



Temporary Parking Technical Memo

July 2016

Prepared by the:

Tillamook Area
Chamber
of commerce

THE CITY OF TILLAMOOK

TEMPORARY PARKING TECHNICAL MEMO

The following analysis indicates that there is a strong potential for assuring no net parking loss during the Oregon Department of Transportation's (ODOT) impending two-to-three-year-long reconstruction project in downtown Tillamook. Business owners have expressed concerns about potential adverse economic impacts resulting from the project's removal of parking both during and after construction. The Chamber has been contracted to review those potentials and provide recommended solutions for Temporary Parking during the project after conducting a public review process.

This Technical Memo, with its analysis of existing parking data and documents, is the first step in that review process. It included a comparison of the existing number of parking spaces, the proposed spaces available during construction, and the projected spaces available post-construction in order to determine whether there will be a net parking loss or not. In order to do that, it synthesized the existing parking inventories collected from City staff, along with the City's guidance materials related to parking, as supplemented by ODOT's Project bid package and tentative timeline. This was further refined with fieldwork in order to provide an initial analysis of parking solutions for the impending Project.

ODOT's **US 101/OR 6 Project** (Project) will lengthen the US 101 couplet to the Hoquarton by extending Pacific Avenue north beyond First Street and replacing the existing bridge with a new four-lane bridge. The project will also add turn lanes at key intersections and widen the travel lanes on Main and Pacific Avenues from First to Fourth Streets by two feet on each side. Due to the use of bulb-outs and storm water treatment areas, on-street parking will be permanently reduced by 30 – 35 parallel stalls (according to CH2M HILL's Environmental Impact Study for the project). The widening of the roads is presumed to benefit the utilization of the remaining stalls by enhancing the safety of those getting in and out of their vehicles on the highway side.

This Technical Memo also adds to CH2M Hill's calculation the subsequent permanent "**Crosstown Connections**" project impacts, made up of the net loss of 3 spaces from the Second Street Plaza and 2 spaces in the TURA parking lot, which will be reduced to motorcycle spaces by the installation of a covered bicycle parking structure. This brings the total permanent parking loss to 40 spaces.

Temporary impacts will be greater than the permanent with parking projected to be removed entirely from Pacific Avenue (31 spaces) in the first year of construction and Main Avenue in the second (40 spaces, with 4 on Third, and also 9 on the Second Street Plaza which is currently assumed to be built in the second year). There are 7 spaces on First Street near the west side of its intersection with Main Avenue, but they appear to be safely outside the project limits, while of the 8 on Third Street near Main, 4 are assumed to be affected. Therefore, the total maximum temporary impact is the loss of 53 parking spaces. These temporary losses are the impetus for this current plan, but long-term parking enhancement must be considered simultaneously.

Parking, in terms of safety and quantity, has been perceived to be a problem in Tillamook for a long time. However, the **Town Center Plan**, adopted in 1999, expressly waived any off-street parking requirements for commercial development in the Town Center Overlay District, which roughly equates to the downtown core of the City, and the **2003 Tillamook Transportation System Plan (TSP)** found that “Tillamook generally has sufficient on-street parking”. The Plan noted that parking along Laurel Avenue serving the Courthouse, City Hall, Transit Center, and Museum was occasionally consumed by functions, such as jury selection, and that, during peak times in the tourist season, parking along the highway in the downtown area was occasionally limited, while parking along the commercial cross-streets off US 101 was available and residential areas had a surplus of parking. The TSP recommended a parking study be undertaken (which was accomplished in 2006) and it should examine opportunities to create additional off-street parking areas and to use portions of private lots during peak times. It also recommended promoting the current off-street lots and adjacent on-street parking with signing along US 101.

One positive result of the 2003 TSP was the designation of Tillamook’s downtown as an Oregon Special Transportation Area (STA), which provides greater flexibility in ODOT standards when designing features on the highways.

The 2006 TSP Refinement Plan, by CH2M HILL, fine-tuned the original TSP by upgrading the inventory, conducting a parking study (Memo #5 in its Appendix) and developing a set of parking recommendations. The inventory area (bounded by 6th on the south, Front & First on the north, Madrona on the east, and Grove on the west) was larger than the Town Center District and was found to contain 1,413 stalls, 705 of which were on-street.

While the Parking Study is now dated due to the loss of some of the off-parking opportunities (such as the Safeway site) and the reconfiguration of the Second Street diagonal parking layouts, it did conduct a rigorous review of ‘average’ parking behavior (in October) by five time intervals on both weekday and weekend, using a 90 percent utilization threshold for capacity assuming that is the rate at which drivers find parking difficult and either circle looking for availability or give up and drive away. On average, only 29 percent of available stalls were occupied. Broken out, the weekday average was 38 percent, while the weekend average was 20 percent. The highest time interval usage was weekdays between 11:30 and 1:30 PM at 44 percent, illustrating a lunchtime impact. Pacific and Main were separated out from the study area and found to fall below the total average usages, with no particular usage preference for one couplet leg over the other nor for one side of the street over the other. On weekends, west sides of both streets were preferred, probably due to more retailer proximity. The study did note that drivers prefer to park on the side streets near, but not directly on, the highway. All study intervals were far below the 90 percent capacity threshold.

However, in addition to certain dedicated use off-street lots, there was one type of parking stall found to reach the capacity threshold: on-street, unregulated parking stalls were the most highly-valued, likely due to business owner and employee parking. It was found that there was very little designated employee parking available inside the study area. With the concentration of regulated spaces in the parking district core of the area, employees were asked to walk several blocks to their jobs.

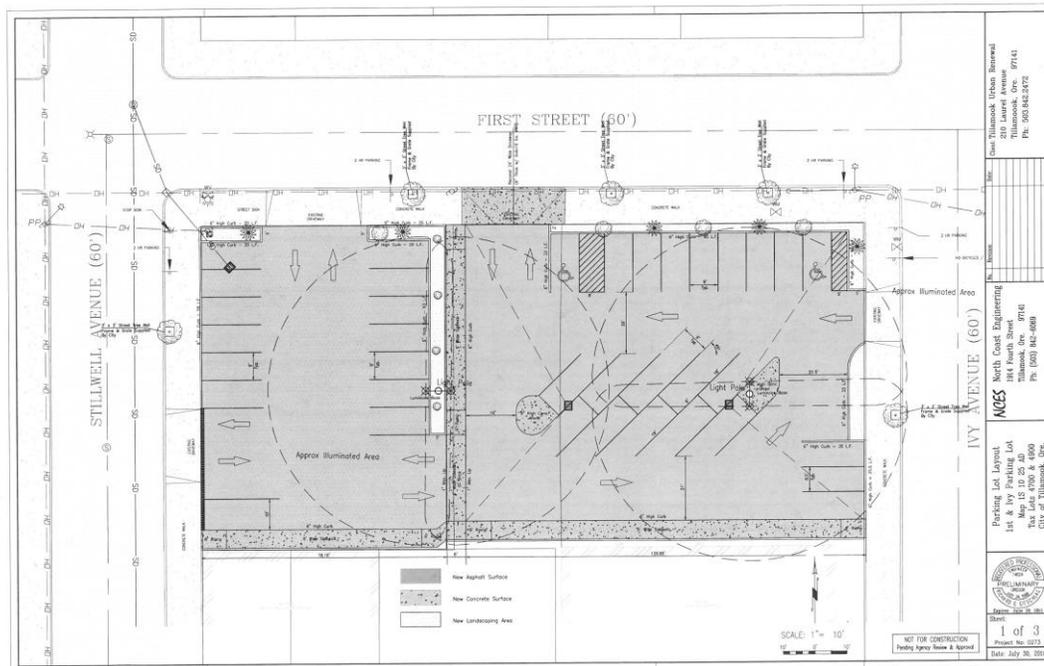
Of the total 1,413 stalls identified in the parking study at that time, 20% were subject to parking regulations. It should be noted that many of those

unregulated spaces have subsequently been lost to development or to more recent regulation; however, the motivation to shorten the daily hike remains the same. The 2016 Year Of Wellness would say the longer the hike, the better; however, human nature being what it is, there are concerns expressed about distance from employees' parked vehicles to work.

The 2006 TSP Refinement Plan used the Parking Study to develop a set of parking recommendations (Memo #10 in the Refinement Appendix), which was then used by the City to establish a Downtown Parking District. The recommendations that have been subsequently implemented include:

- ❖ Employees are allowed to park in the permit parking lot southwest of the intersection of Second Street and Ivy Avenue.
- ❖ Urban Renewal has purchased property southeast of the intersection of First and Stillwell to expand employee and visitor parking. The demand for employee parking at that location has proven to be low; however, TURA did include three long-term off-street RV spaces, which did not exist in downtown prior (please see attached Exhibit A).
- ❖ Parallel parking along both sides of Laurel Avenue in front of the County Courthouse and one side of Second Street between Main Avenue and the west side of the Library has been converted to diagonal. Laurel Avenue supports two-way traffic and Second Street has one-way travel. This concept was also attempted on Ivy Avenue; however, traffic patterns were not conducive to sustaining the configuration.
- ❖ Finally, the ODOT 101/6 project will execute the recommendation to keep parking on both sides of the highway but reduce sidewalk width to increase safety

**Exhibit A:
TURA
Parking Lot**



While some of the Plan recommendations are no longer viable due to ownership/development changes, those that can still be implemented include:

- ❖ Explore opportunities to share parking with businesses and churches that (a) use their parking areas more in the evening or on weekends, or (b) have surplus parking areas.
- ❖ Add signage to guide visitors to parking areas off the state highway.
- ❖ Convert parallel to diagonal parking along Laurel Avenue between Third and 5th Streets.
- ❖ Set aside more on-street parking area reserved for RVs behind the Safeway building.
- ❖ Allow RV's to park overnight in certain designated areas.
- ❖ Construct a deck or larger parking structure on current city parking lots.

As an implementation of many of the Refinement Plan's recommendations, the subsequent adoption of **Resolution #1470, the Tillamook Downtown Parking District**, in January of 2007, imposed a detailed system of Time and Permit regulations upon an area that is roughly equivalent to the Town Center District. While the Refinement Plan recommended a flat 2-hour time limit throughout, the resolution used a 2-hour, no employee/resident, time limit as its basis, with variations on time and type peppered in specific areas around the Main and Pacific axis. It also included some Refinement Plan recommendations, such as allowing residents to park overnight and/or for longer periods during the day along Laurel Avenue between Third and 5th Streets, which were later dropped in the ensuing amendments.

The system was, and is, clearly a work in progress; it was immediately amended by **Resolution #1471** that same month, and then again with **Resolution #1520** in November 2008 and **Resolution #1677** in November 2014. This last regulatory layout is largely intact around the downtown (see Exhibit B), although even that recent reconfiguration has already seen a few minor adjustments made based upon circumstances.

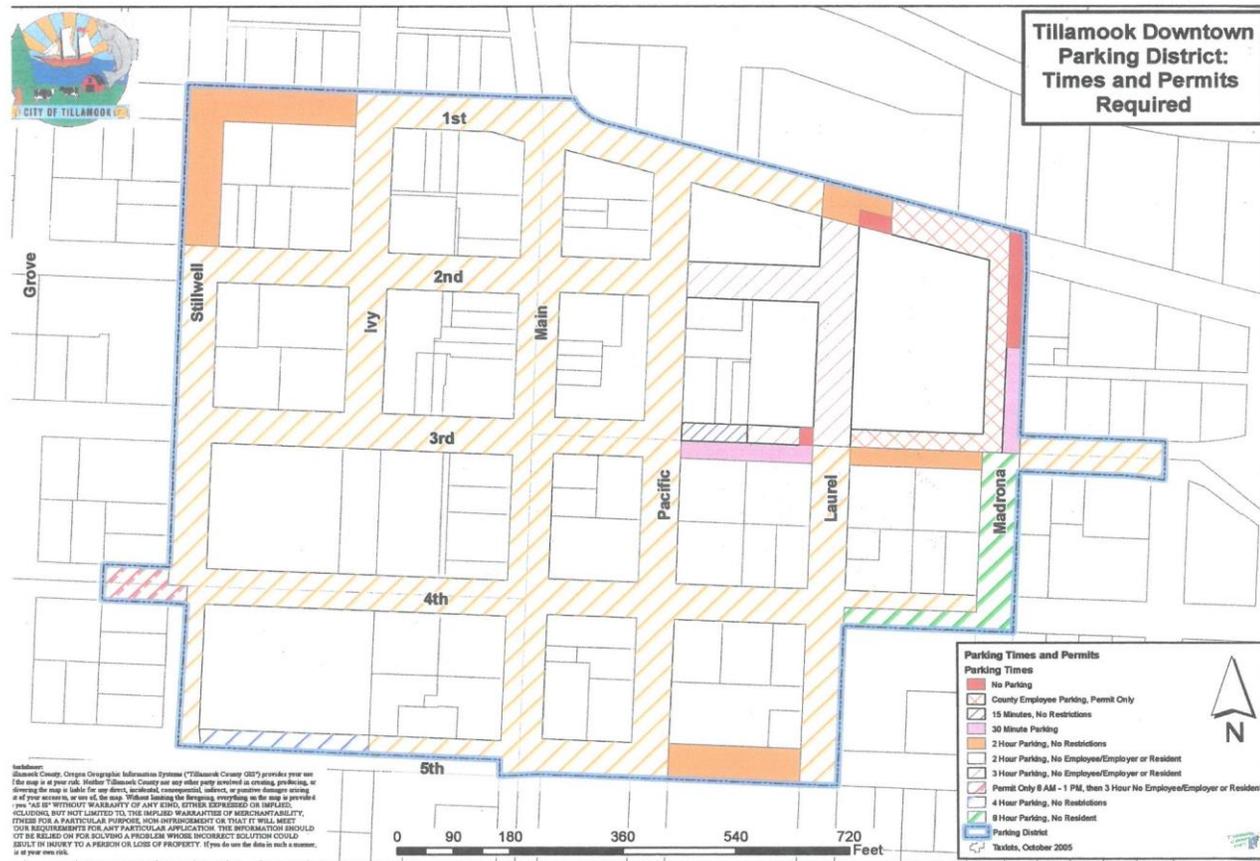
One example is that, while the 2006 Refinement Plan identified 36 stalls reserved for persons with disabilities, all were off-street. In the last couple of years, the City has converted 6 parking stalls around the downtown to on-street ADA spaces, including two in front of the Pioneer Museum, two northbound on Ivy Avenue near Third and Second Streets respectively, one southbound on Stillwell Avenue near First Street, and one westbound on Second Street near Stillwell.

Another example relates to loading spaces, which the Parking District also did not take into account. Currently there are two designated loading zones on Stillwell Avenue on the NE & NW corners of its intersection with Second Street, and 1 loading zone on Second Street in the SW corner of its intersection with Main Avenue.

While the Refinement Plan discussed the need for on-street RV parking, currently there is only one designated RV parking spot on-street and that is on Second Street across from the museum.

The Council has delegated authority to its Public Works Committee to make time and type changes to up to two parking spaces in order to correct such concerns as vision clearance, loading, and extended parking. Larger changes must come before Council.

**Exhibit B:
Parking District**



The implementation of this Parking District System has been followed by the adoption of **Resolution #1669, the 2014 Parking Management Plan**, based upon the Rick Williams Consulting Parking and Transportation report, which was produced through a State Transportation Growth Management grant. During the preparation of the report, several key parking rules of thumb were revealed at the public meetings, which were foundational to the resulting product. The first and foremost of which was that if a destination's supply of parking is 85% occupied, then visitors will get uncomfortable. However, the consultants found, as did all previous plans, that Tillamook is nowhere near that mark, so the City is really looking at better management of the supply that it already has.

Additional considerations suggested during the Parking Management Report process are:

- ◆ Customers like guidance; therefore, signage and safe, reasonable, and walkable connections of a recognizable character from parking to the business front door are essential. Divide the downtown into different management zones. Make each on-street connection route is a separate management zone, with each off-street lot its own zone.
- ◆ The distance limitations for customers range from 400 to 650 feet, while they can be 1,250 feet for employees.
- ◆ Your average retail visitor stays 1.6 hours, which is why most systems use a 2-hour time limit; however, this can be complicated when restaurants, movie theaters, and recreational destinations are mixed in with the parking range limits.

The Council extracted the following thirteen objectives from the report as the **Parking Strategy Plan** for the City. This Technical Memo supplements those objectives with selected background information from the report for clarification purposes.

1. Establish a Downtown Parking Work Group as a forum for addressing parking solutions in the downtown.

Develop a process through which a representative cross-section of downtown interests *routinely* assist in the review and on-going implementation of the Parking Management Plan 3 – 4 times a year, facilitated by the Main Street program, which was managed by the Tillamook Revitalization Association at that time. The program has subsequently been transferred to the Tillamook Area Chamber of Commerce (the Chamber).

2. Stripe on-street parking in all commercial parking areas of the downtown to better identify parking availability and location.

Striping is faded throughout town. Refreshing it is effective because it helps the customer identify a parking stall, which, in turn, creates a sense of order and convenience. Effective striping also reduces incidents of damage to vehicles and facilitates compliance. The ODOT project will be eliminating all stall demarcation within the project area in favor of “fog line” striping under the theory that this type of system increases block face parking capacity. Rick Williams recommends “platoon” stall demarcation on all other downtown streets as he contends that the fog line design is not customer friendly or - ultimately – efficient given that the first cars that use the block face generally then define how parking will “distribute” itself during the day. When converting to diagonal for maximizing parking, assume a yield of 14 diagonal spaces for every 10 parallel. Customers like diagonal and optimally, back-in diagonal is a safer approach.

3. Upgrade on-street signage to create uniform time stays and implement a common signage “brand” within the context of the area.

Creating a uniform signage package that incorporates a *unique logo* and color scheme for public parking facilities will establish a sense of recognition, identity and customer orientation for users of the downtown parking *system*. Currently, ODOT has specific signage standards for “parking related” informational signage in the right-of-way of State facilities (e.g., US 101/OR 6). The ODOT “D4-1” standard creates consistency throughout the State, but is neither unique nor recognizable to the typical visitor.

4. Create distinct parking areas to reduce conflicts between visitors and employees.

When employees and business owners park in front of businesses, it competes with customer parking priorities. There should be multiple employee parking options and those options should be within reasonable walking distance to businesses (e.g., 600 feet) linked to downtown via quality pedestrian connections (safe & well lit) with reasonable enforcement, in order for issues related to employees/business owners parking within the primary retail core to be mitigated. Get business owners to agree to a “Customer First” pact that makes it business policy to encourage employee parking away from customer demand areas. Failure to comply with this policy could become a disciplinary for employment.

5. Initiate limited parking enforcement activities in the downtown to assure existing time zones are honored and system utilization/turnover is operating as intended.

Some abuse of existing timed stalls occurs, with employees using spaces clearly designated for customer use. This results in inefficient turnover, which is not conducive to a successful street level business environment. There is adequate (and abundant) parking (a) available in off-street lots and (b) on-street in “periphery” areas in the commercial downtown. To this end, greater efforts at enforcement in the downtown are warranted. Enhancing parking enforcement will increase overall system efficiency and sufficiently provide for cost recovery. This position could be provided in a “random” format (i.e., 10 hours per week) that controls cost but assures compliance. This position would be charged with implementation of an overall parking enforcement plan, monitoring of parking in time zones, and issuing citations for parking violations within the public on- and off-street supply. The City would quantify results (e.g., hours of deployment, cost of service, citations issued and revenue derived from citations) as a means to evaluate program success. Additional refinements/savings might be attained by structuring enforcement seasonally to increase service during peak season and reducing service in the “off-peak.”

6. Establish a business-to-business outreach and communications plan to downtown businesses on parking issues and planning.

This strategy utilizes the Downtown Parking Work Group as a source for targeted and strategic communications related to parking to downtown businesses, employees and the broader community. Based on the premise that “if they won’t come to us, we will go to them,” a program of visits to downtown businesses, with informational materials and “open ears” would be employed. This could be accommodated by Work Group volunteers routinely visiting downtown businesses. Information derived from such visits would be catalogued and reported back to the Work Group. Key costs for outreach include materials development (e.g., brochures, flyers, etc.).

7. Develop, initiate and routinely report on enforcement actions to the Parking Work Group.

Establish baseline measures to track before initiation of parking enforcement, document and catalogue enforcement activities quarterly once enforcement has been initiated, summarize measures into a quarterly summary report that tracks activity for a specific quarter and comparatively over time, and report results routinely to the City Council and the Downtown Parking Work Group.

8. Initiate development of parking information via the City’s website (e.g., color maps showing parking areas by time stay, rules and expectations, etc.)

A more refined and accessible City website for downtown parking information, possibly a cell phone app, would be useful as a resource for customers and visitors using the downtown. The webpage should be easy to access, well designed, informative and up-to-date (e.g., with event information). Using a third-party website designer to design and create a parking page within the City’s existing website was estimated at \$3,500.

9. Partner with the business community to develop/refine a broad-based marketing and communication system for access in Tillamook. The marketing/communication system could include (but not be limited to): branding; maps and Transportation Demand Management (TDM) alternatives.

Support of this system can be facilitated through informational maps and brochures about Tillamook and its parking system distributed by the City and through local business associations, Visitor Services, Event Planners, Retail and Lodging networks. It was estimated that an on-going downtown parking marketing and communication effort would cost between \$7,500 and \$15,000 annually. The rule of thumb would have the city spend \$7 to \$15 per stall per year on communication. Management of the program would be assumed by expanded partnerships with organizations like Main Street and the Tillamook Revitalization Association. The marketing/communication system would include (but not be limited to):

1. *Maps.* Develop maps that visually represent parking zones and identify the location of visitor versus employee facilities versus event facilities.
2. *TDM alternatives.* Incorporate alternative mode options (i.e., shuttles, transit, and bicycle) into parking communications materials.
3. *Co-marketing/sponsorship:* Programs that leverage business marketing and broader messages about downtown that can be supported with parking.

10. Initiate a complete parking inventory and occupancy study soon after implementation of near-term strategies (i.e., “reset” baseline). This could also be coordinated as a “before and after” analysis of parking timed to the US101/OR 6 Project.

The US 101/OR 6 project will change access patterns within the downtown. To date, a comprehensive statistical analysis of parking in downtown Tillamook has not occurred. The need for objective and up-to-date data would be very useful in assisting the City and stakeholders in decision-making as the downtown grows and redevelops. Initiate and complete baseline an updated parking inventory and occupancy analysis within 6 months of completion of the US101/OR 6 project in order to provide the City with a powerful data set from which to evaluate impacts, progress and on-going strategy development. It was estimated that an inventory and occupancy/utilization study would range from \$16,000 - \$22,000.

11. Negotiate shared use and/or lease agreements with owners of strategically placed existing private surface lots in the downtown to provide for an interim supply of parking where needed.

The 2013 ground assessment noted that a significant portion of existing privately owned off-street parking lots located within the downtown maintain surplus parking availability. The general finding was that most are significantly underutilized, even during peak times. These lots are generally without signage or have signage that is inconsistent and confusing to customers and visitors. The ability of the City to “capture” as many privately owned stalls as are available for more active management will provide a relatively low cost near to mid-term strategy for mitigating existing and future access constraints during peak parking demand periods.

12. Improve the quality of surface parking lots in the downtown

There are numerous surface parking facilities within the downtown. The poor appearance of existing surface lots is creating an impression of downtown that is not supportive of vitality.

13. Develop a Residential Parking Permit Zone (RPPZ) policy and program for adoption by the City Council for future implementation in residential areas affected by spillover from commercial parking.

Such a policy would outline the criteria necessary to establish an RPPZ (which would prioritize on-street parking in residentially zoned areas for residents) and provide a mechanism for initiation of an RPPZ at the request of an affected neighborhood association.

As a companion piece to the Town Center Plan, the recently adopted **Hoquarton Waterfront Plan (Ordinance #1313)** will also have parking impacts. It took the initiative to extend Second Street one-way an additional block from Grove to Fir Avenue and added diagonal parking along one side of Second Street (gaining 12 spaces), Grove Avenue (gaining 8 spaces) and also Douglas Avenue on the west end (gaining 15 spaces). There are minor additions on Stillwell and Ivy Avenues (gaining 4 spaces), but it also removed 31 parallel parking spaces on the north side of First Street, from Grove to Birch, to facilitate a bicycle lane for westbound cyclists coming south off 101 and heading out to the Three Capes route.

Due to concerns that there be no net loss of on-street parking in the Waterfront Plan area, these parking impacts were calculated in Appendix A of that plan, which when all losses and gains were totaled, indicated that there will be a net gain of 11 on-street spaces in the Plan area. Figure 28 in the Waterfront Plan indicates the location of most these changes, along with additional improvements such as bulb-outs and crosswalks, and Figure 20 illustrates planned loading areas, bicycle parking, transit stops, and off-street parking pods. These off-street parking pods include rehabilitated parking alongside the Sue H. Elmore boat ramp (gaining 18 spaces) and on the northwest corner of the intersection of Douglas and Front (with the potential of gaining over 50 spaces). The Plan also reaffirms the need for branded wayfinding signage to augment the parking.

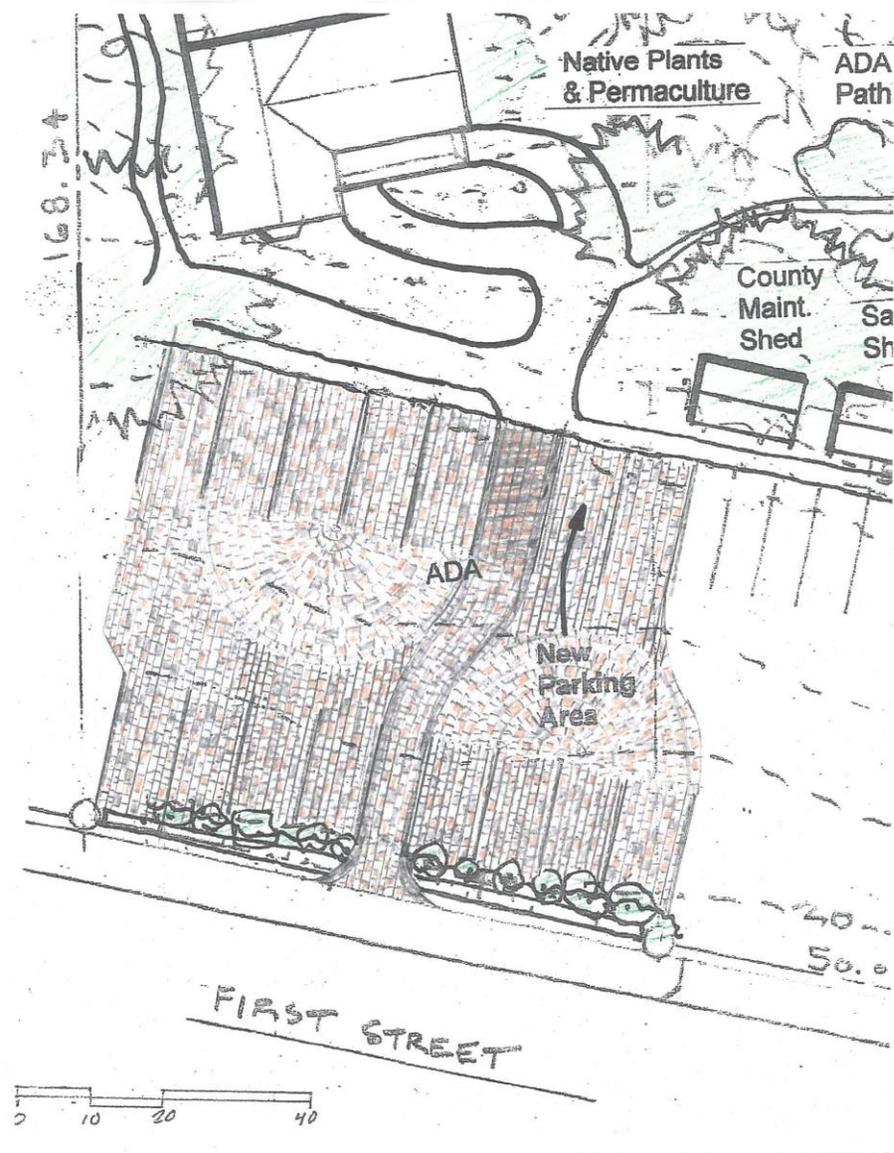
Additional Plans, Initiatives, and Assets

In conjunction with the ODOT 101/6 project, the City was awarded supplemental ODOT funding for the “Crosstown Connections” project, which included the conversion of Second Street between Main and Pacific Avenues into a closeable one-way Plaza without a crown or curbs in order to facilitate public events like dancing without trip hazards and to allow for stage set-up and focused acts to have audience gatherings. This westbound one-way Plaza will have six diagonal spaces on one side to replace the existing 9 parallel spaces on two sides, but the 6 new spaces will not be available until after the project.

* As part of the renovation of the Hoquarton House, which moved the historic building back on the property and freed up space in front for parking (as contemplated in the Waterfront Plan), a County Transient Lodging Tax grant is funding the construction of an additional 15 paved parking spaces immediately off from inbound Highway 6 (First Street) as shown in the schematic to right (Exhibit C). This brings the total in the County parking lot to 33 spaces by this summer. According to County representations, these new spaces will be open to the public, not reserved.

* After receiving notice from the County Assessor’s Office in 2013 that reserved space parking lots were considered taxable because the space renter becomes vested with a specific property right, the City changed its policies with the adoption of Resolution #1628, which converted reserved space parking lots to parking permit systems whereby a permittee is not guaranteed any specific designated space, but rather gains a right to park in that lot as a whole. There is one exception where North Coast Home Care desired designated spaces for its employees and agreed to pay the resulting taxes in addition to the fee.

Exhibit C: Hoquarton House Parking Addition*



Currently, there is permit parking in two City lots: the 'Old Library Lot' on the southwest corner of Second Street and Ivy Avenue (with 30 spaces available; 5 permits issued in 2016 according to the City of Tillamook) and the TURA parking lot on the southeast corner of First Street and Stillwell Avenue (with 13 spaces available; 2 permits issued in 2016). A monthly permit costs \$30. The supply obviously exceeds demand. With nearby 2-hour on-street parking plentiful and a parking ticket for overtime set at \$5, enforced on a random basis, there is no incentive to purchase a permit.

* The City and the Fire District currently use the City's vacant paved commercial parcel at 2310 - Fourth Street (Assessor's Map Page 1S-09-30CB, Taxlot 700). The current layout is inefficient and underutilized, primarily functioning as a training area and receiving lot for the vehicles of volunteers responding to emergencies. There is no known written agreement about the usage of this lot. With a better layout that works with the parking area on the Fire District's property, this parcel could serve some overflow needs, while also continuing to provide emergency functions.

* In 2015, in preparation for the impending ODOT 101/6 project, the Main Street program, through its Highway Project Task Group, inquired of various private parking lot owners around the Town Center as to the potential use of their parking lots, primarily for business owners and employees, during construction. Three positive responses were received:

- First Christian Church back parking lot on the northeast corner of the intersection of Fifth Street and Laurel Avenue (up to 23 spaces).
- St. Alban's Church parking lot on the northwest corner of the intersection of Sixth Street and Laurel Avenue (up to 15 spaces).
- Kimmel's True Value Hardware, vacant lot on the west side of their store (up to 21 spaces), subject to approval of their insurance agent related to liability concerns.

According to the City's insurance agent, if an agreeable arrangement is secured, the City should have its attorney draft a contract with the private owners specifying who and how the general liability coverage will apply, probably naming the owners as additional insured against parking lot usage claims that are not due to the owners' own negligence or to natural events such as storm damage or floods.

* The General Manager of the Tillamook County Transportation District (TCTD) has been participating in the Main Street's Highway Project Task group, helping to brainstorm on options for alleviating construction impacts. Ideas have ranged from something along the lines of a 'Dory Days shuttle' in Pacific City that conveys employees and owners to remote park'n ride areas, to 'free' subsidized downtown passes, to providing free specially-colored construction bicycles, to wrapping a bus with special construction messages. The closer that a shuttle system can match the existing TCTD schedule, the better. Perhaps there may be short-term contracts with other people-movers, such as Marie Mills and Five Rivers vans. Special programs for shuttles could be developed with businesses such as the Pelican Brewery and the Creamery. The General Manager has taken a preliminary look at the cost of providing some shuttle options to see if the TCTD Board would be interested in funding some shuttle services during the construction period. Once the contractor's schedule is released and construction has commenced, he will refine those concepts further.

* Loading during construction has also been identified by the Task Group as a key concern. UPS, Fedex, FSA, Sysco, and others are all regular visitors to the downtown as they service the businesses there. During construction, they must still be able to deliver daily no matter where the construction focus happens to be at that moment. Therefore, their loading zones need to be located outside the project limits to ensure availability; however, this does not ensure access to those loading zones which must be coordinated with the contractor, Oregon State Bridge Construction, so that supply lines are not interrupted.

INITIAL CONCLUSIONS AND CONCEPTS FOR FURTHER EXPLORATION

The first two questions to be answered are whether or not we can ensure no net loss of usable downtown parking both during and after the ODOT 101/6 project.

The temporary impacts are projected to be 31 spaces in the first year of construction on Pacific Avenue and 53 spaces in the second year on Main Avenue, Third Street, and Second Street. The contractor's schedule, which is due to be disclosed July 15th, will be the final deciding factor on timing.

According to CH2M HILL, the maximum permanent impact of the ODOT 101/6 project will be an overall loss of 35 on-street parallel parking stalls in the project area. With the impact of the "Crosstown Connections" project, this total is raised to 40.

So how does that stack up against what is being proposed for parking replacement? If the community can secure 40 permanent spaces and 13 temporary in accessible areas during this project (westside preferred), there will be no net loss.

The following analysis breaks out potential new parking spaces by *temporary* and **permanent**, along with **eastside** of the highway and **westside**. It also looks at how viable are all of these new spaces for customers versus employees.

As pointed out by the Rick Williams Consultants, for impulse-motivated highway traffic, all parking within 400 feet of a business should be available for customers. In a permanent parking plan that would include the parking in the center of the study area; however, with this temporary parking plan, all of the parking being lost is within 400 feet. Therefore, with the Highway 101 project effectively removing those very center spots, any remaining spaces within the project area, plus those within 400 feet of its perimeter are going to need to be reserved for customers. Also, when addressing a cluster of businesses such as the Town Center, the 1,250 feet for employees/owners should be calculated from the center, most difficult to reach, business in order to assure participation; therefore, this plan uses that principle as a measuring stick.

Consequently, each potential parking area is evaluated below as to whether it should serve customers (within 400 feet) or employees/owners (within 1,250 feet). Customer spaces obviously are the best direct value, but employee/owner spaces can provide an indirect benefit by pulling those users out of existing customer spots.

Currently, the County's Hoquarton House parking project will provide an additional 15 **permanent eastside** parking spaces this summer. While slightly outside of the 400 foot radius, these spaces can be considered as providing for customers, if combined with some sort of Hoquarton House visitors information outlet for inbound Highway 6 travelers.

The ODOT project itself will provide 8 additional parking spaces in the newly created Hoquarton Landing area, where the Mar Claire Motel used to be located. If completed in the first year, these **permanent eastside** spaces can be used to compensate for losses in the second year. The contractor's schedule will be the final deciding factor on timing. These spaces can be for customers.

If there is a policy decision to utilize the 2006 Refinement Plan recommendation to "convert parallel to diagonal parking along Laurel Avenue between Third and 5th Streets", which will likely require the conversion of that segment into a northbound one-way, there will be a *temporary* or **permanent eastside** gain of 4 additional diagonal spaces on Laurel. There are currently 7 parallel on the eastside of each of these blocks, and if you apply Rick Williams' parallel to-diagonal conversion factor of 1.4 to those, you derive 9.8 diagonal spaces. Therefore, you may gain 2 extra spaces per block. The block between 5th and 6th Streets is similar and so there is the potential to gain 2 more there. If additional opportunities are located on the freshly-paved Fourth Street, which is fairly wide, there may be some further potential gains. These spaces can be for customers.

The First Christian Church back parking lot on the northeast corner of the intersection of 5th Street and Laurel Avenue could provide up to an additional 23 *temporary eastside* spaces depending upon how many spaces the owner is willing to provide. These spaces qualify for customers, but could be used for employees/owners, if needed.

St. Alban's Church parking lot on the northwest corner of the intersection of 6th Street and Laurel Avenue could provide up to 15 additional *temporary eastside* spaces depending upon how many spaces the owner is willing to provide. These spaces can be for employees/owners.

The City's vacant paved commercial parcel by the Fire Hall could provide approximately 5 or 6 additional **eastside** spaces, while also continuing to provide emergency functions, if cooperatively laid out on both City and Fire properties in a more efficient manner. Whether these would *temporary* or **permanent** would be a City/Fire District policy decision subject to an Intergovernmental Agreement. These spaces can be for employees/owners.

While there will be a net gain of 11 on-street spaces in the Waterfront Plan area, not all of it will benefit the Highway project area. The 50 off-street parking spaces on Douglas and Front and additional 15 on-street on Douglas Avenue will not benefit the downtown as they are too far away. However, the additional 12 diagonal parking spaces along one side of Second Street, as well as the 8 on Grove Avenue can contribute, along with the 18 rehabilitated off-street parking spaces next to the Sue H. Elmore boat ramp and the 4 space gain on Stillwell and Ivy. Stillwell Avenue serves as the 400 foot cutoff line, so 22 of these spaces can be for customers, and 20 would be for employees/owners. The timing on the creation of these 42 **permanent westside** spaces is still uncertain.

Should the City decide to forego its permit parking program for all but the five reserved spaces already secured, the ‘Old Library Lot’ on the southwest corner of Second and Ivy, it would free up 25 **westside** spaces available, and the TURA parking lot on the southeast corner of First and Stillwell would provide 13 **westside** spaces. These spaces can be for customers. Whether these would *temporary* or **permanent** would be a Council/TURA policy decision.

Kimmel’s vacant lot on the west side of their store could provide up to an additional 21 *temporary westside* spaces depending upon how many spaces the owner is willing to provide. There are concerns about trip and auto hazards that may need to be rectified prior to utilization, along with layout striping and possibly a new access curb-cut. These spaces can be for customers.

Therefore, the total number of potential new parking spaces from current plans, initiatives, and assets breaks out as follows:

Eastside				Westside			
permanent		<i>temporary</i>		permanent		<i>temporary</i>	
customer	employee	customer	employee	customer	employee	customer	employee
23		23	15	22	20	21	
4 unknown	5 or 6 unknown	4 unknown	5 or 6 unknown	38 unknown		38 unknown	

It appears that, with a coordinated usage of the east and west sides, there is a strong potential for assuring no net loss and adequate coverage of the potential maximum 53 being lost at any given time. The critical element is getting assurance that these replacement products can come online at the right times to be effective.

In order to secure that assurance, this memo reviewed the City's Parking Strategy Plan as the guidance format for implementing a temporary parking plan. Its thirteen objectives are reorganized and updated to provide a draft action plan for discussion and refinement through the impending public process that will result in the final Temporary Parking Plan. The following is a potential breakout of tasks:

1. The Chamber should help the City create distinct parking areas to reduce conflicts between visitors and employees. *Advocate for the City to forego its permit parking program for all but the five reserved spaces already secured in the 'Old Library Lot' in order to immediately free up 25 **permanent westside** spaces for customers. Also advocate for the City and TURA to review their permit program in the TURA parking lot semi-annually and terminate it if not needed to free up 13 **permanent westside** spaces for customers. Also, request that the City promptly implement the onstreet diagonal parking elements of the Waterfront Plan on Stillwell and Ivy Avenues in order to gain 4 spaces for customers. If there is anyway to prioritize the rehabilitation of the 18 off-street parking spaces next to the Sue H. Elmore boat ramp as part of that grant-funded project, it should be moved up on the construction schedule in order to benefit customers.*

*There should be multiple employee/owner parking options within reasonable walking distance to businesses via quality pedestrian connections (safe & well lit) with reasonable enforcement. Investigate simple identification systems, along with safe and accessible areas, for long-term employee parking. As a quick fix for employee parking to balance the above customer emphasis, request that the City (with the financial assistance of TURA) immediately implement the onstreet diagonal parking elements of the Waterfront Plan on Second Street and Grove Avenue in order to gain 20 spaces for employees/owners. In an effort to favor permanent solutions over temporary, advocate for the improvement of the City's vacant paved commercial parcel by the Fire Hall in order to provide 5 or 6 additional **permanent eastside** spaces for employees/owners, while continuing to provide emergency functions subject to an Intergovernmental Agreement.*

2. The Chamber should assist in the development of a common parking signage "brand", within the context of what ODOT allows, and advocate to ensure that the City upgrades on-street signage to create uniform time stays by area. *The TSP, the Refinement Plan, and the Waterfront Plan all reaffirm the need for branded wayfinding signage to augment the parking. Customers like guidance; a system of signage and safe, reasonable, and walkable connections of a recognizable character from parking to the business front door need to be developed. In addition to the Chamber securing permission from ODOT for a temporary 'parking location' system of signs during the construction period, an exploration of ODOT alternate signage standards for "wayfinding" informational signage in the right-of-way of State needs to occur. Branded signage would go a long way to distinguish the Tillamook parking system for the user. Provide recommendations to the City Public Works department regarding locations that work with their forty-five degree arrow-to-arrow signage standards that strive to minimize clutter. Additionally, ideas such as leading every block with a 15 minute spot and identifying special destination areas that need longer than two-hour parking should be entertained.*

3. The Chamber should establish a Downtown Parking Work Group as a forum for addressing parking concerns that includes a representative cross-section of downtown interests and routinely assists in the review and on-going implementation of parking solutions. *This Group should serve as a 'go-to' listening post for complaints, but should also be proactive in developing systems that anticipate and eliminates those concerns. This could include such management concepts as getting business owners to agree to a "Customer First" pact that makes it business policy to encourage employee parking away from customer demand areas and dividing the downtown into different management zones with each off-street lot and each on-street connection route a separate management zone.*
4. The Chamber should take the lead in establishing a business-to-business outreach and communications plan to downtown businesses on parking issues and planning. *The Downtown Parking Work Group should serve as a source for targeted and strategic communications related to parking to downtown businesses, employees and the broader community. This may include Work Group volunteers routinely visiting downtown businesses. Information derived from such visits would be catalogued and reported back to the Work Group.*
5. The Chamber should partner with the business community to develop/refine a broad-based marketing and communication system for access in Tillamook. *Informational maps and brochures about Tillamook and its parking system should be developed to be distributed by the City and through local business associations, Visitor Services, Event Planners, Retail and Lodging networks. These parking communications materials should incorporate alternative mode options (i.e., shuttles, transit, and bicycle). Management of the program would be assumed by expanded partnerships with organizations like the Tillamook Revitalization Association and should leverage business marketing and broader messages about downtown in order to support the parking outreach efforts.*
6. The City and Chamber should negotiate shared use and/or lease agreements with owners of strategically placed existing private surface lots in the downtown to provide for an interim supply of parking where needed. *An exploration of all private and public potential partnership agreements as proposed by the Chamber should be presented for public comment. Should the permanent options turn out to not be feasible, negotiate with the First Christian Church and St. Alban's Church to provide up to an additional 38 temporary **eastside** spaces for employees/owners depending upon how many spaces the owners are willing to provide. In addition to having the wide range of available **permanent westside** options, the Kimmel's parking area should not be pursued as it has too many improvement concerns to be viable.*
7. The City should stripe all on-street parking in commercial parking areas of the downtown to better identify parking availability and location. *The City has already budgeted extra funding for striping in its 2016/2017 budget. In addition to refreshing worn striping, the funding should be used to delineate the additional onstreet parking noted above. Use "platoon" stall demarcation on all downtown streets other than Highway 101.*

8. The City should improve the quality of surface parking lots in the downtown. *TURA should be encouraged to implement its Second Street Pilot Project with elements that include enhancing both the surface and border treatments of the municipal parking lots on that street.*
9. The City should initiate development of parking information via the City's website (e.g., color maps showing parking areas by time stay, rules and expectations, etc.) *A more refined and accessible City website for downtown parking information would be useful as a resource for customers and visitors using the downtown. The webpage should be easy to access, well designed, informative and up-to-date (e.g., with event information). Using a third-party website designer to design and create a parking page within the City's existing website was estimated at \$3,500.*
10. The City should initiate limited parking enforcement activities in the downtown to assure existing time zones are honored and system utilization/turnover is operating as intended. *There is adequate (and abundant) parking (a) available in off-street lots and (b) on-street in "periphery" areas in the commercial downtown. Enhancing parking enforcement, in a "random" format (i.e., 10 hours per week) that controls cost but assures compliance, will increase overall system efficiency. Additional refinements/savings might be attained by structuring enforcement seasonally to increase service during peak season and reducing service in the "off-peak."*
11. The City should develop, initiate and routinely report on enforcement actions to the Parking Working Group. *The City establish baseline measures to track before initiation of parking enforcement, document and catalogue enforcement activities quarterly once enforcement has been initiated, summarize measures into a quarterly summary report that tracks activity for a specific quarter and comparatively over time, and report results routinely to the City Council and the Downtown Parking Work Group.*

It is believed that the final two objectives of the Parking Strategy Plan do not directly relate to temporary parking and are not proposed for inclusion in this Action Plan:

1. The City should develop a Residential Parking Permit Zone (RPPZ) policy and program for adoption by the City Council for future implementation in residential areas affected by spillover from commercial parking.
2. The City and Chamber should seek funding for a complete parking inventory and occupancy study.