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October 26, 2023

Poulsbo Parking Advisory Committee
City of Poulsbo
19540 Front Street NE
Poulsbo, WA 98370
Gilbert, AZ 85296

Re: Downtown Poulsbo Parking Implementation & Action Plan

Dear Members of the Committee:

Walker Consultants is pleased to submit this Downtown Poulsbo Parking Implementation & Action Plan to City of Poulsbo staff and the Poulsbo Parking Advisory Committee for their review.

Within this plan we have provided an introduction, set the stage, reviewed the vision and guiding principles, and described and analyzed key considerations made in the formulation and refinement of strategies and action items provided, as first outlined in our Strategies Menu.

Individual recommended action items have been provided in order of importance and level of effort required.

We look forward to seeing the tangible impact these changes will make in the day-to-day lives of Poulsbo's community.

Sincerely,

WALKER CONSULTANTS

Mallory Baker
Senior Consultant

Drew Willsey, AICP
Planner

Downtown Poulsbo 2023 Parking Study Update

Implementation & Action Plan

October 26, 2023 (Updated)

Prepared for: City of Poulsbo

CITY OF POULSBO
VIKING CITY

WALKER CONSULTANTS

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Executive Summary

Access for all—whether through driving and parking, or other modes of travel—is essential to the cultural, economic, and social vibrancy of Downtown Poulsbo. As Poulsbo's Downtown evolves and the community prepares for the future, the City of Poulsbo is taking a holistic look at Downtown parking options, programs and policies and studying changes to better support the people that live, work and play Downtown and make it the special place that it is.

With an understanding that parking is a critical element of Downtown Poulsbo's vitality and vibrancy, the City had developed this Implementation & Action Plan for downtown parking. This plan sets forth forth prioritized action steps to help the City manage parking assets effectively and efficiently and offer convenient parking options for all types of parkers and user groups who live, work, and play in downtown Poulsbo well into the future.

The Importance of Managing Parking & Access

It's important for cities to manage parking resources and access for the entire community. Active parking management can:

- Help distribute parking more effectively across parking resources.
- Promote equity for all users of the Downtown's parking resources.
- Preserve the character of Downtown by making access intentional and in keeping with Poulsbo's spirit and goals.
- Reduce vehicle congestion and excessive vehicle circulation, even during peak season.
- Improve experience for all travel options by ensuring appropriate accommodation of each travel choice.
- Advance goals for reducing the use of single-occupancy vehicles in favor of other transportation choices (called transportation demand management, or TDM)

The Value of the Public Right-of-Way

The public right of way, including the curb—meaning the area where the street meets the sidewalk—serves many functions. This space operates as a travel way, a pedestrian realm, a community gathering and greening space and a flexible zone for transit access, vehicle storage, passenger pick-up and drop-off and deliveries, among other things. Because the curb provides significant value to the community, many cities seek to find the highest and best use for the curb.

Vision & Guiding Principles

The Vision and Guiding Principles—our North Star for strategy development—were developed in close coordination with the Parking Advisory Committee and the entire Poulsbo community through our online survey. A full analysis of community feedback is provided in **Attachment A**.

Vision

VISION STATEMENT

We see parking as a way to help people live, work and have fun in Poulsbo. We envision a parking system that facilitates and supports Poulsbo's cultural, economic and social strength.

Guiding Principles

We seek strategies and actions that:

1. Address localized demand shortages that frustrate users and reduce parking system efficiency.
2. Equitably accommodate all users in need of a parking option, including long-term (8+ hours), mid-term (2-8 hours) and short-term (2 hours or fewer) parkers.
3. Prioritize parking management techniques and policies in keeping with Poulsbo's welcoming, friendly spirit.
4. Support a multimodal environment that maximizes mobility freedom, choice and safety for the Poulsbo community.
5. Maximize long-term financial sustainability for the parking and mobility system so that it can continue to serve the Poulsbo community.
6. Take a data-based, steady, and contextual approach to change—from changing parking management practices to adding new parking facilities.

Community Engagement

The community's voice and opinions have been reflected throughout this Plan, which included a robust online engagement and outreach effort. While feedback was varied, some key themes and areas of agreement did emerge. These themes include:

- **Parking supply.** Finding parking in downtown Poulsbo is a significant challenge, especially during the summer when tourism levels reach their peak, and that it is a reason that many choose to avoid coming downtown. The existing parking supply is a limiting factor to downtown's vitality, and the city should construct new and additional parking supply in the form of a parking garage.
- **Time limits.** Parking is essential for access to downtown and support of local businesses. To that end, time-limited parking restrictions should be expanded on the busiest downtown corridors (Front Street,

Jensen Way, Moe Street, and 3rd Avenue) to increase turnover.

- Accessible parking. There is a lack of on-street accessible (ADA) spaces that are close to downtown businesses, and walking distances between existing accessible spaces and key destinations are too far. The community has indicated a desire for more ADA parking on-street; however, ADA spaces in the Anderson lots currently exceed requirements, and the Senior Center does include priority loading and parking zones for mobility-impaired people.
- Employee parking. There are no formally designated off-street employee parking areas, and many employees park on-street, especially along 3rd Ave, or in lots with a posted 3-hour time limit. Especially in light of future construction projects that may constrain the on-street supply, an existing off-street parking facility should be identified and designed to allow and encourage all-day parking (employees) to ease parking pressures during weekdays and make more on-street parking available for customers.
- Multimodality. Safety of walking and biking should be a priority and higher rates of walking and biking should be encouraged. To that end, Front Street could be made into or designated as a safe zone that prioritizes pedestrian and bicycle mobility, with dedicated pedestrian and bicycle infrastructure and implement a reduced vehicle travel (i.e. road diet) pilot program.
- Remote parking. Some nearby surface lots are underused during peak times during the summer. On summer weekends and large-scale event days, the city should consider providing free transit or a shuttle every 20-30 minutes that serves off-site parking facilities near downtown, such as the North Viking Park & Ride, to reduce parking demand distribution challenges for tourists and locals.
- Signage and wayfinding. Half of respondents are not familiar with all of the parking facilities and options in Poulsbo. Improved, more consistent, and additional wayfinding signage, as well as clearer signage indicating restrictions in place, would make parking easier to navigate for tourists.
- Shared parking. There is limited urban land for parking vehicles. New strategies should be considered for sharing non-city-owned surface lots when feasible, especially considering the low use of many private surface lots in downtown Poulsbo. More parking could be made available for general public use on evenings and weekends by using underused surface lots in Downtown Poulsbo through partnerships with local businesses and private landowners.

Feedback was mixed on whether paid parking would be an effective strategy for managing parking downtown.

Parking Management in Peer Communities

Several peer Puget Sound communities to Poulsbo (7 communities total, all fewer than 50,000 people) were looked at to determine what kinds of strategies those communities currently employ for their downtown parking systems, including all of Kitsap County's municipalities. Some key findings resulting from the peer community analysis include:

- 4 out of 7 communities offered some type of employee parking program, with an additional community offering monthly permits to anyone for at least one of its off-street parking facilities.
    - Monthly rates ranged from $20 per 6-month period (Bainbridge Island) to up to $149 per year (Leavenworth).
    - One community offered weekly passes for $38 per week.
- Time restrictions for on-street parking were tiered, ranging from 1 to 4 hours, depending on distance from the city center.
- All communities for which data was available except one (5 out of 7) generated more in direct parking revenue than Poulsbo does from all potential sources (e.g., citations, leases, permits, paid parking, etc.).
    - Port Orchard, similar in size to Poulsbo, generated about $166,300 in revenue, according to the

latest budget for that community.
    - Bremerton, which has paid parking and is about 4x the size of Poulsbo, generated nearly $1.7 million in parking revenues in 2021.
- Cost recovery for communities for which revenues and costs could be ascertained ranged from 99% (Edmond) to 153% (Leavenworth) during the latest years for which actual data was available.
- 3 out of 7 communities, including Port Orchard, featured at least some paid parking within their public parking systems.
    - Out of those communities, one charged a flat rate of $1 per hour during enforcement hours, one featured a multi-tiered system where rates varied by season, day, and activity level (Leavenworth), and one featured a unique flat/graduated rate system (Bremerton).
        - Within the multi-tiered system, the City publishes a calendar with the daily rate schedules in effect.
            - On-street rates range from $1 per hour during "quiet" times to $4 per hour during "festival" times, with 15-minute grace periods and a max stay of 3 hours.
            - Off-street rates range from $1 to $3.50 per hour across similarly.
            - For facilities that offer all-day parking, the day rate ranges from $12 to $30 per day, with discounts for early birds.
            - ADA vehicles can mostly park for free with placard.
        - Within the flat/graduated rate system, on-street paid parking ranged from $7 to $8 for up to 10 hours, surface off-street ranged from $7 to $12 for the first 10 hours, and garages typically begin with a flat $4 rate for the first 2 or 3 hours.
- All communities with paid parking offered at least one free off-street parking option.
- 5 out of 7 peer communities employed at least some active or semi-active dedicated parking enforcement, including Port Orchard and Bremerton.
- One community (Edmond) features a robust shared-use model where, during evenings and weekends, 4 private businesses downtown make their parking lots available for general public use under the “Ed After Hours” program.

Key Strategies & Action Steps

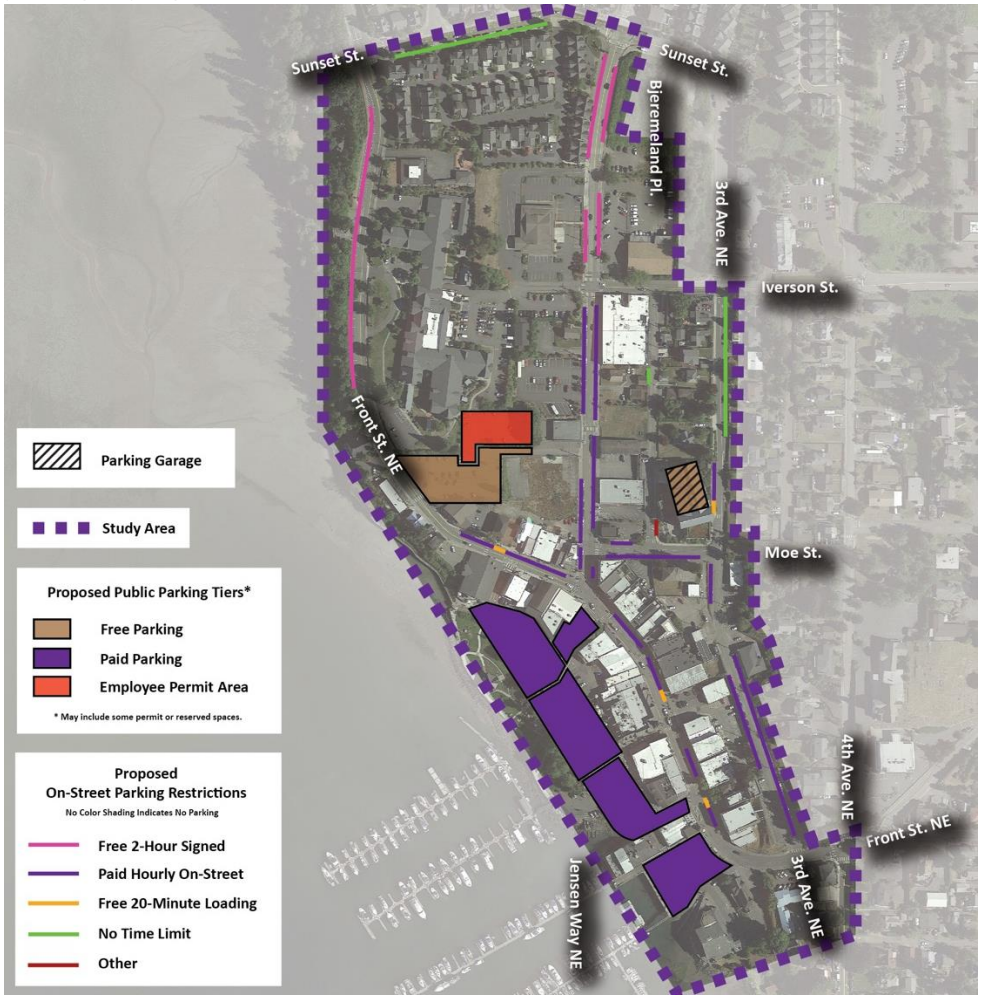
The following strategies and action steps are listed by priority level and timeline. Note that while a robust financial analysis has not been conducted as part of this work, recommended actions are projected to substantially improve cost recovery of the parking system, which is currently at or below 12%. Initial investments are expected, at a rough budget level, to include:

- Roughly $50,000 - $75,000 in ongoing near-term annual costs for part-time administration and enforcement
- Roughly $100,000 - $400,000 in capital investment, including sensor/enforcement technology and parking access/paid parking options. Note that costs are highly variable dependent on vendor and system procured.

Essential Priorities: Immediate-Term (within 6 months)

The following action steps are recommended to be completed within 6 months following adoption of the Downtown Parking Implementation and Action Plan.

- **Design and Install Static Signage and Wayfinding Improvements:** Implement static sheet signage updates in keeping with Poulsbo's strong branding and sense of place throughout the parking system to better orient users to parking options and build system uniformity.
- **Update User Group Allocations:** Formalize and communicate employee parking areas (e.g., in King Olaf Lot) and consider options to augment existing ADA parking.
- **Improve Communications:** Establish simple, straightforward and City-driven communications on parking options through a webpage for the parking system and web-based parking options map.
- **Establish Rate Schedule and In-Ordinance Support for Ongoing Rate Changes:** Establish, in regulation, rate schedule for paid parking options and update ordinances to allow for ongoing rate changes at the staff level based on occupancy data collected. The following parking facilities are recommended for paid parking at program onset.



The following rate schedule is recommended initially.

Hours 1-3	$1.00 per hour
Hours 4-6	$1.50 per hour
Hours 7-8	$2.00 per hour
Max Daily Rate	$11.50

The below rate schedule is recommended in the mid-term following 2+ years of program operation.

	High-Demand (>90% Typical Peak Demand)	Base (<90% Typical Peak Demand)
Hours 1-3	$2.00 per hour	$1.00 per hour
Hours 4-6	$3.00 per hour	$1.50 per hour
Hours 7-8	$4.00 per hour	$2.00 per hour
Max Daily Rate	$23.00	$11.50

- **Establish and Implement Data Collection Protocols:** Collect parking inventory and occupancy data in public parking facilities quarterly, with at least one non-event weekday and one non-event weekend day represented during each quarterly check to aid in decision-making, like rate schedule by facility.
- **Procure Parking Access and Revenue Control System to Facilitate Paid Parking and Passive Enforcement:** Initiate a Request for Qualifications (RFQ) procurement process to obtain a scalable parking access and revenue control system and payment platform for paid facilities. Given sensitivity to ongoing labor costs associated with the parking system, especially at the onset, consider a gated option for off-street facilities to minimize enforcement needs. More advanced options could include additionally procuring a sensor system[1] to allow for more passive enforcement and minimize enforcement costs systemwide.

Essential Priorities: Near-Term (within 18 months)

The following action steps are recommended to be completed within 18 months following adoption of the Downtown Parking Implementation and Action Plan.

- **Begin Charging for Parking in Highest-Demand Facilities** per the initial rate schedule.
- **Refine Parking Violation Fine Schedule to Support Parking Program Holistically:** Employ first-time warnings for low-level violations, with graduated fines for repeat violators and premiums of high-level offenders, like those who park in a crosswalk and impede others' path of travel. This initiative will help improve the impact of the enforcement that does occur, so that labor effort on enforcement can be minimized and the focus can be on revenue collection from paid parking.
- **Establish a Shared Parking Program with Private Facilities:** Identify and initiate conversations with private parking facility owners, draft a standardized shared parking agreement, and execute agreements to expand inventory by leveraging underutilized spaces in the private market.
- **Establish a Simple Permit System for Employees and Other Long-Term Parkers:** Following paid parking implementation, implement a basic permit system to further tracking, formalize options, improve service and recover costs. An initial price range of $25-$35 per permit per month is recommended.
- **Begin Tracking Parking-Specific Operating Costs and Revenues** so that cost recovery can be calculated and evaluated.

[11] Example: https://eleven-x.com/

Important Priorities: Mid-Term (within 3 years)

The following action steps are recommended for consideration within 3 years following adoption of the Downtown Parking Implementation and Action Plan.

- **Consider Establishing Downtown Parking as a Special Revenue or Enterprise Fund** with a set cost recovery target and an investment plan for revenues above cost, like funding new parking inventory or supporting other travel choices.
- **Create a Formal Framework and Strategy for Remote Parking** for events, particularly as events continue to scale.

Important Priorities: Long-Term (within 5 years)

The following action steps are recommended for consideration within 5 years following adoption of the Downtown Parking Implementation and Action Plan.

- **Consider More Dynamic Signage and Wayfinding,** such as dynamic directional signage at Downtown entry points showing real-time availability information in parking facilities.
- **Establish a More Complex Long-Term Parking Permit Program** with options beyond month-to-month parking, like tiered permit options for people who only drive to work a few days a week, to improve program efficiency and serve more users.
- **Add Inventory with a New Public Parking Garage:** If data collection efforts indicate typical peak occupancy levels above 90-95%, consider construction of a new public parking structure on the King Olaf lot.

In Conclusion

This Plan offers an opportunity to efficiently manage existing parking assets, plan for new ones, and offer convenient options to short-term and long-term parkers alike. The recommended program necessitates investment in staff and technology but will ultimately result in greater cost recovery and reduced reliance on the City's General Fund for the parking system.

02 Implementation & Action Plan

Implementation & Action Plan

Introduction

The City of Poulsbo is located less than 2 hours from Seattle by ferry across Puget Sound. Founded by Norwegian immigrants in the 1880s, Poulsbo's identity as a picturesque, seaside town with Scandinavian heritage has remained unchanged. Since the 1950s, Poulsbo has maintained a rapid pace of population growth, recording double digit percentage growth every decade since. While downtown Poulsbo has long been popular with tourists, both in-state and out-of-state, and hosts a large marina, the City's relative proximity to metropolitan Seattle and Tacoma have resulted in Poulsbo serving as a far-flung bedroom community, a trend that may have accelerated with the rise of telework since 2020. In the 2010s, the city's population surpassed 10,000 for the first time, and at less than 5 square miles, the population of Poulsbo has reached nearly 12,000.

In the last 10 years, the biggest changes downtown in terms of land use have occurred with respect to residential development. Significant new development has taken place north of downtown, primarily consisting of new single-family and multi-family dwelling units, as well as some new retail and office space along Jensen Way. It is envisioned will continue to infill and densify modestly, as suitable opportunities arise, and that redevelopment will continue to bring more residential dwelling units into the core area. One example of such continued redevelopment is at the southwest corner of Front St./ Hostmark St. and 4th Ave./Fjord Dr. The site, which was home to the old police station, has been razed and is now targeted for redevelopment as a mixed-use building with multi-family dwelling units.

With the growth, there have been ever-increasing levels of parking demand in and around Poulsbo's historic downtown. As more growth is anticipated, and the parking supply becomes even more constrained, it is likely that parking challenges will continue to materialize and become more pressing and urgent moving forward.

Since 2006, the overall downtown parking supply has only changed modestly. Specifically, the following list summarizes changes to the parking supply and/or notable new developments since 2006:

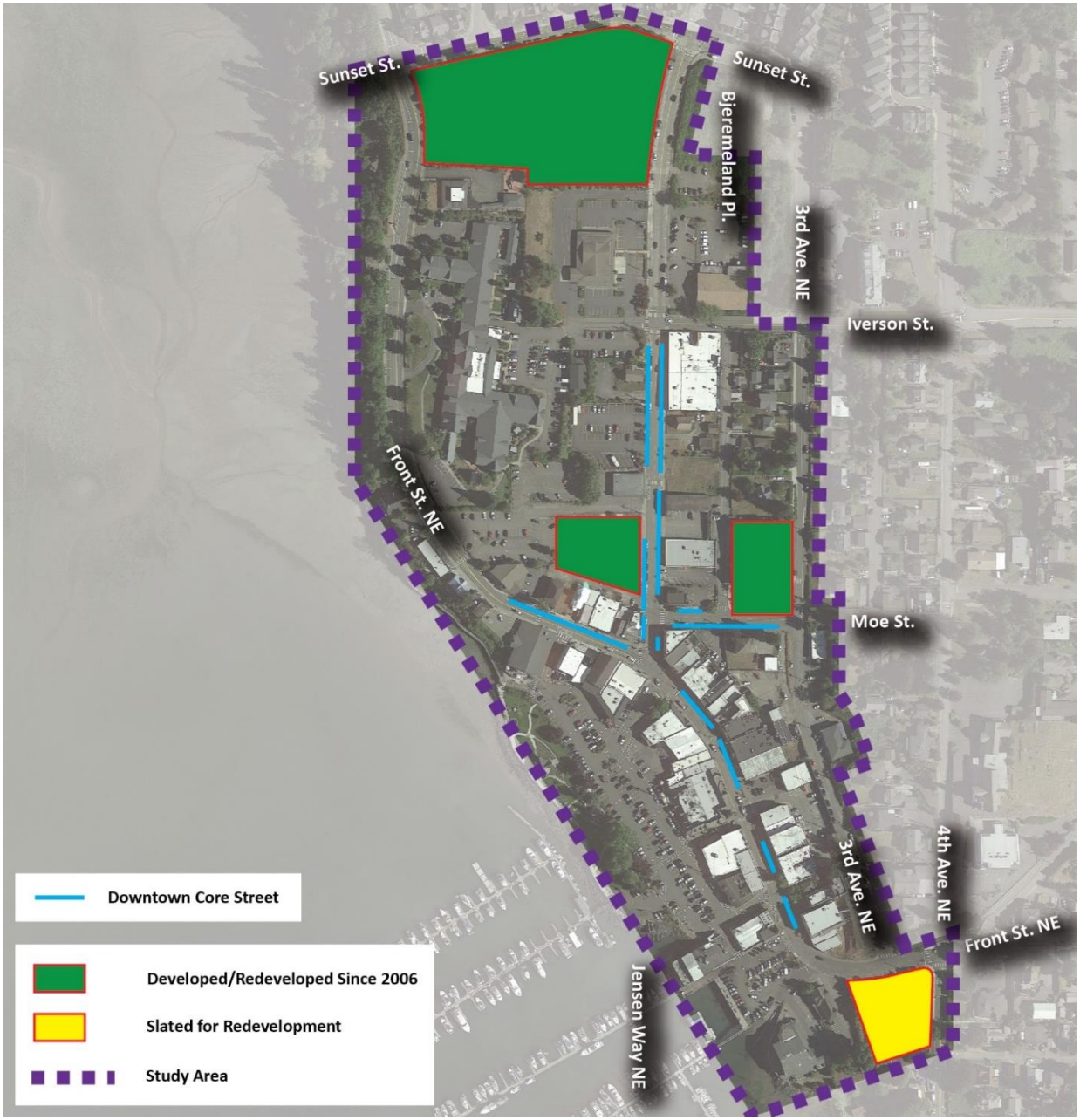
- The City Hall relocated to a parcel on Jensen Way just north of Front St. on the west side to a new location at the northwest corner of 3rd Ave. and Moe St. The previous facility was demolished and turned into temporary public parking. However, recently the parcel was redeveloped into The Sophie, consisting of multi-family dwelling units that are self-parked with ground-level parking.
- The City Hall was constructed with a small, single-level parking garage, accessed from Bjermeland Pl. While the facility is primarily intended to serve city employees, about 1/3 of the garage is signed as and available to the public during business hours, while most of the remaining spaces are open for public use outside of business hours.
- Restriping and reconfiguration of the large public parking lots (the Big Anderson, Small Anderson, and King Olaf Lots) have occurred since 2006, resulting in small changes to the parking supplies in those lots with improved traffic circulation.
- The old police station facility, located at Front St./Hostmark St. and 4th Ave./Fjord Dr., had a small surface lot that was used for free public parking that was part of the City of Poulsbo's parking system for about 10 years. However, the lot has been closed for the last few years, and the site was recently sold and is now

targeted for redevelopment as a mixed-use building. It is anticipated that the residential units will be self-parked.

- Significant new development has taken place north of downtown, primarily consisting of new single-family and multi-family dwelling units, as well as some new mixed-use space along Jensen Way, with office and retail on the ground level and some multi-family dwelling units on top. The residential development west of the mixed-use building along Jensen that is south of Sunset and east of Front St., consists of single-family homes with private access lanes.

New and proposed developments since 2006 are shown in **Figure 1** below.

Figure 1. 2023 Study Area Showing New and Proposed Developments Since 2006



Today, there are about 1,289 parking spaces within downtown Poulsbo, within the area defined by this study. Out of that, about 413 spaces are city-owned off-street parking while 676 are private off-street spaces.

This equates to about 32% of all parking being city-owned off-street parking, of which the majority is available for public use. A slight majority of parking (53%) is privately-owned off-street parking, including Port of Poulsbo paid parking as well as reserved employee parking for businesses and facilities such as Martha and Mary and the US Post Office.

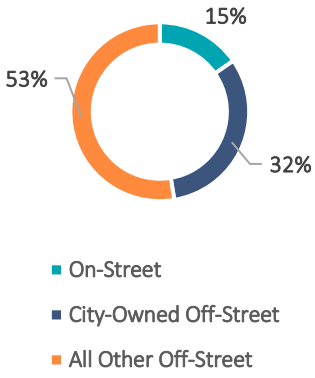


Figure 2 below shows the existing parking inventory downtown by facility and restriction.

Figure 2. Downtown On-Street and Off-Street Parking Facilities and Restrictions

Setting the Stage

Planning Context

Parking has consistently been an important area of focus for city planners for nearly 20 years. The first major planning effort and study relating to parking occurred in 2006. That year, the City commissioned a preliminary parking assessment of its downtown core, performed by the private planning firm Parametrix. This study examined existing parking conditions, including an inventory of private and public off-street parking as well as on-street parking within the downtown, as well as evaluated parking demand loads and patterns. Also, for the study, a survey of downtown merchants on the topic of parking was conducted. This study established a baseline of understanding for Poulsbo's parking system.

Based on the 2006 study, in 2008 the City commissioned a report on parking management strategies for downtown Poulsbo, which was furnished by David Evans & Associates. For that report, which also provided an updated analysis of parking demand downtown, the City established an advisory committee of stakeholders in order to review the findings from the 2006 study and to advise City staff. Amongst other conclusions, the report noted that, qualitatively, parking demand in downtown appeared to be increasing, particularly on weekdays.

In 2009, the City's Comprehensive Plan, as part of a broader set of recommendations designed to directly or indirectly address parking, recommended that the City build a downtown parking garage. This would achieve the dual goals of increasing the downtown public parking supply while decreasing the waterfront area dedicated to public surface parking, potentially allowing an expansion of Waterfront Park and other redevelopment opportunities.

In 2010, the Parking Advisory Committee was reconvened to reconsider conclusions and recommendations made in 2008 in light of changes and growth that had occurred in the previous two years, as well as taking into consideration parking goals outlined in the Comprehensive Plan. In the final report published by the Committee, the following primary recommendations were established:

- Construct a new downtown parking garage at the site of the current King Olav public parking lot.
    - Once constructed, consider establishing paid parking in the garage if necessary.
- Explore ideas for creating a downtown waterfront redevelopment overlay zone and explore opportunities for redeveloping a portion of Anderson Parkway.
- Create a framework for allowing overnight parking in certain circumstances.
- Establish paid parking along downtown segments of Front Street during peak hours, in conjunction with establishing a simple framework for parking enforcement.
- Reconfigure and improve 3rd Avenue.
- Revise the City's parking design standards.
- Consider specialized parking needs, such as for motorcycles, bicycles, delivery vehicles, tour buses, and boat trailers.
- Monitor and evaluate the parking system on an ongoing basis, particularly to assess the effectiveness and impact of implemented recommendations and other changes with respect to parking fees, time limits, enforcement, etc.

Finally, in 2012, city planning staff provided a technical memo to city leadership that examined the previous planning efforts with respect to parking, as well as the previous Parking Advisory Committee reports. In the memo, staff noted that, at that time parking was "likely not a 'numbers' issue," and that systemwide parking capacity was adequate. Also, staff suggested that parking was partially a location issue, with parking in the "northern area" being underutilized at most times. Finally, staff concluded that parking was largely a "managerial issue," with employees and other long-term uses parking all day or for much of the day in on-street and off-street public parking spaces that should be serving short-term users such as customers and visitors.

Today's Parking Challenges

Since 2012, most of the recommendations established and goals outlined pertaining to parking from previous planning efforts and reports have yet to be implemented. As a result, parking system challenges that have been identified previously remain, along with additional challenges that have been brewing as a result of continued growth and change in Poulsbo.

Parking system challenges today include:

- Public parking demand distribution: The public parking system operates near or at effective capacity during peak times, and indeed, during much of the day on a typical busy summer day. However, the King Olav Lot is typically the last to fill up, and the new City Hall Garage features empty spaces even during peak times. Moreover, notable amounts of privately-owned inventory, as well as paid inventory available for public use that is owned by the Port of Poulsbo or SEA Discovery Center, are not fully utilized.
- Underutilized private parking: While the public parking system fills to capacity, many private parking facilities in downtown Poulsbo sit underutilized during peak hours and days. As opportunities to develop new parking in and around downtown Poulsbo are scarce, underused private parking lots represent a potential missed opportunity.
- Parking supply challenges. Finding parking in downtown Poulsbo is a significant challenge, especially during the summer when tourism levels reach their peak, and that it is a reason that many choose to avoid coming downtown. In particular, parking in downtown Poulsbo is most problematic during the largest events of the year, a problem compounded by the lack of formally-designated remote parking options during such events.
- Confusion: Many people are not familiar with all of the parking facilities and options in Poulsbo. This confusion is compounded by inconsistently-signed and unclear time restrictions and regulations that are not actively enforced (see below).
- Enforcement: Poulsbo does not have or practice formal, active parking enforcement. This compounds confusion about parking policies and restrictions as well as incentivizes abuse of convenient, close-in parking that is best suited for high turnover by familiar parkers who know they can exceed time limits without consequence.
- Administrative challenges: Lack of prioritization and attention to parking and mobility needs because many City departments work on parking as a "side job" rather than as the main focus.
- Looming expenses: While Poulsbo has managed to keep up with maintaining its parking system thus far, there are no revenue generation mechanisms in place to implement significant capital improvements. Most notably, it is unclear how a new parking garage would be funded in the event that stakeholders decide that one should be constructed, either to take pressure off the current parking system, to

accommodate new demand from additional densification or infill development downtown, and/or to allow for existing Liberty Bay-front surface parking to be redeveloped into a higher and better use.

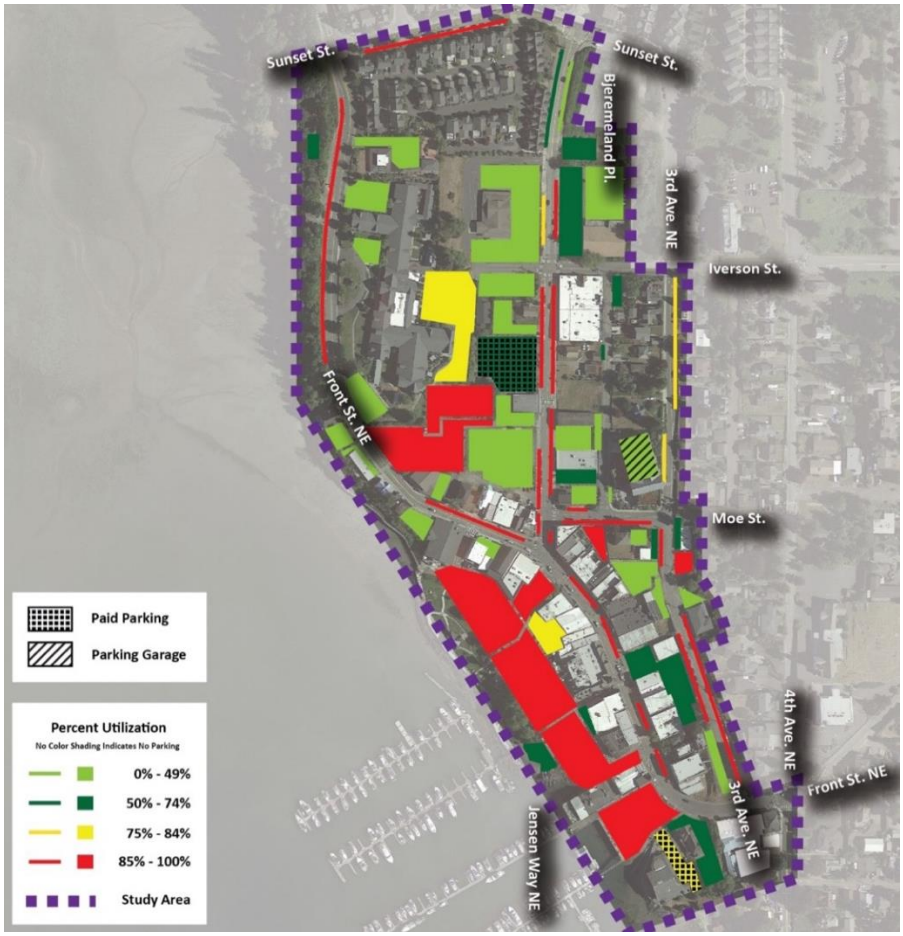
- **Accessible parking.** There is a lack of on-street accessible (ADA) spaces that are close to downtown businesses.
- **Employee parking.** There are no formally designated off-street employee parking areas, and many employees park on-street, especially along 3rd Ave, or in lots with a posted 3-hour time limit.

Why Act Now?

Poulsbo's public parking system is currently at capacity during peak times and is fuller than ever before, causing user frustration and even causing people to consider avoiding coming to downtown entirely. During the weekend peak at 1 PM, occupancy in the public facilities ranged from 88% to 90%, with core area on-street occupancy reaching nearly 100%. Despite this, the parking system is mostly unmanaged, and there is no active enforcement of parking restrictions and policies in place. This status quo has been in place for many years despite ongoing study confirming these conditions and suggested recommendations put forth to address or mitigate the situation.

Figure 3 below shows peak weekend parking demand as it was observed in downtown at 1 PM.

Figure 3. Peak Weekend Parking Demand in Downtown Poulsbo



It is anticipated that Poulsbo will continue to grow over the next decade and beyond. In addition to overall growth, it is anticipated that both downtown itself, as well as areas immediately surrounding the downtown (particularly to the north), will experience modest amounts of infill development and densification. Also envisioned is continued addition of new multi-family housing units, part of an overall vision to make downtown Poulsbo into more of a live/work neighborhood.

Acting now will enable Poulsbo to begin addressing challenges immediately with low-effort strategies and solutions that will extract some additional efficiencies out of the existing system. For instance, during the current 1 PM weekend peak, occupancy in the private off-street parking facilities only ranged from 38% - 50%, indicating that some existing parking assets are currently underused, causing inefficiency within the downtown system.

Also, acting now will establish the framework for Poulsbo to act decisively in the near-term and mid-term in order to ensure that the parking system can accomplish more long-term goals and be able to accommodate planned growth and change while providing revenue options that can help to make the parking system both self-sufficient as well as able to expand and improve. High-effort strategies both necessitate and engender sufficient revenue streams that currently do not exist.

A complete summary of existing parking conditions (2023) can be found in **Appendix A.**

Why Parking Management?

While Poulsbo's Downtown parking system is not technically unmanaged – posted time limits and other restrictions exist both on-street and for public off-street parking – enforcement is sporadic and inconsistent due to a lack of dedicated staff and funding, and it does not currently function to alter parking behaviors such that the potential benefits of a managed parking system are realized. Parking systems that are effectively and consistently managed are the first step in aligning parking behaviors and needs with the needs of Downtown business owners, visitors, residents, and employees and ensuring that Downtown parking is promoting economic vitality.

Unmanaged and ineffectively managed parking can create many challenges, including:

- All parkers will naturally gravitate towards the on-street parking closest to their destination:
  - If close-in on-street parking within a block of one's destination is not available at the time of arrival, many will "cruise," or drive around and around until a space becomes available if it ever does. This "cruising" is a major contributor to traffic congestion and build-up in downtowns.
  - Cruising behavior causes congestion because it creates an unnecessary queuing of cars waiting for curb vacancies, but cruisers are mixed in with the flow of commuters causing frustration to commuters.
  - Cruising also leads to unnecessary carbon emissions, fuel waste, and wasted time for most individuals.
- Parking supply typically "fills in" on a first-come, first-served basis:
  - Without time limits in the free parking zones or adequate enforcement of those limits, employees and long-term parkers arriving first thing in the morning will occupy most of the most convenient, close-in parking and will most likely violate the time limit.
  - Such behavior can dramatically decrease the supply of convenient parking available for visitors, business patrons, and other short-term users.

    - Convenient parking may not be available for those with mobility challenges.
    - With longer-term parkers occupying much of the most convenient on-street parking, vehicle turnover can be dramatically decreased, which can lead to decreased business activity and foot traffic Downtown.
- Close-in parking may not be available during business hours.
- Off-street parking assets can be chronically underutilized (meaning that on a regular basis, there may be less than 60% occupancy).
- Visitors and business patrons will perceive a parking shortage when one may not actually exist.
- Delivery and loading activity may be hindered, causing further cruising and traffic congestion, and double-parking.
- City lacks important set of tools in the toolkit for incentivizing longer-term parkers to park in off-street facilities and/or along the periphery of the Downtown.
- It can be more difficult to make use of or re-purpose the curb for other non-parking-related uses, either temporarily or permanently
- Inconsistent enforcement can be viewed as punitive and even discriminatory towards certain user groups or even individuals, as "luck of the draw" becomes a factor in terms of who may get cited who gets away with flouting the rules.
- Some property owners and/or regular parkers will treat the curb lane adjacent to their property or where they usually park as their property or an extension of their property, and not as a public asset available to all.
- Long-term storage of vehicles, including derelict vehicles, may be a problem.
- Inconsistent and inadequate data about the nature, frequency, and types of violations occurring.
- Without a dedicated enforcement system or mechanism, enforcement is often left to the Police Department. This can result in a reactive approach to parking management, where the focus is on punitive responses to violations rather than on turnover and efficient management of the system.

Effectively managed parking can:

- Make it easier for people to reach their destination.
- Reduced "cruising" activity.
    - Lowers carbon emissions.
    - Decreases traffic circulation and on-street congestion.
    - Increases quality-of-life.
- Support and encourage different modes of transportation choices.
- Optimize parking and transportation programs for users.
- Enhance economic growth and vibrancy.
    - Increased merchant revenues.
    - Growth in sales tax that can be used to reinvest in development.
- Support clear, even-handed enforcement of parking restrictions and regulations for everyone, so that no one person is any more or less impacted by the rules in place.
- Decrease long-term vehicle storage and minimize derelict vehicle activity.
- Make it easier for pick-up and drop-off activity to occur, thus allowing for the efficient use of parking by preventing double parking in traffic lanes. Including the following types of activity:

  - Passenger pick-up.
  - Quick drop off and pick-up of deliveries of merchandise or food.
  - Large shipments or longer delivery times.
- Making it easier to balance the many competing uses for the curb, including parking, travel, commercial activity, and more.

Vision & Guiding Principles

Vision Statement

We see parking as a way to help people live, work and have fun in Poulsbo. We envision a parking system that facilitates and supports Poulsbo's cultural, economic, and social strength.

Guiding Principles

We seek strategies and actions that:

1. Address localized demand shortages that frustrate users and reduce parking system efficiency.
2. Equitably accommodate all users in need of a parking option, including long-term (8+ hours), mid-term (2-8 hours) and short-term (2 hours or fewer) parkers.
3. Prioritize parking management techniques and policies in keeping with Poulsbo's welcoming, friendly spirit.
4. Support a multimodal environment that maximizes mobility freedom, choice, and safety for the Poulsbo community.
5. Maximize long-term financial sustainability for the parking and mobility system so that it can continue to serve the Poulsbo community.
6. Take a data-based, steady, and contextual approach to change—from changing parking management practices to adding new parking facilities.

Key Considerations

Reflecting Community Feedback

Community engagement—and more specifically, community collaboration—was essential to understanding Poulsbo's unique parking and transportation needs and creating a successful and implementable plan for the future of the parking system.

Engagement Strategy Framework

The Poulsbo Parking Commission's Engagement Strategy for this project focused on the following key tenets:

- **Building Understanding and Awareness:** Craft a singular message about the project scope, purpose, and objectives, and sharing that message broadly and transparently with the public.

- **Creating a Shared Vision of Success:** Work with City staff, the Parking Advisory Committee, and key stakeholders—such as decision-making bodies, the business community, and residents—to create a collective vision of what success for this project will look like and feel like.
- **Developing a People-Centered Approach to Parking Management:** Engage community members who use diverse modes of transportation to understand the system from different perspectives—as a pedestrian, bicyclist, driver, or other roadway user.
- **Leveraging Existing Community Engagement Successes:** Build upon existing mediums where the Poulsbo community is comfortable sharing input and coordinate strategically with concurrent and ongoing community engagement efforts.
- **Offering Layered Options:** Acknowledge that different members of the Poulsbo community have different levels of interest, time, and ability to participate in the engagement process. Offer layered and multi-faceted opportunities using both digital and in-person platforms so that everyone can have a voice in the planning process.

Measuring Community Impact

Changes to management, allocation and operation of parking, access, and the curb in Poulsbo will impact the community in the following ways:

- How parking and mobility systems are priced and treated in the right-of-way.
- Poulsbo's use of public curbsides for various needs, such as conducting business, making or receiving a delivery, traveling from place to place, or recreating.
- How Poulsbo community members, including residents, customers, business owners, and employees, travel to their destinations.
- The economic health and social vibrancy of Poulsbo's urban core.
- Poulsbo's ability to sustainably fund the parking system, and the extent to which the parking system relies on public funding for its operation and growth.

We anticipate that the following groups will be most significantly and directly impacted by the decisions, recommendations, and actions included in the plan's development:

- **Employers and Commercial Space Owners/Operators:** Employers and commercial space owners/operators may have a significant interest in how parking, access and curb management will influence the transportation decisions of their employees and tenants, and the convenience of the community in the eyes of potential hires and tenants.
- **Service Business Owners and Operators:** Retail and restaurant business owners and operators may have a significant interest in how parking, access and curb management will influence the transportation decisions of their customers, and how their customers may view the convenience and affordability of the Poulsbo community as a service destination.
- **Study Area Residents:** Residents within the study area are likely to have a significant interest in how parking, access and curb management will influence their transportation options and how they access their homes—especially if they are currently eligible or would be eligible for a resident parking permit.

Key Engagement Partners

We have developed a unique engagement strategy for each collaboration partner, outlined below.

City Staff & Parking Advisory Committee

City staff representing multiple departments served as the primary technical advisors for information-gathering, strategy development, alternatives analysis, and ultimate alternative selection. In addition, the voices of community groups and individual members impacted by the study's outcomes—such as the Poulsbo business community, resident groups, transportation and mobility advocacy and policy groups, and others—were elevated through the Parking Advisory Committee.

Both City staff and the Advisory Committee support community engagement efforts by:

- Ensuring that appropriate and meaningful data is collected and assessed.
- Helping crafting appropriate, focused, and contextual messaging to other collaboration partners.
- Promoting coordination and alignment with other key projects led by the City.
- Helping the project team understand the implications of parking and curbside management strategies across all City departments and staff levels.
- Channeling the voices of organizations and constituencies with a close relationship to the study area and its various neighborhoods to be heard and centered.
- Helping to expand the reach of the engagement process by engaging with their constituents and contacts.
- Evaluating the prospective acceptance of various strategies and decisions over the course of the project.
- Building champions of the project and help to create broad community support.

Over the course of Spring, Summer, and Fall 2023, there were 5 targeted meetings with the Parking Advisory Committee at key intervals over the duration of the project, including a visioning kickoff meeting, a meeting following completion of the Parking Systems Conditions Analysis, during strategy development, and during the alternatives analysis, and a final meeting to present the report.

- Meeting 1- Visioning: Kickoff meeting to finalize the workplan, discuss community engagement strategies and "hot button" issues, and establish a shared vision of success for the project.
- Meeting 2- Existing Conditions: Discuss existing conditions findings and begin to
- formulate final vision and guiding principles.
- Meeting 3- Direction-Building: Vet strategies.
- Meeting 4- Consensus-Building: Build consensus around preferred ideas.
- Meeting 5- Final Presentation: Present the final report to the group, answer questions and build momentum for what's next.

Community at Large

The community-at-large was our guiding voice throughout the project, offering diverse and multiple perspectives on their experience with parking and mobility system and its programs, their acceptance of various strategies and opportunities, and their predictions for how certain changes would influence their own transportation choices. For the purposes of this project, the definition of "community-at-large" is inclusive of any person who engages with the Poulsbo parking and mobility system in any way, even indirectly.

Insight and feedback by the community at large does the following:

- Build a broad understanding of system challenges, opportunities, and likely outcomes.
- Share their personal acceptance of and reactions to various strategies and decisions.

- Help to generate increased engagement and collaboration through social media, word of mouth, pop-up events, and other organic methods.

Over the course of this study, the City leveraged several community events and engagement efforts for ongoing planning efforts, such as the Comprehensive Plan Update, to raise awareness about the Downtown Parking Study.

Scheduled outreach events that occurred throughout 2023 are the following:

- July 11: Planning Commission Meeting
- July 18: Find us at Summer Nights at the Bay
- July 25: Planning Commission Meeting
- July 26: Find us at the Poulsbo Library from 4:30-6:30pm
- Aug 1: Find us at Summer Nights at the Bay
- Aug 8: Planning Commission Meeting
- Aug 12: Find us at the Poulsbo Farmers Market
- Aug 16: Find us at the Poulsbo Library from 4:30-6:30pm

In addition, the City created an online community survey. In addition to helping to understand existing behaviors and preferences and to get a sense of factors influencing decision-making, the survey was invaluable in helping to gauge public support for parking management strategies and allow community members to contribute to the project vision.

In all, there were 747 unique participants for the online survey, with respondents from all across Kitsap County.

What We Heard

Questionnaire

Through the online questionnaire, we learned a lot how Poulsbo residents, businessowners, and visitors travel to and use parking in downtown. Key takeaways included the following:

- Downtown is primarily a destination for shopping, recreation, and dining.
- At home, the overwhelming majority of residents use off-street parking.
- At work, a significant proportion of employees park on the street.
- Year-round, vehicles are the primary mode of transportation used to get to work or to run errands, followed by walking.
- While vehicles are the primary mode of transportation used to get to downtown events, such as Viking Fest, walking is another popular choice.

Other key insights included:

- **Parking Values:** Parking is considered an asset that contributes to the following objectives, with the percentage of participants who support the goal in parentheses:
  - Quality of life (49.8% of participants)
  - Economic health (33.6% of respondents)
  - Mobility Equity (10.4% of respondents)
- **Parking Goals:** The highest priority goals for parking management were ranked as follows, with the percentage of participants who support the goal in parentheses:
  - Make it easier to find parking (63.0% of participants)

  - Make space available to those who need it most—for example, in a commercial area, customers are prioritized (14.3% of participants)
  - Make it easier and more pleasant to use other forms of travel, like walking and biking (7.7% of participants)
  - Reduce vehicle congestion (7.6% of participants)
- Based on survey responses, the following parking goals are rarely met in Downtown Poulsbo, in order of highest to lowest occurrence:
  - Reduce vehicle congestion (47.0%)
  - Make it easier of finding a parking space (41.3%)
  - Reduce of spillover parking in neighborhoods (39.3%)
  - Prioritize parking areas for user groups who need it the most (38.9%)
  - Promote mobility choice (30.2%)
- Parking Availability: An overwhelming majority of participants (78.3%) strongly agreed or agreed that parking should be available on a first-come, first served basis in the busiest areas or at the busiest times. However, participants were evenly fairly split on the issue of prioritization of parking spaces, with no clear preference for prioritized parking spaces during the busiest times.
- Parking Management: Participants on average are slightly leaning towards the notion that parking should be managed more strongly in high demand areas, but there was not a clear preference.
  - Less than half of participants (48.7%) agreed that public parking should be priced in proportion to demand, or that it should cost more in the busiest areas or at the busiest times, while one third (33.1%) of participants do not agree. However, this perspective might conflict with participants' general desire to leverage parking management to make it easier to find parking.
- Familiarity with Parking Facilities in Poulsbo. Half of participants (49.5%) reported that they were not familiar with all of the parking facilities in Poulsbo. The least commonly known parking facility was the Poulsbo City Hall garage (28.6% of participants did not know about this option), partly due to lack of clear signage and wayfinding for this garage.
- Demographics: Survey participants were skewed towards middle aged and older adults (39.6% of participants were 55 years and older) with high annual incomes (51% earn an annual household income of more than $100,000) who work full time (53.7% work full-time).

Key Themes, Challenges, & Suggested Solutions

Respondents to the survey were asked to provide open-ended feedback regarding their thoughts on Poulsbo's parking and transportation system. Key themes, challenges, and suggested solutions included:

- Parking challenges are cited as a common reason to avoid downtown Poulsbo as a destination. The topic which generated the highest number of comments (20% of all open-ended comments received) was the challenge of finding parking in downtown Poulsbo, especially during the summer when tourism levels reach their peak.
- Construct a parking garage on an existing city-owned lot. Several participants (11% of all open-ended comments received) shared the opinion the existing parking supply is a limiting factor to the city's economic vitality and ability to accommodate future growth and development.
- Designate more ADA parking spaces and think walking distances are too long. Several participants expressed concerns about the lack of on-street ADA spaces close to businesses. and feel that walking distances are a barrier (7% and 4% of all open-ended comments, respectively).

- **Paid parking is not an effective strategy for managing parking demand and hurts downtown businesses.** Some participants expressed concerns (6% of all open-ended comments received) that paid parking is not welcoming and deters people from visiting downtown Poulsbo.
- **Launch a downtown shuttle that transports employees and visitors from off-street parking facilities in or near downtown on weekends**. Some participants (5% of all open-ended comments) support the operation of a seasonal downtown shuttle with pick up locations such as the North Viking Park & Ride and lots that are not used on weekends (i.e. school parking lots).
- **Designate an off-street parking lot for employee parking.** Some participants (5% of all open-ended comments) support the use of dedicated off-street facility to reduce long-term parking in valuable on-street parking spaces and nearby surface lots, which should be prioritized for customers and visitors.
- **Make downtown Poulsbo a car-free zone to promote pedestrian and bicycle access, with off-street parking only, due to traffic safety concerns.** Some participants (4% of all open-ended comments) expressed a vision for Downtown Poulsbo that does not include vehicle travel on the primary corridors, to prioritize safety of walking and biking and enhancing the downtown. On a similar note, several participants (6% of participants) agreed that more pedestrian and bicycle friendly streets, especially on Front Street, may encourage higher walking and biking rates, helping to reducing stresses and impacts associated with vehicle congestion and parking.
- **Parking is essential for access to downtown and support of local businesses.** Some participants (4% of all open-ended comments) expressed the importance of parking to the economic and social vitality of downtown due to lack of public transportation and limited access for persons with disabilities.
- **Take advantage of opportunities for shared parking.** Some participants (2% of all open-ended comments) recognize there is limited urban land for parking vehicles and recommended consideration of new strategies for sharing surface lots when feasible, especially considering the low use of many private surface lots in downtown Poulsbo. This could be facilitated by developing partnerships with business owners and landowners for the purpose of providing public parking when businesses are closed, especially during evenings.

Current Parking Costs & Revenues

Parking-related costs and revenues are contained within Poulsbo's general fund. Revenues to fund the parking system in Poulsbo come from the City Street Fund (101).

According to the latest city budget, in 2023 – 2024, parking facilities only represented about 1% of the total use of City Street Fund revenues (about $2.5 million), accounting for slightly less than $25,000 invested into the parking system. Because parking is mostly unregulated and unenforced, parking infractions generate less than $4,000 of revenue per year, going back to 2020.

In terms of cost revenue, in 2023, the city's budget shows revenues of $3,000 for projected/estimated civil parking infractions and penalties. If relating those revenues to parking's share of City Street Fund revenues during the same fiscal year, the resulting cost recovery percentage is about 12%.

Poulsbo currently has no revenue mechanism to fund more active management of its parking system or fund significant capital or infrastructural improvements to the system.

Parking Management in Peer Communities

For this plan, several peer Puget Sound communities to Poulsbo (7 communities total, all fewer than 50,000 people) were looked at to determine what kinds of parking management strategies those communities currently employ for their downtown parking systems, including all of Kitsap County's municipalities. Also, overall cost recovery for each community's parking system was determined if data were available.

Figure 4 below shows how Poulsbo's parking system compares to the peer communities evaluated, according to data acquired or gleaned from sources available online, including respective city budgets for each community examined.

Figure 4. Parking Management in Peer Communities vs. Poulsbo

Peer Community Metric	Peer Community							
	Poulsbo	Bremerton	Port Townsend	Port Angeles	Leavenworth	Port Orchard	Bainbridge Island	Edmond
Population	11,981	44,122	10,306	20,134	2,383	15,979	24,546	42,609
General Description of Managed Parking System	Three public surface lots and one public garage. On-street parking downtown has posted time limits of 1-hour, with some posted 2-hour parking on periphery.	Three city-owned public garages and several city lots (639 total spaces available for general public unreserved use). Two garages offer hourly, daily, employee, and monthly parking, one garage offers hourly, daily, and employee parking, and the surface lots offer daily parking only. Paid on-street parking (50 spaces) along two blocks of 4th St. Surrounding the paid on-street area is time-limited on-street parking restricted to between 1- and 3-hour limits during business hours. In one garage and for all on-street parking, parking is free after 5 PM.	Along the primary CBD corridor, there is 2-hour time-limited on-street parking (540 spaces total), with a few 4-hour spaces located one block away. No off-street public parking. One park-n-ride lot option also available.	No public off-street lots. 3 private parking garages, mostly for ferry riders. Some on-street parking downtown and near the ferry is 2-hour time limited.	On-street paid parking hours are 9 AM to 5 PM on weekdays and 8 PM on weekend days. Off-street paid parking hours are 7 AM to 3 AM; free off-street lots are 7 AM - 5 PM or 6 PM on weekdays. There are 4 paid lots that are in or near downtown and 3 peripheral lots that are free (one lot becomes paid during selected weeks in December). There are also 3 park-n-ride lot options.	In the downtown area on-street parking is 2-hour time restricted. Surrounding residential streets have posted 4-hour time restrictions. Off-street, there is one free, 4-hour time limted lot and 1 paid lot. Hours for all managed areas are weekdays 8 AM - 5 PM.	4,856 total spaces downtown (387 on-street, 4,469 off-street). 9 publicly-owned off-street lots, but most spaecs are reserved for permit users or other reserved users. All public parking is free and not subject to time limits. Paid parking is available for ferry riders. On-street time restrictions generally are tiered between 1-hour and 4-hour limits, depending on distance from highest-activity area.	In and around downtown core, free on-street parking is offered, time limited to 3 hours. Some on-street parking is considered to be within an "employee parking area," where permitted parkers can exeed the time limit. There are also 2 public lots on the downtown periphery that offer free parking time limited to either 3 or 4 hours. Finally, Edmonds has agreements in place with four private businesses to allow the public to use their parking outside of business hours that are marked/signed with "Ed! After Hours" signs. Paid lots are described on the city's parking webpage, but it appears that they are all privately-owned.
Employee Permit Program?	No	No, but many of the public garages offer monthly permits available to anyone.	No	No	Yes. Monthly permits are available that guarantees a reserved parking space in one of three off-street lots. Rates range from $40 to $149 per month. Permits can be shared with friends or family. Intended for employees and businesses, but anyone can buy.	Yes. Daily passes are available for $8 and weekly passes are available for $38. Passes are affixed as a sticker to the inside of the vehicle.	Yes. Program is $20 per 6-month period and allows employees to park in prime locations.	Yes. Employee permits are available for employers or managers of City of Edmonds businesses to purchase only that exempt permitholders from posted time limits only (not linked to a reserved space), and are good from 7 AM to 6 PM Monday - Saturday. Cost, as of 2023, is $50 per year. Also, "rideshare" permits are available for use by carpooling employees for free (at least two carpoolers required)
Annual Parking Revenue	Fines - $3,000 (2023 Budget)	Special revenue fund. $1,696,885 (2021)	Unknown	Fines - $695 (2021)	Special revenue fund. $3,179,607 (2024)	General fund. $166,300 (Fines and citations - $66,300. Revenues from leases - $100,000)	Fines - $3,183 (2021), Commercial Parking Lot Tax - $263,796	Employee permit fund - $26,540 (2022 Estimate)
Annual Parking Cost	Revenues to parking from City Fund - $24,950	$1,704,817	Unknown	Unknown	$2,083,440	$127,200	Unknown	$26,880
Cost Recovery	12%	99.5%	Could not determine	Could not determine	153%	131%	Could not determine	99%
Paid Parking?	No public paid parking. Two paid lots exist for public use, one owned by the Port of Poulsbo.	Yes. All areas with paid parking are equipped with electronic pay stations and parkers can also pay by phone using the PayByPhone platform.	No	No	Yes. All areas with paid parking are equipped with pay kiosks and parkers can also pay by phone via the ParkMobile app and platform.	Yes, one off-street lot. All areas paid areas are converting to smartphone payment only via the ParkMobile app and platform.	No publicly-owned paid parking	No publicly-owned paid parking.
Parking Rates	N/A	Most lots have one flat rate for the first 10 hours that ranges from $7 to $12. Two lots allow for 24-hour parking at an extended-stay fee of between $8 and $11. Motorcycle parkers are provided discounted rates. Garages have different rate schedules that are all graduated, with a rate of $4 for the first 2 or 3 hours, depending on the graduation interval. One garage has cheaper rates on weekends. 24-hour rates range from $15 to $24. Monthly permits range from $120 to $170. For on-street paid parking, flat rate is $8 along 4th and $7 along 5th for up to 10 hours.	N/A	N/A	Rates across the managed system vary by season, day, and activity level. The City publishes a calendar with the daily rate schedules in effect every day for the next three months. On-street rates range from $1 per hour during "quiet" times to $4 per hour during "festival" times, with 15-minute grace periods and a max stay of 3 hours. Off-street rates range from $1 to $3.50 per hour across similarly. For facilities that offer all-day parking, the day rate ranges from $12 to $30 per day, with discounts for early birds. ADA vehicles can mostly park for free with placard.	In Marina paid lot, rate is $1 per hour during enforcement hours.	N/A	N/A
Enforcement	Passive	Active, provided by Impark. All management of parking system is performed by Impark.	Semi-active during busy months. In 2023, the City began development and implementation of a parking management plan.	Passive, by police department. Last employed a PEO in 2019.	Active. All on-street spaces are equipped with smart sensors that alert parking enforcement when a violation is detected. PEOs use mobile LPR for enforcement.	Active. PEOs work under the Department of Community Development.	Passive	Active. 1 part-time PEO.

Accessible Parking

Managed and enforced parking is essential to ensuring proper usage of ADA parking spaces, communicating ADA options to those with ADA placards, and alleviating strain on the most close-in and convenient spaces so they may be used more frequently by those with mobility challenges.

The ADA provides rights-of-way accessibility guidelines only regarding on-street parking, found within the publication *Proposed Accessibility Guidelines for Pedestrian Facilities in the Public Right-of-Way,* dated July 26, 2011. While these guidelines have yet to be amended into law, municipalities are strongly encouraged to follow them to the best of their ability.

The guidelines indicate that accessible on-street parking spaces should be provided whenever on-street parking is formally striped or demarcated. In downtown Poulsbo, such guidelines would therefore apply to on-street parking along Front St. and Jensen Way within the downtown area. As Poulsbo begins to more formally manage its parking system, Walker recommends that these guidelines be adopted.

Figure 5 below, which shows the suggested minimum number of accessible parking spaces for formal on-street parking areas, is adapted from the referenced document showing the number of spaces per block to be provided.

Figure 5. Suggested Guidelines for Minimum On-Street Accessible Spaces

Total Number of Marked or Metered On-Street Parking Spaces on Block Perimeter	Minimum Number of Accessible Parking Spaces
1 to 25	1
26 to 50	2
51 to 75	3
76 to 100	4
101 to 150	5
151 to 200	6
201 and over	4% of total

Source: 2019, Proposed Accessibility Guidelines for Pedestrian Facilities in the Public Right-of-Way, Table R216

While Poulsbo's downtown parking system does not feature clear block perimeters per se, it is likely that, according to the proposed guidelines, there should be at least one accessible on-street space per block face on Front St. between 3rd. Ave. and Jensen Way and north of Jensen, as well as 1 or 2 spaces along Jensen Way between Front and Iverson. This topic is further expanded upon in the next section's Low-Effort & "Quick Win" Strategies.

It is recommended that parking enforcement staff not only enforce time limits, but also to enforce ADA placard and/or license plate display requirements for parkers using accessible spaces.

It should be noted that minimums in terms of the number of accessible spaces is only one standard identified and outlined in official or proposed ADA guidelines. Other standards include van accessibility, slope, pedestrian path, and signage. In order to evaluate accessible parking and determine whether standards and specifications are being met, the City could pursue an ADA audit to ensure that the provided accessibility options are in line with the current guidelines and requirements. If pursued, this audit should be performed by a reputable firm with expertise in compliance with the Americans with Disabilities Act Guidelines. Alternatively, given that currently provided ADA spaces in the Anderson Lots exceed minimum requirements, the City could simply offer more

communication in public-facing materials about ADA parking options available to those who need them. This option could be particularly feasible for Poulsbo given the difficulty of meeting all ADA requirements on Downtown streets and the likelihood that ADA parking must continue to be provided in off-street facilities.

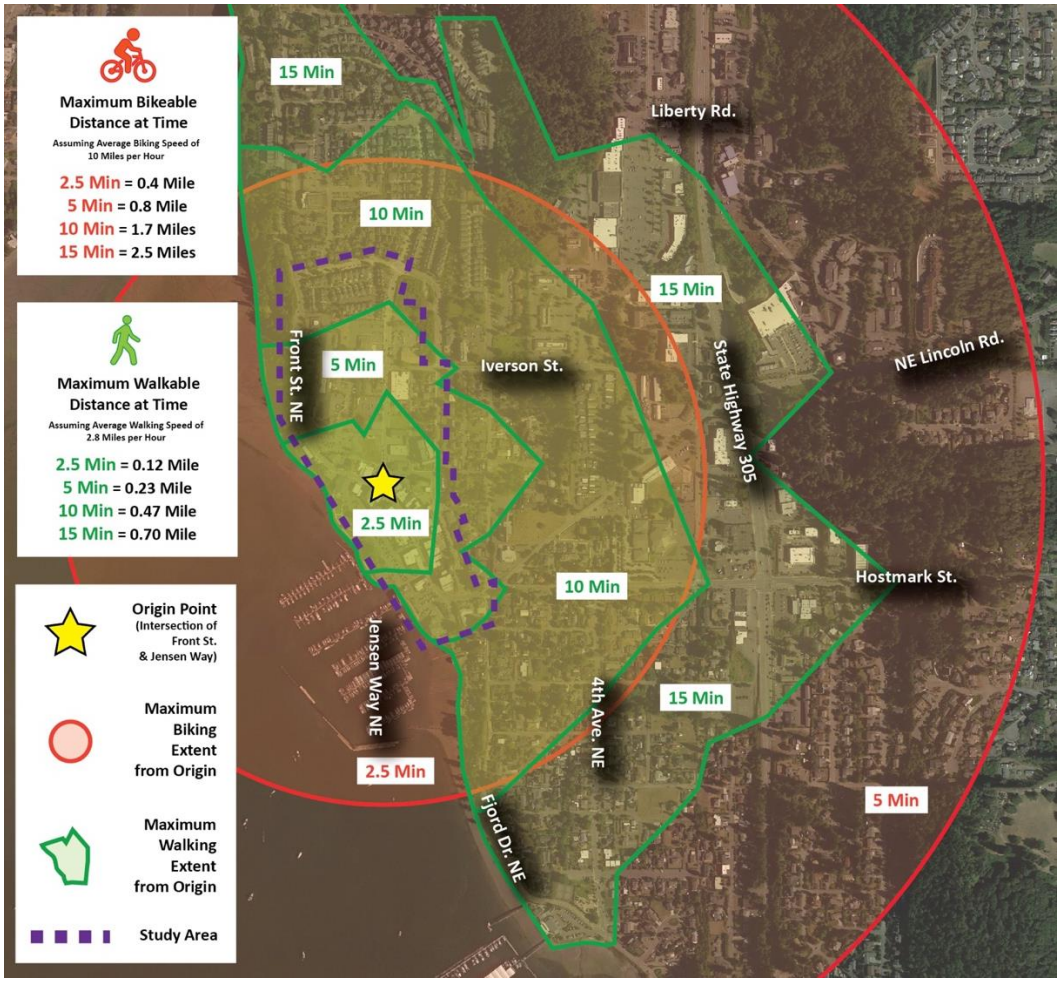
Walkability & Bikeability

Downtown Poulsbo, as well as the neighborhoods and areas immediately surrounding downtown, is friendly for walkers. With the exception of Highway 305, which is about a half-mile to the east of downtown, nearly all roads in and around downtown are narrow, 2 lanes, and carry speed limits of between 20 and 25 MPH. The sidewalk network appeared to be relatively complete. Moreover, many streets downtown, particularly Front St. and Jensen Way, feature several mid-block striped pedestrian crossings. A dedicated walking path/multi-use path has been created out of the former northbound travel lane of Fjord Dr. immediately south of Front St., with the remaining travel lane being converted to one-way southbound traffic.

Downtown Poulsbo does not feature many dedicated or semi-dedicated bike facilities, with the exception of a few street segments that are marked with "sharrows," such as one-way southbound Fjord Dr. However, the small-scale and low-speed nature of nearly all streets in and around downtown Poulsbo is such that travel lanes are relatively bike-friendly and safe. It was observed that biking was a popular mode of travel during the course of this study.

Figure 6 below shows walking and biking distances from the center of downtown Poulsbo.

Figure 6. Walking & Biking Distances from Downtown



Transit

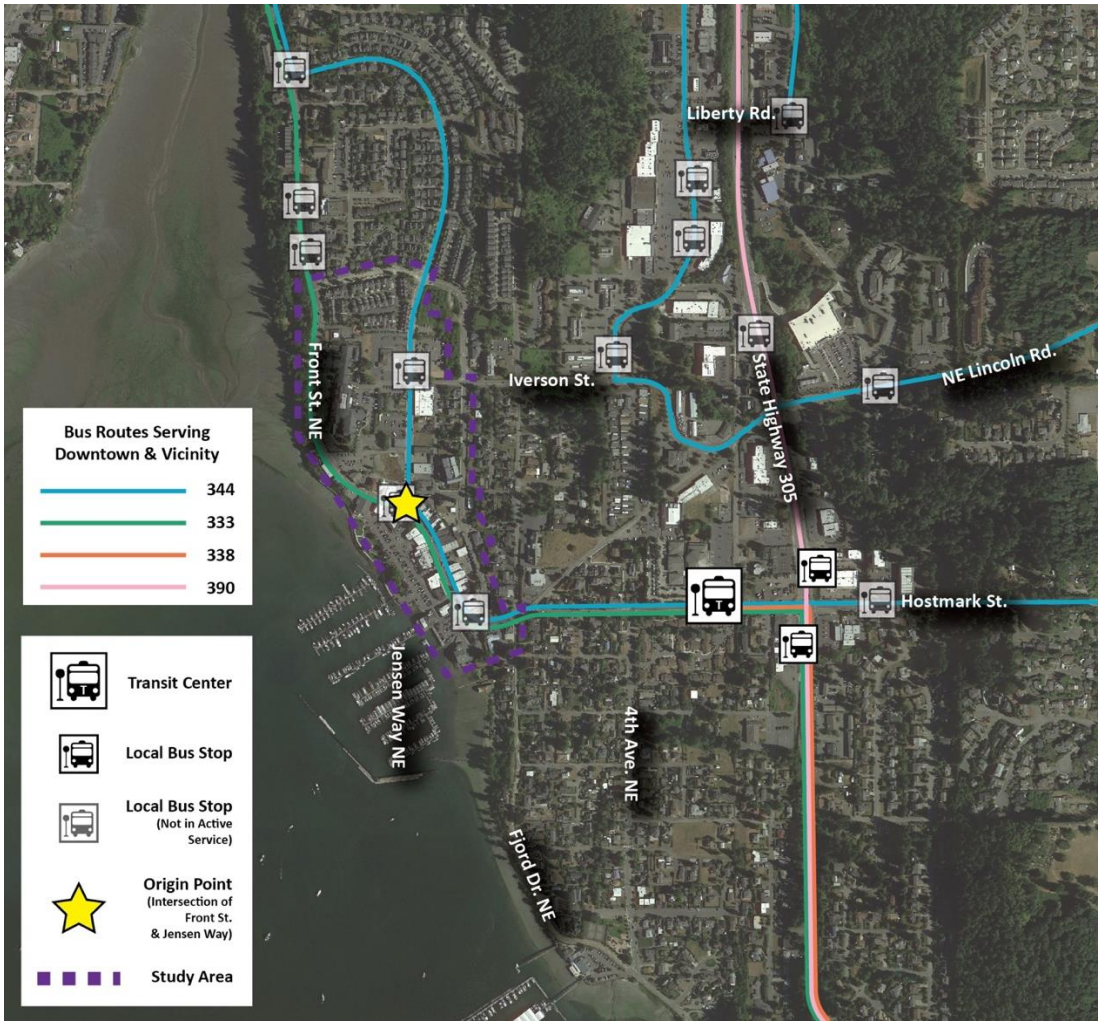
Poulsbo is served primarily by Kitsap Transit, the transit agency that serves all of Kitsap County. However, other nearby transit agencies, such as Clallam County, also provide transit service to and through the North Viking Transit Center, which is located in Poulsbo about a mile north of downtown. Nominally, downtown Poulsbo and the immediate surrounding area are served by four Kitsap County transit routes: the 333 (Silverdale/Bainbridge), 338 (Gateway/Bainbridge), 344 (Poulsbo Central), and 390 (Poulsbo/Bainbridge) busses. Out of those, only one, the 344, provides service to multiple stops within Poulsbo.

For the routes, service is generally provided every 45 minutes to 1 hour during weekdays and Saturdays.

In the past, a variety of private tour bus operators would provide service to Poulsbo in the form of "hop on/hop off" service for tourists. These busses generally had their own dedicated stops and parking/waiting areas, such as in the Big Anderson Lot. However, as of this writing, no private tour buses were serving Poulsbo.

Figure 7 below shows transit access in and around downtown Poulsbo as of the time of this study.

Figure 7. Transit Service in and Around Downtown Poulsbo



Strategies & Actions

Low-Effort & "Quick Win" Strategies

These are strategies that constitute a relatively low capital and operational expense and could be implemented in the immediate term.

Strategy 1.1: Improve Existing Parking and Wayfinding Signage with Simple Sheet Signage and Other Simple Treatments.

HOW WILL THIS STRATEGY HELP US MEET GUIDING PRINCIPLES?

Guiding Principle	How the Strategy Meets the Guiding Principle
1: Address localized demand shortages that frustrate users and reduce parking system efficiency.	Leverages simple signage to direct people into parking facilities that work for them and that makes the rules clearer and simpler to understand.
2: Equitably accommodate all users in need of a parking option, including long-term (8+ hours), mid-term (2-8 hours), and short-term (2 hours or fewer) parkers.	Offers information about appropriate parking options for any user—although signage and wayfinding generally offer the most benefit for first-time and infrequent parkers.
3: Prioritize parking management techniques and policies in keeping with Poulsbo's welcoming, friendly spirit.	Embodies a friendly and welcoming approach to getting parkers to the right places.
4: Support a multimodal environment that maximizes mobility freedom, choice, and safety for the Poulsbo community.	Reduces potential for vehicle-pedestrian and vehicle-cyclist conflicts by reducing excessive vehicle circulation.
5: Maximize long-term financial sustainability for the parking and mobility system so that it can continue to serve the Poulsbo community.	Does not directly impact cost recovery, although better signage and wayfinding can improve the efficiency (and eventual revenue generation) of parking facilities.
6: Take a data-based, steady and contextual approach to change—from changing parking management practices to adding new parking facilities.	Represents a contextual, incremental method for improving parking system efficiency.

Great parking wayfinding signage, no matter how simple or "fancy' it may be, can enhance user awareness and understanding, encourage new parking behaviors, and address demand distribution issues.

Though Poulsbo's parking system is small, all key parking user groups may benefit from improvements in parking wayfinding signage. The creation, fabrication, and installation of supplementary or replacement signage that consists of simple, aluminum sign panels, similar to the existing signage found, would constitute inexpensive and simple improvements.

Specifically, Walker makes the following parking signage and wayfinding recommendations. Note that the example shown is intended to demonstrate best practice basic signage design and information included in relation to each action step. Poulsbo's aesthetics, sense of place and charm are real strengths—any signage program should reflect existing branding initiatives of the community.

Action 1.1.1: Larger and more prominent parking lot identification signage.

Poulsbo has created simple yet iconic and effective parking lot signage. However, signage is inconsistent and small in size, making it easy to miss. Signs similar to the existing "King Olaf – Free Public Parking" signs, but larger, should be added to all entrance and exit points for all public parking facilities.

Under this recommendation, simple, sheet signs matching the King Olaf sign aesthetic could be created and made for the Small and Big Anderson Lots and installed at the entrances to those lots from Front St. as well as between each other through the existing passageway that connects the two lots.

Walker is aware that, at the time of construction, the City Hall Garage also had a sign matching the King Olaf sign. However, Walker did not see the sign during its field observations. The sign may be obscured completely by a tree or is no longer present. In any case, a matching, larger sign for this facility can be placed above the garage entrance on the building façade, as well as along Moe St. for both west and eastbound traffic.

In all cases, the signage should prominently feature the words "PUBLIC PARKING" as well as the fact that parking is free. Other items, such as the overnight parking policy and time limits, should also be featured on these signs. An example of such a sign is shown in the concept above.

PROPOSED IMPLEMENTATION PLAN FOR THIS ACTION

It is recommended that Poulsbo design, or contract the design out for, such signage and install such signage in the immediate term, or as soon as possible. This action should be implemented in its entirety.

Action 1.1.2: Standardize nomenclature for Anderson Lots.

Walker has noted that multiple names exist for the lots referred to in this report as the "Big Anderson Lot" and "Small Anderson Lot." For instance, according to a map of parking in downtown Poulsbo provided by the Historic Downtown Poulsbo Association on their website, the Anderson Lots are referred to as the "Waterfront Parking" lots. In addition, there is confusion about whether the parking designated in this report as the King Harald V Vei is on-street, off-street, or just an extension of the Anderson Lots.

Walker recommends that the City work with the Association and other stakeholders to choose official names for these lots and then coordinate in order to ensure that the lots have consistent nomenclature across websites and other marketing materials to minimize the potential for confusion.

Action 1.1.3: More specific parking wayfinding signage.

Signage featuring the specific names of each public parking facility can be installed at key decision points and along roads leading into downtown from all directions. Such signage would differ from existing blue "square P" signage by featuring the names and direction of each specific facility. An example of this is conceptually shown in the image at right.

Such signage can also feature the names and walking directions of certain key landmarks and destinations, such as the Sons of Norway building, the Marina, or the SEA Discovery Center. This signage type could be scaled up or down depending on the context, though the scale of downtown Poulsbo is small enough to where medium-sized signage can likely adequately serve the needs of pedestrians and drivers.

PROPOSED IMPLEMENTATION PLAN FOR THIS ACTION

It is recommended that Poulsbo design, or contract the design out for, such signage and install such signage in the immediate term, or as soon as possible. This action should be implemented in its entirety.

Action 1.1.4: Signage that lets parkers know if overnight and/or long-term parking is allowed.

As noted above, Walker did not note that an overnight and/or long-term parking policy, if any exists, was signed in the public parking facilities. Whatever the policy, however, Walker recommends that the overnight parking policy in place for each public parking facility be signed. This may be especially essential given the increases seen in many communities over the last decade in "van life" behavior and in vehicle habitation.

The policy can be communicated on simple panel signage that is supplementary to parking wayfinding or destination signage or mounted on the same pole(s). An example of this is shown at right. In this case, long-term parking is allowed, but overnight parking is not. If Poulsbo were to allow overnight parking, for instance, in only the Big Anderson Lot, then signs in other lots could direct long term/overnight parkers there in those other lots. If overnight parking is prohibited in all lots, then signage should indicate that clearly and unambiguously.

PROPOSED IMPLEMENTATION PLAN FOR THIS ACTION

It is recommended that Poulsbo decide upon and formalize an overnight parking policy for its off-street parking facilities. Once that is complete, it is recommended that Poulsbo design, or contract the design out for, such signage and install such signage in the immediate term, or as soon as possible. This action should be implemented in its entirety.

Action 1.1.5: Supplementary signage at the City Hall Garage.

While improved signage leading to and overhead at the entrance of the City Hall Garage may signal to visitors that additional parking is available there, it may be desirable to mediate the number of parkers who attempt to find public parking there during business hours on weekdays, as the garage is intended to primary serve city hall employees during those hours.

As a result, in addition to the recommendations described above, Walker recommends that permanent or semi-permanent signage be added to the top of the garage, and/or to other signs recommended herein, that inform potential parkers that the garage is "fully open to the public during nights and weekends," and that "limited public parking may be available during business hours on weekdays."

PROPOSED IMPLEMENTATION PLAN FOR THIS ACTION

It is recommended that Poulsbo install such signage in the immediate term, or as soon as possible. This action should be implemented in its entirety and could likely be implemented by the City's Public Works Department with no need for significant design using off-the-shelf signage.

Action 1.1.6: Install supplementary vertical safety and regulatory signage.

Walker identified three key areas where supplemental vertically displayed regulatory signage may be effective at reinforcing existing markings located on the surface pavement or establishing guidance where none exists currently. These are:

- **Mid-block pedestrian crossings along Front St., Jensen Way, and Moe St.** While all mid-block crossings are small in scale, the frequency of crossing and high volumes of pedestrians may make it such that additional, driver eye-level regulatory and safety signage that indicates that there is a "ped x-ing" may serve to effectively complement and remind drivers to yield and be on the lookout for pedestrians and bicyclists, particularly during early morning and later evening periods when drivers may be more tempted to drive faster through downtown and/or when visibility may be constrained due to the sun's position. Such signage could optionally also feature illuminated flashing beacons that can be activated by the press of a button.
- **Existing areas marked for loading and "NO PARKING."** Walker staff was confused by many of the areas that, presumably, function as loading areas only. The diagonal pavement stripes may confuse some parkers and signal that the areas are, in fact, "NO PARKING ANY TIME." Supplementary vertical signage, both for off-street loading areas as well as for on-street loading areas, could help to alleviate such confusion, as well as communicate more specific information that may be pertinent, such as the maximum allowed time for loading and whether the area is always for loading or can be used for parking outside of certain hours.
- **On-street curb frontage along Bjeremeland Pl. and 3rd Ave.** Most of the curb frontage along these two streets was unsigned in terms of where on-street parking is allowed or prohibited. Particularly along Bjeremeland Pl, the width of the street/alley is such as it is not clear whether parking could "naturally" fit on both sides. The lack of clarifying signage could lead to both the frontage not being used for parking, unnecessarily subtracting from the effective downtown parking supply, or the frontage being used for parking where it is not safe or desirable. Therefore, Walker recommends signage that clearly indicates where parking is allowed or prohibited, with signs being posted at each transition point and the permitted area being enclosed with arrows pointing inwards.

PROPOSED IMPLEMENTATION PLAN FOR THIS ACTION

It is recommended that Poulsbo install such signage in the immediate term, or as soon as possible. This action should be implemented in its entirety and could likely be implemented by the City's Public Works Department with no need for significant design using off-the-shelf signage.

Action 1.1.7: Consider adding signage and pavement markings in support of bikes.

Downtown Poulsbo's low "bike score" may not accurately reflect how bike friendly downtown is. Vertical signage and pavement markings, such as "sharrows," may help to reinforce the idea that downtown Poulsbo streets are intended for use by bicyclists and that vehicles need to share the road, as well as to create designated paths/routes for bikes going through downtown. Finally, such signs and markings can help to visually connect designated on-street bike routes with multi-use paths or trails.

PROPOSED IMPLEMENTATION PLAN FOR THIS ACTION

It is recommended that Poulsbo determine appropriate locations for this signage and additional markings and install such signage and markings in the immediate term, or as soon as possible. This action should be implemented in its entirety and could likely be implemented by the City's Public Works Department with no need for significant design using off-the-shelf signage and striping.

Action 1.1.8: Consider improving the demarcation between public and private, paid parking.

There are two privately-owned parking lots that provide paid parking for general use: the Port of Poulsbo Lot and the SEA Discovery Center Lot. While it may not be possible to add any supplementary signage to better indicate that the Port of Poulsbo Lot is not part of the municipal public parking system (such a modification would be the responsibility and within the purview of the Port of Poulsbo and not the city), the City could potentially add both a pavement stripe as well as vertical signage in the Little Anderson Lot to indicate the boundary between the lot and the SEA Discovery Lot.

Vertical signage could indicate that "Free public parking ends (here)" or that "SEA Discovery parking begins (here)." Pavement markings could indicate a boundary, with optional lettering on the city side that spells out "FREE PUBLIC PARKING BOUNDARY."

PROPOSED IMPLEMENTATION PLAN FOR THIS ACTION

It is recommended that Poulsbo determine appropriate locations for this signage and additional markings and install such signage and markings in the immediate term, or as soon as possible. This action should be implemented in its entirety and could likely be implemented by the City's Public Works Department with no need for significant design using off-the-shelf signage and striping.

Action 1.1.9: Replace time limit signage with signage that spatially indicates which spaces fall under time limit and that clearly indicates hours and/or days when time-limited parking is in effect.

If Poulsbo wishes to maintain or begin enforcement for existing indicated time limits, Walker recommends that on-street time limit signage be replaced with standard Manual of Uniform Traffic Control Devices (MUTCD) signage that features arrows that enclose the frontage that falls under the indicated time limit or restriction, as well as the time period in which a time restriction may be in place. Such signage, described in the latest version of the MUTCD as R7-108 signage, is shown in the image below.

Accessible parking or loading areas would be signed with similar MUTCD-standard signage that also features arrows that enclose the respective area.

In the off-street public parking areas, if a three-hour limit is to be maintained, additional signage should be installed within the facilities (every light pole instead of every other light pole). Also, Walker recommends that the time limit be prominently featured or described on parking lot facility destination signage, described above.

PROPOSED IMPLEMENTATION PLAN FOR THIS ACTION

It is recommended that Poulsbo install such signage in the immediate term, or as soon as possible. This action should be implemented in its entirety where on-street time-limited parking exists and could likely be implemented by the City's Public Works Department with no need for significant design using off-the-shelf signage.

This action may be conducted after Poulsbo determines which hours and/or days that time-limited parking should be in effect if not in effect "at all times." Current signage observed does not specify time limits in effect.

If hours of effect are currently undefined, it is recommended that hours of effect correspond with peak parking activity times. Monday – Saturday, 9 AM – 7 PM would likely adequately capture peak activity times.

Strategy 1.2: Adjust Existing User Group Allocations to Better Accommodate Parkers

HOW WILL THIS STRATEGY HELP US MEET GUIDING PRINCIPLES?

Guiding Principle	How the Strategy Meets the Guiding Principle
1: Address localized demand shortages that frustrate users and reduce parking system efficiency.	Improves allocation of parking facilities to reduce frustration and better accommodate demand.
2: Equitably accommodate all users in need of a parking option, including long-term (8+ hours), mid-term (2-8 hours), and short-term (2 hours or fewer) parkers.	Improves equitability of the parking system by better aligning allocations with user needs.
3: Prioritize parking management techniques and policies in keeping with Poulsbo's welcoming, friendly spirit.	Prioritizes parking for people who need it most—including those with mobility challenges.
4: Support a multimodal environment that maximizes mobility freedom, choice, and safety for the Poulsbo community.	This strategy does not directly advance this guiding principle.
5: Maximize long-term financial sustainability for the parking and mobility system so that it can continue to serve the Poulsbo community.	This strategy does not directly advance this guiding principle.
6: Take a data-based, steady and contextual approach to change—from changing parking management practices to adding new parking facilities.	Offers an incremental approach to formalizing parking management and paves the way for more advanced management systems.

Action 1.2.1: Consider options to augment existing ADA space availability.

As noted in the previous section, no accessible on-street parking spaces were observed along Front St. All accessible public spaces were observed in the public off-street parking facilities. However, accessible parking appeared to be well utilized, and Walker observed that a notable percentage of visitors to Poulsbo were older in age. As a result, demand and need for close-in parking to better accommodate those with mobility challenges along the street may be appropriate, even though existing ADA options are in keeping with ADAG.

Note that Walker, at this time, cannot opine on the feasibility or suitability, from a design perspective, of conversion of existing on-street spaces to accessible parking spaces. Walker recommends that further evaluation and study be conducted in order to determine whether such spaces would or could conform to design standards and requirements as defined in the *2010 ADA Standards for Accessible Design*.

PROPOSED IMPLEMENTATION PLAN FOR THIS ACTION

It is recommended that Poulsbo conduct, or contract out for, a study to determine suitable locations for on-street accessible spaces within the downtown area as informed by applicable ADA guidelines and specifications. After that, spaces can be signed and striped as accessible in the determined locations, assuming that guidelines are met. This action should be implemented in the immediate term, or as soon as possible, in its entirety.

Action 1.2.2: Allocate or designate some areas in existing public off-street lots as "employee parking priority areas."

Particularly after Poulsbo begins construction on 3rd Ave., it may be the case that some employees who currently park on-street are crowded out; such employees will likely need to park elsewhere, such as in the off-street public parking facilities.

Given that public parking facilities already operate at or near capacity during the mid-day, it may be desirable or necessary to designate an area within one or more of the existing off-street lots as "employee priority parking."

While Walker does not recommend signing or enforcing such areas as explicitly and specifically for employees only under any "passive enforcement" status quo due to the inherent limitations of being able to enforce such a restriction, "employee priority parking" signage may have the effect of freeing up more capacity for employees than otherwise may be the case. This is because visitors unfamiliar with Poulsbo would not generally be familiar with the low level of parking enforcement currently in effect and may effectively be deterred from parking in such an area by the signage alone. Also, such an action may act as positive messaging for the business community, indicating that Poulsbo is thinking about and cares about accommodating the parking needs of downtown employees.

With this recommendation, it is Walker's view that the existing "spillover" area in the King Olaf Lot would be the most suitable for such an area. The area is the least convenient off-street public parking area, and also the last to fill up (excepting the City Hall Garage). With employees centralized in that parking area, it allows all of the Anderson Lots to still be used by customers and visitors.

Note that this strategy may be most effective if implemented in conjunction with the beginning of active enforcement of time limits. This is discussed in more detail as a "mid-effort" strategy later in this plan.

PROPOSED IMPLEMENTATION PLAN FOR THIS ACTION

It is recommended that Poulsbo design and install signage that designates the King Olaf "spillover" area as an employee parking priority area. Certain hours in which the "priority area" is in effect can also be defined and specified on signage.

This action should be implemented in the immediate or short term and in its entirety. It could likely be implemented by the City's Public Works Department with no need for significant design using off-the-shelf signage and striping.

Strategy 1.3: Improve & Expand Upon Existing Communications Channels

HOW WILL THIS STRATEGY HELP US MEET GUIDING PRINCIPLES?

Guiding Principle	How the Strategy Meets the Guiding Principle
1: Address localized demand shortages that frustrate users and reduce parking system efficiency.	Enhances user understanding and the ability of parkers to plan their parking option.
2: Equitably accommodate all users in need of a parking option, including long-term (8+ hours), mid-term (2-8 hours), and short-term (2 hours or fewer) parkers.	Shares information about appropriate options with all parker types.
3: Prioritize parking management techniques and policies in keeping with Poulsbo's welcoming, friendly spirit.	Focuses on friendly sharing of information as a parking management strategy.
4: Support a multimodal environment that maximizes mobility freedom, choice, and safety for the Poulsbo community.	This strategy does not directly advance this guiding principle.
5: Maximize long-term financial sustainability for the parking and mobility system so that it can continue to serve the Poulsbo community.	This strategy does not directly advance this guiding principle.
6: Take a data-based, steady and contextual approach to change—from changing parking management practices to adding new parking facilities.	Offers an incremental approach to formalizing parking management and paves the way for more advanced management systems.

Action 1.3.1: Create a webpage for parking system and establish simple parking-specific communications.

Walker has noted that the City of Poulsbo does not currently furnish or provide any information about its public parking system on its website. It appears that the only primary online information available about public parking is in the form of a static map available on the website for the Historic Downtown Poulsbo Association.

Messaging and outreach in the form of real-time information provided to guests is now more important than ever. Fortunately, providing such real-time information is now also easier than ever considering visitors' near-universal access to and ubiquitous usage of connected mobile devices, both before arriving and once at downtown Poulsbo.

In the short term, Walker recommends that the City either create its own webpage for public parking and/or coordinate with the HDPA to improve and augment its page. The webpage could provide high-level general information about parking and buses that goes above and beyond a simple map, such as time restrictions, overnight parking policies, long-term parking policies, et cetera. Also, the page could clearly communicate enforcement periods, parking fines for common violations, and provide dedicated contact information for visitors to reach out, if they wish, with parking-related questions or comments. Finally, the page could prominently communicate a schedule of special events taking place and provide directions for and information about alternative or remote parking options that may be available during such events.

Other low-effort parking-related messaging strategies could include:

- Responding to questions and requests from the general public for locations of parking facilities, pricing,

and availability via a dedicated e-mail address, e.g. parkinginfo@cityofpoulsbo.com.
- Regularly updating City parking promotional materials, and provide parking maps, business development packets, and fact sheets.

More advanced options, such as text messaging and a dedicated app, exist. However, these options constitute higher-effort strategies, and are thus described in more detail in the next sub-section.

PROPOSED IMPLEMENTATION PLAN FOR THIS ACTION

This action should be implemented in the immediate ter, or as soon as possible, and in its entirety. The design and implementation of a webpage and parking-specific communications can either be completed in-house or contracted out to a firm that specializes in marketing, outreach, and/or web design.

An existing staff member within City Hall should be designated as the "parking point person" responsible for keeping communications and informational pages up to date.

Mid-Effort Strategies

These are strategies that constitute a middling capital and/or operational expense. Some of these strategies would likely require additional revenue sources to be identified to make implementation feasible unless implemented in conjunction with certain high-effort strategies described below. Depending on strategy and funding, such strategies could be implemented in the short- to mid-term.

Strategy 2.1: Support Effective Demand Distribution and Equitable Use of Parking Facilities Through Ambassador-Based Enforcement

HOW WILL THIS STRATEGY HELP US MEET GUIDING PRINCIPLES?

Guiding Principle	How the Strategy Meets the Guiding Principle
1: Address localized demand shortages that frustrate users and reduce parking system efficiency.	Leverages smart enforcement to turn over parking spaces in the highest-demand areas of Downtown.
2: Equitably accommodate all users in need of a parking option, including long-term (8+ hours), mid-term (2-8 hours), and short-term (2 hours or fewer) parkers.	Focuses energy on habitual and serious parking violators to improve system efficiency and user experience for every parker.
3: Prioritize parking management techniques and policies in keeping with Poulsbo's welcoming, friendly spirit.	Uses a warning-first system to support a friendly approach to parking enforcement in alignment with Poulsbo's character.
4: Support a multimodal environment that maximizes mobility freedom, choice, and safety for the Poulsbo community.	Improves the environment for pedestrians, cyclists and transit users by prioritizing enforcement against parking violations that impede others' ability to travel
5: Maximize long-term financial sustainability for the parking and mobility system so that it can continue to serve the Poulsbo community.	Supports more efficient use of the existing parking resources, thereby delaying or reducing the amount of new parking inventory needs. Additionally, offers some method for cost recovery, although enforcement should not be viewed as a revenue-generating endeavor for Poulsbo.
6: Take a data-based, steady and contextual approach to change—from changing parking management practices to adding new parking facilities.	Scales up parking management in a way that prioritizes user experience and remains digestible to Poulsbo residents, employees and visitors.

Action 2.1.1: Begin active enforcement of parking time limits.

Parking regulations for the City of Poulsbo are currently defined in Chapter 10.12 of the Poulsbo Municipal Code. In the chapter, all existing parking restrictions, policies, and prohibitions that are currently codified in ordinance are defined, along with the associated penalties and fines.

With respect to managed parking, the Code does currently contain provisions that allow for time-limited parking, along with the penalties and fines associated with violation of time limits. The Code also contains a "Move-It!" ordinance that requires vehicles parked within an area or along a street segment where time limits are established to move to a street "with a different name than the street the vehicle was originally parked upon" after the time limit expires. Such vehicles cannot repark for at least one hour.

Despite the provisions described above, there is currently no active enforcement of parking laws, regulations, and restrictions such as time limits. In addition, there is no dedicated staff, department, or entity specifically responsible for managing and enforcing parking. Presumably, enforcement of parking laws and regulations is the responsibility of the Poulsbo Police Department, with enforcement typically occurring only on an as-needed or as-requested basis for more serious parking violations.

Why Active Enforcement?

While improved regulations signage may help to achieve some additional level of "passive" enforcement by virtue of making the restrictions clearer and easier to understand, such a "passive" strategy is inherently limited in its efficacy. Though Poulsbo's downtown public parking system is small, it operates near or at capacity for much of the day. As a result, if time limits are to be maintained, it may make sense for the City to move towards more active enforcement of parking restrictions.

Any strategy to manage parking and transportation will only be as effective as it is enforced, however, enforcement must be balanced with customer service to support a parking experience that contributes to creating a positive overall experience within downtown Poulsbo. Therefore, Walker recommends that the City consider the creation of a parking enforcement program consisting of parking and mobility ambassadors. The parking ambassador model focuses less on punitive and reactive parking enforcement and promotes education and providing good customer service and a welcoming, approachable resource for the community.

Such a move can take place gradually. Also, once the framework for active enforcement is established, it could be scaled up in the future as needed, in both size and scope (for instance, if paid parking were ever established).

However, it should be noted that many of the other strategies described in this document, across all effort tiers, would be partially or completely reliant on active enforcement in order to effectively function as intended.

The Parking Ambassador Model

Parking enforcement is generally seen as a punitive organization, giving many in the community a negative perception of parking enforcement. To avoid this perception, Walker recommends the "parking ambassador

approach" model to parking enforcement. This type of customer service focused model has been successful in many other communities across the country.

This model might be especially appropriate for Poulsbo, especially in the near-term, as the primary goal of enforcement would likely not be to generate parking violations revenues. Also, without paid parking in place, and given the small size of Poulsbo's system, the potential for large revenue generation would be limited in any case. Finally, a large enforcement apparatus would not be appropriate or needed and would likely cost more than the benefits incurred in terms of rule enforcement.

With this model, the mission of the parking ambassador is to provide hospitality tourism and public services to residents, employees, and visitors. Parking ambassadors are sometimes required to complete multi-faceted training in customer service and hospitality, emergency response and first aid, as well as development of background knowledge in public transportation and mobility services available in the area and City services. Parking ambassadors should work directly with transportation and parking managers within the City, local businesses, and professional agencies.

CASE STUDY
MANAGING PARKING ENFORCEMENT

Management of the parking program and hiring of parking ambassadors or enforcement staff can take several forms. In **Grand Junction, Colorado** parking enforcement is a division of the police department. While enforcement officers are not police officers, they are employees of the department. In Downtown **Longmont, Colorado** and Downtown **Tempe, Arizona**, parking ambassadors are employees of each city's downtown authority. In Cedar Rapids, Iowa, parking ambassadors are employees of the city's contracted parking operator.

The primary goals of a parking ambassador program are to promote the area, be a source of information for visitors, and support parking system users in choosing the appropriate options for their needs and help make the downtown area a better place to live, visit, shop and conduct business. Parking ambassadors should initiate personal contacts with the parking public (known as "touches"), issue more warnings and slightly fewer citations, and interact with visitors and citizens in a positive manner.

The vision of the program is to help promote a progressive, dynamic, customer service focused downtown experience. Parking ambassadors may accomplish these goals while providing parking management by monitoring public safety, extending a helping hand in emergency situations, and calling on area merchants on a regular basis. Beyond enforcing parking regulations, the following are examples of appropriate behaviors of parking ambassadors:

- To greet visitors and offer customer service.
- To be a friendly face in response to what is many people's initial or final interaction with the City.
- To give accurate directions to visitors.
- To provide information and explain local traffic and parking regulations to seek voluntary compliance.

- To distribute parking brochures and maps

The Code would likely need to be updated to define parking enforcement and include provisions for hiring parking enforcement staff. Such updates may be contingent, however, on how parking enforcement is staffed and how it is integrated into the City organization. This is discussed in more detail in the next sub-section below.

Parking Operations

Whether utilizing a parking ambassador or parking enforcement officer model, the duties of enforcement will be managed by some form of agency. There are three primary models for operating parking programs, including:

- Self-Operation is when the parking facility owner, in this instance the City, operates the parking program itself. For example, the City may hire personnel to the operate the parking system internally by creating a new Parking Department or adding personnel to an existing department.
- Outsourced by a Management Agreement is when the parking facility owner, the City, hires a parking management firm to handle the daily operations and maintenance through a contract. The parking management firm is paid either a fixed fee or a percentage of the revenues and is reimbursed by the owner/City for all expenses incurred by the operation.
- Outsourced by a Concession Agreement is when the parking facility owner, the City, hires a parking management firm to assume full responsibility for the operation of the parking system, including expenses, and the parking management firm pays the owner either a fixed amount, a percentage of the revenues, or a combination of both.

In the past, many communities that maintained their parking system in house through self-operation have utilized a very horizontal structure with various components of the parking system's operation handled by different departments. For instance, enforcement was provided by the police department while maintenance was the responsibility of Public Works and revenue collection under the Finance Department, and so on. This type of divided responsibility structure, however, does not lend itself well to communication and strategic planning. The disjointed nature of operations and conflicting goals on the various departments can even lead to parking patron frustration.

Parking Enforcement Strategies

With a move towards active parking enforcement by a dedicated entity or team, a change in technology or enforcement strategy would likely be necessary. In general, there are two technology options for implementing active parking enforcement: manual enforcement and enforcement using license plate reader (LPR) technology. These options are further described in Attachment B.

PROPOSED IMPLEMENTATION PLAN FOR THIS ACTION

It is recommended that Poulsbo begin active enforcement within its parking system. For this, it should move forward with procuring one mobile LPR enforcement unit for deployment on an existing or new city-owned vehicle.

Parking enforcement and operations should be kept in-house and placed under the purview of either the Police Department or under a newly created dedicated parking services department or section. Between 0.5 and 1.0 full-time equivalent staff position should be established dedicated exclusively for parking enforcement purposes.

This action should be implemented in its entirety in the short term, with or without paid parking. In the event paid parking is implemented, this action item can be expanded upon and/or reevaluated. For instance, with paid parking, it may make sense to migrate from self-operation to an outsourced agreement, as well as to add more FTE's.

Strategy 2.2: Leverage the Fine Structure to Focus Enforcement on Repeat Violators and Encourage Other Travel Choices.

HOW WILL THIS STRATEGY HELP US MEET GUIDING PRINCIPLES?

Guiding Principle	How the Strategy Meets the Guiding Principle
1: Address localized demand shortages that frustrate users and reduce parking system efficiency.	Reduces parking violations that impede system efficiency and exacerbate demand distribution challenges.
2: Equitably accommodate all users in need of a parking option, including long-term (8+ hours), mid-term (2-8 hours), and short-term (2 hours or fewer) parkers.	Focuses energy on habitual and serious parking violators to improve system efficiency and user experience for every parker.
3: Prioritize parking management techniques and policies in keeping with Poulsbo's welcoming, friendly spirit.	Makes the parking system more friendly for all by helping parkers follow key rules and regulations and focusing citations on those that make parking and traveling more difficult for everyone.
4: Support a multimodal environment that maximizes mobility freedom, choice, and safety for the Poulsbo community.	Improves the environment for pedestrians, cyclists, and transit users by prioritizing enforcement against parking violations that impede others' ability to travel
5: Maximize long-term financial sustainability for the parking and mobility system so that it can continue to serve the Poulsbo community.	Supports more efficient use of the existing parking resources, thereby delaying or reducing the amount of new parking inventory needs. Additionally, offers some method for cost recovery, although enforcement should not be viewed as a revenue-generating endeavor for Poulsbo.
6: Take a data-based, steady and contextual approach to change—from changing parking management practices to adding new parking facilities.	Applies contextuality and nuance to parking violations and ties fine rates to the severity of the violation.

Action 2.2.1: Refine and revamp fine structure for parking violations.

As stated previously, parking violations, and their associated fines, are defined in Chapter 10 Section 10.12.300 of the Poulsbo Municipal Code. The Code states that parking violations are considered a civil infraction and "subject to a monetary penalty in the amount of thirty dollars."

While this simple provision defining parking violations and the associated fine may be adequate under the current enforcement status quo, it would likely be inadequate under a more complex managed parking regime.

While Poulsbo's schedule of parking violation types is smaller than typical for municipalities with busy downtown parking systems, the flat monetary penalty of $30 for all parking infractions is generally in line with the parking fine schedules of other small and mid-sized municipalities around the country, with some exceptions. Larger cities with dense and busy downtowns tend to have a much higher fine schedule for violations in general. For

instance, Portland, OR's schedule of fines is one of the highest in the Western US.[2] Portland's schedule of fines ranges from $44 to $440, with most parking infractions subject to a fine of $85. Note that Portland's complete schedule of fines is much more comprehensive than Poulsbo's, containing 94 different violation categories.

Walker recommends that Poulsbo explore both increasing some of its parking fines for certain violations as well as expanding the list of its violations to take into account both certain existing conditions that make Poulsbo unique, as well as some potential future conditions as Poulsbo begins to transition to a more multi-modal transportation environment.

For instance, Austin, TX specifies fines of $125 for parking in public recreation areas during special events and $350 for blocking transit priority lanes. Portland specifies fines of $55 for parking in parking areas designated for motorcycles or scooters only, $65 for non-electric vehicles parking in spaces designated for electric vehicles, $75 for illegal parking along a mass transit lane or street, and $130 for improper use of a carpool permit.

Also, the City could consider levying increased fines for more serious parking violations, such as violations that impede safety and mobility for other transportation choices. Examples of such violations include parking in a bike lane or in a crosswalk.

Finally, the City could consider graduated fines for repeat violators to increase customer compliance and better achieve parking management goals. For instance, while the first offense within a given calendar year for violating posted time limits may be $30, subsequent violations could come with a higher associated penalty, such as $40 for the second violation and $50 for each violation thereafter.

It should be noted that Walker was unable to identify a parking infraction definition for ADA or accessible parking violations in Chapter 10 Section 10.12.300. While violations and penalties relating to accessible parking are described in state law (Title 46 Chapter 46.19 Section 46.19.050 of the Revised Code of Washington), Walker highly recommends that Poulsbo adopt and incorporate accessible parking violations as described in the RCW, with associated monetary penalties that match those described in the RCW, into its Code of Ordinances.

PROPOSED IMPLEMENTATION PLAN FOR THIS ACTION

Poulsbo should increase its base penalty amount for parking violations from $30 to $40. More serious parking violations should carry a fine of $60. Accessible parking violations should be codified in the Poulsbo Municipal Code with a fine amount set equal to that as defined in the state statute.

Finally, to deter repeat offenses, Poulsbo should adopt a graduated or tiered fine schedule, where subsequent fines received within one calendar year increase by $10 per occurrence up to the 4th fine.

This action should be implemented in its entirety in the immediate or short term.

[2] Portland.gov. "Common Parking Violations and Bail Schedule." https://www.portland.gov/transportation/parking/parking-violations

Strategy 2.3: Leverage Parking Options Outside the Downtown for Events and Other High-Demand Periods

HOW WILL THIS STRATEGY HELP US MEET GUIDING PRINCIPLES?

Guiding Principle	How the Strategy Meets the Guiding Principle
1: Address localized demand shortages that frustrate users and reduce parking system efficiency.	Alleviates pressure on the closer-in parking options during high-demand periods.
2: Equitably accommodate all users in need of a parking option, including long-term (8+ hours), mid-term (2-8 hours), and short-term (2 hours or fewer) parkers.	Supports better options for all parking users and increases capacity during events, when many people struggle to find suitable parking.
3: Prioritize parking management techniques and policies in keeping with Poulsbo's welcoming, friendly spirit.	Creates additional options for parkers and supports the use of those options.
4: Support a multimodal environment that maximizes mobility freedom, choice, and safety for the Poulsbo community.	Reduces vehicle congestion and circulation in the Downtown during the most high-demand periods, where lots of pedestrians and cyclists are expected.
5: Maximize long-term financial sustainability for the parking and mobility system so that it can continue to serve the Poulsbo community.	Potentially delays the need to build new inventory by alleviating pressure on existing Downtown parking options during the highest-demand days.
6: Take a data-based, steady and contextual approach to change—from changing parking management practices to adding new parking facilities.	Takes a more considered approach to inventory challenges by looking at remote and shared options already in existence before adding new infrastructure.

Action 2.3.1: Create a formal framework and strategy for remote parking.

A remote parking framework may be appropriate in Poulsbo to provide ample, worry-free parking supply that can accommodate special event-related atypical parking demand loads. Vikingfest, Midsommer Fest, and the Poulsbo Arts Festival are all examples of annual, regularly scheduled special events for which a formal remote parking framework may be desirable.

Such a framework can help to drastically reduce on-street spillover parking into the surrounding residential neighborhoods in Poulsbo. Also, if visitors are aware of a remote parking lot or lots where they can or are encouraged to park in during such events, they are much less likely to "take their chances" parking in a private off-street parking lot where there is no formal remote parking agreement in place. When this happens, it can cause problems and undue liability for the parking lot owner in terms of and as a result of the unwanted demand, potentially displacing permitted/allowed parkers for the businesses or land uses served by that lot. Also, it can deprive lot owners of the ability to reap financial benefit in exchange for accommodating such off-site parking demand.

Walker has identified a few potential ideal candidates for locations that could serve as formally designated remote parking areas during events. These are:

A. Poulsbo Village Shopping Center
B. First Lutheran Church
C. Gateway Fellowship Church

Specifically, the Poulsbo Village Shopping Center could potentially serve as a desirable remote parking area. The shopping center features a vacant anchor space that has been vacant for years, and the shopping center

therefore has ample available parking supply that is unused during peak times. A certain amount of event-based parking demand could therefore be accommodated without displacing or crowding out parking demand for other businesses located in the shopping center. Finally, the shopping center is within the 15-minute walking shed.

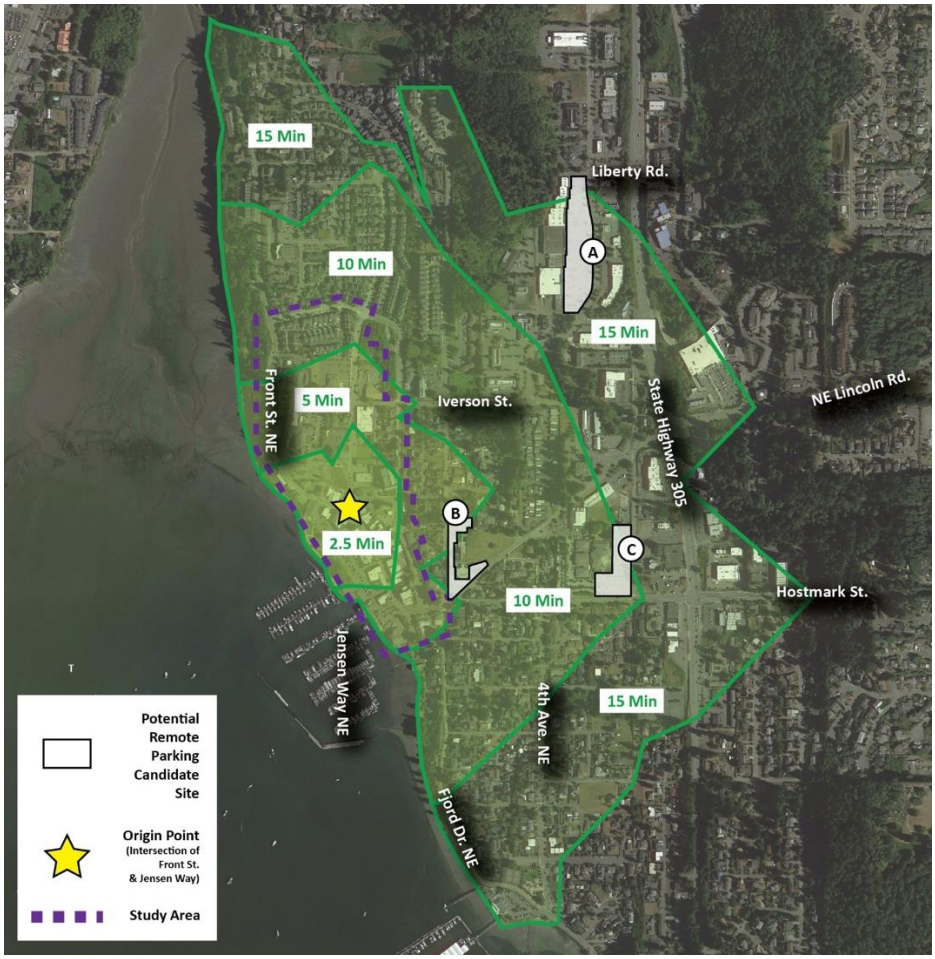
Walker estimates that there are currently about 368 parking spaces in the Poulsbo Village lot.

Also, the First Lutheran Church and Gateway Fellowship Church could make for ideal remote parking lot candidates. Both sites are actually closer to the center of downtown Poulsbo, within the 10-minute walking shed. Also, Gateway Fellowship Church already serves as the designated park 'n' ride for the transit system, which is currently underutilized. Therefore, there is precedent for that facility's parking serving as a remote parking facility for another governmental entity. It should be noted that both locations may not be suitable for use on Sundays.

Walker estimates that there are about 108 spaces in the Gateway Fellowship Lots and 238 spaces in the Gateway Fellowship east lot. Note that the Fellowship Church also has parking on the west side; however, that parking is currently used for the Saturday Farmers Market.

Figure 8 below shows the locations of the proposed potential candidate sites for remote parking.

Figure 8. Potential Candidate Sites for Remote Parking



PROPOSED IMPLEMENTATION PLAN FOR THIS ACTION

It is recommended that, in the short term, Poulsbo initiate dialogue with the property owners for the potential candidate sites described above to determine interest and potentiality for remote parking.

Poulsbo should proceed with attempting to establish at least one remote parking site in the short or mid term, regardless of implementation status of other action items contained herein.

Action 2.3.2: Explore shared parking agreements to leverage underutilized private parking supply.

As noted in the Existing Conditions assessment, downtown Poulsbo does feature some underutilization in privately-owned lots, particularly on weekends. Collectively, the surpluses amounted to a relatively large number of available parking spaces during peak times.

Shared parking agreements between the City and owners of underutilized lots is another strategy that can be used to add "cushion" to the parking system and free up some additional capacity without having to construct new public parking supply. This is similar to remote parking and remote parking agreements, except that the facilities would be available for use on a regular, ongoing basis, and not just for special event spillover parking.

The feasibility of shared parking agreements in the context of alleviating parking demand crunches is typically dependent on how and where underutilized private parking is distributed. In some downtown areas, for instance, there may be a single, large private parking lot belonging to an entity that rarely or never fully uses the available parking supply, such as a church or a fraternal organization. In such instances, the effective parking supply can be meaningfully increased with a single shared parking agreement, with the city only needing to consider and accommodate the needs and requirements of a single property owner. Signage and communications can easily be deployed to guide public parkers towards the shared parking facility when it is available for use.

However, in the case of downtown Poulsbo, most private parking facilities are very small, with many featuring only a handful of total spaces, many of which are marked or signed as reserved. As a result, it would be difficult to meaningfully expand the effective parking supply without many different agreements. Moreover, the complexity of such arrangements, and the difficulty of managing them, would scale up faster than the benefit gained in terms of additional parking. Finally, it may be difficult to help parkers navigate to and communicate the existence and availability of private parking if the locations of those spaces are fragmented and dispersed throughout the downtown.

As a result, shared parking opportunities that are cost-effective may be limited. That said, Walker has identified some potential candidates that may be suitable, at least during weekends, to serve the needs of general day parkers (visitors to downtown). These candidates are the Martha & Mary Northwest Lot (#24), the United States Post Office Lot (#29), and the Bank of America Lot (#26). All of these lots were observed to feature available spaces in excess of 25 spaces during peak times on the weekend. Also, the existing unsigned, gravel/dirt lot (#27) located along Jensen south of Sunset, could be more formally established as a lot available for public use via a shared agreement.

In addition, while shared parking opportunities to serve general day parking needs may be limited, there may be an opportunity to leverage some of the smaller lots in the form of shared agreements specifically to serve the needs of employees of other downtown Poulsbo businesses. Walker suggests that Poulsbo businesses could pool together their collective private/reserved parking resources, and issue permits or stickers to employees that would enable employees to use reserved private parking across multiple business entities. For instance, some of the small banks and real estate agencies that have unused reserved parking on weekends could offer to "share" their parking and allow use of that parking by the employees of other downtown businesses that peak during the weekends, such as restaurants. This could shift employees who currently park in the off-street public lots out of those lots, freeing up some additional space for day parkers/visitors.

Unlike day parkers, the population of downtown employees constitute a habitual, known, and very small user group. Employees parking under a shared parking agreement would know exactly where and when they could park as a function of their employment. The fragmentation and dispersed distribution of private spaces would thus not be an issue.

"Employee only" shared parking agreements could be an important tool in the mid-term that could accommodate on-street employees who currently park along 3rd Ave who will be displaced once reconstruction of that corridor begins.

More details about such agreements, including other examples from other communities, types of agreements, essential considerations, and other considerations, can be found in Appendix C.

PROPOSED IMPLEMENTATION PLAN FOR THIS ACTION

It is recommended that, in the immediate or short term, Poulsbo initiate dialogue with the property owners for the potential candidate sites described above, or other potential sites, to determine interest and potentiality for shared parking to make private parking available for general public use.

As noted in the evaluation of peer communities, Edmonds, WA features a robust and branded shared parking program where underused lots for 4 downtown businesses are open up for use by the public on nights and weekends. Edmond's program could be used as a model for Poulsbo, both in terms of branding as well as for structuring contracts or agreements.

It is recommended that Poulsbo consider implementation of this action in the short or mid term. The necessity and desirability for this action may be dependent on whether other action items are implemented and their relative efficacy and ability to streamline parking and balance parking demand.

Strategy 2.4: Expand Communication to Include Different and More Advanced Mediums

HOW WILL THIS STRATEGY HELP US MEET GUIDING PRINCIPLES?

Guiding Principle	How the Strategy Meets the Guiding Principle
1: Address localized demand shortages that frustrate users and reduce parking system efficiency.	Supports better parking choices by advancing regular and real-time communication across multiple mediums.
2: Equitably accommodate all users in need of a parking option, including long-term (8+ hours), mid-term (2-8 hours), and short-term (2 hours or fewer) parkers.	Enhances communication and knowledge across all parker types.
3: Prioritize parking management techniques and policies in keeping with Poulsbo's welcoming, friendly spirit.	Prioritizes communication and user convenience for all.
4: Support a multimodal environment that maximizes mobility freedom, choice, and safety for the Poulsbo community.	Has the potential to encourage the use of other travel choices or carpooling on high-demand days.
5: Maximize long-term financial sustainability for the parking and mobility system so that it can continue to serve the Poulsbo community.	Potentially delays the need to build new inventory by alleviating pressure on existing Downtown parking options during the highest-demand days.
6: Take a data-based, steady and contextual approach to change—from changing parking management practices to adding new parking facilities.	This strategy does not directly advance this guiding principle.

Action 2.4.1: Move towards more technologically advanced and dynamic methods of communications.

A more advanced and targeted method of outreach possible today is in the form of SMS messaging. Under such a system, the City of Poulsbo could push out critical information about parking during key days, such as when certain lots become effectively full during the busiest days of the summer or during special events. The ability to opt-in to SMS messaging (text messaging) offers a good opportunity to inform frequent visitors of parking information and the parking facilities' status before arriving, thus improving the overall visitor experience.

Walker recommends actively informing target customer bases (i.e., locals and other frequent visitors) that they can receive SMS messages that provide parking system updates and information. If this customer base knows this

information is available via SMS, they may be more likely to opt-in to the service. Once opted-in, they may be less likely to circulate around the Anderson Lots to look for available parking if they know those lots are already full. Also, they can be informed immediately when full lots become available. This would have the tangential benefit of reducing traffic congestion from vehicles circulating to locate parking.

Another advanced option is a smartphone app. A smartphone app may be an appropriate option in the long term if the City moves towards paid parking and/or decides to implement technology that enables real-time tracking of the status and number of available spaces in one or all of the public off-street facilities, as a smartphone app could potentially integrate with such technology in order to provide detailed and real-time parking information to visitors with the app installed.

Such an app could send push notifications to users by default regarding parking availability on busy days—the app prompting the user upon the first launch about whether they would like to receive such notifications. If a lot fills up while a driver is en route, the driver would be actively notified.

For a parking system as small as Poulsbo's, the benefits of more technologically advanced communications strategies should be weighed against the associated initial and ongoing costs. The cost of programming and associated labor would have to be considered, both at the front end and the back end, to allow the app to integrate parking status data and display information seamlessly to end-users. Other costs associated with soliciting SMS notifications and advertisement of parking status functionality to visitors would mostly be in the form of marketing department labor costs, which could perhaps be absorbed mostly by existing marketing staff and materials.

PROPOSED IMPLEMENTATION PLAN FOR THIS ACTION

It is recommended that Poulsbo continue to evaluate the need for more advanced methods of communication, especially within the context of, and after implementation of, other strategies contained herein. Certain specific methods contained within this action item may be or should be considered for implementation in the mid or long term, and would likely not be feasible or useful without the implementation of paid parking and associated technologies.

Strategy 2.5: Create Parking Offerings for Employees

HOW WILL THIS STRATEGY HELP US MEET GUIDING PRINCIPLES?

Guiding Principle	How the Strategy Meets the Guiding Principle
1: Address localized demand shortages that frustrate users and reduce parking system efficiency.	Offers formalized and tracked parking options for employees, reducing the demand they incur on the most convenient parking areas.
2: Equitably accommodate all users in need of a parking option, including long-term (8+ hours), mid-term (2-8 hours), and short-term (2 hours or fewer) parkers.	Alleviates potential conflicts between short-term and long-term parkers.
3: Prioritize parking management techniques and policies in keeping with Poulsbo's welcoming, friendly spirit.	Offers clear options for employees rather than penalizing them for making the "wrong" choices.
4: Support a multimodal environment that maximizes mobility freedom, choice, and safety for the Poulsbo community.	Formalization of a parking permit system could encourage some employees to commute using other travel choices.
5: Maximize long-term financial sustainability for the parking and mobility system so that it can continue to serve the Poulsbo community.	Improves the efficiency of existing resources and offers an opportunity to track long-term parking usage.
6: Take a data-based, steady and contextual approach to change—from changing parking management practices to adding new parking facilities.	Formalizes employee parking and opens the door for better tracking and data-based decision-making.

Action 2.5.1: Establish simple permit system for employees in employee-priority areas and other public lots.

If the City were to implement an employee priority parking area in the King Olaf lot or any other lot, the implementation of more active parking enforcement could make it possible for the City to actually enforce the area as being reserved for downtown employees only. Under this scenario, however, another key strategy would need to be implemented to maximize efficacy: the creation of an employee parking permit program.

If employees not being able to park downtown were to become a notable complaint amongst businessowners and downtown employees, Walker would recommend that the City consider the creation of a program where employee parking permits could be created and distributed to either local businesses or to employees directly. Such a simple permit system could not only be used for just an employee reserved parking area, but it also be used to enable employees to park in spaces for longer than a designated time limit. For instance, if a three-hour limit were to begin to be actively enforced in the Anderson Lots, employees displaying a valid permit or permit credentials would be able to stay longer than three hours. Similarly, if time-limited parking along 3rd Ave. were to be implemented in the future, employee-permitted vehicles might be allowed to park along that street for longer than that designated time limit.

Permits could either be available or provided free of charge or for a nominal charge, at the City's and decision makers' discretion and in accordance with their parking goals. Walker would recommend that the City consider a permit fee or charge that would be enough to offset costs associated with the program and would recommend that the City issue a finite number of permits not to exceed a maximum allowable "oversell" percentage of the total designated off-street parking supply to be reserved for employees.

If such a permit were made available for public on-street parking, Walker would recommend that such permits carry a premium over off-street employee parking. Also, such on-street permits would likely only be available as

"hunting permits," as reserving on-street parking for specific user groups is typically not recommended. Finally, permits could be made available on a monthly, quarterly, or seasonal basis, with the need for such permits likely only being greatest during the busy summer season.

For such a permit system, Walker recommends that the City consider an online, electronic permit sales, issuance, and management platform that can integrate with LPR enforcement technology (as discussed in a previous section) and minimize the need for Poulsbo staff labor. For example, many municipalities use a permit registration, tracking, and database platform, such as the one hosted by UPSafety, a T2 Systems Company. The platform enables residents and other prospective purchasers of other permit types offered to register their vehicles, associate their license plate with a permit, pay for a permit, and maintain their account online. There are a variety of other vendors that can provide similar solutions.

It should be noted that the legal and ordinance framework for parking permits in public parking facilities and/or along public rights-of-way would need to be created, codified, and adopted. This would likely require a lengthy administrative and public process as well as a vote or votes by the City Council.

PROPOSED IMPLEMENTATION PLAN FOR THIS ACTION

In line with examples as seen in Bainbridge Island, Leavenworth, and Edmond, it is recommended that employee permits be offered that provide unreserved employee parking in the King Olaf Lot that would exempt permitholders from active enforcement of short-term time limits. Permits should be offered monthly with an initial cost range of $25-35 per month, with escalations pursued in line with cost recovery goals.

It is recommended that Poulsbo determine efficacy of other action items contained herein that are identified for immediate or short-term implementation, particularly the designation of an employee parking area in the King Olaf Lot, before considering this action item for implementation in the short or mid term.

Specifically, this action item may become desirable after construction projects begin on Front St. and 3rd Ave., which are expected to displace many employees. This item is contingent on the implementation of active enforcement using LPR technology.

Strategy 2.6: Advance Signage & Wayfinding to Include More Dynamic and Informational Tools

HOW WILL THIS STRATEGY HELP US MEET GUIDING PRINCIPLES?

Guiding Principle	How the Strategy Meets the Guiding Principle
1: Address localized demand shortages that frustrate users and reduce parking system efficiency.	Advances efforts to direct parkers and reduce demand on the most desirable or easy-to-spot facilities.
2: Equitably accommodate all users in need of a parking option, including long-term (8+ hours), mid-term (2-8 hours), and short-term (2 hours or fewer) parkers.	Provides better information for all parker types.
3: Prioritize parking management techniques and policies in keeping with Poulsbo's welcoming, friendly spirit.	Focuses energy on helping parkers get where they need to go.
4: Support a multimodal environment that maximizes mobility freedom, choice, and safety for the Poulsbo community.	Reduces excessive vehicular circulation and potential conflicts arising from it.
5: Maximize long-term financial sustainability for the parking and mobility system so that it can continue to serve the Poulsbo community.	Improves the efficiency of existing resources and offers an opportunity to track parking usage.
6: Take a data-based, steady and contextual approach to change—from changing parking management practices to adding new parking facilities.	Maximizes existing resources and facilitates better data collection and tracking.

Action 2.6.1: Consider real-time parking wayfinding and guidance signage, especially if a garage is constructed.

The most effective parking guidance signage communicates to customers which parking facilities have available spaces at any given time, along with the easiest route to that facility's entrance clearly indicated. These signs can be invaluable, for experienced guests and newcomers alike. As important as static signage is, the effectiveness of static signage, including the type and dynamic nature of information conveyed, are limited. In the context of parking, the next level of wayfinding is real-time parking wayfinding and guidance signage.

Note that for these sign types, electronic messages and facility status can either be manually communicated or updated electronically and remotely, or the signs can be linked to sensors or other data collection systems associated with parking and access revenue control systems (PARCS) technology, and facility status can be automatically updated and changed in real time without staff intervention. This is elaborated upon later in this section.

For Poulsbo, Walker would likely recommend that, if the City were to consider this strategy, that signage be installed that is manually operated. The size of Poulsbo's parking system, as well as the propensity for most of the system to be effectively full during much of the daytime during peak times, is such that it may not be cost effective to also install or implement complex PARCS technology that links to this type of signage.

In the case of Poulsbo, this type of signage may provide significant value in terms of being able to communicate information about special events, including information about remote parking lots that may be in service, such as directions and whether they're also full. Walker considers "simple" real-time, digital variable message signage a mid-effort strategy if it is not also linked to or associated with a PARCS system, which would only realistically be installed and implemented along with a paid parking system. These signs would not necessarily need to be implemented along with or after managed or paid parking.

More complex signage that is automatically updated and that displays more detailed information about availability, called automated parking guidance signage (APGS), would need to be linked to a PARCS system. APGS technology is therefore discussed in more detail as a "High-Effort" strategy option.

More details about this type of signage, including the different types of such signage, as well as high-level costs, and how sign operation and messaging work, can be found in Appendix D.

Benefits of Real-Time Parking Wayfinding & Guidance Signage

Due to limited supply and parking demand that does fill the public parking system in Poulsbo during peak times, parking supply crunches do exist during the busiest days.

However, despite a limited parking supply, and supply crunches during the busiest days of the year, on non-peak days there may not be an actual deficiency of parking supply, even if it may feel that way to visitors and employees. Many factors can contribute to the perception that there may be inadequate parking supply. One important such factor is that traffic congestion within close-in parking facilities and across the road network can make parking supply look more inadequate than it actually is.

Many visitors or employees arriving later in the morning or early afternoon may choose to "camp out" along Front St. or in the Anderson Lots, waiting for a parking space to become available, instead of going directly to a parking facility located farther out, such as the King Olaf Lot. Vehicles may either idle within drive aisles or continually circulate the closer-in parking facilities, waiting for a space to become available, as those drivers are aware of the higher turnover that is likely to occur later in the day.

Those who are familiar with the parking system may choose to do this on purpose for convenience reasons. Those who are not familiar with the parking system may choose to do this simply because they don't know where other available parking may be located.

This behavior pattern likely applies to most public facilities on the busiest days where a facility may be near or at capacity in the morning but may have selected spaces become available later in the day.

Real-time parking wayfinding and guidance signage can be one of the most effective tools at minimizing camping out and cruising activity by helping visitors to navigate directly to a parking facility with an open and available parking space.

PROPOSED IMPLEMENTATION PLAN FOR THIS ACTION

It is recommended that Poulsbo continue to evaluate the need for more advanced methods of and types of signage, especially within the context of, and after implementation of, other strategies contained herein. Certain specific methods contained within this action item may be or should be considered for implementation in the mid or long term, and would likely not be feasible or useful without the implementation of paid parking and associated technologies.

High-Effort Strategies

These are strategies that require a high capital and/or operational expense, though some of these strategies would also result in significantly increased revenues and capital inflow to the parking system, helping to partially or fully offset associated expenses.

Strategy 3.1: Leverage Paid Parking to Improve Demand Distribution & User Experience and Support Cost Recovery

HOW WILL THIS STRATEGY HELP US MEET GUIDING PRINCIPLES?

Guiding Principle	How the Strategy Meets the Guiding Principle
1: Address localized demand shortages that frustrate users and reduce parking system efficiency.	Supports better demand distribution and potential demand reduction through smartly-applied parking pricing.
2: Equitably accommodate all users in need of a parking option, including long-term (8+ hours), mid-term (2-8 hours), and short-term (2 hours or fewer) parkers.	Offers a market-based approach to accommodating users, who can pay an equitable amount commensurate with the time they spend and the convenience they pursue.
3: Prioritize parking management techniques and policies in keeping with Poulsbo's welcoming, friendly spirit.	Prioritizes user choice and convenience over a penalization-based model.
4: Support a multimodal environment that maximizes mobility freedom, choice, and safety for the Poulsbo community.	Encourages other travel choices through pricing and could potentially support other transportation and mobility initiatives taken on by the City.
5: Maximize long-term financial sustainability for the parking and mobility system so that it can continue to serve the Poulsbo community.	Offers a sustainable revenue stream that can be used to cover costs and achieve cost neutrality.
6: Take a data-based, steady and contextual approach to change—from changing parking management practices to adding new parking facilities.	Responds to the intensity of parking occupancy and encourages a data-forward approach to rate setting.

Action 3.1.1: Initiate paid parking in public parking facilities.

While an effectively managed parking system downtown can go a long way towards addressing the challenges and meeting the goals stated above, it can be difficult or impossible for a managed system to fully realize its potential and maximize related benefits without also introducing a fee mechanism/paid parking infrastructure for the managed parking system. Paid parking can therefore be one of the most effective strategies or tools in the toolkit for managing parking supply and balancing high parking demand.

The City of Poulsbo has a relatively small and limited public parking system and supply that has been demonstrated to be operating at effective capacity on a regular basis during peak periods in the summer. Both core-area on-street parking as well as most off-street parking fills to capacity.

In addition to being an effective and powerful parking management tool, paid parking can also create a much-needed revenue stream to help fund and support enforcement, operations, ongoing maintenance, as well as infrastructure improvements for the City, both within and outside of the parking system. In the case of Poulsbo, paid parking could provide a significant source of ongoing revenue that could be used to help pay for construction of a public parking garage, helping to minimize the need to acquire funds from other sources, such as tax increases, in order to pay for such an improvement.

For example, as of 2022, the engineering firm WGI, Inc., in its annual publication *Parking Structure Cost Outlook for 2022*, reported that the average (all-inclusive) construction cost of a structured parking space in metro Seattle was $29,825.[3] At that cost, a 100-space garage would be nearly $3 million. However, it should be noted that, due to site constraints, topography, odd parcel sizes, and environmental and political challenges, the cost of a public garage in downtown Poulsbo would likely be significantly higher than $30k per space and could likely be closer to $60k per space.

Within the last decade, many small communities with substantial tourism across the West that are similar to Poulsbo, and that have similarly-sized pubic parking systems, have moved towards paid parking in their downtowns in order to address the challenges of managed parking without paid parking, as well as to achieve a myriad of various goals and benefits that are typically realized with the implementation of paid parking. These challenges and benefits are discussed in more detail below.

Challenges of Managed Parking Without Paid Parking in General

- Without a dedicated revenue stream or funding mechanism to offset costs associated with parking management.
    - It can be difficult to pay for continued effective management of parking system.
    - It can be more difficult to fund additional new parking assets when or if they're needed.
    - It can be more difficult to fund other improvements that may complement the parking system or reduce the need for parking, such as micromobility or bicycle/pedestrian infrastructure improvements, or a shuttle to transport people to event locations from periphery parking areas during special events.
- No market-based distinction between the most valuable curb space along the busiest streets downtown and less valuable curb space along less busy streets a little further away from the center of activity.
- No price mechanism to incentivize efficient use of parking, ensuring that people are parking only as long as they need to
    - Parking turnover is therefore still lower than it could be.
- Parking enforcement may still feel punitive and selective.
- Equity concerns:
    - If nobody is paying for parking, then everyone is paying for parking in effect, as the funds to cover expenses related to parking management, operation, maintenance, repair, administration, and construction of parking must come from general funds and other general, common pools of revenue.
        - In this case, those who don't drive and/or don't need parking downtown are unfairly subsidizing those who own vehicles and/or need parking downtown.
        - Money dedicated to parking from general sources—even private ones—could be used to pay for other things such as community services, wage and benefit increases, alternate transit modes, or other community amenities that would benefit all user groups.
- Data and enforcement challenges:

[3] WGI, Inc. "Parking Structure Cost Outlook for 2022." Accessed August 15, 2023. https://9476621.fs1.hubspotusercontent-na1.net/hubfs/9476621/Parking%20Structure%20Cost%20Outlook%20For%202022.pdf

- Lack of paid parking infrastructure can deprive the downtown of a potentially reliable and meaningful source of parking data relating to parking occupancy and behavior.
- Lack of paid parking infrastructure can also limit how effective parking management and enforcement can be.

Goals and Benefits of Paid Parking in General

- Maximize efficiency of the parking system and ensure that parking assets are being used and allocated adequately and as intended.
- Provide parking operator/city with market-based and cost-based tools to add to their toolkit to incentivize and disincentivize parking behavior as needed.
- Reduce or eliminate the need to construct more parking assets in the future.
- Ensure that the most convenient spaces are available to those who value them the most.
- Balance parking demand and more evenly distribute it by time of day and day of week.
- Incentivize long-term parkers to park in facilities intended for those users.
- Formalize special-use spaces.
- Promote or introduce additional safety measures for off-street public parking such as lighting and sidewalks/paths of travel.
- Wayfinding and other posted signage related to paid parking help motorists locate parking and understand parking options.
- Utilize parking revenues to offset management, maintenance, administration, and other costs associated with parking system or to fund other types of improvements or services.
- Improve public perception of parking.
- Reduce or eliminate perceptions of unfair enforcement by clearly attaching and associating the rules and violations with parking fees and rates.
    - The addition of PARCS technology can further streamline and improve enforcement.
    - PARCS technology can also help to automate and reduce labor needs for enforcement.
- Paid parking infrastructure can help to provide meaningful and reliable data about parking occupancy and behavior.
- Provide a market-based approach where a menu of different options and price points are provided to local residents, visitors, employees, and other user groups.
    - People appreciate choice.
- Address equity concerns by ensuring that people who need parking are the ones paying for it and that people who don't own vehicles and/or do not park downtown are not unfairly subsidizing parking.

Paid Parking Strategy Options

Typically, communities that are new to paid parking establish a simple, flat rate structure across a single contiguous area. Such a structure can make the paid parking system easier to understand and make the transition to that structure easier for the community. However, as many communities across the country have moved or begun to move towards paid parking, communities with existing paid parking in their downtowns have begun to explore and implement more complex and nuanced paid parking policies and rates that are dynamic and responsive to daily and seasonal changes in parking demand and needs, as well as differences in demand as a function or area, block face, or price tier.

In the case of downtown Poulsbo, paid parking could take the form of either a simple, flat-rate system or a more dynamic, variable-rate system, depending on the goals, desired direction, and appetite for change on the part of city leadership, stakeholders, and the public. However, in any case, the legal and administrative framework for paid parking in public parking facilities and/or along public rights-of-way would need to be created, codified, and adopted, as with permit parking.

Also, no matter the particular paid parking strategy chosen or how gradual a transition to paid parking would be, in all cases Walker strongly recommends that paid parking be structured such that parkers are incentivized to park off-street. A paid parking system structured to incentivize off-street parking would ensure that the most convenient spaces are priced and valued accordingly.

For Poulsbo, Walker would therefore recommend that either paid parking begin with Front St., Jensen Way, and possibly other streets within the core area only, with the off-street facilities remaining free, or would recommend that paid on-street parking within the core area always remain more expensive per unit of time than off-street parking.

Especially if on-street time limits are shorter than off-street time limits (if they exist at all), a paid parking system where more convenient on-street parking is free or cheaper compared to less-convenient off-street parking, may have effects such as:

- Discouraging visitation downtown due to the perception of no available parking systemwide and actual lack of available parking on-street and in surface lots, as confirmed by occupancy data.
- Encouraging visitors to stay less than 2 hours.
- Discouraging a “park once” mentality.
- Artificially lowering parking usage in the parking structures and leaving significant parking supply underutilized.
- Encourage “cruising” activity:
    - This is where visitors, employees, or others may elect to continue circulating through a lot or around the block waiting for a space to open, or they may sit idled within the street right of way or within a drive aisle waiting, instead of leaving to locate available parking elsewhere.
    - This can unnecessarily worsen traffic and overall congestion within the downtown street network as well as within the surface public parking lots.
    -

While there is a myriad of specific ways in which paid parking could be implemented in Poulsbo, Walker has curated and selected five paid parking strategy options that may be appropriate in the context of downtown Poulsbo. An example of a peer community that has implemented each option is also provided to provide inspiration as to how such an option might look or be structured in Poulsbo. These options are discussed in detail in Appendix E.

PROPOSED IMPLEMENTATION PLAN FOR THIS ACTION

The number of downtown on-street spaces is too small to make paid parking for just on-street parking feasible from a cost/revenue and enforcement standpoint. For this reason, as well as due to the small size of the public parking system in Poulsbo in general, paid parking should be introduced to both off-street and on-street public parking within the core area.

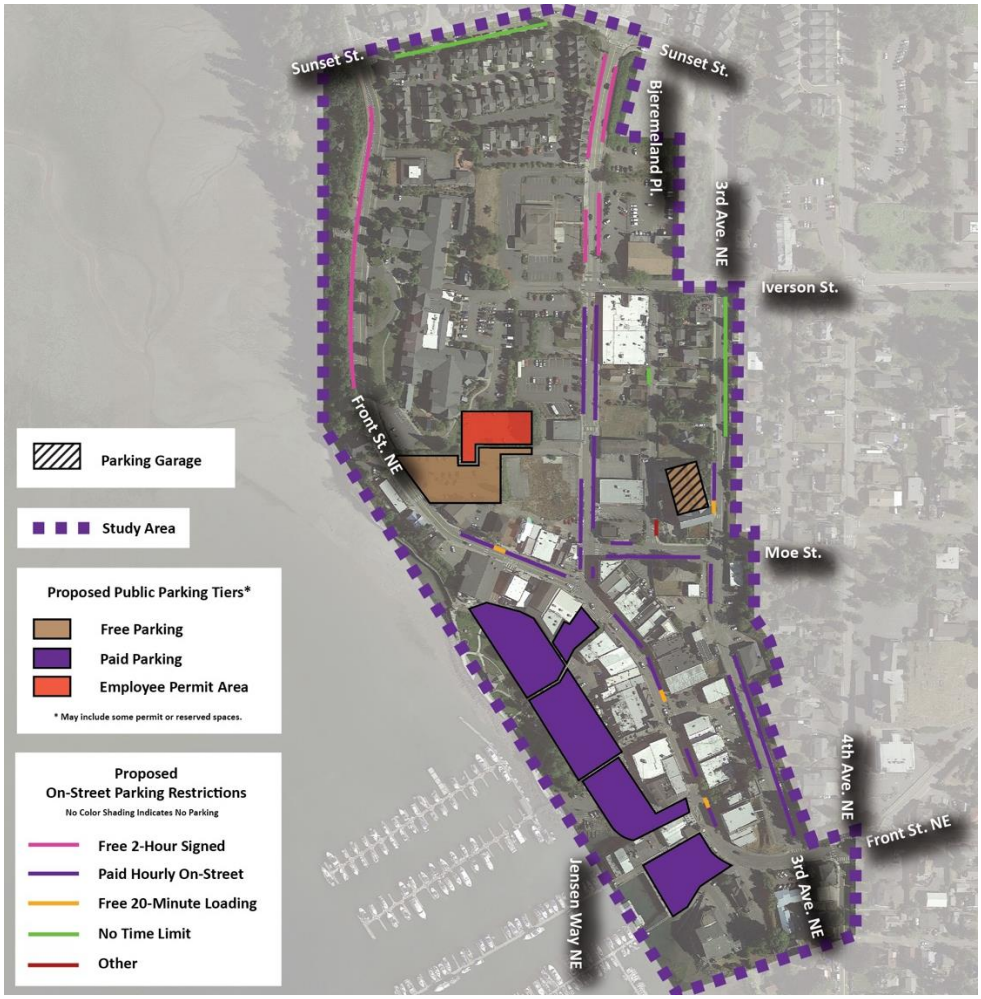
Also, due to the relatively equal convenience of all public off-street facilities and downtown on-street parking with the core area, a single hourly rate should be established for all paid parking, off-street and on-street. However, it is recommended that the facilities that are farthest away from the downtown core remain as economy, or free, options, for those who do not wish or who cannot afford to pay for parking.

Within the downtown area, it is proposed that the on-street parking shown in purple above be converted to hourly paid parking (accessible spaces presumably would be located and created as recommended/needed according to applicable guidelines). Loading spaces would be converted to and signed as 20-minute spaces. Parking along Front St. north of the King Olaf Lot would be converted from no time restrictions to 2-hour free to match existing parking along Jensen north of Iverson.

For public off-street facilities, it is proposed that the facilities shown in purple above be converted to hourly paid parking. The southern "half" of the King Olaf Lot, along with the publicly available spaces in the City Hall Garage, would remain as a free alternative or tier. Finally, the northern "half" of the King Olaf Lot would become an employee permit area, either exclusive or mixed between employees and paid parkers.

Figure 9 below depicts the recommended strategy for introducing paid parking to downtown Poulsbo.

Figure 9. Proposed Paid Parking Area & Other Changes to Public Parking Inventory



In the interest of a gradual transition from free to partially paid parking, and of simplicity, it is recommended that a flat base rate of $1 an hour be established for paid parking areas during busy hours (9 AM to 7 PM Monday – Saturday). This rate is in line with the base or flat rates seen in two of the peer communities examined.

It is recommended that Poulsbo begin the process of converting to paid parking downtown in the immediate or short term, with paid parking coming online in the short or mid term.

In the future, once paid parking is up and running for at least a year, it is recommended that Poulsbo explore and consider a graduated rate after four hours of parking in the high-demand facilities during peak seasons. Further, it is recommended that Poulsbo explore an increase in rates based on demand intensity over time in the highest-demand facilities, and consider implementing paid parking across all facilities downtown if demand intensity continues.

Action 3.1.2: Implement parking, access, and revenue control systems technology (PARCS) to facilitate paid parking and expand regular data collection and decision-making capability for the parking system.

Today's technology options for parking access and payment are myriad, and capable of accommodating a wide range of pricing and management protocols. Technology options also provide municipal agencies with key data—like inventory, occupancy, transaction and compliance information—to inform and improve decision-making.

Technology alternatives well-suited to Poulsbo are discussed in detail in **Attachment F.**

PROPOSED IMPLEMENTATION PLAN FOR THIS ACTION

This action item needs to take place concurrently with Action Item 3.1.1, and would need to be completed in its entirety before full implementation of Action Item 3.1.1 could occur.

As a result, Poulsbo should begin conducting study into preferred technology vendors, platforms, and alternatives for a migration to paid parking in the immediate or short term.

Strategy 3.2: Further Advance and Refine Employee Parking Permit Options

HOW WILL THIS STRATEGY HELP US MEET GUIDING PRINCIPLES?

Guiding Principle	How the Strategy Meets the Guiding Principle
1: Address localized demand shortages that frustrate users and reduce parking system efficiency.	Further improves demand distribution among longer-term parkers.
2: Equitably accommodate all users in need of a parking option, including long-term (8+ hours), mid-term (2-8 hours), and short-term (2 hours or fewer) parkers.	Reduces conflicts between long-term and short-term parkers and accommodates more kinds of long-term parkers through flexible permit options.
3: Prioritize parking management techniques and policies in keeping with Poulsbo's welcoming, friendly spirit.	Supports user choice and convenience.
4: Support a multimodal environment that maximizes mobility freedom, choice, and safety for the Poulsbo community.	Has the potential to encourage employees to make commuting a daily choice and use other travel choices.
5: Maximize long-term financial sustainability for the parking and mobility system so that it can continue to serve the Poulsbo community.	Assuming permits are offered at a cost, creates a sustainable revenue stream and supports cost recovery.
6: Take a data-based, steady and contextual approach to change—from changing parking management practices to adding new parking facilities.	Responds to employee needs and the variability in how and when people work in Downtown Poulsbo.

Action 3.2.1: Establish more complex/nuanced commercial/employee permit framework.

With an active and dedicated parking operations, management, and enforcement infrastructure in place, and with paid parking implemented in some manner as a strategy, it is possible that a more complex and nuanced approach could be taken with commercial/employee permits. Such a system may be useful or needed in the

event that Poulsbo migrates some or all of its off-street parking facilities to a paid parking framework, with or without access and revenue controls or gates.

Walker has developed three commercial/employee permit parking strategy options that may be appropriate in the context of downtown Poulsbo. An example of a peer community that has implemented each option is also provided to provide inspiration as to how such an option might look or be structured in Poulsbo. These options are further discussed in Appendix G.

PROPOSED IMPLEMENTATION PLAN FOR THIS ACTION

It is recommended that Poulsbo wait to evaluate the need for this action item until other action items contained herein have been implemented. The implementation of this action item would be contingent and predicated upon the implementation of other action items.

The time frame for this action item would therefore be either the mid or long term and should also be dependent on whether other related action items have successfully achieved established goals for that action, such as employee parking action items recommended as low-effort and mid-effort strategies.

Strategy 3.3: Directly Address Inventory Challenges Through Investment in a New Parking Facility

HOW WILL THIS STRATEGY HELP US MEET GUIDING PRINCIPLES?

Guiding Principle	How the Strategy Meets the Guiding Principle
1: Address localized demand shortages that frustrate users and reduce parking system efficiency.	Adds new inventory to alleviate demand pressures and free up desirable facilities.
2: Equitably accommodate all users in need of a parking option, including long-term (8+ hours), mid-term (2-8 hours), and short-term (2 hours or fewer) parkers.	Creates more parking supply for all parkers.
3: Prioritize parking management techniques and policies in keeping with Poulsbo's welcoming, friendly spirit.	This strategy does not directly advance this guiding principle.
4: Support a multimodal environment that maximizes mobility freedom, choice, and safety for the Poulsbo community.	This strategy could support this guiding principle if the new structure were designed with multimodal amenities, such as covered bike parking, car share and bike share on the ground level.
5: Maximize long-term financial sustainability for the parking and mobility system so that it can continue to serve the Poulsbo community.	This strategy detracts somewhat from this guiding principle as this intervention will take significant capital and ongoing expense.
6: Take a data-based, steady and contextual approach to change—from changing parking management practices to adding new parking facilities.	Responds to the intensity of parking occupancy and feedback from the community.

Action 3.3.1: Construct a public parking garage.

Existing peak occupancy loads within the public parking system are such that construction of additional public parking supply could potentially be warranted at any time. During the weekend peak, the system has a parking

adequacy, or effective parking surplus, of only 8 spaces. However, that adequacy has been calculated assuming only about a 10% parking supply cushion. Ideally, Walker recommends that parking systems that serve mostly transient and unfamiliar users be designed to accommodate typical peak demand loads with a 15% supply cushion.

If considering just the public parking system, Walker projects that the system is currently at least 19 spaces deficient at a 15% supply cushion.

When considering the overall surpluses and context within the entire downtown parking system, it appears that parking system me be approximately accommodating peak demand loads, though it should be acknowledged that latent demand that may exist cannot effectively be measured or determined. However, if that is the case, then any additional growth in typical parking demand cannot easily be accommodated without either parking management strategies and/or new parking supply.

Ultimately, from Walker's perspective, a quantitative and qualitative argument could be made that a parking garage is or is not needed given the current level of development, densities, and visitor loads downtown, excluding special event days.

However, any additional development downtown or near downtown that is not fully self-parked (the development provides its own on-site parking to absorb all projected parking demand from that development) would likely generate spillover demand that cannot currently be accommodated. This would nearly certainly be the case if new development were to displace any existing public parking supply, or even private parking supply, within the system, as existing displaced demand for other private lots would need to be accommodated elsewhere by the system.

To that end, Walker has conducted a high-level evaluation of the parking system and the overall downtown area in order to determine where the best location for a public parking garage might be and, if feasible, how many parking spaces it could provide, what the relative mass would be relative to surrounding structures, and what a potential conceptual layout might look like.

Potential Location

The number of suitable currently undeveloped or underdeveloped areas that could accommodate even a small parking structure within the 10-minute walk shed are very small, before taking into account other considerations such as topography, setbacks, height, ingress/egress, et cetera. With the development of the former City Hall parcel, Walker has determined that the only potential suitable sites are the existing Big Anderson Lots and the King Olaf Lot.

However, in Walker's opinion, the overall feasibility of an above-ground garage being constructed within the footprint of the existing Big Anderson Lots would be extremely limited. Reasons include:

- The parking lots' location between low-density commercial development along Front St. and the Waterfront Park and Marina is such that even a 2-story garage would loom over, and act as visual, physical, and access barrier between, both Front St. and the park, given that it would likely be higher than the surrounding uses.

- The lots are very narrow in width. As the shape of a garage would need to sit within a more regular envelope than the existing surface lots, the effective width of a garage would likely need to be even narrower than the existing lots. After considering even modest setbacks, the narrowness of the site footprint may preclude an effective and functional layout and traffic circulation pattern without significant parking supply efficiency losses.
- Given the lots' prime location, parking may not represent the highest and best use of the land.
- The proposed construction of a large garage right within the core of downtown may be unpalatable to the public and to key stakeholders.
- A large garage would be incompatible with the character of Front St. and the Marina/Waterfront.
- Construction would temporarily displace significant quantities of the most used public parking spaces.

While many of the above challenges may be addressed with an underground garage that had surface parking or other development on the ground level, Walker feels that construction of such a garage may still be infeasible.

- The immediate proximity of Liberty Bay would likely cause significant hydrological challenges for construction.
- Excavation required for an underground structure would likely be significantly disruptive to downtown business and to the Waterfront.
- The per-space cost of a parking structure in Poulsbo is likely to be significantly higher than the 2022 Seattle average even before consideration of the items mentioned above, making the per-space cost very prohibitive.
- Unless the garage went below existing businesses, the same layout challenges that apply for an above-ground garage would also apply to an underground one.

With the above limitations, it is Walker's opinion that only the King Olaf Lot could provide a potentially suitable and feasible location for a new public parking structure. While also not ideal, due to such factors as its very irregular area and immediate proximity to the waterfront as well as downtown, the site, overall, would likely be more suitable and cost-effective than the Anderson Lots.

In Appendix H, a high-level conceptual overview of what a parking garage on the site of the King Olaf Lot is provided.

PROPOSED IMPLEMENTATION PLAN FOR THIS ACTION

It is recommended that Poulsbo, in the short term, proceed with conducting a more in-depth and specific analysis into the feasibility, costs, and revenue generation potential for a parking structure. Such a study should be conducted by a reputable, professional engineering firm qualified and experienced with such studies.

The time horizon for this action item would be expected to range from mid term to never, and implementation should be contingent upon whether other strategies and action items contained herein are effective in achieving established goals for the parking system.

Mid-term implementation would likely be the appropriate time horizon for this action item if other strategies and action items contained herein are not sufficient to achieve established goals, and/or in the event that significant new development or redevelopment is proposed in or near downtown that would increase densities and/or eliminate existing public or private parking supply with no replacement for that supply.

In the event that established goals are being achieved, however, and/or if no major changes are proposed or made to existing parking facilities and no significant densification occurs downtown, this action item may never need to be implemented.

Conclusion and Key Themes

The strategies presented provide the City with guidance on methods for improving parking efficiency, responsiveness, and sustainability in Poulsbo.

Critical Forward Momentum

Regardless of which strategies are chosen for further exploration and implementation, the city should consider critical forward momentum in several key areas, including data collection and communications.

Data Collection

Many of the strategies presented rely on current data to drive decisions. Outside of the strategies presented, current data informs budgets, oversell potential of parking facilities, staffing, and more.

Types of Data to Collect and Key Performance Indicators

Enforcement

- Total number of citations issued quarterly by neighborhood or district and type of citation.
- Total number of citations appealed annually by neighborhood or district and type of citation.
- Percentage of citations upheld annually.
- Percentage of citations cancelled due to enforcement officer error annually.
- Percentage of citations paid annually.
- Percentage of vehicles meeting requirements for advanced enforcement (towing, booting).
- Response time to call-in enforcement requests.
- Cost per citation issued.

Parking System Efficiency

- Parking occupancy, per block face and off-street facility.
- Inventory, per black face and off-street facility broken down by type (i.e., standard, compact, ADA, reserved, time limited, metered).
- Average duration of stay per block face and off-street facility.
- Average turnover of on-street spaces per block face.
- Number of times, and weekday and time, a parking facility exceeds parking occupancy goals (i.e., occupancy over 90%).

Financial

- Total dollar revenue collected per revenue source.
- Total dollar expensed per program component.
- Percentage change in expenditures per budget line item.
- Percentage of transaction paid per method of payment (i.e., cash, credit, mobile app).

Customer Service

- Number of training hours annually for personnel.
- Percentage of citations cancelled due to enforcement officer error annually.
- Number of accidents in off-street facilities quarterly.

Parking Usage/Mode Split

- Visitor surveys ascertaining information on point of origin, parking behaviors and mode of transportation.
- Employee/employer surveys ascertaining information on point of origin, parking behaviors and mode of transportation.

Collection Methods

There are several methods that can be used to complete data collection, each providing their own advantages and disadvantages. License Plate Recognition to enforce parking regulations can efficiently cover larger areas than data collection technicians on foot. By routing enforcement officers through a neighborhood in a consistent pattern on a frequent basis, for instance hourly, the reads can be analyzed to inform duration and turnover of vehicles based on the license plate and timestamp associated with each read. While this data can be utilized to inform occupancy analyses, it should be noted that counts can be significantly altered by misreads (for instance, moving vehicles or signs picked up by cameras that are not parked vehicles or parked vehicles without traditional license plates that are missed). These reads can then be analyzed in a spreadsheet application or GIS-based platform.

Data collection technicians deployed in the field can count vehicles for occupancy, as well as record license plates per block face and off-street facilities to inform duration of stay and turnover analyses. Alternatively, cameras may be used to record these events that are then reviewed and analyzed by technicians.

While transactional data can supplement field data collection, it is not recommended for use as a standalone method. Rather, transactional data can be calibrated based on a sample collection of a targeted subarea for a period of time during which both data sources are available. This helps to ensure occupancies are not overestimated due to overlapping transactions during a period of time.

Communications and Transparency

When prices and polices change, these changes should be accompanied with a clear and concise outreach effort to explain how the increased pricing will expand and/or enhance options for the Poulsbo community.

In addition to the information on parking rates and options, the City should develop public-facing work summaries and publish data digitally for the following:

- “Why Manage Parking?” informational one-pager.
- Violation fine schedule and reasoning behind parking fines.
- Parking and access revenues and expenses, including a mapping tool showing what your parking fees go to support depending on where you park.

03 Appendices

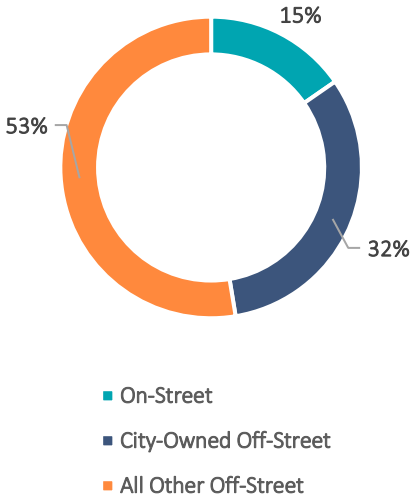
Appendix A: Existing Parking Conditions

INVENTORY

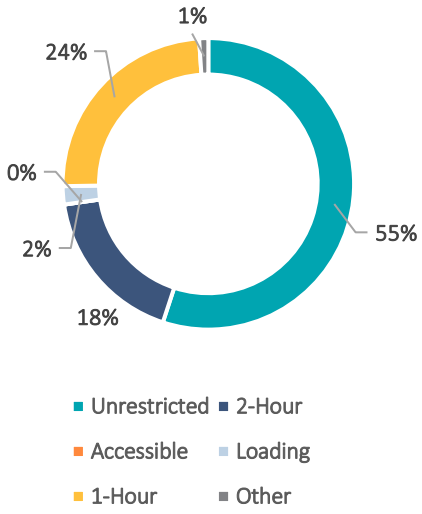
1,289
Total Number of Spaces in Downtown Poulsbo

413
Number of City-Owned Off-Street Parking Spaces

676
Number of Privately-Owned Off-Street Parking Spaces



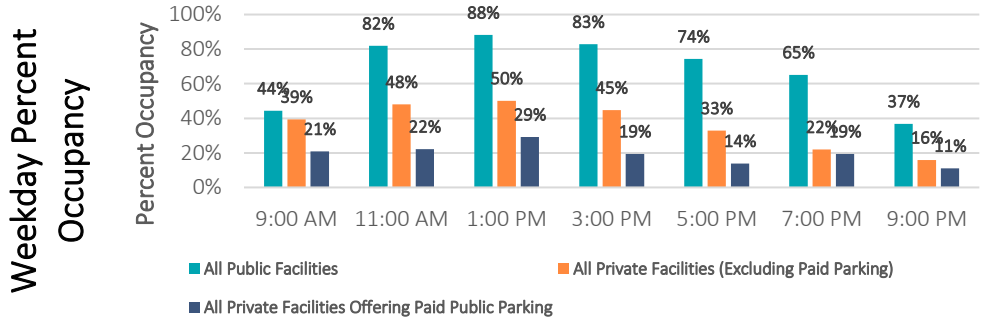
Downtown Parking, On-Street vs. Off-Street Share



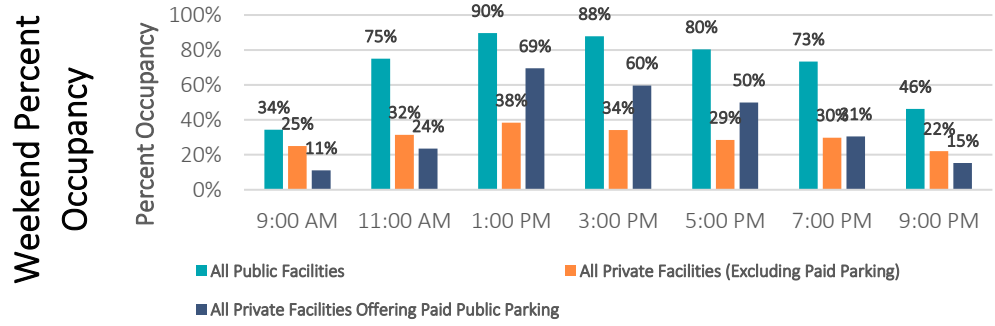
On-Street Parking Downtown by Type

PEAK OFF-STREET OCCUPANCY

88-90%
Peak Off-Street Percent Occupancy in Public Lots at 1 PM (Both Days)



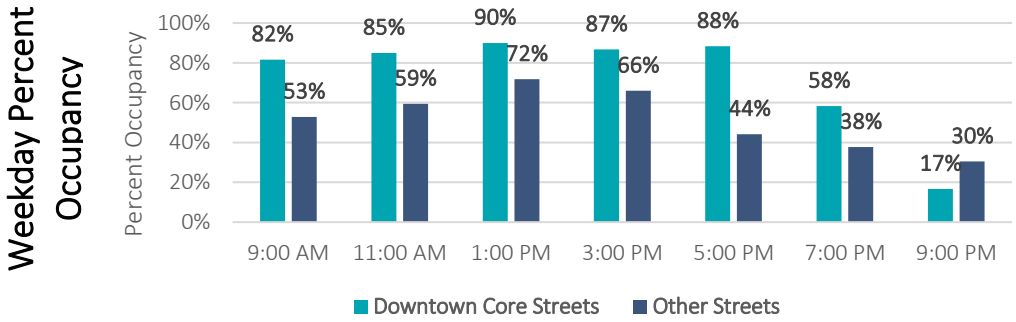
38-50%
Peak Off-Street Percent Occupancy in Private Lots at 1 PM (Both Days)



PEAK ON-STREET OCCUPANCY

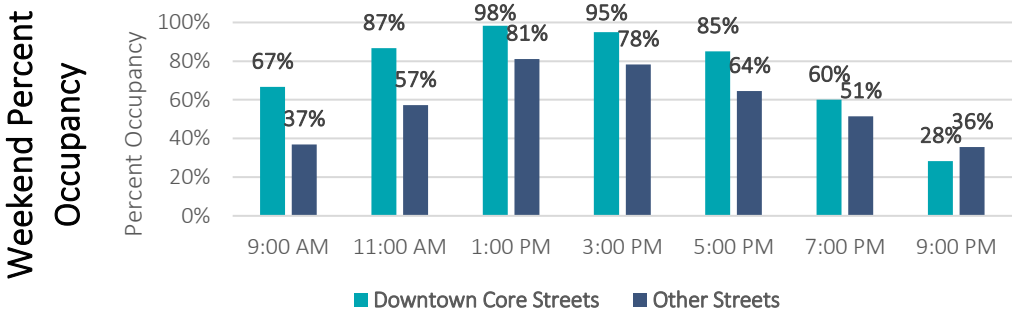
98%

Peak On-Street Percent Occupancy on Weekend along Core Streets Downtown



81%

Peak On-Street Percent Occupancy on Weekend along Other Streets in Study Area



LENGTH OF STAY

3:00

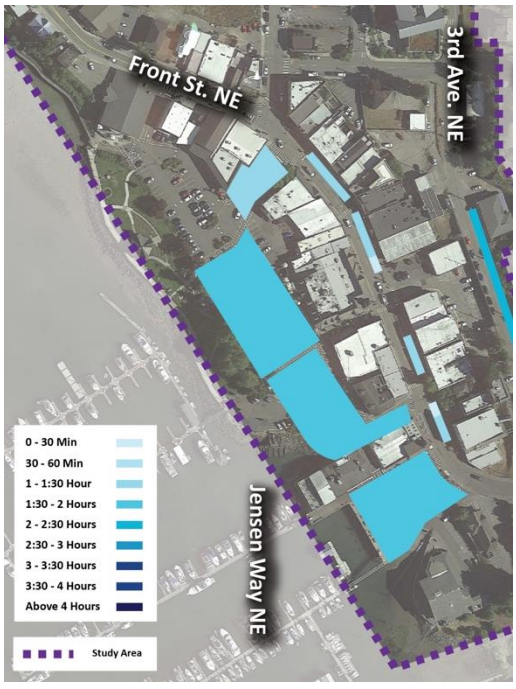
Average Length of Stay on 3rd Ave. on Weekdays (Hrs :Min)

1:31

Average Length of Stay on Weekends (Hrs : Min)

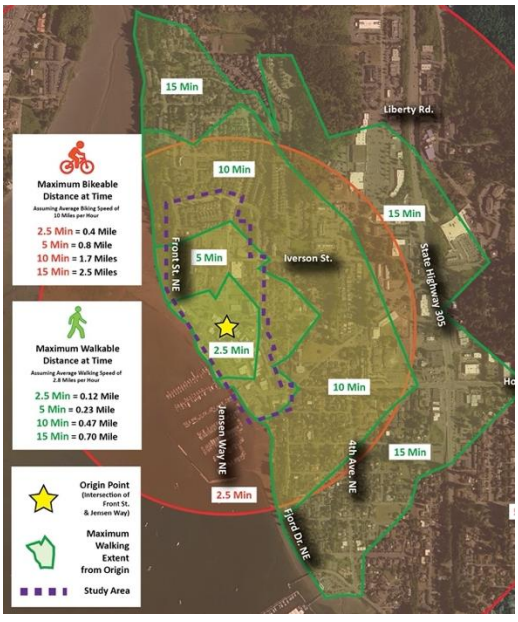
1:25

Average Length of Stay on Weekdays (Hrs : Min)



Length of Stay for Selected Facilities on Weekdays

MULTIMODALITY



Walk Sheds and Bike Sheds by Distance and Time

Appendix B: Parking Enforcement Strategies

With a move towards active parking enforcement by a dedicated entity or team, a change in technology or enforcement strategy would likely be necessary.

In general, there are two technology options for implementing active parking enforcement: manual enforcement and enforcement using license plate reader (LPR) technology.

Manual Enforcement

Under a manual parking enforcement strategy, parking enforcement officers (PEO's) need to walk enforcement areas with a handheld ticketing system that requires manual entry of vehicle information and license plate numbers, and/or tire chalking, in order to determine if a vehicle may be in violation of time limits, has not paid for parking or let paid time expire, or is in possession of a valid parking permit. If a violation is determined based on feedback from the system or from tire chalking, then a citation can then be generated and issued using the same or another system.

This enforcement system can labor-intensive and time consuming for all but the smallest of parking systems. PEO's may quickly be able to visually confirm vehicles that have paid and displayed a receipt, or confirm that a vehicle is displaying a valid, up-to-date permit sticker, without having to manually enter information in. However, verification of payment for vehicles that have paid, as well as determination of whether vehicles in time-limited areas have exceeded the allowed time limit, requires either manual verification and/or tire chalk. In such a mixed system, individual visual inspection of the dashboards and license plates of all parked vehicles is required, since vehicles in compliance with the rules may or may not be displaying or need to display a receipt or permit.

In the case of Poulsbo, assuming the continuation of free parking, it can be presumed that no vehicles would be displaying any sort of credential other than their license plate. If an employee parking permit system were to be implemented, then only employee vehicles with a permit would be displaying a physical parking credential, which may or may not be interspersed with non-employee parkers.

Enforcement with LPR Technology

With any active enforcement strategy for managed parking areas larger than a handful of spaces, LPR systems are now the preferred enforcement tool. LPR systems are data capture and collection platforms that utilize specialized hardware, cameras, and software to quickly and effectively capture license plate numbers. In Walker's opinion, the size of the Poulsbo's downtown parking system currently exceeds the threshold where LPR-based enforcement would be the preferred and recommended enforcement strategy and tool.

A computer mounted inside a motorized vehicle records license plates, associated metadata, geographic position via GPS, and can dynamically check data in real time to determine vehicle presence and length of stay, if more

than one pass is made. Also, cameras will capture both a context shot, showing the vehicle's surroundings as well as a photo of the license plate itself. Even without Department of Licensing (DOL) information, the color, make, and model of a vehicle can usually be determined from the context photos captured with the license plate read. As an option, some systems could capture the wheel's valve stem location as the enforcement vehicle drives past the parked vehicle.

LPR technology could be used for enforcement of both existing and proposed parking restrictions in all areas of Poulsbo under any restriction framework, as LPR technology does not require or depend on the use of any physical parking credentials.

The costs and complexity of LPR technology have decreased within the last decade, making enforcement using this option cost-effective and reducing the amount of labor hours needed. Moreover, the US Court of Appeals for the 6th Circuit ruled in April 2019, in the case of *Taylor vs. City of Saginaw,* that the more traditional low-cost enforcement method of employing a parking enforcement officer to physically chalk tires in the field is unconstitutional. This ruling was reaffirmed by the 6th Circuit in August 2021 after appeal and remand.

Though as of this writing the decision only applies to US states under the jurisdiction of the 6th Circuit, Walker advises you review the legal use of these method due to the potential that the unconstitutionality of chalking tires could be upheld by the US Supreme Court in the future. Even in cases of targeted enforcement of otherwise infrequent enforcement of specific areas of concern, LPR technology is considered to be a very effective and low-risk parking enforcement solution, particularly in the context of scalability.

LPR technology could be outfitted to any existing passenger vehicle or light-duty truck, as some systems do not require permanent installation or vehicle modification. Many systems employ the use of a magnetically-mounted camera that could easily be attached and detached to the roof of a steel-bodied vehicle.

LPR technology is equally useful and effective for both on-street corridors as well as off-street parking facilities.

Size of a Pelican case that contains portable LPR equipment.

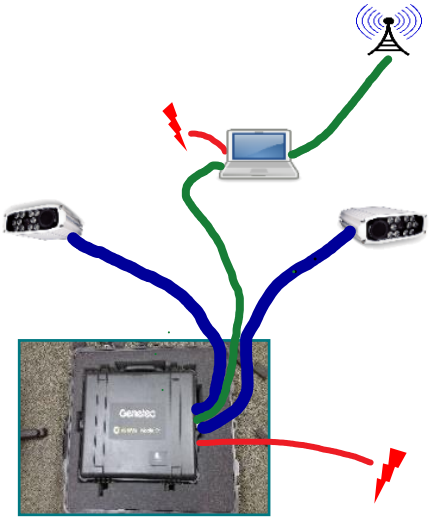
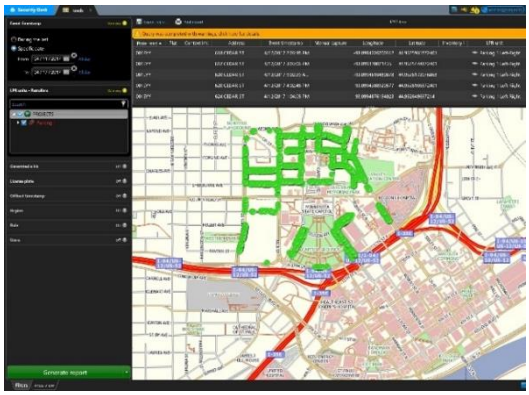


Diagram of how to set up an LPR unit.

Inputs for portable LPR computer unit.



Screenshot of typical user interface for LPR.

LPR Operations and Process

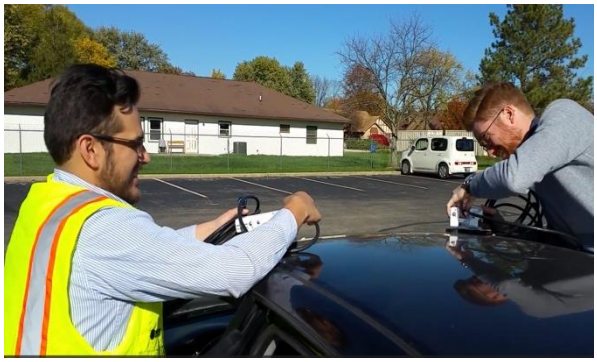
The staff member or enforcement officer would drive an LPR-equipped vehicle through the parking facilities following a fixed route that has been pre-programmed with the specific policies and time limits applicable for that route and parking facility. License plates captured using specialized software would then be compared to a dynamic database, based in the cloud, of vehicles parked in the park and ride facilities. The minimum length of time that vehicles have been parked could then be determined based on how many times the license plate number was picked up by the system.

Only vehicles whose license plates have been tracked for more than the time limit would be considered as potential/alleged violators. In most LPR systems, data is hosted and stored in the cloud, allowing any credentialled end user with permission and the applicable software to see, download, and analyze data.

In all instances of recorded vehicle license plates, community service officers, or other TMV staff, would be tasked with review of the license plate numbers of vehicles allegedly in violation that have been sent and are stored in the LPR platform's database. If a violation has been confirmed by analyzing context photos and metadata, either a warning or citation could be generated, or staff could be dispatched to tow or boot the offending vehicle.

Warnings or citations would either be in the form of a ticket/notice placed under the windshield wiper, as they are currently, or auto generated at a central location and sent via US Mail. In-person issuance of a citation, once a violation has been confirmed, is the recommended method of delivery to maintain the citation's match to the vehicle rather than the individual, as required in many jurisdictions. Additionally, education of legal parking behaviors is diminished when a citation is received days or often weeks after the violation when the vehicle owner, who may not have been the driver, does not recall the situation.

A vehicle outfitted with detachable LPR equipment.



Attaching LPR cameras to a car roof with magnets.

Other Benefits

Some police and sheriffs' departments do not currently employ LPR technology themselves for law enforcement. Therefore, the procurement of an LPR system by the TMV could not only be useful for parking management purposes, but also be extremely useful for TMV police and Kitsap County sheriffs' deputies in conducting their day-to-day operations and police investigations.

In some jurisdictions, particularly rural ones, it can be politically difficult to allow law enforcement to use LPR equipment to generate and utilize data containing license plate numbers for its own use. However, if a non-law-enforcement department is the steward and operator of LPR equipment, with only limited enforcement ability that comes in the form of issuing parking citations, it can oftentimes circumvent political challenges and perceived privacy issues associated with use of LPR by law enforcement.

From the perspective of a future parking enforcement entity, giving the police department or sheriffs' department access to an LPR system and its data would also be beneficial. Typically, only law enforcement agencies have access to certain databases, such as DOL records or stolen vehicle hotlists. When LPR data is shared with law enforcement, the police can be notified and deployed to conduct enforcement and citation for serious violations outside the purview of parking enforcement. For instance, LPR data can be shared with the police, who can cross-reference DMV records to identify vehicles with expired registration tags parked on-street. Police/sheriff department data is therefore useful in enforcement of ordinances prohibiting long term vehicle storage, on-street or off-street.

Modern LPR software platforms allow for seamless sharing and integration of data for analytics purposes, and many routines and the generation of hotlists can be automated on the back end. Some LPR vendors will set up data sharing accounts for other agencies at little to no cost once a system is deployed. By law, data generated by the police or sheriff cannot be shared with non-law-enforcement agencies, though there is an exception if parking enforcement is conducted directly by the law enforcement agency. However, this is an uncommon situation in most jurisdictions, as PEOs typically have to undergo additional training and certification to allow them to act as officers of the law or be employed with a law enforcement agency.

Costs

The cost of LPR equipment depends on the vendor and on the specific package selected. For Poulsbo's purposes, the initial, up-front capital costs associated with procurement of a portable LPR system, not including a laptop computer and ongoing cellular/WiFi costs, would range between approximately $45k and $60k as of 2022. This includes the cost of the proprietary hardware as well as the initial software purchase and back-end costs associated with building a database; this figure does not include the price of a vehicle. Typically, ongoing annual maintenance costs for mobile LPR technology are about 10% of the initial purchase price. In this case, ongoing costs would be approximately $4,500 to $6,000 per year, including ongoing technical support and fees for cloud-based services.

Walker believes that reasonable enforcement coverage could be achieved with LPR-based enforcement labor costs equivalent to 1.0 FTE. Assuming a base hourly wage of $28.00 per hour with an additional approximately $5 per hour in the form of benefits, annual labor costs associated with LPR-based enforcement would thus be about $29k per 1.0 FTE's. This assumes 22 work weeks per enforcement season, which would encompass the peak summer season.

Other Future Benefits

Current LPR enforcement technology makes it possible for municipalities to move from the pay-and-display/permit sticker systems to ones that do not necessarily require payment receipt or permit display. This is because parking management platforms and systems can be integrated with LPR-based enforcement technology.

If Poulsbo were to move towards any sort of parking permit system, such as employee permits, LPR enforcement technology could enable a permit parking system that does not requires physical permits. However, to do this, permits would need to have a license plate number associated with them within a database that is accessible or hosted by the LPR-based parking enforcement platform.

Also, if the City were ever to explore moving towards paid parking, LPR enforcement technology could similarly enable a payment system that also does not require physical proof of payment.

If a move towards a mostly license plate-based credential system were to happen under an LPR technology-based enforcement strategy, Walker would still recommend that the City continue to issue physical credentials or payment proof as a backup. This would help to control for possible inclement weather conditions that may occur in downtown Poulsbo, such as heavy fog, the prevalence of devices that may obstruct visibility of a license plate, such as bike racks, as well as account for the large number of out-of-state visitors who may be from states that do not require a front license plate. In all such instances, manual verification of permit status or payment status would still be necessary.

Appendix C: Shared Parking Agreements

Examples from Other Communities

Cities across the country have been successful in contracting with other entities in order to provide remote parking or to facilitate shared parking agreements where appropriate in order to increase public parking supply available without needing to construct new parking.

The City of Sacramento Parking Division (SacPark) takes an active role in promoting and facilitating efficient operations of off-street parking assets by offering resources and partnering with the private sector.

The Parking Division offers four types of services for privately-owned parking facilities:

- Enforcement only
- Payment management and enforcement
- Enforcement and monthly parking contracts
- Full management

The program is meant to ease the operational burden on private entities operating and managing private parking resources along with maximizing accessibility, efficiency, and revenue. Program participants include parking facilities associated with a variety of user types: government entities, office complexes, mixed-use residential and others.

The City of Wichita, KS has contracted with a number of private entities in its downtown area to open up parking that is reserved or private during business hours for use by the general public during nights and weekends, or during major events.

In the Boise, ID metro area, the Ada County Highway District has partnered with Valley Regional Transit, the city's regional transit operator, in order to provide access and parking for the district's vanpool riders in park-n-ride lots owned and operated by VRT.

In metro Denver, CO, the transit district, RTD, has entered into intergovernmental agreements (IGAs) with municipalities such as the City of Aurora and City of Arvada in order to share parking resources and provide parking available to the general public who may or may not be transit users.

Types of Agreements

Shared parking can take the form of many types of agreements:

- Public lease/sale to private entities.
- Private lease/sale to public entities.
- Private lease/sale to private entities.
- Joint development.

- Private entity funds public.
- Single space permitted for multiple uses.

Two common forms of shared parking include:

Private lease/sale to the public – Under this type of agreement, the owner of a private parking facilities enters into an agreement with a public entity to open their parking to the public. Agreements can be made to open up parking during all times, specific times, or rented on a long-term basis. The municipality benefits because it can provide additional public parking without having to fund capital and maintenance costs. The owner benefits from collecting additional parking revenue from the public (if there is paid parking) or through a lease payment from the municipality.

Public lease/sale to private – Under this type of agreement, a public entity enters into an agreement with a private owner to park a development or satisfy parking requirements through the lease of spaces in an off-site public parking facility. A public parking asset has a financial value and can catalyze development because there is a high cost to a private developer in replicating those parking spaces. Requirements to build parking could therefore reduce the economic development potential of the area proximate to the garage. Therefore, a public parking facility can act as a development catalyst for the surrounding area.

However, depending solely on public shared parking facilities to subsidize private development without some level of investment in the public parking resources by developers can contribute to an unsustainable supply. In systems that do not utilize permits or paid parking to fund operations, maintenance, and capital investments, a fee-in-lieu can provide developers an option that both reduces their cost for parking and contributes to the shared public parking operations, maintenance, and supply on which they are relying. Fee in-lieu or payment in-lieu are discussed further in the funding strategies section.

Essential Considerations for Remote or Shared Parking Agreements

The following represents a list of some selected items or components that any agreement between the City and the remote parking lot owner should consider or address in a remote parking agreement.

- The number of parking spaces to be shared or allocated for remote parking.
    - Walker recommends that provisions be included that require annual study of remote parking usage, and that allow for adjustment of allocation according to certain “trigger points” of utilization being achieved as needed without having to formally amend the agreement.
- Prioritization of user groups should be clearly defined.
- The locations or specific lots or areas within a lot to be shared or allocated for remote parking.
    - Walker recommends that the contract provide for flexibility on the part of the parking lot owner to relocate remote parking temporally or permanently to other areas or lots within the larger site if it sees fit without needing to amend the agreement.
- The term of the agreement and start/end dates.

  - Walker recommends a term of no less than 5 years for such an agreement set up for automatic renewal at the term mark.
  - Walker also recommends that requirements for termination of the contract by one or both parties be clearly defined and agreed upon by both parties before the contract start date.
- Minimum guarantee of parking supply available for remote use.
- Access points, ingress/egress points
- The time and date ranges for which parking is to be available or eligible for remote use.
- Equitable demarcation of responsibility and cost sharing between parties for staffing, administrative overhead, operating costs, maintenance costs, security, enforcement mechanisms, legal costs, and insurance.
  - Security provisions should address and clarify minimum acceptable levels of security that will be necessary, associated liability, lighting (minimum lighting levels and hours where lighting is to be maintained), frequency of patrols, and security technology that may be or is permitted to be used, such as audio/video monitoring.
  - Areas of legal agreement should include covenants and easements, prohibited users, prohibited activities, nonexclusive remedies, right to cure, indemnities, and other governing laws that may apply.
- Equitable demarcation of responsibility and cost sharing between parties for initial up-front capital costs associated with conversion to or adaptation for remote parking, including such considerations as signage, fencing, gates, lane striping, and temporary or permanent physical restrictions such as bollards or Jersey barriers.
- Explicit permission for the City of Poulsbo to sub-contract out operations, maintenance, and other ongoing costs of remote parking to a third party or private concessionaire as the City sees fit.
  - Walker recommends that sub-contracting flexibility be established in the agreement that would allow or permit the City to enter into one longer-term subcontract of no less than one year with a third-party entity to operate and manage remote parking if it sees fit.
  - Also, the contract should establish that the City would be allowed to pass on some or all associated operations costs for remote parking to other entities, with or without a third-party operator.

Other Considerations

- Many of the costs associated with management and implementation of remote parking could be passed along to the event host, assuming that remote parking is only employed/used during event days. Event hosts could be required to have a plan/assume responsibility for shuttling eventgoers as a condition of approval.

- As part of any shuttling plan, the City can also require or encourage event hosts to consider alternative transportation provisions, provisions for overflow parking demand beyond what is expected, and accessible parking and transport provisions. Many municipalities, such as Colorado Springs, CO, require an ADA parking plan as part of any overall event parking plan.

- The City should consider facilitating valet services for large events. Valet staff could be stationed at designated and well-signed drop-off areas at key activity nodes near event sites. A small close-in lot or area that has been temporarily designated as valet parking only that otherwise may not be large enough to serve self-parkers would serve as the valet vehicle storage area. Valet service does not have to be

limited to vehicles. Bicycle valet is also a cost-effective option that could be accomplished with modest investment and effort in infrastructure and operations that may be feasible during large summer events in Santa Fe.

- The City should compile a list of shuttle operators, valet operators/individuals, preferred remote parking locations and routes, and provide contract language or a contract template for event organizers to simplify and streamline their special event parking plan submittal process. Also, the City should create and maintain a library of pre-made pamphlets and other informational communications materials that it can provide to event creators upon request.

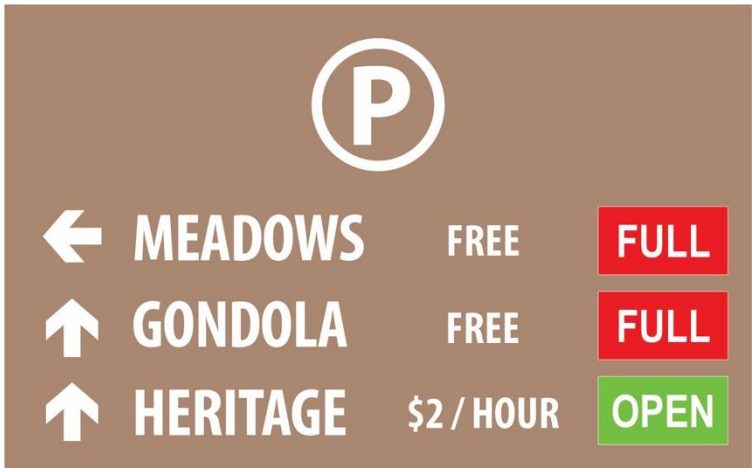
- If remote parking were to be implemented during events only, the City should consider increasing the price of public parking at close-in parking facilities downtown during such events in order to further incentivize use, if paid parking were to be implemented.

Appendix D: Real-Time Parking Wayfinding & Guidance Signage

Real-Time Parking Wayfinding & Guidance Signage Types

Static Signage

On such signs, the sign legend or messaging cannot be dynamically altered electronically. Such signs, however, can be designed to have removable inserts allowing significant updates from time to time. For instance, such signage may allow the addition or subtraction of parking destinations or other messages such as rates in the legend via swapping out sign blades or panels designed to be removed and replaced.



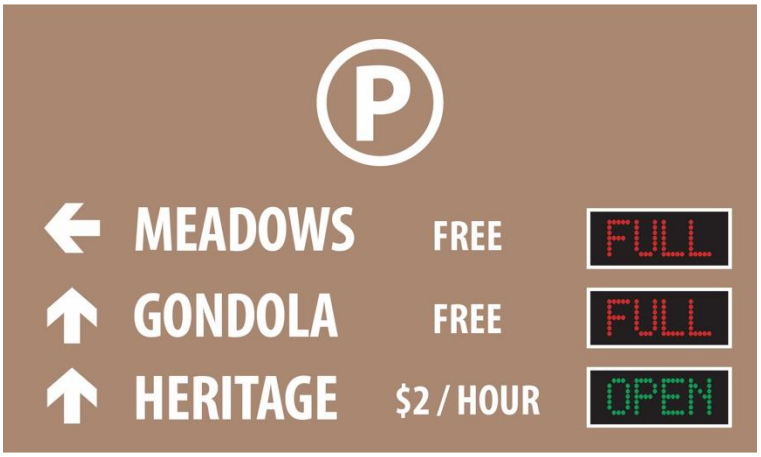
Conceptual example of static availability signage.

Also, such signs can be designed to accommodate certain elements that are meant to be manually changed often. For instance, a permanent legend can feature "hot-swappable" areas permitting staff to manually change out blades indicating whether or not a particular parking facility is full, open, or closed.

The estimated cost of such signs can vary based on size and materials used; however, aesthetic design treatment should be maintained to match or be similar to existing styles or future planned styles.

New static signs of this nature can range in cost between $20,000 and $40,000, as of 2022.

Static Signage with Digital Inserts



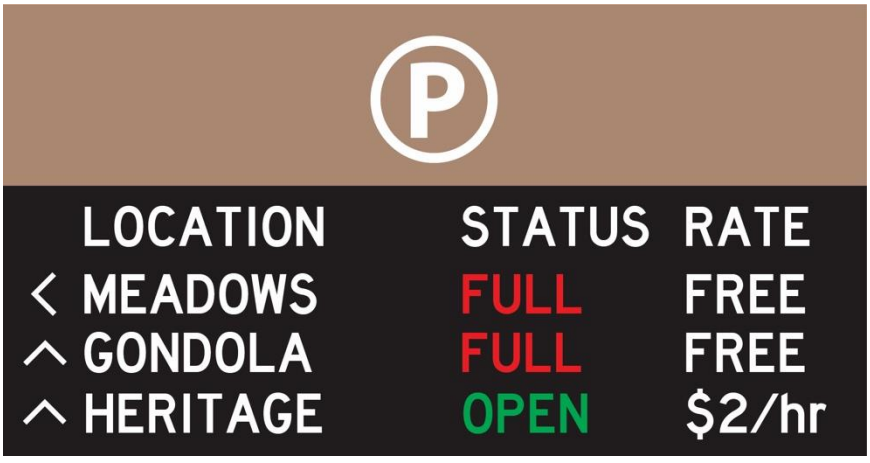
Conceptual example of static availability signage with digital inserts.

These signs feature a static sign legend, but with digital, electronic sign inserts taking the place of the "hot-swappable" areas described above. These digital inserts can vary from simple types that only display three or four alphanumeric characters to higher-resolution LED sign inserts that can display more complex messages or graphics in a wide array of colors.

The estimated cost of such partially digital signs using a basic custom aesthetic that would conform to Poulsbo's other custom paring signs would add around another $10,000 to $15,000 to the cost of an otherwise static sign, resulting in a range in price of between $30,000 and $55,000.

These costs do not include other installation-related expenditures that might be incurred, such as the cost of connecting the sign to an electrical source or the labor costs associated with preparing and modifying existing signage to accept digital inserts.

Fully Dynamic Digital Signage



Conceptual example of fully dynamic digital signage.

Fully dynamic signage displays the number of available spaces and/or color-coded messages such as "Full" in red or "Open" in green. The newest signs have begun to move towards full light-emitting diode (LED) screens. Flexible messaging, including text and graphics, can be displayed, as the unit cost of such systems has decreased considerably.

The estimated cost of fully dynamic, digital signage that conforms aesthetically to Poulsbo's existing wayfinding signage would be around $150,000 to $250,000 per unit, depending on the size. Signs in or near downtown would likely not need to very large, and thus fall towards the bottom of that range. However, if such a sign were to be installed along Highway 305, for example, the sign size would need to be large, placing the cost for such a sign towards the top end of the range.

Sign Operation and Messaging

For all three sign types, the signage can be controlled manually by a parking attendant or staff member unless the signage is linked to automated parking guidance systems, which is discussed in further detail in the next section. Signs are only updated when an attendant makes the change. Typically, the software vendor will provide a proprietary or third-party app, controlled from a computer or smartphone, that allows staff to push updates to signage and change facility occupancy status and other numbers or messages.

In the case of fully dynamic digital signage, the end-user can provide information conveying safety messages, on-the-fly updates, or other temporary changes such as event or variable rate pricing for paid parking facilities.

It should be noted that messaging options may be restricted depending on where the sign is located. If located along or within the right of way for Highway 305, the messaging options might be restricted because Highway 305 is a state-maintained road facility controlled by the Washington State Department of Transportation (WsDOT). If on private property, however, messaging options would be mostly unrestricted.

Appendix E: Paid Parking

Simple Flat Rate Structure

Especially as an initial implementation program, Poulsbo could elect to adopt a flat hourly rate for its on-street and off-street parking that would fall into a single designated paid parking zone or area. For instance, on-street parking could be priced at $2 per hour during designated times and days while off-street parking in all public lots remains free. Alternatively, on-street parking could be priced at $2 per hour while parking in the Anderson Lots is priced at $1 per hour. A third possible structure could be that on-street parking is $2 per hour, parking in the Anderson lots is $1 per hour, and parking in the King Olaf Lot is free.

However, given that all off-street public parking in downtown Poulsbo is currently within the 2.5-minute walking shed, and that all parking facilities, including the King Olaf Lot, typically do reach effective capacity during peak times, a tiered setup for the off-street facilities may not make sense, as parkers do not need incentivized to park in certain underutilized lots over others and there is no significant convenience advantage to some lots over others.

Examples of communities that have elected to use a simple and/or flat rate structure include Greeley, CO and Santa Fe, NM. For both cities, the rate structure is in place year-round during designated times and days.

Greeley, CO

In Greeley, on-street parking within the paid area is provided free for two hours. For each hour after the second hour, people may elect to pay a flat rate of $2 per hour, up to a maximum of $10. The most convenient off-street parking lots are also subject to this rate structure while some lots providing free all-day parking are also provided along the periphery of downtown.

Santa Fe, NM

In Santa Fe, all on-street parking within the downtown's paid area is provided at a flat $2 per hour. Most off-street public lots, however, begin at $1 per hour, doubling to $2 after the first hour.

Variable Pricing Based on Location

Under this option, paid parking pricing would differ as a function of the location of parking relative to the highest-activity and highest-traffic areas, with the most convenient and close-in parking offered at a premium relative to parking that is a little further out. An economy tier may also be created that would be applicable for remote lots or lots that are even further away in some cases, typically for larger downtowns and parking systems where three levels of stratification is warranted due to very high demand.

In Poulsbo, this framework might not be applicable currently as the entire public parking system is nearly equally close-in and convenient. However, in the future, if a new parking lot were created along the periphery of downtown, or a remote parking lot were created, such a framework may become applicable.

Madison, Wisconsin

The City of Madison, WI is home to a large student population from the University of Wisconsin's 65,000 students. The City's parking pricing policies align on and off-street pricing to encourage utilizing off-street facilities and place higher rates for the most in-demand spaces.

On-street parking meter policies and rates are intended to incentivize short-term parking. The City uses time limits to ensure that parking spaces are available for customers and regularly turnover. On-street spaces closest to downtown have the shortest time limits and highest rates at $2 per hour. Spaces on the periphery permit longer parking stays and reduced rates between $1.10 per hour and $1.30 per hour. Parkers cannot pay for additional time after the time limit has been reached. They must leave the space or are subject to citation. Meters are enforced from 8:00 a.m. to 6:00 p.m. Monday through Saturday.

Off-street parking pricing and time limits are set to encourage utilization of these facilities. For the most part, parking in off-street facilities is permitted 24 hours per day, seven days per week and pricing is less than on-street rates. Downtown lots have the highest rates, between $1.00 and 2.00 per hour, and periphery lots at $1.20 and $1.30 per hour. Downtown garages are priced at between $0.80 per hour to $1.80 per hour depending on the distance to the center of downtown.

Boulder, Colorado

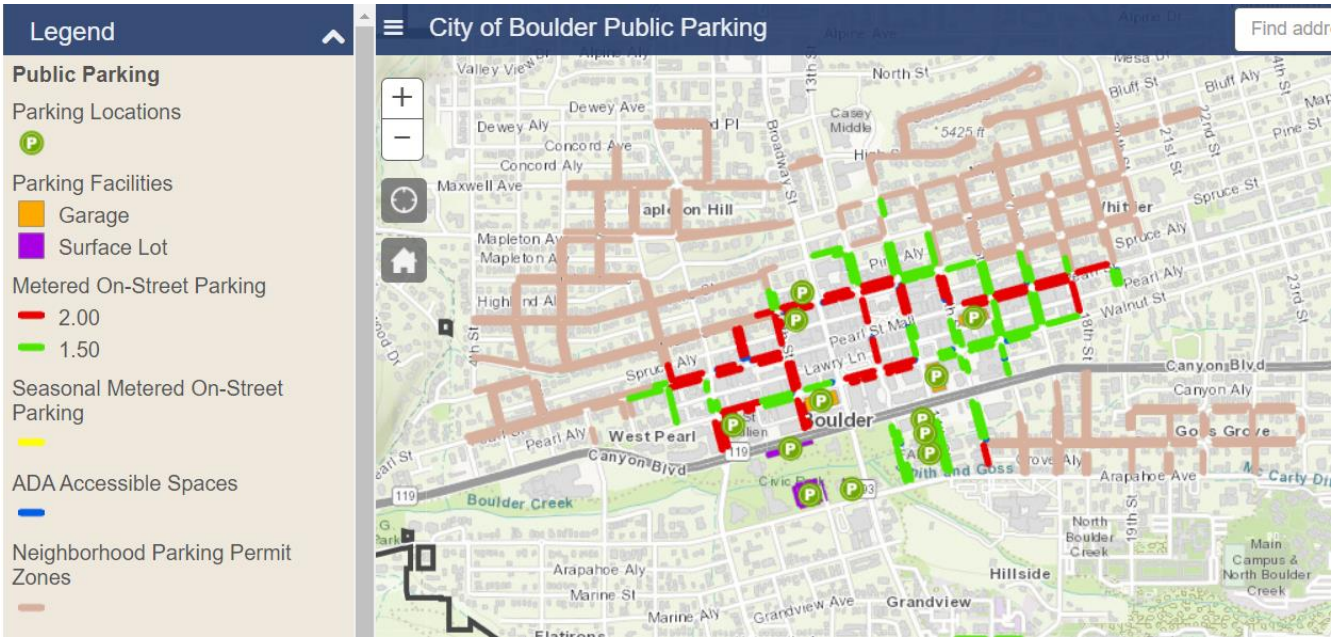
The City of Boulder implemented a zone-based pricing strategy that establishes higher on-street parking prices than off-street parking prices and establishes zones with tiered pricing based on average occupancy rates. The City has priced the zone with the highest occupancy, located nearest to downtown destinations, at a rate of $2.00 per hour. The zone with lower occupancy is priced at a lower rate of $1.50 per hour.[4]

Meanwhile, off-street parking facilities are priced at a lower rate of $1.25 per hour to encourage higher utilization of off-street parking, with a $3.00 flat rate between 3:00 pm and 3:00 am to encourage evening visits to downtown.[5] On-street parking prices are adjusted based on typical peak parking occupancy measured on an annual basis in order to be responsive to changing parking demand in downtown Boulder.

Figure A-1 shows the two downtown parking zones, with the highest occupancy zone in red and the lower occupancy zone in green, as of 2022.

[4] City of Boulder. (2023). Public Parking Map. City of Boulder. https://bouldercolorado.gov/city-boulder-public-parking-map
[5] Bray, Jennifer. (23 March, 2023). City of Boulder. https://bouldercolorado.gov/news/city-boulder-changes-street-pay-parking-pricing-high-demand-areas-downtown-effective-april-3

Figure 10. City of Boulder On-Street Parking Pricing Model



Source: City of Boulder, 2023

Variable Pricing Based on Season

Under this option, paid parking pricing would differ by season. In Poulsbo, a potential model would likely see the peak summer season seeing higher prices compared to other off-peak seasons or would see paid parking versus free parking during other seasons.

Examples of communities that use a tiered pricing approach based on season include Park City, UT and Aspen, CO.

Park City, UT

Paid parking in Park City's historic Old Town area has been in place for over 20 years. It was implemented to address the parking shortages (and associated cruising for parking) along the popular Main Street corridor while at the same time shifting parking use to the nearby parking structure. The program was revamped and expanded in 2017.

Parking fees vary by season as well as by facility. The rates reflect that the Old Town area is busiest in the evening (particularly as a dining and entertainment center), with largely free parking prior to 5 PM and rates up to $4 per hour in the evenings during the peak season. Providing one hour of free parking in the China Bridge parking structure is also provided to allow quick visits (such as to the nearby main post office).

Figure A-2 shows how rates in Park City vary between peak and off-peak seasons by selected parking facility.

Figure 11. Paid Parking Rates in Park City by Season

	Peak Season			Non-Peak		
Facility	Rate: 11AM-5PM	Rate: 5PM-Mdnt	Max	Rate: 11AM-5PM	Rate: 5PM-Mdnt	Max
Main St Brew Pub	$2/Hr	$4/Hr	3 Hrs	$1/Hr	$1/Hr	3 Hrs
China Bridge	Free	$3/Hr*	None	Free	$1/Hr*	None
Swede Alley Bob Wells Plaza	Free	$3/Hr	4 Hrs	Free	$1/Hr	4 Hrs
Flag Pole Lot North Marsac	Free	$1/Hr	24 Hrs	Free	Free	24 Hrs
* First Hour Free	Peak Seasons - Dec 15 to Apr 14, June 1 to Sep 30.					

Source: LSC

Aspen, CO

The City of Aspen first implemented paid parking in the downtown core in January of 1995, in order to address significant parking shortages (due in large part to long-term employee and resident on-street parking) and to shift parking towards the new Rio Grande parking structure. It has since been expanded as part of the City's substantial efforts to reduce transportation-related emissions and to cap traffic volumes.

In Aspen, parking generally increases by $2 for all time periods and facilities between peak and off-peak seasons (peak seasons are December – March and June – September respectively).

Event-Based Pricing

Finally, under this option, paid parking pricing would operate under a flat rate schedule during most of the year but would see rates elevate during large special events. In Poulsbo, such a model could either result in hourly rates increasing significantly during events such as Viking Fest or could result in paid parking only being in effect during large events, with parking remaining free during other times.

Note that under that scenario, Walker would recommend that the City implement paid parking on an *ad hoc* basis, with temporary signage and infrastructure set up at lot entrances and support staff hired to facilitate payments on handheld devices.

Examples of communities that use a tiered pricing approach based on event activity include Brookline, MA, Sacramento, CA, and Seattle, WA.

Brookline, MA

The downtown in Brookline experiences significant increases in parking demand during Red Sox games. Until 2011, on-street parking per hour was the same during non-event days as it was during Red Sox games. The rates, which were significantly cheaper than off-street market rates during games, resulted in traffic and parking crunches.

In 2011, the Town implemented event parking rates for Red Sox games. For hours after the 2nd hour, the rate increased from $1.50 per hour to $10 per hour. Town planners hoped that the rate hike, in addition to generating extra revenue and aligning the market rate of spaces with off-street parking in the area, would encourage Red Sox fans to park further away from Beacon Street or to simply take transit instead of driving and parking.

Sacramento, CA

In addition to different tiers that vary based on location, with lower tiers representing higher-demand parking areas, there is also a separate rate schedule for special events. Event rates apply during events where more than 15,000 attendees are expected within a designated special event parking zone. During events, an event flat rate applies after the tiered time limit expires. The base rate for all tiers is $1.75. For Tier 1, the flat rate is $14; for Tier 2, the flat rate is $15.25; for Tier 3, the flat rate is $13.50.

Seattle, WA

In some districts, event rates may apply. Event rates apply during events where more than 10,000 attendees are expected within the Uptown and Uptown Triangle zones. During events, between 5 PM and 10 PM, the first 2 hours of parking are $3 per hour. Additional hours after the first 2 are $8 per hour.

Appendix F: PARCS Technologies

On-Street

Multi-Space Parking Meters

Technology related to support time limited parking consists of license plate recognition (LPR) equipment. Should the Town move to paid parking, LPR technology can continue to support enforcement efforts in a system that utilizes license plate-based payments.

Not only does the technology provide for more efficient enforcement that can result in significant cost savings in enforcement and administrative personnel hours, but it also prevents vehicles from sharing overpayments. For instance, a driver pays for 2 hours at a single space or pay by space kiosk but leaves after 1 hour and 15 minutes. This may allow the next vehicle to park up to 45 minutes without paying for their parking usage.

A growing trend for municipalities is to move away from the use of traditional parking meters and replace them with multi-space meters. There are three main types of multi-space meters: Pay and Display, Pay by Space, and Pay by Plate. Numerous companies manufacture variations of multi-space meters; however, most of the kiosks are solar powered, equipped with wireless software to allow for real-time monitoring and integration between several kiosks, and accept coins, dollars, credit cards and smart cards.

Walker recommends the City consider multi-space, license plate-based meter with multiple payment capabilities (cash, credit or debit card, mobile application), should the City move to paid parking. These kiosks also support the use of validation codes that area businesses can utilize to establish an account their customers. Note that the validation system would not excuse payment entirely—rather, it would allow merchants to pay for parking, or a portion thereof, on behalf of their customers.

Multi-space meters also facilitate the provision of an initial free period. For instance, the City may opt to provide the first hour free, with parking the charged at a flat hourly rate. A parker may enter the license plate information at the kiosk and choose 1 hour, adding time via the mobile application later if they decide they would like to stay longer.

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Multi-Space meters have numerous advantages over traditional parking meters including:

- Increased revenue without increasing parking rates.

- When paying with a credit card, customers often pay for the maximum amount of time.
- Systems where the customer pays for an amount of time and displays a receipt in his or her dash or registers the payment related to their license plate do not allow for another car to take advantage of pre-paid time as can occur with meters.
- Can easily accommodate a variable rate structure thereby improving turnaround by encouraging short stays and reducing the number of all-day parkers.
- Provides instructions in multiple languages.
- Use of Pay and Display and Pay by Plate multi-space meters does not require individually marked spaces; therefore, a standard Town block can generally accommodate at least one extra car when compared to Pay by Space and individually metered spaces.
- Integrated software that allows for real-time monitoring, communication of data between kiosks and a central command station which allows for enhanced enforcement, collection, auditing and maintenance while greatly reducing operating costs.
- Increases ticketing accuracy, resulting in fewer traffic court challenges and reduced administrative hours for enforcement officers to defend citations.
- Improves aesthetics of City streets because there are far fewer kiosks compared to single space meters.
- Lower installation fee because less kiosks are required, and they are a self-sufficient unit not requiring wiring or concrete.
- By being wireless, each kiosk can be installed in one hour by a single person.
- Online credit card authorization allows the operator to accept payment only from valid credit cards, drastically reducing fraud that results from bad, or expired credit cards.
- Manufactures can tailor kiosks to meet municipalities' individual needs.
- Easily upgradeable, eliminating the need to replace the kiosks when new technology becomes available.
- Various flexible financing options exists, and in some cases tax-exempt leases are available.

Disadvantages of multi-space meters include:

- Higher initial cost to purchase each kiosk.
- Some users find the kiosks difficult or confusing to use.
- Cities that have not properly educated and informed the public about the transition to multi-space meters have experienced a high rate of failure in terms of patrons accepting the systems. In some cities, the multi-space meters were actually removed in response to customer complaints.

The following are a few "Best Of" examples of U.S. cities currently using multi-space meters:

- The City of Columbia, MO created a website with detailed instructions for using the multi-space meters. The website includes an interactive slideshow showing how to use the meters.
- Oklahoma City, OK installed six multi-space meters at various downtown sites for a three-month trial period. The trial period will allow for the evaluation of a large-scale replacement of the city's 1,400 aging meters. The pay stations have capabilities that allow patrons to pay by their cell phone, receive additional payments from cell phones and place a warning call to the parker when time is nearing expiration.
- Cedar Rapids, IA's parking operator, ParkCR, created a series of informational and entertaining videos to introduce the community to LUKE multi-space meters that replaced single space, coin only meters. Videos demonstrated how to operate the kiosks and provided advantages of the new system, such as no longer needing to carry change.

Single Space Parking Meters for On-Street Parking

Single space parking meters are generally favored by parking patrons for their convenient location at each parking space. Similar to multi-space parking kiosks, newer single-space meters are often designed to accept credit card and mobile application payments.

However, these payments are tied to the meter and not the vehicle, allowing for the exchange in unused time from one vehicle to the next. Additionally, while an individual single-space meter has a lower initial investment than a multi-space kiosk, the quantity of single-space meter and the costs associated with wiring and networking them, combined with the higher quantity needed, can quickly exceed the initial investment in a multi-space meter system.

In areas that utilize the public right-of-way – the curb lane and the sidewalk – for example for outdoor seating, bicycle infrastructure, or an enhanced pedestrian environment, single-space meters can provide additional obstacles and clutter the sidewalk.

Off-Street

The following represent various payment options that can be employed for off-street parking facilities. Note that one, two, or all options can be employed, depending on the level of payment flexibility and convenience that is desired for patrons.

Gated with Payment at Exit

This option includes gated entry lane equipment to the lot. All vehicles entering would do one of the following to gain access:

- Push a button and pull a ticket.
- Present a pre-authorized bar code to enter (optional).
- Present a credential (such as a proximity card) to activate the gate.

Once parked, the user would have a multiple parking payment options. These include:

- Paying at a kiosk (pay-on-foot station) with either cash or credit card and receiving a validation to use at the exit gate.
- Pay using a parking app to obtain a bar code to present at the exit gate.
- Pay at the exit gate in the drive lane with cash or credit card.

This option works best to allow quick entry with push button ticket entry, providing access to up to 400 vehicles per hour on entry. Staffing requirements at the entry is limited to monitoring the equipment and providing customer service if requested. Having staff in the lanes is not recommended or required, with most assistance provided via intercom.

This does not include the infrastructure to install the equipment. The photo to the right shows a sample of this type of configuration.

Gated with Payment at Kiosk (Recommended Option)

Payment kiosks can be located near pedestrian access points of the facility so that patrons would pass by the units during their visit. The kiosks come in two varieties – cash and credit card or credit card only (example photos below).

Staffing is limited but recommended to be provided as floating parking ambassadors to assist patrons as needed. Parking ambassadors may be summoned via an intercom or by directly approaching the uniformed parking ambassador for assistance.

Gated with Payment via Parking App

Another option is to allow users to pay for parking with a mobile parking app. This would provide users a QR type code to present at the exit. Payments would be collected by the app vendor with a user fee added to the transaction. This is typically passed along to the user so there would be no or minimal direct costs to the Town other than credit card fees and waiting for the funds to transfer from the vendor.

Ungated with Payment after Parking

An alternative and less costly approach to adding paid parking to existing facilities is to add parking meter kiosks without gated entry and exit lanes. Multi-space meters, also referred to as “parking kiosks”, allow one meter to cover multiple spaces. Users authorized to park for free could be given a placard or register their vehicle information to allow free parking for a designated period of time. For this method to be effective, it must be actively enforced.

Payment kiosks, as discussed above for a gated pay before exit option, would still be necessary. These kiosks would register payments in connection to the vehicle license plate number or an assigned space number, with payment made upon entry to the facility, after locating an available space. Enforcement of pay-by-license plate systems would utilize the same LPR equipment discussed in the on-street parking options discussed above.

With any paid parking technology, the investment is recouped from the parking revenues obtained from the paid parking system. The speed at which the return is realized will vary based on the rates charged, which can be established to realize a return on the initial investment within a specified time frame, among other factors.

Additional Payment Options/ & Features

A ticketed gated solution allows multiple validation options to be offered. This allows providing free or discounted parking in advance or after parking to special groups or VIPs.

Pre-paying/reserving parking is an option that allows users to obtain a bar code after paying for a period. The system tracks pre-paid parkers and allows the operator to hold the spaces for the pre-paid user.

Drop-off's and turn-around traffic can be handled by providing a payment grace period that allows someone to enter the parking lot and exit within a specified period without incurring a parking fee. As an example, the first 30-minutues of parking could be $0; anything over 30-minutues could be hourly or daily rate charge.

Exit Process

In all payment methods, a bar-code is provided for the user to present at the exit lane. Upon reading the code the gate is activated. As a final payment method, if a patron fails to pay prior to exiting, upon inserting an unpaid ticket the system will request payment via credit card. This method slows the exiting process, so it is not recommended as being advertised. If the patron does not have a credit card or has an issue at the gate an intercom allows the parker to request assistance.

Operationally, the gate may be activated remotely or a roving cashier (parking ambassador) can aid by collecting cash or assisting with credit card payment and activating the gate.

Mobile Payment for Parking

Smart phone applications are expanding payment methods for many services and goods, including parking. Mobile payment applications allow parkers to bypass meters by preregistering an account with their license plate number, personal information, and payment method, typically a credit card or PayPal. Signage indicates participation with areas assigned zones or locations as demonstrated in the sample signage at right.

A highly appreciated feature of pay by app is the ability to extend parking payments without returning to the vehicle, where allowed. For instance, a customer parks and pays for a half hour intending to run one errand to a nearby post office. While in line they decide they are hungry and would like to visit the neighboring deli. Rather than returning to their vehicle to add addition payment for the extra time needed to visit the deli, the customer can add another hour, or more, based on limits set in the system, while in line at the post office or seated at the deli.

Appendix G: Employee Permit Parking

Premiums for Reserved Parking

This strategy would involve a "light touch" revamp of a simple employee permit/area system. Under this option, reserved spaces would be offered for employees in paid off-street facilities, but at a substantive premium, with only a select number offered in each facility. All other parking permits would be offered unreserved.

In employee parking only areas, oversell might be set at a modest rate at first (e.g., 10-15%) and increased or decreased depending on occupancy. In general parking areas, there would likely be no oversell due to known high occupancies that already exist.

Santa Fe, NM

Reserved and unreserved monthly permits are offered for employees in some off-street downtown parking facilities, with permit prices depending on the parking facility. Prices range, as of 2022, from $68.25 to $131.25 depending on the facility's location.

The City also offers monthly on-street parking permits. For $131.25 per month (as of 2022, and not including a $21 fee for new permits), non-residents can purchase permits that allow them to bypass daily metered rates and park on any street within the applicable metered parking zone to which the permit is linked.

Meter permits do not provide exemption from time-limited spaces. All such permits are a "hunting license" only, as no on-street parking is reserved for employees.

Unreserved and Daily Parking Only

This strategy would involve a complete or nearly complete elimination of any employee reserved parking options in Poulsbo facilities (note that fleet vehicle parking and other parking types may still need to be maintained as reserved).

Permit parking would only be offered monthly or daily, unreserved. In this scenario, permit holders could have the option to purchase an unreserved monthly permit eligible for entry into any facility with availability.

If this strategy were coupled with a demand-based pricing strategy, facilities in high-demand locations would be set at a premium price compared to lower-demand locations (similar to current system), and a universal access permit would be set at a premium price. In the context of Poulsbo, this might be applicable in the event that Poulsbo created or established a remote parking area or new parking lot that is just outside of the downtown core, where a tier system could meaningfully be established as a function of convenience.

Bend, OR

In downtown Bend, employees can receive discounted employee parking permits as part of the city's Downtown Parking District Employee Permit Program. Applicants must be employed within the downtown district as defined by Bend code. Permits are vehicle specific and not shareable or transferable.

Employees can park in five approved parking facilities, one of which is the city's public parking structure. All facilities are located outside of the core area to leave that parking available for business customers and visitors. Rates range from $20 to $60 per month, depending on how close the facility is to the downtown core.

Discounted rates for low-income employees are available. For those making less than $17 per hour, the discounted price range is $10 - $25 per month. Documentation must be provided quarterly for renewal at discounted rates.

Tiered Permit System with Flexible Options

This strategy entails offering a range of permit options for parkers depending on how frequently the parker chooses to commute by driving and parking and can make commuting a daily or at least regular choice. Options could include 5, 10, 15 and 20-day per month options, in addition to a daily option and, if needed, a highly limited and premium-priced monthly reserved option.

If this strategy were coupled with a demand-based pricing strategy, facilities in high-demand locations would be set at a premium price compared to lower-demand locations (similar to current system), and universal access permits would be set at a premium price. As with the previous option, in the context of Poulsbo, this might be applicable if Poulsbo were to create a new parking lot located on the periphery of downtown and/or a remote parking lot.

Boulder, CO

For City of Boulder employees, the following parking amenities and options are offered:

- Single day passes at sites with paid parking.
- Book of 20 one-day parking passes available for a discounted rate of $60.
- Free satellite parking location for downtown employees.
- Market rate pricing for the use of close-in city-owned parking facilities.
- 10% subsidy for employee parking in structured, publicly accessible parking facilities within ¼-mile walking distance to downtown city facilities.

For all employees, Boulder offers a Business Employee permit that can be used in its off-street public parking facilities. These permits come in the form of a hangtag. The associated fee is $75 per permit per calendar year. Most eligible businesses may purchase up to three permits, though large businesses may apply for additional permits. Large businesses may be issued additional permits based on this formula: half the number of FTEs minus the number of off-street parking spaces under the control of the business at that location.

Vehicles with employee permits may park anywhere within the permit area to which the permit is linked. For businesses that have received more than three permits, the permits are linked to specific vehicles, and a list of vehicles for which permits are issued must be provided to the City as part of the application. The City excludes home occupations/businesses from the definition of "business" in the context of parking permits.

Appendix H: New Parking Garage

King Olaf Garage Concept

After establishing the King Olaf Lot as the only potentially suitable site for a garage, Walker conducted a high-level, cursory evaluation of the site itself to conceptually determine what a parking garage on the site might look like, how many spaces it could contain, what a typical striping plan might look like, and how traffic might circulate.

Note that these figures are provided only for conceptual purposes. Further evaluation and refinement would be required in order for Walker to determine definitively that the site is feasible. All figures provided should be viewed as approximate estimates that would be subject to change. The Code of Ordinances has not been evaluated to determine such items as parking garage design and layout standards and specifications, height restrictions, or setbacks that may be described there, nor has a formal evaluation of parcel boundaries been conducted. Finally, the conceptual garage has not been evaluated for rough-order-of-magnitude costs or for structural feasibility.

Typical drive aisle widths, slopes, parking stall dimensions, bay heights, slab thicknesses, and turning radii have been preliminarily assumed that are commensurate with a level of service of B.

Walker cautions that the irregular shape and unusual layout of such a garage, in addition to other factors and challenges already stated, would likely result in an all-inclusive construction cost per space that far exceeds the Seattle average even if feasibility were formally determined.

Figure X shows a conceptual massing envelope for a 3-tier and 4-tier parking garage, respectively, as well as the estimated and approximate number of spaces that could fit on each tier.

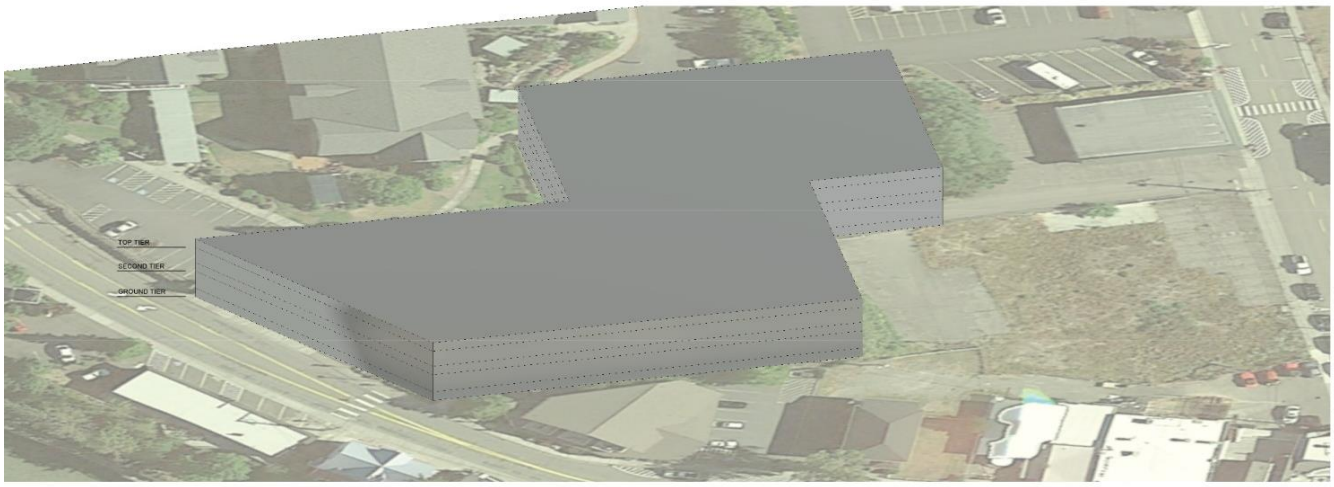
Figure X shows a conceptual striping plan and traffic circulation for a typical tier of the conceptual King Olaf Garage. Note that the typical tier is distinct from the ground-level tier, and therefore does NOT show garage ingress and egress. However, it should be noted that, according to Walker, the most feasible locations for ingress and egress on the ground level would be off of Front St., with ingress into the garage coming in off of Front St. from the bottom right of the conceptual garage and egress out of the garage going out from the top left onto Front St.

Based on this conceptual layout, Walker estimates that the net addition of parking spaces to the public parking supply could range from between + 48 spaces with a 2-level garage to + 248 spaces with a 4-level garage.

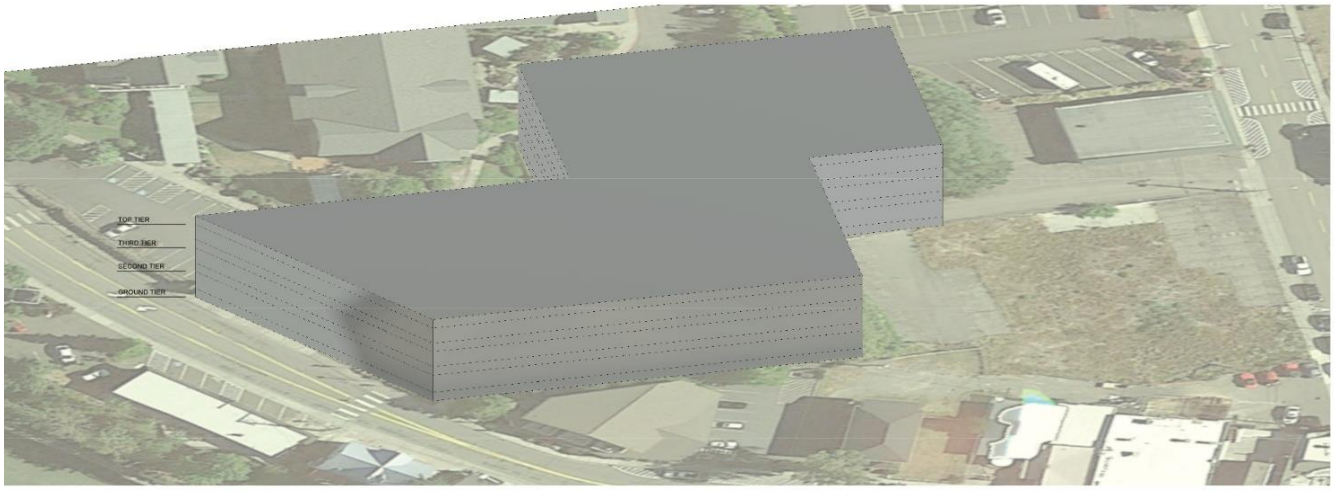
Circulation would be a combination of two-way and one-way, with ramping occurring in the existing “overflow lot” section of the conceptual garage layout.

Figure 12. King Olaf Lot – Conceptual Massing Envelopes for 3 Tiers and 4 Tiers

Estimated New Parking Supply		Existing Parking Supply		Net Gain in Parking Supply		
2-Level Garage	160	Main	70	With 2-Level Garage	+	48
3-Level Garage	260	Overflow	42	With 3-Level Garage	+	148
4-Level Garage	360	Total	112	With 4-Level Garage	+	248



1 3D MASSING (3 TIERS)



2 3D MASSING (4 TIERS)

Figure 13. King Olaf Lot – Conceptual Typical Striping Plan and Circulation

Estimated New Parking Supply		Existing Parking Supply		Net Gain in Parking Supply		
2-Level Garage	160	Main	70	With 2-Level Garage	+	48
3-Level Garage	260	Overflow	42	With 3-Level Garage	+	148
4-Level Garage	360	Total	112	With 4-Level Garage	+	248