options

- Establish “group” consensus on preferred parking option. Group serves to communicate and advocate for the selected implementation plan.
- Develop allocation plan for garage spaces to assure that employee and customer needs are balanced.
- Develop information campaign for customers / parkers.
- Adopt uniform signage, branding, marketing (on- and off-street).

- Offer residential permit program to protect close-in neighborhoods with opening of garage.
- Eliminate free parking permits for downtown residents; move residents to off-street locations.
- Explore satellite parking locations that could be developed into attractive employee parking resources, using favorable parking rates and incentives.
- Review CBD parking development requirements.
- Review CBD in-lieu parking fee.
- Review funding options for future development of parking.
- Plan for future parking garages.

Notes:

"Customer First" programs, such as those used in Gresham, OR and Plano, TX organize employers to take a proactive role in managing their employees' parking behavior to ensure downtown customers are given first priority for on-street parking.

Customer Loyalty Programs provide benefits to regular shoppers, or reimburse customers for a portion of their parking charges.