

<p>“Short-term” = Plan-Adoption - Opening Day <i>First priority strategies, to be implemented concurrently.</i></p>	Effectiveness	Relative Cost
<p>1. CENTRALIZE COORDINATION/IMPLEMENTATION OF THE TRANSPORTATION DEMAND MANAGEMENT (TDM) PLAN</p>  <p>Reason(s)/rationale: Ensure stakeholder coordination and forward movement of TDM Plan.</p> <p>Triggers: Plan approval/adoption. Within six months of plan adoption, designate a single staff person responsible for plan implementation.</p> <p>Implementation Steps:</p> <ul style="list-style-type: none"> Designate a single staff person (TDM Project Manager) responsible for plan implementation. Establish a representative TDM Access Plan Implementation Advisory Committee charged with assisting in the coordination and implementation of the TDM plan. Initiate routine meeting schedule, provide consultant support as needed. 	****	\$
<p>2. DEVELOP ONGOING MONITORING DATA COLLECTION PLAN</p>  <p>Reason/rationale: Most of the TDM and access strategies require ongoing monitoring for evaluation purposes. Especially measurement of onsite parking usage, parking pricing, walking and bicycling access improvements, off-site parking and shuttle programs, residential parking permits, and hours of parking enforcement.</p> <p>Triggers: Plan Adoption/Approval triggers starting this process.</p> <p>Implementation Steps:</p> <ul style="list-style-type: none"> Review existing monitoring methods and determine what is missing (approach, level of detail). Include as an annual or biannual budget item. Identify stakeholders who can provide paid or volunteer support for data collection tasks. Identify staff to own and manage project. Determine appropriate schedule, yearly, every other year, summer, fall, etc. Hire consultants as needed to implement. 	****	\$\$
<p>3. PROVIDE INTERIM ONSITE PARKING (Pay to Park)</p>  <p>Reason(/rationale: Provide limited onsite parking opportunities to promote transportation options but still accommodate vehicle trips.</p> <p>Triggers: Opening day of Riverwalk, it's necessary for people to access site on opening day.</p> <p>Implementation Steps:</p> <ul style="list-style-type: none"> Evaluate code provisions to allow for interim commercial parking at the site. Identify location of interim parking (parcel or existing building) on site. Initiate necessary improvements (e.g., paving, striping, lighting, signage, pay stations). Initiate operations. 	***	\$\$\$
<p>4. DEVELOP NEEDS INVENTORY OF WALKING AND BICYCLING & WAYFINDING INFRASTRUCTURE</p>    <p>Reason/rationale: Need to improve access for people walking and biking, first need an inventory to identify top projects.</p> <p>Triggers: Plan approval/adoption.</p> <p>Implementation Steps:</p> <ul style="list-style-type: none"> Review existing city inventories to date for downtown area. Hire consultants and solicit volunteer help as needed to implement. Develop existing conditions report identifying sidewalk, connectivity, ADA, signage, lighting and other barriers to a walkable, connected environment between and through site and other downtown destinations. Review and provide a priority list for implementation. 	****	\$\$
<p>5. WALKING & BICYCLING INFRASTRUCTURE ACTION PLAN</p>    <p>REASON(S)/RATIONALE: Improve safe access; multimodal connections and beneficial to existing Downtown</p> <p>Triggers: One year from Plan approval/adoption</p> <p>Implementation Steps:</p> <ul style="list-style-type: none"> Review and provide a priority list for implementation. Finalize an action plan for addressing barriers and recommended improvements in the existing conditions report, including estimated costs and potential funding sources/processes. Present Action Plan to City Commission for review and approval. Work with affected City divisions and TDM Manager to coordinate and prioritize projects with internal planning and funding (e.g., CIP's). 	****	\$\$
<p>6. WAYFINDING ACTION PLAN</p>  <p>REASON(S)/RATIONALE: Improve wayfinding for people walking and bicycling especially connections to elevator.</p> <p>Triggers: One year from Plan approval/adoption.</p> <p>Implementation Steps:</p> <ul style="list-style-type: none"> Using the walking and biking needs inventory plan, develop an action plan to improve wayfinding system. Coordinate and partner with stakeholders currently investing in wayfinding downtown (DOCA, Tourism, Public Works, ODOT etc.) Develop a list of downtown destinations/attractions to be used in wayfinding signage that can be located at the elevator and repeated at strategic locations throughout the downtown. Procure funding to pay for plan and signage installation. Design signs in-house, or hire a firm. Periodically review/refine/augment the list of destinations and keep signs updated and relevant. 	***	\$
<p>7. COORDINATE WITH TOURISM GROUPS</p>  <p>Reason(s)/rationale: As the site develops, ensure visitor access is well coordinated and efficient; important to integrate with the City of Oregon City Tourism Plan.</p> <p>Triggers: Either when the on-site parking is over 85% occupancy and there is spill over impacts on nearby streets, and/or Oregon City Tourism Plan guidance.</p> <p>Implementation Steps:</p> <ul style="list-style-type: none"> Engage with Oregon City Tourism Plan now and continue to integrate both plan goals and strategies. Engage with Mt. Hood Territory organization and local tourist destinations. Identify shared needs and goals; identify opportunities for collaboration and coordination, especially around large events. Continue wayfinding and online resources website coordination. 	***	\$\$

<p>"Short-term" = Plan-Adoption - Opening Day Second priority strategies, to be implemented concurrently.</p>	Effectiveness	Relative Cost
<p>8. COORDINATE WITH DOWNTOWN OREGON CITY ASSOCIATION (DOCA) </p> <p>Reason(s)/rationale: In order to effectively create useful and up to date information coordinating with the Downtown Association is necessary and will benefit both destinations.</p> <p>Triggers: Opening day of Riverwalk, this would be helpful for Downtown visitors as well.</p> <p>Implementation Steps:</p> <ul style="list-style-type: none"> • Set up a plan with DOCA and relevant stakeholders to identify common goals and opportunities for collaboration. • Hold regular meetings with DOCA and stakeholders for regular information sharing and to monitor programs and initiatives. • Consider DOCA position on the TDM Access Plan Implementation Committee to act as a liaison between the City's TDM effort and the Main Street association. 	***	\$
<p>9. SHARED USE PARKING AGREEMENTS WITH PRIVATE OWNERS OF OFF-STREET SUPPLY </p> <p>Reason(s)/rationale: Facilitate shared use parking agreements on existing off-street private parking lots.</p> <p>Triggers: Begin process now, implement when there is sufficient parking demand off-street with regular parking occupancies above 85% both on and off-street.</p> <p>Implementation Steps:</p> <ul style="list-style-type: none"> • City evaluates and possibly amends code provisions to ensure that shared use parking is or can be an allowed use in downtown. • Use the data from the 2016 downtown parking study to identify a subset of facilities surveyed that could serve as reasonable shared use "opportunity sites." Criteria for determining sites could be proximity to downtown, a meaningful supply of empty stalls, pedestrian/bike connectivity, walk distance/time, safety and security issues, etc. • Based on the above, develop a short list of opportunity sites and identify owners. • Establish a target goal for the number of downtown employees to transition into opportunity sites. • DOCA on behalf of the committee begins outreach to owners of private lots. • DOCA, or other appropriate private entity negotiates shared use agreements. • Obtain agreements from downtown businesses to participate in employee assignment program. • Program information including identified shared use lots to be incorporated in the online resources website. 	***	\$
<p>10. ENHANCE/EXPAND EXISTING RESIDENTIAL PARKING PROGRAM (RPP) </p> <p>Reason(s)/rationale: Expand the residential permit program to manage the on-street parking supply in residential neighborhoods.</p> <p>Triggers: When neighborhood areas request such a program and/or the parking occupancy in upper neighborhoods is above 85%.</p> <p>Implementation Steps:</p> <ul style="list-style-type: none"> • Initiate conversation on current protocols/processes related to existing RPP. • Provide a revised outreach packet for neighborhood education. • Reaffirm and/or revise current protocols to limit RPP's to only block faces zoned Residential. • Consider implementing a monthly or annual fee for residential permits to provide support for administration of RPP program and stronger localized enforcement. • Implement revised program. 	***	\$\$
<p>11. PRICE PARKING TO DEMAND-TIERED RATE SYSTEMS FOR ON AND OFF-STREET PUBLIC SUPPLY </p> <p>Reason(s)/rationale: Ensure that on and off-street parking stalls are priced according to demand to efficiently distribute demand and to encourage transportation options.</p> <p>Triggers: When on and off-street parking occupancy is above 85%.</p> <p>Implementation Steps:</p> <ul style="list-style-type: none"> • Evaluate distribution of parking demands in downtown per 2016 parking study. • Initiate parking demand analysis of Bluff parking. • Re-calibrate on-street parking to demand (using 85% occupancy standard). • Using parking study data, consider changing hours of enforcement. • Consider pricing (if demand indicates) on commercial streets on Bluff (coordinated with residential permit parking re-evaluation). • Review pricing of existing City off-street permit program to assure market pricing of off-street permits. • Provide outreach to visitors and business owners on benefits of demand pricing. e.g. moves more people from congested areas to less congested areas- opens up more visitor parking in the core. 	****	\$
<p>12. EXTEND BUS SERVICE FROM EXISTING DOWNTOWN TRANSIT CENTER TO CLOSER TO THE SITE </p> <p>Reason(s)/rationale: Extend bus service closer to the site; the current stop is too far for most people to conveniently walk.</p> <p>Triggers: Opening day of Riverwalk, it's necessary for people to access site on opening day.</p> <p>Implementation Steps:</p> <ul style="list-style-type: none"> • Initiate discussions with TriMet. • Identify location for bus stop closer to site and/or on site. • Implement necessary infrastructure support (e.g., stop, striping, shelter, and signage). • Launch service change. 	***	\$\$
<p>13. CREATE ONLINE RESOURCE WEBSITE </p> <p>REASON(S)/RATIONALE: Create online resource website outlining transportation options, routes, links, etc.</p> <p>Triggers: Opening day of Riverwalk, this would be helpful for Downtown visitors as well. This can be initiated by the TDM Project Manager and the TDM Access Plan Implementation Committee</p> <p>Implementation Steps:</p> <ul style="list-style-type: none"> • Convene a group of stakeholders to identify the target audiences and key information for the website. • TDM Manager with stakeholder support can develop a list of transportation resources for employers, employees, and visitors to be published online for a one stop approach for parking and visiting downtown Oregon City • Identify and procure funds for the development of the site and maintenance of information. • Link to Social Media platforms to keep it fresh. • Promote launch of website and find influential stakeholders, Downtown Oregon City Association, chamber of Commerce and community leaders to drive traffic to the site. • Regularly monitor and evaluate the site's information and usability. 	***	\$\$

<p>"Mid-term" = Opening Day-- Five years from Opening Day <i>First priority strategies, to be implemented concurrently.</i></p>	<p>Effectiveness</p>	<p>Relative Cost</p>
<p>14. IMPROVE PEDESTRIAN INFRASTRUCTURE</p> <p>Reason(s)/rationale: Increase the number of visitors accessing the site on foot, improve safety and comfort for people walking.</p> <p>Triggers: Approval of the Walking & Biking Action Plan</p> <p>Implementation Steps:</p> <ul style="list-style-type: none"> Using the inventory and needs & action plan, prioritize the most important projects that improve pedestrian access. Review TSP for previously identified pedestrian infrastructure projects. Pursue funding for these projects. Projects could include things such as: additional wayfinding signage, improved crossings, pedestrian scale lighting, etc. 	<p></p> <p>***</p>	<p>\$\$</p>
<p>15. IMPROVE BICYCLING INFRASTRUCTURE</p> <p>Reason(s)/rationale: Increase the number of bike lanes, paths, bike parking, etc.</p> <p>Triggers: Approval of the Walking & Biking Action Plan.</p> <p>Implementation Steps:</p> <ul style="list-style-type: none"> Utilize the inventory and needs plan & action plan, Pursue funding for these projects. Projects could include things such as: add bike parking on-site, repaint sharrows on main-street, improve bicycle wayfinding and crossings to site, etc. 	<p></p> <p>***</p>	<p>\$\$</p>
<p>16. IDENTIFY POTENTIAL REMOTE PARKING SITES TO SUPPORT FUTURE SHUTTLE OPPORTUNITIES</p> <p>Reason(s)/rationale: Work with neighboring sites and cities especially West Linn and adjacent West Linn businesses to ensure successful multi-modal routes and efficient parking. Especially for large events at riverwalk or Downtown.</p> <p>Triggers: On-site and downtown parking exceeds 85% with new tiered pricing implemented.</p> <p>Implementation Steps:</p> <ul style="list-style-type: none"> Identify potential opportunity sites (e.g., West Linn, Oregon Trail Interpretative Center, Clackamet Park, Amtrack station, etc.) Assess actual parking use at sites to determine whether surpluses of parking are available. Evaluate code provisions to allow for commercial parking (non-accessory) at opportunity sites. Engage property owners in agreements for use. 	<p></p> <p>**</p>	<p>\$</p>
<p>17. CUSTOMER VALIDATION PROGRAM</p> <p>REASON(S)/RATIONALE: Encourage off-street customer longer-term parking as site/downtown develops.</p> <p>Triggers: When Off-street occupancies remain under-utilized but on-street occupancies are above 85%.</p> <p>Implementation Steps:</p> <ul style="list-style-type: none"> Convene businesses to determine validation program parameters. Conduct research on the best practices of validation programs (e.g. urban malls, small downtowns, Validated apps, etc.) DOCA, on behalf of the Implementation Committee, drafts agreements on how much and how businesses will refund the city's parking fees. DOCA and the city draft marketing materials and conduct focus groups on best messaging techniques. Plan a program roll out media event to ensure success. Regularly monitor the program's effectiveness with DOCA, businesses, etc 	<p></p> <p>**</p>	<p>\$\$</p>
<p>18. CALM TRAFFIC ON 99E</p> <p>Reason(s)/rationale: Vehicular traffic is felt to be unsafe for pedestrian use; especially in light of the site development.</p> <p>Triggers: Development on site triggers projects addressed in CP 14-02 or funding is acquired for TSP street calming projects downtown</p> <p>Implementation Steps:</p> <ul style="list-style-type: none"> Implementation of CP 14-02 safety projects. <ul style="list-style-type: none"> A. Tunnel Improvements at 99E, B. Railroad realignment at 99E C. Right in and right out at 99E and Water Ave. Coordinate with Oregon City Public Works and ODOT on proposed and planned Transportation System Plan (TSP) projects in the downtown that support pedestrian comfort and safety such as the final phase of the Mcloughlin Enhancement Plan. 	<p></p> <p>**</p>	<p>\$\$</p>

<p>“Mid-term” = Opening Day-- Five years from Opening Day Second priority strategies, to be implemented concurrently.</p>	Effectiveness	Relative Cost
<p>19. EXPLORE FORMATION OF A TRANSPORTATION MANAGEMENT ASSOCIATION (TMA) </p> <p>REASON(S)/RATIONALE: Incentive programs provide a ‘carrot’ to encourage people to use transportation options.</p> <p>Triggers: Significant development on-site and in Downtown and/or continued strained parking supply.</p> <p>Implementation Steps:</p> <ul style="list-style-type: none"> • Have TDM and Access Implementation Committee work with DOCA, property owners and the City to identify key concerns and goals for a possible TMA. • Conduct Business Improvement District feasibility study to be a primary funding source for the TMA. • Research other TMAs and learn from their experiences. • Identify several key project champions and empower them to lead the charge. 	****	\$\$
<p>20. SHUTTLES </p> <p>Reason(s)/rationale: Encourage a ‘park once’ philosophy; utilizing an intra-city shuttle circulator to specific destinations.</p> <p>Triggers: Either when the on-site parking is over 85% occupancy with market based tiered pricing and there is spill over impacts on nearby streets, OR when there is additional development on-site generating a significant share of new trips to the site.</p> <p>Implementation Steps:</p> <ul style="list-style-type: none"> • Research other shuttle programs to learn from them (i.e. Explore Washington Park, BUZZ Bus in Palm Springs, Columbia River Gorge Express, etc.) • Reach out to partners such as tourist locations (End of Oregon Trail Museum, DOCA, etc) to gauge interest and explore possible funding opportunities. • Identify key destinations for shuttle stops and possible routes. • Identify funding for implementation. • Develop RFP for operators. • Launch shuttle service with big media event. • Monitor shuttle performance regularly. 	***	\$\$\$
<p>21. PRIVATE DEVELOPMENT ONSITE IMPLEMENT TDM TOOLS </p> <p>Reason(s)/rationale: Provide incentives for employees and visitors to use alternate modes on site, to ensure full utilization of parking spaces.</p> <p>Triggers: Approval of private development will require a TDM plan.</p> <p>Implementation Steps:</p> <ul style="list-style-type: none"> • Private development will provide proportional support to the TDM plan through existing tools or additional tools more suited to the private sector. The support tools <i>could</i> include • New Employee Welcome brochures explaining transportation options • Installing bike parking and changing rooms on-site • Discounted/subsidized or pre-tax transit passes for employees • Bike/Walk Bucks using the federal biking transit tax benefit program, \$20 a month for bike commuting related purchases. • Off-street Visitor parking on commercial lots onsite • Conduct annual travel surveys of employees and track over time as key performance measure. • Provide workplace challenges to raise awareness about the options and ‘gamify’ commuting. 	***	\$\$\$
<p>22. IMPROVE INFORMATION TECHNOLOGY </p> <p>Reason(s)/rationale: Improve information technology infrastructure (real-time parking signage, mobile parking, etc..)</p> <p>Triggers: Increased private development onsite. List can be developed in conjunction with shared use parking agreements and tiered parking pricing options.</p> <p>Implementation Steps:</p> <ul style="list-style-type: none"> • With the help of TDM Manager develop a list of technology applications that can enhance the user experience and improve information delivery. • The technology improvements could include: • Pay by phone payment service • License plate reading technology (for enforcement) • Off-street sensors and real time availability information via third party or city owned web and mobile apps. • Evaluate list of technology applications for feasibility including cost, maximizing user coverage, return on investment, and ease of adoption. • Prioritize list based on factors above. 	***	\$\$\$

<p>"Long-term" = Five- Twenty Years from Opening Day <i>These strategies are to be implemented as opportunities and needs occur</i></p>	Effectiveness	Relative Cost
<p>23. BUILD PARKING GARAGE </p> <p>Reason(s)/rationale: As the site becomes more of a destination, vehicular parking is a concern.</p> <p>Triggers: When there is significant new development on the site which generates a large number of additional trips such as a residential development and/or a large employer on-site.</p> <p>Implementation Steps:</p> <ul style="list-style-type: none"> • Conduct market and feasibility study. • Determine base parking rate to cover construction and operating costs/debt. • Identify possible locations. • Develop pro forma for construction. • Identify possible public and private funding sources. • Develop RFP for operator and Construction Company. • Monitor parking garage performance regularly and adjust rates. 	***	\$\$\$\$
<p>24. EXTEND HIGH CAPACITY TRANSIT (HCT) LINE TO OREGON CITY </p> <p>Reason(s)/rationale: Extend MAX Orange Line or Bus Rapid Transit line to Oregon City.</p> <p>Triggers: When there is significant dense development which generates enough trips to and from the Downtown area.</p> <p>Implementation Steps:</p> <ul style="list-style-type: none"> • Oregon City continues role in Regional planning for a HCT line extension. • Collaborates with stakeholders, when needed to show support. 	***	\$\$\$\$\$
<p>25. WATER TAXIS </p> <p>Reason(s)/rationale: Create transit connections across the Willamette River.</p> <p>Triggers: Driven by private investment in this mode (tourism or transportation based)</p> <p>Implementation Steps:</p> <ul style="list-style-type: none"> • Build proposed boat dock onsite (future riverwalk phase) or provide shuttle service from John Storm dock. 	**	\$\$\$
<p>26. BIKESHARE PROGRAM </p> <p>Reason(s)/rationale: Create bikeshare or bike rental program to facilitate multi-modal transportation.</p> <p>Triggers: When there is additional dense mixed –use development on-site generating a significant share of new trips to the site.</p> <p>Implementation Steps:</p> <ul style="list-style-type: none"> • Conduct feasibility study for a bike share program. • Identify key partners to implementing such a program (City, DOCA, tourist groups, etc.) • Procure funding for program planning (federal or regional grants, Bikeshare Foundation, etc.) • Develop RFQ for bikeshare operator. • Identify possible operators and negotiate contract. • Work with operator to determine best funding mechanisms and price structure (corporate sponsor or public subsidies, etc.) • Work with operator to determine station locations. • Procure necessary permits and/or agreements for station locations. • Roll out marketing campaign and public media event. • Monitor Bikeshare program regularly to ensure it is meeting project goals. 	**	\$\$
<p>27. FORM A TRANSPORTATION MANAGEMENT ASSOCIATION (TMA) </p> <p>Reason(s)/rationale: Have a central organizing group responsible for implementing and monitoring transportation demand programs and access.</p> <p>Triggers: When there is development on-site and continued strain on parking and transportation access.</p> <p>Implementation Steps:</p> <ul style="list-style-type: none"> • Use the research key findings from earlier feasibility study to develop strategy and work plan for starting a TMA with timelines and milestones identified. • Initiate a Business Improvement District (BID) to fund TMA. • Develop code language to adopt codifying the BID. • Recruit board members to oversee the TMA. • Initiate development of organization, IRS paperwork, bylaws, goals, etc. 	*****	\$\$\$