



City of Gresham Parking Management Manual

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Table of Contents

Acknowledgments	i
Table of Contents	ii
1.0 Introduction.....	1
2.0 Public Engagement Process Overview	2
3.0 Guiding Principles.....	3
4.0 Measuring Performance.....	5
5.0 Equity Considerations.....	6
6.0 Parking Management Strategies	8
6.2 Policy and Code Strategies.....	11
P1 – Codify Guiding Principles	11
P2 – Adopt Parking Code Updates	12
P3 – Define Downtown Parking Management District Boundaries	14
P4 – Continue to Convene the Downtown Parking Work Group.....	16
6.3 System Management Strategies	18
M1 – Ongoing Weekly Management	18
M2 – Assess ADA On-Street Parking Locations	20
M3 – Assess Public Off-Street Safety Standards	22
M4 – Time-Limit On-Street Parking Within Commercial Districts / Town Centers	24
M5 – Initiate Periodic Parking Enforcement	26
M6 – Implement Off-Street Parking Permit Program	28
M7 – Identify Off-Street Shared-Use Parking Opportunities	30
M8 – Conduct Routine Data Collection.....	32
M9 – Explore Residential & Commercial Parking Permits	34
6.4 Signage Management Strategies	36
S1 – Stripe Managed On-Street Parking in the Commercial Core.....	36
S2 – Install Time-Limited Parking Signage.....	38
S3 – Install Customer & Permit Signage in Public Off-Street Facilities	40
6.6 Communication Management Strategies	42
C1 – Develop a Gresham Parking Brand	42
C2 – Enhance Parking Information Website	44
7.0 Strategy Timeline	46
8.0 Summary	48

1.0 Introduction

This parking management manual is intended to provide the City of Gresham with the tools and guidelines to thoughtfully manage parking in the city's commercial districts, particularly those experiencing parking congestion. While downtown Gresham is a natural commercial hub for activity, other centers, such as Civic Center and Rockwood, also have concentrated parking needs. It is likely these will be the first three areas that require higher levels of parking management.

The main section of the manual focuses on specific parking management strategies designed to make more efficient use of the city's public parking resources. Pursuant to the development of parking management strategies, the City sought to understand how:



- A data-driven, best practices approach to parking management can lead to higher efficiency within the parking supply, support key priorities, and achieve desired outcomes, while also anticipating and accommodating anticipated growth.
- A commitment to a parking management manual will impact the City's role in parking. Over time, this will likely result in needed upgrades to existing on and off-street parking systems, including changes to enforcement technologies and infrastructure, signage, permit systems, potentially meters, and performance monitoring and reporting. All the changes will require active, ongoing parking system management to encourage compliance and help facilitate a successful parking program.
- A more focused parking management approach downtown can inform similar efforts in other areas of Gresham (e.g., Town Centers) as growth occurs.
- Costs for implementing new management systems and programs are derived.

This manual is structured to guide the reader through the public engagement process, which involves gathering input from the local community on parking challenges and collaborating with the Parking Work Group to develop Guiding Principles and an approach. It then provides an explanation of the Guiding Principles for parking management – stated values that can be referenced later when management decisions need to be made regarding any aspect of the parking system. These principles, when coupled with accurate parking utilization data, will help inform when and how specific management strategies get implemented in Gresham's urban areas.

Several strategies will be needed to achieve these desired outcomes. For example, revisions to the municipal code may be necessary to add clarity and guidance on meeting Gresham's parking vision and accommodating commercial, residential, and mixed-use development by allowing greater flexibility in required parking.¹ Municipal departments, local businesses, and users will need to work together to strategically refine on-street parking downtown, supporting ground-floor commercial uses by prioritizing access for their users, promoting a "park once" philosophy, and enhancing safety measures through pedestrian improvements (e.g., improved signage, lighting, and striping). Finally, in coordination with downtown parking format changes, a revamped enforcement program will provide reasonable, simplified oversight of the City's public parking system to encourage compliance and foster a more effective parking program.

¹ See RWC: *Task 3: Parking Code Review and Proposed Amendments* (July 20, 2025)

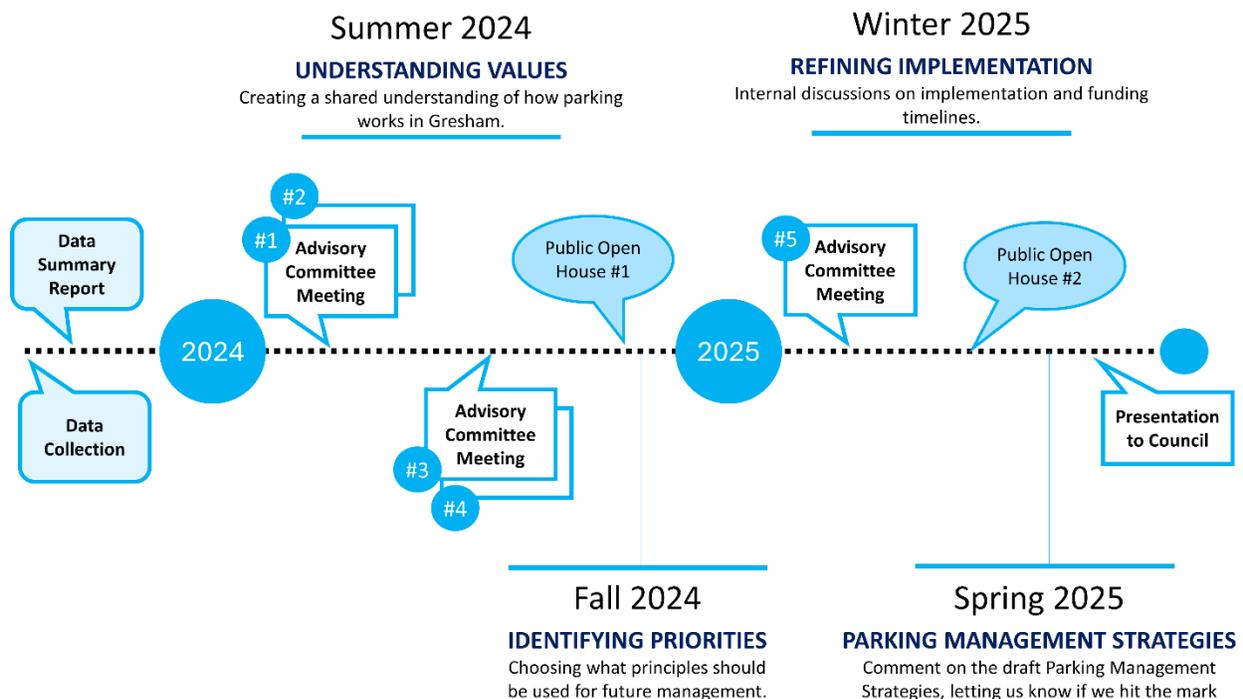
2.0 Public Engagement Process Overview

Working with City of Gresham staff, the consultant team met with a Downtown Parking Work Group (DPWG) whose focus was to evaluate strategies for the effective management of downtown parking. Although downtown-focused, the DPWG helped establish a broader set of Guiding Principles for parking management that can be applied to the entire city.

Prior to convening the DPWG, parking data collection was conducted in three major town center locations – downtown Gresham, the Civic Center, and Rockwood. That information provided a basis for understanding existing conditions regarding parking utilization, both on- and off-street, in these important city hubs.²

The public engagement process involved five (5) DPWG meetings, where the consultant summarized current work tasks and received feedback from DPWG members. Topics covered included, a Parking 101 presentation, the economic impact of a parking stall, developing priority statements for parking access, reviewing existing conditions (i.e., results from the data collection), what is and is not working in the parking system (i.e., identifying potential problem areas), and developing strategies to address these and broader system issues within the City’s parking supply.

The consultant team conducted a Public Open House in November 2024 to convey the efforts and preliminary findings of the DPWG, the City, and the consulting team. Attendees received a presentation on the Guiding Principles, the value of parking stalls, data findings, and preliminary themes that emerged from the DPWG process. Subsequently, the consultant team held a second Open House in June 2025, during which concrete strategies to improve the performance and efficiency of the parking system were shared and discussed. Strategies were presented in the following thematic areas: policy and governance, parking management enhancements, parking signage, and communication. Attendees were asked to provide suggested on-street locations for American With Disabilities Act (ADA) accessible stalls within the downtown study area. The City will use that information to help evaluate and site additional ADA stalls within the downtown.



² See RWC: *Gresham Downtown, Civic District, Rockwood Area Parking Use Assessment* (June 2023)

3.0 Guiding Principles

Strategies presented for consideration are designed to achieve specific outcomes and support user priorities identified throughout this parking assessment. The consultant team, guided by the DPWG and City staff, consolidated these priorities into a formal set of Guiding Principles. These guidelines are intended for use in commercial districts with publicly controlled parking. The City can apply these principles when the parking system necessitates action, which will be determined through routine data collection.³



The success of any recommended strategies will be measured against these priority statements.

Priority Users

Get the right car to the right space.

- **On-Street System (commercial districts):** Prioritize customers and visitors in the core and shift employee and owner parking to the periphery.⁴
- **On-Street System (neighborhoods around commercial districts):** Prioritize on-street parking in the neighborhood around the commercial center for residents and their guests.
- **Off-Street System:** Public off-street parking resources vary by location; high-demand areas should prioritize customers and visitors, while low-demand areas should prioritize employees and business owners.
- **Off-Street System:** Private off-street parking resources should be determined by individual owners.

Active Capacity Management

Make decisions informed by data and the 85% Occupancy Standard.

- **Optimize Utilization:** The 85% Occupancy Standard should inform and guide decision-making (see **Section 4**, "Measuring Performance").
- **Shared Off-Street Parking:** Encourage the use of shared parking in underutilized private parking facilities within the commercial district. This will require active partnerships with owners of private parking supplies.
- **Quick-Stop Stalls:** Quick-stop stalls (5 minutes) on-street can effectively accommodate transportation network companies (e.g., Uber, Lyft) as well as food delivery services (e.g., Postmates, DoorDash, etc.).
- **Striping:** The majority of the commercial on-street parking is not striped. Adding simple "Ts" and "Ls" creates order and provides a visual cue (along with corresponding signage) that parking is being managed.

Monitoring & Communication

Use branding to identify the public parking system and clearly communicate changes to partners and the public.

- **Branding & Communication:** As Gresham evolves in its parking management, it will be crucial to differentiate the public parking system from private parking. This can be achieved through branding, which also presents an opportunity for placemaking. Further, the brand needs to be communicated

³ At the time of publishing this report the City will initially be focused on implementing strategies in the western half of downtown Gresham. Other town centers or areas of downtown may follow but currently do not have a scheduled timeline for implementation. As stated, implementation will be informed by data findings.

⁴ Customer is defined here as anyone using businesses downtown by a transient trip – this includes shopping, eating, entertainment, recreating, and visiting downtown amenities. As such, a customer can be a shopper, tourist or local resident visiting the downtown.

through signage and reinforced on the City's website and social media, as well as with community partners.

- **Monitor & Report Utilization:** Periodically conduct parking performance measurements (i.e., data collection) and report findings to help facilitate decision-making.

Safety, ADA Access, and Events

Ensure routes to parking and parking areas are safe and accessible.

- **Safety.** Routinely review and evaluate parking and supportive pedestrian infrastructure (e.g., crosswalks, preserved sightlines, clear signage, etc.) to create a safe, walkable environment that ensures safety standards are being met under current conditions and situations that might arise from anticipated growth.
- **ADA Access.** Ensure that parking for people with disabilities is more accessible and equitable for those who need it.⁵
- **Events.** Mitigate adverse spillover impacts in adjacent residential neighborhoods during events (e.g., Farmers Market).⁶

Financial Viability

Structure parking operations to achieve financial sustainability.

- **Fiscal Stewardship:** Public parking should be sustainable and affordable.

Roles and Coordination

Determine clear roles and engage partners.

- **City of Gresham - Primary Role:** The City's role in providing public parking includes:
 - Accommodating customer/visitor access in commercial town centers.
 - Mitigating parking conflicts that may arise as the city continues to grow and develop.
 - Facilitating equitable public parking access in commercial town centers.
- **Private Sector - Primary Role:** At a minimum, the private sector should be responsible for providing access for employees, which can include automobile parking, bicycle parking, and/or providing a transit pass. Employers should also be responsible for communicating to their employees about accessing the workplace, including parking. Where applicable, employers with private lots should mitigate conflicts between employee and customer parking (e.g., through effective communication, signage, operational adjustments, and enforcement).
- **Stakeholder Support:** Ensure that a representative body of affected private and public constituents routinely informs parking management decision-making.

⁵ There is a visible lack of on-street ADA parking, and among the DPWG and open house attendees, there is a strong desire to change that to make the parking more accessible and equitable for affected users. For example, a strategy is already under way to evaluate and site additional ADA stalls in the managed section of downtown Gresham (from NE Hood to Miller Avenue and from NW 5th Street to Powell Boulevard).

⁶ Gresham hosts a number of events ranging from small to large throughout the year, including the Farmers Market, resulting in parking spillover in adjacent residential neighborhoods, which adds to congestion, parking scarcity, and pedestrian safety concerns.

4.0 Measuring Performance

A simple format for measuring parking performance is illustrated in the graphic at right, with unique color bands indicating levels of parking demand. The figure at right provides a simple visual means to illustrate levels of performance within a parking supply. This color system can evaluate parking demand at the system, district, subzone, lot, and/or block-face levels.

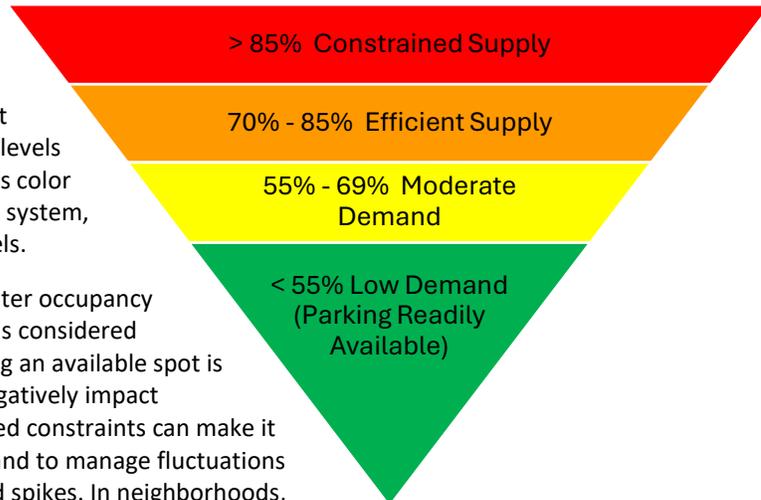
When a parking supply reaches 85% or greater occupancy for a sustained period (red in the figure), it is considered constrained. In a constrained system, finding an available spot is difficult. This can lead to frustration and negatively impact perceptions of parking in the area. Continued constraints can make it difficult to absorb and attract new growth and to manage fluctuations in demand, such as seasonal or event-based spikes. In neighborhoods, sustained parking constraints can impact perceptions of livability and safety.

An efficient supply of parking (orange) indicates active use with minimal constraints that could hinder the user experience. Efficient use supports neighborhood vitality, sustainable ground-level businesses, business growth, and the attractiveness of an area to visitors, and can respond to routine fluctuations. An efficient supply can also support goals related to ensuring vehicles are parked in their desired (and directed) locations and reducing vehicles circling blocks in search of available parking (lowering vehicle emissions).

Occupancy levels in the moderate (yellow) performance band generally reflect business-supportive activity but lack the robustness (and economic potential) of downtowns or neighborhood business districts operating at a more efficient level. Many areas at this level of demand are expected to transition to a more compact, dense urban form.

Occupancy rates of 55% or less (green) indicate low parking demand, with an ample supply readily available. In this scenario, while stall availability may be high, it may also indicate a volume of traffic inadequate to support active, vital businesses in corridors.

Throughout this process, the consultant used these categories to evaluate Gresham’s system performance.



5.0 Equity Considerations

Equity Considerations Overview

An important consideration when implementing any parking changes is to consider both the intended and unintended impacts of amendments to current policy, code, operations, enforcement, and other related areas. Parking changes are most directly felt by the users of the parking stalls, including customers, visitors, employees, employers, and residents. For instance, an individual experiences an increased parking rate firsthand when paying for the time spent at the stall. This payment can have a disproportionately greater impact on individuals with lower incomes compared to those with higher incomes. Impacts can also be felt through time restrictions, permits, citations, enforcement practices, and more.

Equity impacts are another crucial consideration. These impacts can take various forms, including ensuring access and opportunity, building relationships, making informed decisions, and promoting social and racial equity. For example, access to participation in key decisions must be open and transparent. Consequently, every action taken has a consequence, and parking is no exception.

Each of the strategies outlined below attempts to address potential impacts of their implementation, with a particular focus on unintended results affecting vulnerable populations. When possible, mitigating concepts and considerations may be offered alongside the strategy to offset any potential consequences. The goal is to ensure equity in Gresham's parking management manual. Equity considerations should be consistently evaluated and measured as the City of Gresham continues to grow, particularly as changing population needs and evolving parking management strategies and tools necessitate adjustments. Tracking participation, assessing impacts, and gathering community feedback are all essential elements in continuously measuring and evaluating equity considerations and the impacts of any strategy.

Equity Mitigation Factors to Consider

- **Aligning Fines with Social Harm**
Parking fines should be designed to address societal harm. Understanding the specific harms caused by various infractions helps city officials appropriately classify fines. For example, overstaying posted time restrictions reduces turnover and parking availability, affecting merchants and restaurants, while double parking in a lane makes trips longer for commuters and drivers. By aligning fines with the social harm they cause and adjusting those based on neighborhood needs and time of day, cities can reduce unnecessary financial burdens on low-income residents, optimize parking availability, and ensure that parking enforcement serves the public good.
- **Reexamining Enforcement Distribution**
Parking citations are often disproportionately issued in disadvantaged communities. Over-enforcement can result in disproportionate citations and excessive fines. Rethinking the size and shape of enforcement zones, as well as their prioritization, can better align enforcement with city goals. This includes reviewing the relationship between wealth and liability, as wealthier individuals are more likely to be found not liable in parking citation hearings.
- **Inclusive Participation and Transparent Decision-Making**
Making all decisions regarding parking management and code amendments transparent and accessible to the public is essential. This includes providing clear information on how decisions are made and the rationale behind them. Ensuring that all community members, especially those from vulnerable populations, have the opportunity to participate in decision-making processes is also crucial. To engage people with low incomes and people of color, the City should recognize that these groups need targeted engagement to overcome current barriers to their participation. These barriers could be related to schedules, the value of time, or the need to build trust in government institutions.

- **Impact Assessments and Mitigation Strategies**
Conducting thorough impact assessments to understand how changes in parking management and code will affect different populations, particularly vulnerable populations, is vital. Developing and implementing mitigation strategies to address any negative impacts identified through the impact assessments is equally important. This may include providing financial assistance, adjusting time restrictions, or creating special permits for low-income individuals.
- **Continuous Monitoring and Feedback**
Establishing a system for continuous monitoring and feedback ensures that equity considerations are met and enables adjustments as needed. This includes tracking participation, assessing impacts, and gaining community feedback.

By adopting these strategies, Gresham can create a more equitable and inclusive parking management system that meets the needs of all community members, particularly those who are most vulnerable.

Applying an Equity Lens to Parking Management Manual Strategies

The following equity scale indicates the perceived level of equity considerations and is presented in **Table 2 of Section 6**. To symbolize this concept, an asterisk “*” is used, with one asterisk (*) representing low equity impacts and three asterisks (***) representing equity considerations that may warrant additional evaluation and input from a broader community.

- * Low equity considerations
- ** Moderate equity considerations
- *** High equity considerations

6.0 Parking Management Strategies

The parking management strategies outlined below are the result of extensive collaboration and input from various stakeholders. These strategies were developed through discussions among the Downtown Parking Working Group and city staff, and through feedback from the parking and transportation survey. Additionally, insights were gathered from two open houses held during the public engagement process.

Decision Making Process

Between the two public open houses, two internal meetings were held with City of Gresham staff from several departments that could be impacted by recommended changes to the operation and management of the parking system. Departments represented included Transportation, Engineering, Traffic, Code Enforcement, and Community Development. The goal of the meetings was to discuss some of the strategy recommendations to address several factors, including overall feasibility, cost – both near-term and ongoing - the new or reallocated personnel necessary to fulfill the recommendations, and the need for enforcement to ensure compliance with new practices and regulations.

All strategy recommendations contained in this report were informed by:

- Data from on-the-ground surveys and observations.
- Extensive meetings with the DPWG,
- Input, reactions, and comments from the Public Open Houses,
- Input, reactions, and comments from internal meetings with City staff,
- Information derived from a public online survey, and
- Research from industry best practices for parking.

Project outcomes and recommendations contained in this manual were tailored to address Gresham's parking management needs broadly, both now (primarily focused on a section of downtown) and in the longer term (town centers and all of downtown). To this end, we believe the recommendations presented herein can improve the efficiency and usability of the existing supply and set a foundation necessary to address future growth.

It is crucial to recognize that these strategies are not limited to the downtown area alone. They can and should be applied to other commercial districts or town centers where there is a noticeable increase in parking demand. The implementation of these strategies should be based on a thorough data collection process to measure parking performance, as detailed in **Section 4**. This data-driven approach will help determine when and where actions are needed to effectively influence parking behavior.

By adopting these strategies, we aim to develop a more efficient and user-friendly parking system that meets the evolving needs of a growing community. This proactive approach will ensure that parking resources are managed effectively, reducing congestion and improving the overall experience for residents, visitors, and businesses alike.

Implementation Timeframe

Each of the proposed parking management strategies is assigned an approximate implementation timeframe to assist with planning needs and, in some cases, to outline the sequential steps necessary to bring the strategies to fruition. The timeframes are short-term, mid-term, and/or long-term.

- **Short-Term:** 0 – 24 months
- **Mid-Term:** 24 – 48 months
- **Long-Term:** 48+ months

However, the implementation schedule is flexible, and the project order may change as opportunities and resources are identified. For those same reasons, timelines can be accelerated or extended.

Management Strategy Categorization

Each strategy is also classified within one of the following categories:

- **P:** Policy
- **M:** Management
- **S:** Signage
- **C:** Communications

Relative Cost

Where possible, planning-level cost estimates are provided to assist in prioritizing strategies, particularly when available resources are limited. The cost estimates presented are intended to provide an “order of magnitude” understanding of the financial outlay that may be required. The costs described here will require additional evaluation, scoping, and estimating to determine the actual final costs.

For ease of reference, **Table 2** displays the estimated relative cost of each recommended strategy, represented by a series of dollar signs “\$.” The more dollar signs, the higher the cost of implementing the strategy. The following symbol key provides a general cost range for corresponding parking strategies.

- **\$** \$0 - \$15,000
- **\$\$** \$15,001 - \$45,000
- **\$\$\$** \$45,001 - \$100,000
- **\$\$\$\$** >\$100,000

Relative Effectiveness

Strategies were also characterized by their relative effectiveness, in other words, “the biggest bang for the buck.” As such, not all strategies will have as deep an impact on parking system operations as others. The relative effectiveness is somewhat subjective but reflects the consultant’s experience and understanding of how these elements will affect the function of the parking environment. The scale of “relative effectiveness” is illustrated as bullets: the more bullets, the more impactful the strategy. Using this scale can also help prioritize strategy implementation, particularly when limited resources are allocated for implementation.

- Least effective
- Moderately effective
- Effective
- Very effective
- Essential to the effectiveness of the parking system

Note: All strategies will require a level of support, coordination, commitment, and resource identification that goes well beyond what is currently in place.

Table 1: Parking Management Strategy Summary Table

Strategy ID	Strategy Description	Short-Term	Mid-Term	Long-Term	Relative Cost	Equity Considerations	Relative Effectiveness	Correlated Strategy Implementation
	Scale	◆	◆	◆	\$\$\$\$	***	●●●●●	
P1	Codify Guiding Principles	◆			\$	*	●●●●	P2
P2	Adopt parking code updates	◆			\$	*	●●●●	P1
P3	Define downtown parking management district boundaries	◆			\$	**	●●●●	P2
P4	Continue to convene the DPWG		◆	◆	\$	*	●●●●	M2
M1	Ongoing weekly management	◆	◆	◆	\$\$\$	*	●●●●●	All
M2	Assess ADA on-street parking locations	◆			\$\$	***	●●●●	M1
M3	Assess public off-street safety standards	◆	◆	◆	-\$-\$\$\$\$	**	●●●	D3, C1
M4	Time limit on-street parking within commercial districts / town centers	◆			\$	**	●●●	P3, D3, M2
M5	Initiate periodic parking enforcement	◆	◆	◆	\$\$\$	**	●●●●	P4, C1
M6	Implement an off-street parking permit program		◆	◆	\$\$	**	●●●	C1, C2, D1
M7	Identify off-street shared-use parking opportunities		◆	◆	\$	*	●●●	D2, D3, D4
M8	Conduct routine data collection	◆	◆	◆	\$\$	-	●●●●	M1
M9	Explore residential and commercial parking permits			◆	\$	**	●●●	M4, S2
S1	Stripe managed on-street parking in the commercial core	◆	◆	◆	\$\$	*	●●●	P3, M2
S2	Install time-limited parking signage	◆	◆	◆	\$\$\$	**	●●●●	P3, M2
S3	Install customer & permit parking signage in public off-street facilities		◆	◆	\$\$	**	●●●●	P4
C1	Develop a Gresham parking brand	◆	◆		\$	*	●●●●	P4, S2, S3, C1
C2	Enhance the City of Gresham's parking website	◆	◆	◆	\$	*	●●●●	P4, M2, M6, M8, C2

6.2 Policy and Code Strategies

P1 – Codify Guiding Principles

Action Statement

Codify Guiding Principles as policy statements for the short, mid, and long-term management of public parking to serve the City of Gresham.

Strategy Description

The Guiding Principles, value statements developed by the DPWG, are based on the premise that accommodating growth in Gresham effectively will require an integrated and comprehensive package of strategies that maintain balance and efficiency within the parking system and establish clear priorities necessary to "get the right vehicle to the right parking stall." These concepts help create common priorities for public on- and off-street parking users and access, and attempt to define roles and responsibilities. These statements provide a baseline as parking evolves within Gresham's city centers and beyond. The City Council should formally approve these Principles within appropriate policy documents that define the City's role in parking management.

Many cities formalize their Guiding Principles within a parking element of their Transportation System Plan or Comprehensive Plan.⁷ Others include Guiding Principles as a policy element within their municipal codes.⁸ A simpler route that other cities have taken is to formally approve Guiding Principles as elements within an approved Parking Management Plan, as in this report.⁹

Implementation Timeframe

Short-Term

- Formalize the Guiding Principles with Council acceptance of this Plan or within another document most applicable to Gresham's policy processes.

Estimated Costs

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

Relative Effectiveness

- Very effective. These policy-based recommendations are vital procedural pillars in supporting the City's parking management program now and into the future.

Equity Considerations

- * As Gresham continues to grow and parking needs, land uses, and populations change, the Guiding Principles should be continually evaluated. The DPWG (**Strategy P4**), along with the City and the business chamber, could help partner in this effort. Equity considerations for outreach and communication, as well as assessment of impacts, participation, and feedback, should all be taken into account.

⁷ Examples: Bend, OR and Redmond, WA

⁸ Example: Portland OR includes their Guiding Principles as policy elements within Title 33.510 of their code.

⁹ Examples: McMinnville, OR and Olympia, WA

P2 – Adopt Parking Code Updates

Action Statement

Review and implement as necessary the parking code recommendations outlined in **Task 3: Parking Code Review and Proposed Amendments**, as they relate to Chapter 8 – Vehicles and Parking of the Gresham Revised Code. This will ensure that the parking code both informs and facilitates the parking priorities and desired outcomes of the Guiding Principles.

Strategy Description

Task 3: Parking Code Review and Proposed Amendments provides a detailed account of potential code revisions that add a purpose section as well as parking management-related definitions and a clear understanding of procedure, empowering the City Council to establish fees/rates, and fines/citations for a broader range of parking-related activities that should be considered in the future.¹⁰ It is recommended that City staff and legal counsel initiate an internal process to thoroughly evaluate the policy and code-related recommendations in Task 3, specifically the Parking Code Review and Proposed Amendments, and move forward with those deemed appropriate to enhance the code's functionality and improve the efficiency and effectiveness of parking management in Gresham.

Additionally, City staff may want to review Title 11 – Off-Street Parking and Loading Requirements. As noted in the topic paper, blending shared use-demand rather than stacking individual parking demand associated with different land use types can facilitate a more efficient use of off-street parking and help avoid overbuilding parking.

Several areas of note in the topic paper (with recommendations for revision) include:

- New Definitions
 - Metered Parking
 - Parking Enforcement
 - Parking Space or Parking Stall
 - Parking Permit
 - Surface Parking Lots
 - Time-limited parking
 - Types of Parking
- Revised Definitions
 - Structured Parking
 - Public parking facility
- Add new Council Powers
- Purpose and Intent
- Public Parking Facilities
- Parking Citations

Implementation Timeframe

Mid-Term

- Initiate code review
- Complete internal City review and presentations of recommended code revisions.
- Public process and Council adoption
- Publish code amendments

Estimated Costs

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

¹⁰ For more detail on the consultant's review of the code with suggested amendments can be found in *RWC Technical Memorandum: Task 3: Parking Code Review and Proposed Amendments (July 20, 2025)*.

Relative Effectiveness

- Very effective. These policy-based recommendations are vital procedural pillars in supporting the City's parking management program now and into the future. A recommended new parking policy and code can help streamline parking management, thereby creating more efficiency and clarity of terms, roles, and responsibilities.

Equity Considerations

- * Equity considerations should be evaluated with any new Council powers and changes to citation fee schedules. Fees can disproportionately affect low-income individuals, creating barriers to using parking facilities. The DPWG provides a means for the public to evaluate all recommended parking management changes.

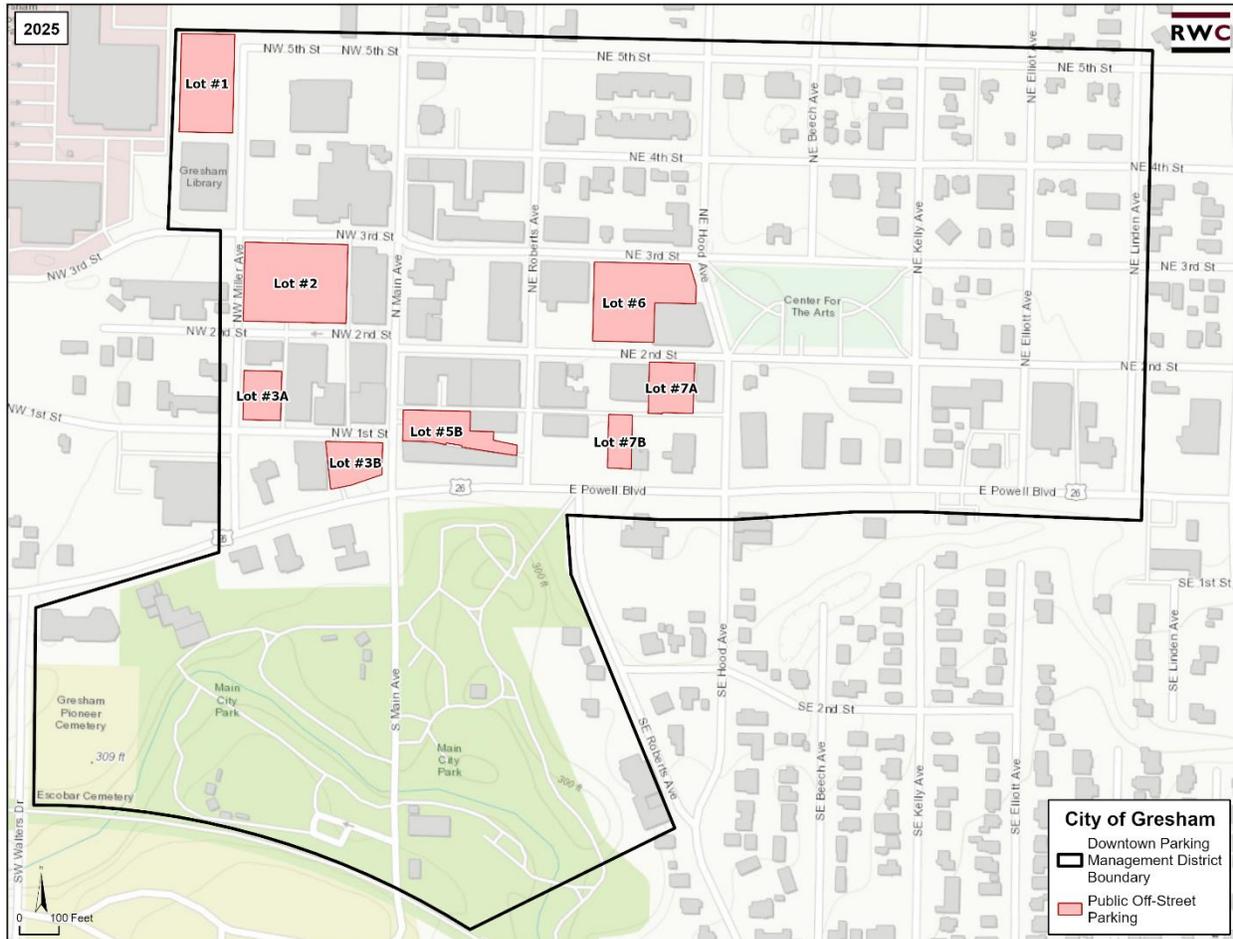
P3 - Define Downtown Parking Management District Boundaries

Action Statement

Define and formalize the boundary of a parking management district for Downtown Gresham.

Strategy Description

Based on public feedback and input from Gresham staff, the suggested Downtown Parking Management District is bounded by NW Miller Avenue to the west, NE 5th Street to the north, NE Linden Avenue to the east, and Powell Boulevard to the south. Note: that this boundary also includes Main City Park, just south of E Powell Boulevard between SE Roberts Avenue and SW Walters Drive.



The parking code review indicated a lack of clear definitions of parking management districts. Parking best practices would suggest that "parking management districts" reflect an area's unique zoning and character. Thus, downtown parking districts generally encompass city blocks that are commercially used, with a clear focus on ground-level active businesses, along with public street parking within the adjacent park. The figure above illustrates the consultant's proposed boundary, based on current zoning designations.

It is recommended that the City define its Parking Management District and provide a narrative description of it within Chapter 8 of the municipal code (**Strategy P2**). Residential parking districts could be designated and boundaries determined if warranted. These areas would be residentially focused, and parking programs (e.g., permit programs) processes would similarly follow recommendations outlined in (**Strategy M6**).

The Downtown Parking Management District can serve as a template for additional areas within Gresham that begin to require higher levels of parking management. The overall goal is to effectively and efficiently manage the on and off-street public parking supply holistically.

Implementation Timeframe

Short-Term

- Review and finalize boundary definition(s)
- Complete internal City presentations
- Coordinate implementation with **Strategy P2**

Estimated Costs

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

Relative Effectiveness

- Very effective. These policy-based recommendations are vital procedural pillars in supporting the City's parking management program now and into the future.

Equity Considerations

- When creating overlay parking boundaries, equity considerations are important, as the bounded area(s) may receive a higher level of parking management (e.g., time limits, parking enforcement, signage, permits, paid parking, etc.), which could create equity impacts. For the Downtown Parking Management District, a multifaceted public process was conducted with the goal of hearing as many different voices as possible. In the future, as additional parking management districts are created throughout the City of Gresham, a similar outreach and input process should be implemented to provide as much equity in the process and outcomes as possible.

P4 – Continue to Convene the Downtown Parking Work Group

Action Statement

Continue to convene the Downtown Parking Work Group. The DPWG would continue to comprise diverse downtown stakeholders and City staff to assist in implementing the strategy recommendations contained in the Parking Management Manual. City staff would advise the City Council on all relevant recommendations put forward by the DPWG. As Gresham grows, the DPWG may expand to represent additional areas within Gresham that require more parking management tools. A continued goal of this strategy is to create a welcoming environment where everyone feels heard regarding parking issues.

Strategy Description

Active participation by those affected by downtown parking management strategies is best accomplished through an established advisory committee or work group that reviews the performance of the public parking system, serves as a sounding board for issues, periodically reviews the recommendations presented in this Plan, and acts as a liaison to the broader stakeholder community as changes are implemented. The City should establish a process that involves a representative cross-section of downtown interests in reviewing and implementing this planning effort.

The DPWG established for this Parking Management Manual effort has included representation by businesses, residents, professional service providers, the Historic Downtown Gresham Association (HDGA), and city staff. This existing group provides a solid foundation of a representative group well-versed in the key elements of the new Parking Management Manual. It is recommended that this group continue and possibly expand, as the Manual aligns with the needs of a larger Gresham audience. Members who no longer wish to participate or have consistently been unable to attend may be replaced through a simple application process overseen by city staff, ensuring broad representation among stakeholders.

The DPWG would meet as necessary (at least once a year) to assist the City in implementing parking management strategies, review parking issues, and inform the City Council on the implementation of these strategies (via staff). In the early going of the Manual's strategies, meetings would likely be more frequent. The DPWG would use the recommendations in this Manual as a basis for action, discussion, stakeholder communications, and tracking progress.

Implementation Timeframe

Short-Term

- Schedule periodic meetings to advocate for, shepherd, track, and communicate elements of the Manual (the City could host meetings through a partnership with the HDGA).
- Establish business-to-business outreach.
- Assess progress in completing elements of the Parking Management Manual.
- Coordinate and disseminate communications with the broader downtown business community.
- Determine and implement Manual action items.

Mid/Long-Term

- Meet on a more frequent schedule, as warranted.
- Track participation, assess impacts, and hear community feedback
- Assess Committee equity (racial, economic, social)
- Ensure access needs are being met (diversity, language, location, transportation, family)

Estimated Costs

- There should be no additional costs to the City if current staff time is reallocated to parking as per **Strategy M1**. Costs could also be mitigated if hosting the DPWG is facilitated in partnership with the Downtown Historic Gresham Association.

Relative Effectiveness

- Very effective. These policy-based recommendations are vital procedural pillars in supporting the City's parking management program now and into the future.

Equity Considerations

- * Equity considerations are a critical component when working with a public committee charged with listening to and providing input on potential parking changes for their community. Key equity elements to consider as the DPWG continues to grow include the racial and economic diversity of the committee membership. Using the DPWG as the primary source for engagement, transparency, and building honest partnerships only supports equity if all community voices are at the table. Attention should also be paid to decision-making protocols, empowerment, and honoring the role the community plays in creating planning efforts. Consistently measuring and evaluating equity not only in the plans and strategies within the committee but also in the committee itself is a step in the right direction.

6.3 System Management Strategies

M1 – Ongoing Weekly Management

Action Statement

Reallocate staff time to effectively manage the parking system and implement new programs identified in the Parking Management Manual.

Strategy Description

The success of any multifaceted parking system depends on administration, management, and communication. This includes ongoing facility management, financial accounting and reporting, marketing and communications, customer service, and strategic and capital planning. As this Manual is implemented and demand for parking grows, management capacity will likely need to be augmented beyond the current status quo approach.

Currently, responsibilities related to parking system maintenance and management are scattered across multiple City departments (code enforcement, transportation, and engineering). To have a more responsive and efficient parking system, it is essential to consolidate those functions ideally into a single staff person's job description. It will be crucial to identify who can and should assume these management duties, taking into account both the source of supportive funds and the planning and community development aspects. Through restructuring or hiring a new position, having a designated person responsible for ongoing parking management will be critical to the success of the downtown parking system.

From a strategic management perspective, there are currently insufficient resources, including staff time and financial allocations, dedicated to overseeing the parking system. This oversight should ensure appropriate attention is paid to the evolving complexity of the current system as well as the technical and responsive capabilities outlined in this parking management manual.

This recommended approach acknowledges Gresham's limited resources and enables an efficient transition into parking management, given the current economic environment.

Implementation Timeframe

Short-Term

- Clarify internal (City) responsibilities to centralize the delivery of parking services. Outline roles and responsibilities as well as communication protocols between departments so that the new position can work effectively and efficiently. Again, this could be a stand-alone part-time position, a full-time role, or integrated into an existing staff person's duties.

Mid-Term

- Identify and/or restructure existing FTE to create a single City position responsible for parking services and implementation of the *Parking Management Manual*.

Estimated Costs

\$\$\$ Costs may vary depending on whether an individual's existing position is repurposed or if a new employee is hired (e.g., at 0.5–1.0 FTE). It is estimated that the annual pay range could be between \$ 75,000 and \$150,000.

Relative Effectiveness

- Essential. Many of the parking management strategies outlined in this manual would be challenging to implement without the assistance and oversight of a dedicated staff member focused on addressing active parking management needs.

Equity Considerations

- * A dedicated parking manager can help ensure that parking policies and practices are designed to provide fair access to all community members, regardless of their socioeconomic status. This includes considering the needs of low-income individuals, people with disabilities, and other vulnerable groups when developing and implementing parking strategies.

M2 – Assess ADA On-Street Parking Locations

Action Statement

Create better and more equitable access to the commercial on-street parking supply. Both the DPWG and community comments noted the need for more ADA-compliant on-street parking stalls, specifically in downtown Gresham. ADA parking in public facilities outside downtown should also be evaluated.

Strategy Description

In August 2023, the US Access Board¹¹ published the final rules in the Federal Register regarding the codification of Accessibility Guidelines for the Public Right-of-Way. These new guidelines have specific impacts on ADA requirements, including access to sidewalks and streets, crosswalks, curb ramps, pedestrian signals, on-street parking, and other components of the public right-of-way.

Acknowledging the recently published guidelines, the City of Gresham engaged RWC in April 2025 to assess downtown Gresham’s on-street parking supply and determine potential locations for up to 19 new ADA-compliant on-street stalls.¹² RWC inventoried 31 possible ADA locations for the City to prioritize as it determines the highest and best use for ADA stalls throughout downtown. The report (City of Gresham – ADA On-Street Parking Assessment) noted that input from downtown stakeholders, including local employees/business owners, should be considered as the City determines the new ADA on-street stall locations.



Implementation Timeframe

Short-Term

- Use the possible site locations provided by the consultant team and the input from the community during the second public open house to site ADA stalls on-street. This information will need to be vetted and evaluated by the city’s engineering department to make the final determination on locations.
- Coordinate with downtown on-street parking stall striping (Strategy S1) and signage (Strategy S2) changes.

Estimated Costs

- \$\$** Costs associated with this strategy include painting, signage, and maintenance of any new ADA-compliant stalls in the on-street supply. The majority of suggested locations should not require new curb ramping, which will help keep project costs more manageable.

Relative Effectiveness

- Very effective. This strategy will help provide essential access for users with mobility limitations. Given the current limited access, this effort will provide additional parking for ADA users and help the City comply with new federal guidelines.

Equity Considerations

- *** This recommendation specifically addresses equity of access for persons with disabilities. Implementation will result in greater access for those with more limited mobility, promoting inclusivity and ensuring that

¹¹ The U.S. Access Board, established in 1973, is an independent federal agency that promotes equity for people with disabilities through leadership in accessible design and the development of accessibility guidelines and standards

¹² The minimum number of required on street ADA stalls within downtown Gresham’s managed supply.

all community members can participate fully in social and economic activities. Implementing equitable parking solutions builds trust within the community. It shows that the city values all its residents and is committed to creating an inclusive environment where everyone has equal access to resources. Potential trade-offs might include a reduction in the number of general parking spaces available. This could lead to challenges in areas with high parking demand. However, the overall benefits of promoting accessibility and equity outweigh these potential drawbacks.

M3 – Assess Public Off-Street Safety Standards

Action Statement

Improve the safety standards of the public off-street parking facilities within commercial areas/town centers (including downtown) to encourage long-term off-street parking use.

Strategy Description

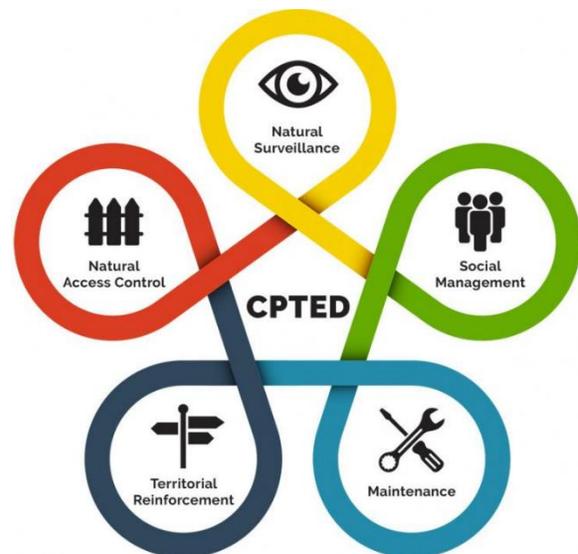
The data summary findings show varying levels of parking occupancies for the public off-street lots. While some are more constrained, others have surplus parking even during peak periods. As such, some can absorb additional demand while others may require more active management to ensure more frequent user access. In addition, DPWG members expressed concern that the lots feel unsafe, and consequently, users tend to avoid parking there, especially in the evenings. This creates an inefficient off-street parking environment.

The use of parking signage indicating that facilities are monitored, with adequate lighting and increased enforcement, would likely mitigate parking concerns and lead to a more efficient off-street parking environment. Further, a more ordered parking environment leads to a safer pedestrian environment.

Implementation Timeframe

Short-Term

- Assess the city’s public off-street parking facilities to identify opportunities for improving safety for users. A review checklist could look at ingress and egress hazards (e.g., clearances, turning radius, internal circulation patterns), the condition of the pavement, the adequacy of lighting, whether or not stalls need refreshed striping, and the proper location for signage at the facilities’ entrances to convey important user information before vehicles enter the lot/garage.
- Conduct Crime Prevention Through Environmental Design (CPTED) analyses of individual parking facilities. It is a proactive approach to deterring crime by modifying the physical environment. The goal is to make the area less attractive to criminals and more secure for users. This involves assessing and implementing changes to elements such as lighting, layout, and visibility to enhance safety.



Mid-Term

- Evaluate potential lighting improvements, establish a capital improvement plan for more costly infrastructure like pavement resurfacing, and assess parking signage (locations and messaging) in an effort to improve the appearance, performance, and function of the public off-street parking supply.
- Coordinate this evaluation with enforcement efforts in Strategy M5.
- Consider whether particular off-street parking lots or garages are suitable candidates for employee permits (**Strategy M6**).
- Price/cost and phase implementation of potential off-street improvements.

Long-Term

- Conduct improvements based on the phased implementation plan.

Estimated Costs

\$-\$\$\$\$ Unknown at this time. Improvement costs will be determined during the assessment phase of each facility.

Relative Effectiveness

- Effective. The work associated with this strategy will significantly enhance the appearance, safety, and usability of public parking facilities. Users will be more confident in their use of them, and employees may be more willing to pay for permit parking in these locations when that option becomes available (**Strategy M6**).

Equity Considerations

- ** Equity in transportation aims to ensure fair access to mobility and transportation networks for all individuals and communities, regardless of their location or mode of transport. This means that safety standards should be designed to accommodate the needs of all users, including those from underserved populations. Historically, urban planning and road design have prioritized the movement of vehicles, often at the expense of vulnerable road users, including pedestrians and cyclists. When assessing off-street safety standards, it is crucial to address these historical inequities by ensuring that parking facilities are safe and accessible for all users, including those who rely on non-motorized modes of transport.

M4 – Time-Limit On-Street Parking Within Commercial Districts / Town Centers

Action Statement

Strategically implement on-street time-limited parking management in high-use occupancy areas within commercial districts to encourage customer and visitor parking turnover.

Strategy Description

As demand for parking grows, time-limited on-street parking (e.g., 3-hour parking) can benefit and protect short-term visitor access in areas with constrained parking demand. The presence of unregulated stalls encourages all-day use of the on-street system by employees and residents. This parking behavior may not be a concern in lower-demand or non-commercial areas that do not rely on parking turnover to support the area’s economic vitality. However, for those that do, timed (or priced) parking, combined with strategically deployed enforcement, can be an effective tool in generating parking turnover.

Currently, 94% of on-street stalls in the recommended Downtown Parking Management District are designated as No Limit, which is unusual for a downtown location that aims to support high-volume visitor activity in its commercial center.

The data collection area west of NE Hood Avenue (graphic on the right) has the highest concentration of constrained on-street block faces on weekdays, with 12 block faces constrained during the peak hour (colored red), suggesting potential conflicts with visitors seeking proximate access to popular downtown destinations.¹³

In coordination with **Strategy P3** (Define Downtown Parking Management District) and **Strategy M8** (Implement Routine Data Collection), actions should be considered to reduce the total number of No Limit stalls within the downtown area, particularly on block faces zoned for commercial use and adjacent to street-level businesses.¹⁴ Implementation of time limits should start within the area represented in the graphic above.



Implementation Timeframe

Short-Term

- Assess the signage and pole installation needed to properly cover the identified block faces within the downtown sub-zone, between Hood and Miller.
- Sign and pole installation will need to be authorized by the city’s transportation engineers and implemented by Public Works (**Strategy S2**). The signage should be coordinated with the striping strategy recommendation (**Strategy S1**).

¹³ The downtown sub-area west of NE Hood Avenue is bounded by NE 5th Street (north), E. Powell Blvd (south), NW Miller Avenue (west), and NE Hood Avenue (east).

¹⁴ 3-Hour time limits were discussed and agreed upon by the DPWG.

Mid-Term to Long-Term

- Use future data to determine if the initiation of time-limited parking in areas of downtown outside the high occupancy zone is warranted.¹⁵
- This same principle, applied to future data, should be used to evaluate the need for timed parking in other commercial town center locations. This would likely require a corresponding increase in parking enforcement to support the expansion of timed parking zones in more areas of Gresham.

Relative Effectiveness

- Effective. Establishes consensus on the issue of on-street time limits as well as triggers and thresholds that facilitate strategic decision-making based on community input and objective data. Establishing time limits in high-demand areas also reduces conflicts between priority users and employees.

Estimated Costs

- \$ As presented here, this is a more procedural strategy, whereas most of the implementation costs are tied to other strategies, such as **Strategy S1** – *Stripe managed on-street parking in the commercial core* and **Strategy S2** – *Install time-limited parking signage*. Refer to the strategy descriptions for more detailed cost information.

Equity Considerations

- ** The conversion of unregulated parking areas to zones with time limits will inevitably impact existing users, particularly lower-income employees who depend on free or long-duration parking near their workplaces. These individuals may lack the financial flexibility to absorb the cost of alternatives such as paid off-street parking or daily transit fares. Without thoughtful planning and communication, such changes risk imposing additional financial stress and uncertainty on vulnerable workers. To mitigate these impacts, it is important to ensure affected employees are well-informed about available parking alternatives. This includes providing clear, accessible information—such as maps, guidelines, and online resources—that identify locations where all-day parking is permitted without risk of citation. Moreover, this transition presents an opportunity for employers to play a supportive role by offering discounted or complimentary transit passes to employees who need them. Proactively addressing these needs not only promotes equity but also strengthens the overall effectiveness and public acceptance of active parking management strategies.

¹⁵ The long-term goal of this strategy would be a gradual transition of all on-street stalls, located on commercial zoned block faces, to transition to time-limited use.

M5 – Initiate Periodic Parking Enforcement

Action Statement

With the successful implementation of standardized time restrictions (**Strategy M4**) and the installation of consistent public parking signage (**Strategy S2**), it is essential to initiate periodic enforcement to support and reinforce these new parking policies. These measures are designed to improve parking management and ensure that parking resources are used efficiently and fairly. Without adequate enforcement, these newly implemented management strategies will go unheeded, particularly among those who frequently visit the commercial center.

Strategy Description

The success of any parking system begins with enforcement. Encouraging turnover and mitigating conflicts between customers, visitors, and employees is challenging without a reasonable level of enforcement. Standardized time restrictions help regulate the duration for which vehicles can be parked in specific areas, preventing long-term parking that can limit the availability of spaces for other users. Reducing the number of No Limit stalls ensures that parking spaces are not monopolized by a few vehicles, promoting turnover and making parking more accessible to a larger number of people.

Without adequate enforcement, drivers may disregard the new time restrictions and signage, thereby undermining the objectives of the parking management plan. Periodic enforcement ensures that the rules are followed, deterring non-compliance and promoting fair use of parking resources.

Enforcement can include regular patrols by parking enforcement officers, who use handheld mobile devices to issue warnings or citations for violations. By consistently enforcing the rules, the city can create a more orderly and efficient parking system that benefits residents, visitors, and businesses alike. When Gresham implements time-limited parking, it will be critical that users perceive the “the rules of parking” as fairly and uniformly enforced.



Parking enforcement in Bellevue, Washington

Implementing enforcement will require:

- Enforcement staff could be an in-house position established by the City or a contract with a third-party vendor.¹⁶ The potential to coordinate an “ambassadorial” partnership with the Historic Downtown Gresham Association (HDGA) could also be explored.¹⁷
- Public outreach and education regarding the benefits of enforcement for a successful and vital commercial center. HDGA and the Chamber should increase their prominence by coordinating with business owners and sharing information about new parking regulations.

Enforcement costs can be minimized by using a third-party contractor rather than relying on a City code enforcement officer. Gresham may want to consider an approach that allocates a specific number of hours each week (e.g., 15-20 hours) to be deployed randomly throughout the enforcement week. The cities of Hood River, Oregon, and Leavenworth, Washington, use this approach effectively. In Hood River, the enforcement officer varies the days and hours of enforcement each week and provides enforcement at least one Saturday per month. In this manner, these smaller cities have limited enforcement to a less-than-full-time position while maximizing

¹⁶ An example of a third-party enforcement program is in place in Bend, Oregon. The City of Bend contracts with Diamond Parking to provide all on-street enforcement and compliance activities in its downtown parking management district.

¹⁷ The City of Albany, Oregon provides parking management services to its downtown through a relationship with the Downtown Albany Association (ADA). The ADA manages the Downtown “ParkWise” program, which provides day-to-day management of City-owned off-street facilities, centralizes off-street permit sales, and enforces the on-street parking system.

coverage and compliance through the random nature of the deployment. In most cities, enforcement covers its operation costs through citation fees.

Note: *Gresham cannot independently set citation fees due to its reliance on a Circuit Court for parking citations. By law (OAR 153.640), the first \$65 of citation revenue, or the entire amount if less than \$65, is allocated to the State, which staffs the County Circuit Court House. The remaining revenue is split 50/50 between the State and the local government that issued the citation. This leaves Gresham with limited revenue from small citations, such as parking tickets.*

Implementation Timeframe

As noted above, this recommendation should be implemented following the completion of **Strategies M4 and S1**.

Short-Term

- Evaluate and implement (as necessary) legal, policy, and code changes for establishing the enforcement of time-limited parking.
- Continue internal discussions regarding the most appropriate structure and format for enforcement for the City of Gresham (e.g., in-house, third-party vendor, enforcement hours, locations, etc.).
- Develop an outreach and communications plan for public notification and education regarding newly enforceable parking regulations.

Mid/Long-Term

- Engage and train enforcement staff on the purpose of enforcement and the program's goals.
- Deploy enforcement and ongoing program management.
- Use the parking website (**Strategy C1**) to communicate enforcement guidelines.

Estimated Costs

\$\$\$ Costs of enforcement are currently unknown. Further discussion regarding format, enforcement hours, and citation fees will be necessary to accurately estimate these program costs.

Relative Effectiveness

- Very Effective. Periodic enforcement provides a visual cue that the on-street parking system is being enforced, leading to customer compliance and a more efficient use of the on-street parking supply.

Equity Considerations

- ** As stated previously, equity in transportation aims to ensure fair access to mobility and transportation networks for all individuals and communities, regardless of their location or mode of transport. This means that parking regulations should consider the impact on all users, including those from underserved populations.

Parking citations are often disproportionately issued in disadvantaged communities. Over-enforcement can result in disproportionate citations and excessive fines. Rethinking the size and shape of enforcement zones, as well as their prioritization, can better align enforcement with city goals.

M6 – Implement Off-Street Parking Permit Program

Action Statement

Consider implementing an off-street parking permit program for downtown employees in a portion of the public off-street supply.

Strategy Description

After implementing time-restricted on-street parking, reassess the use of public off-street parking by collecting parking utilization data to measure turnover and better understand how it is being used and by whom. It is assumed that once time limitations are in place, employees will seek off-street alternatives unless those alternatives also have time limitations (a possible management strategy). Off-street public parking, as outlined in the Guiding Principles, is designed to serve a diverse range of users, including both longer-term visitors and employees.

Employees are typically the first group of users to arrive in a commercial area. If parking is generally unregulated, they will often pick the most proximate and convenient locations. If employees flood the public off-street parking lots, the city (i.e., the parking manager) will have to limit the number of unregulated stalls by initiating time-limited parking in off-street areas.

Alternatively, the city could designate specific stalls for employee use through an interim parking permit program. This would authorize longer-term use of select stalls in specific public lots for employee use for a reasonable monthly cost, allowing the city to monitor and control the number of stalls used by employees. This would begin to monetize the parking supply, demonstrating the economic value of a parking stall. This program would add administrative duties for the future parking manager; however, technological solutions could be employed to minimize administrative time, such as virtual permits that employees can purchase online.¹⁸ Monthly permit fees could be used to offset project administration costs.

Similar to time-limited parking, these permit stalls will require regular monitoring to ensure they are being used properly. It is recommended that public off-street facilities be regularly surveyed to determine overall parking demand. Information derived from the data collection would enable the parking manager to recalibrate the number of permits in each lot, thereby utilizing “interim” permits, whose availability may increase or decrease, or be suspended entirely, depending on documented parking demand.

Implementation Timeframe

Mid-Term

- Assess the user profile of the public off-street parking lots using license plate-based (utilization) data collection methods.
- Based on usage findings, determine whether the parking facility is a suitable candidate for employee parking permits.
- Explore online virtual parking permit vendors that can integrate well with the city’s parking enforcement handhelds and software.
- Create signage that clearly identifies which stalls are for permit use. Stalls do not have to be exclusive to permit users; they can be hybrid stalls that serve both permit users and visitors. However, the signage should clearly state that stalls are for permit use only until an established cutoff time (e.g., 11 AM¹⁹). After the designated cutoff time, the spaces would revert to a regular stall for general use. This way, the city can maximize the efficiency of the public supply, ensuring that valuable stalls do not go unutilized.

¹⁸ There are a number of online vendors that offer turnkey virtual permits that include payment processing, monthly use and financial reports, and push notifications to communicate directly with permit holders.

¹⁹ An 11 AM cutoff provides a generous amount of time for employees to arrive and park for a morning shift. In communities where shops open earlier the cutoff time can be moved back to 10 AM; then the stalls would revert to general use.

Long-Term

- Continue to monitor and assess the parking demand for public off-street facilities to ensure they are serving the priority user group as outlined in the Guiding Principles for parking management.

Estimated Costs

\$\$ Much of the cost associated with this strategy is the time of city personnel to administer and enforce the program. Revenue from parking permit sales will help offset some administrative costs; however, it is unlikely to cover the entire program cost, particularly in the initial stages of implementation. Other costs include an online virtual permit registration and payment processor, which can cost approximately \$8,000 to \$15,000 annually, depending on certain integrated options. Finally, the cost of parking signage should also be factored in, although it is expected to be relatively minimal and is primarily addressed in **Strategy S3**.

Relative Effectiveness

- Effective. This is an excellent parking management tool for leveraging public parking assets to enhance functionality within the larger parking system. It creates the opportunity for the city to allocate a portion of the public parking supply for interim employee use, based on available parking demand data.

Equity Considerations

****** Limiting access to public parking stalls within an already scarce supply raises inherent equity considerations. That is why regular monitoring will be important throughout the life of the interim program. Pricing these spaces would be market-driven, and the cost could disproportionately impact low-income workers. At present, there is no “market” for paid parking in Gresham, but this may change with more growth and infill development occurring within and adjacent to commercial districts. Currently, there are on-street stalls with no time limitations that can serve employee needs, in addition to off-street options. As development continues, there will be ongoing pressure and competition for these limited stalls. It will be crucial for the city to monitor and manage the supply to ensure optimal use, while also considering equity in decision-making.

M7 – Identify Off-Street Shared-Use Parking Opportunities

Action Statement

Identify off-street shared-use opportunities in underutilized off-street lots. Establish goals for transitioning employees to off-street parking, begin outreach to opportunity sites, negotiate agreements, and assign employees to facilities.

Strategy Description

Most off-street parking is in privately owned surface lots. Conducting parking occupancy data collections will help determine where surplus parking exists within the off-street supply. Using existing empty stalls is the most effective way to maximize the efficiency of the town center’s commercial parking supply. Based on the principle that “all parking should be seen as a community resource,” shared uses of privately-owned parking can be identified and pursued.

The target audience for these stalls is primarily employees; shared parking is not typically targeted for customer or visitor use (though it can be in some instances). These are users who will be “assigned” to a specific lot/location on a regular basis and will know which stalls are set aside for shared use. In many cases, there is an agreement that formalizes the arrangement, specifying guidelines on how and when to use these stalls and their value, often leased to a nearby business with a parking deficit.

Generally speaking, lots with 15 or more spaces with less than 55% occupancy present ideal opportunity sites for shared parking. This is an untapped resource for “getting the right parker to the right stall” —in this case, transitioning employees (and possibly downtown residents) to off-street facilities.

With on-street time limits in place (**Strategy M4**) and code changes completed (**Strategy P2**), interest and opportunities to better utilize (and share) off-street parking should increase. Creating a shared-use strategy and program, coordinated with the DPWG and the HDGA, is recommended. This strategy is best implemented in a peer-to-peer arrangement. The city can assist interested parties with furnishing parking occupancy data, but should allow the private sector to establish its own terms.

Implementation Timeframe

Mid-Term

- When evaluating public off-street parking for **Strategy M6** (above), also include conducting occupancy counts for private facilities. Most of this information can simply be gathered from the sidewalk.
- Based on the results of the occupancy study, develop a shortlist of opportunity sites and identify the owners.
- Initiate outreach to owners of private lots.
- Encourage HDGA or other peer groups to negotiate shared-use agreements for those in need of off-street parking.

Long-Term

- Obtain agreements from businesses to participate and assign stalls to affected employees.
- Implement an ongoing program. Continue to seek out shared-use sites with updated occupancy data.

Estimated Costs

- Costs associated with this strategy would include efforts to leverage existing staff and/or partnerships with community groups to identify opportunity sites and to conduct outreach to potential private-sector participants. The City may determine that funds are needed to create incentives and/or improve the condition of facilities and connections.

Relative Effectiveness

- Effective. The City cannot expect that all future parking demands (visitor and employee) will be served on-street. Existing off-street resources are the most cost-effective solutions to short and mid-term growth.

Equity Considerations

- * Given that this strategy encourages private sector assets not under public control, it is more challenging to require equity considerations. However, the City can shape the conversation by stating equity values and encouraging these considerations in private agreements.

M8 – Conduct Routine Data Collection

Action Statement

Develop a reasonable data-collection schedule to assess the performance of the parking system and the effectiveness of implemented parking management strategies.

Parking information can be collected in samples, and other measures of success can be gathered through third-party data collection and/or volunteer processes to reduce costs.

Strategy Description

A foundational element of this parking management manual is to facilitate good decision-making with accurate data. The Guiding Principles recommend using the 85% Rule (i.e., occupancy standard) as outlined in Section 4, "Measuring Performance." Using this base-level standard will legitimize and provide transparency in the data findings, and will assist the City and community in separating the reality of parking performance from perceived issues.

As such, a schedule for routine data collection should be established. Initially, both time utilization (using license plates) and occupancy (counting parked cars) survey methodologies should be used to provide the most detailed information possible. It will be important to use the same methodology consistently to facilitate direct comparison of the findings from each data collection with subsequent data collections. The system does not need to be elaborate, but it should be consistent and structured to answer relevant questions about occupancy, seasonality, turnover, duration of stay, patterns of use, and enforcement.

Parking information can be collected in samples, and other measures of success can be gathered through third-party data collection and/or volunteer processes. The City can utilize data and stakeholder input to inform decisions, track usage, and measure success.

Implementation Timeframe

Short-Term

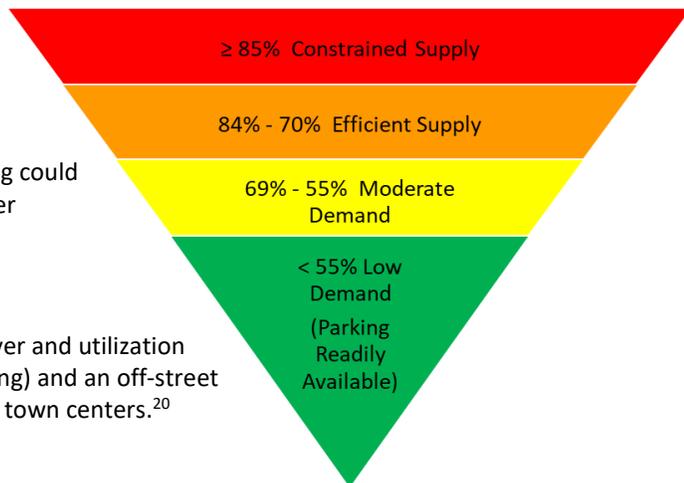
- The parking manager will develop a data collection schedule to monitor parking performance. For transparency, scheduling could be done in conjunction with HDGA or other community groups.

Mid-Term

- Conduct a study specific to parking turnover and utilization of on-street (related to time-limited parking) and an off-street occupancy study in commercial areas and town centers.²⁰

Long-Term

- Conduct occupancy and/or utilization updates at least every two years.



Estimated Costs

\$\$ The estimated cost of a data inventory and turnover/occupancy study, conducted by a third party, would range from \$18,000 to \$28,000. Costs can be minimized in subsequent surveys by utilizing the inventory and database developed for the first effort, as well as by employing volunteers to collect data. Ideally,

²⁰ See Footnote 2. The 2023 parking data collection effort can serve as a baseline occupancy data set for comparative information derived from this Mid-Term action step, however it does not provide detailed information that would be included in a utilization (turnover) data collection effort.

over time, parking revenue from the on- and off-street public parking programs would partially or fully cover the cost of updates.

Relative Effectiveness

- Very Effective. It is essential that the City use accurate data to support well-informed decision-making regarding the performance and improvement of the parking system.

Equity Considerations

- * As this is a measurement of parking system performance, equity considerations are minimal. Prioritization could be given to a third-party consultant that is women- or minority-owned, or to an emerging small business.

M9 – Explore Residential & Commercial Parking Permits

Action Statement

Develop and implement an on-street parking permit program for residential and commercial areas to manage parking demand and improve accessibility. The program is intended to prevent parking spillover from commercial areas into residential areas and vice versa.

Strategy Description

This strategy involves creating a permit system that allocates select on-street parking spaces to residents and employees in designated areas. The permits will be issued based on specific criteria, including home address, business employment location, and vehicle license plate number.

Within business districts (commercially zoned land), the City could choose to issue interim permits²¹ to employees to park at specially signed/designated stalls. Monthly employee parking permit rates would vary depending on demand, administrative costs, and enforcement. The goal would be to price permits to, at a minimum, cover the costs of administering and enforcing the program effectively, and to keep the program cost-neutral. However, as demand for permits increases, the City should consider raising the monthly rate to more closely align with the prevailing parking rate within the area (if applicable).

Conversely, on-street permits could be issued to residents in designated areas adjacent to commercial districts where employee or customer parking is encroaching on street parking in residential neighborhoods (zoned residential). Pricing for residential parking permits would follow a similar cost-neutral approach; however, it would not be subject to market-rate forces (such as increased demand) that may occur in the employee permit marketplace. Both permit districts would be well-signed, with time-limited parking “except by permit,” to clearly indicate to users how this area is different from other, less-regulated locations.

Implementation Timeframe

Long-Term

- Establish participation criteria for the corresponding permit parking area (commercial or residential).
- Map and properly sign designated locations as “or by permit” locations.
- Establish an initial price point for parking permits to maintain the cost neutrality of the program.
- Identify an online payment processing vendor who can manage recurring monthly payments tied to personal license plates.

This strategy could be implemented on a faster timeline (mid-term) if there is sufficient demonstrated demand for permits or if prolonged commercial parking in residential areas becomes a more pressing issue.

Estimated Costs

- § **There are some modest costs associated with implementing this strategy, including an online permit vendor, street signage,** ongoing administration, coordination with parking enforcement, and related communications.

²¹ It is important that use of on-street parking in commercial districts for long-term parking does not create conflicts with the Guiding Principle for Priority Users, which intends to preserve on-street parking for customers and visitors. As such, employee or residential parking on-street permit programs should only be considered (1) in underutilized areas, documented through data collection, within a commercial district, (2) priced in a manner that does not compete with market rates within the private supply, and (3) as an interim allowance that can be phased out as demand requires to assure customer access. The approach to on-street permits in residentially zoned areas, where residential parking is prioritized would allow for long-term permits on-street in residential zones experiencing access constraints and/or overspill from commercial areas.

Relative Effectiveness

- Effective. Permit programs can be an effective tool to combat nuisance parking in residential neighborhoods or to expand authorized employee parking by tapping a surplus on-street supply, without the need to build more expensive surface or structured parking alternatives.

Equity Considerations

- ** Limiting access to public parking stalls within a scarce supply raises inherent equity considerations. That is why regular monitoring will be important throughout the interim program's life. Pricing employee permits would be market-driven, and the cost could disproportionately impact low-income workers. At present, there is no "market" for paid parking in Gresham, but this may change with more growth and infill development occurring within and adjacent to commercial districts. Currently, on-street stalls with no time limitations are available to meet employee needs, in addition to off-street options.

6.4 Signage Management Strategies

S1 – Stripe Managed On-Street Parking in the Commercial Core

Action Statement

All on-street parking on commercial streets (west of NW Hood Avenue) should be clearly striped. This will create better order and convenience for users.

Strategy Description

This strategy is initially focused on implementation in the western half of downtown, but it should also be applied to other commercial areas or town centers that need managed on-street parking. It is anticipated that the number of managed commercial areas will increase as the community grows, accompanied by more intensive urban development.

Effective striping will communicate “you can park here,” reduce vehicle damage incidents, and facilitate compliance. Striping enhances the user experience by creating a sense of order and safety in the on-street parking environment. It can also improve the overall capacity of the supply.

Simple “T” and “L” lines can be painted to give users a quick visual cue to stall locations. This effort would benefit from the input of the Downtown Parking Work Group (**Strategy M2**). It should be done in coordination with any signage associated with time limits in the downtown (**Strategy M4**).

As Gresham’s centers continue to experience higher parking demand in the commercially zoned areas (i.e., Rockwood, Civic), on-street striping should be considered, as it will also signal to drivers that a higher level of parking management is in place in the area.

Implementation Timeframe

Short-Term

- Identify areas of needed improvement.
- Stripe managed on-street commercial areas where customer parking is allowed.

Mid-Term

- Assess the need for additional on-street striping in additional commercial areas.
- Update and refresh, as necessary, to maintain an ongoing level of quality and visibility.

Long-Term

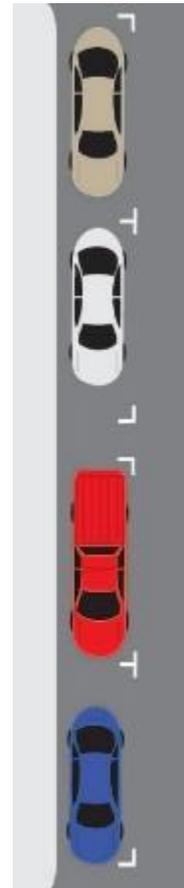
- Extend on-street striping in additional commercial areas within Gresham where managed parking is warranted.

Relative Effectiveness

- Effective. Communicates “you can park here,” creates order, and enhances safety.

Estimated Costs

- In a previous study conducted for Prineville, Oregon, the city estimated that it spends \$215 per block face to stripe parallel parking in its downtown area (see the striping pattern in the inset graphic above right). Using this estimate, a budget of \$11,180 for on-street stripe upgrades and maintenance would accommodate about 52 total typical city block faces (the commercial downtown area west of NE Hood Avenue). This budget is likely to decrease as routine maintenance is implemented.



Simple format for on-street striping

Equity Considerations

- * There are several equity considerations to consider when it comes to on-street parking striping. However, any new parking signage (**S2**) that is accompanied should be properly located to avoid inadvertently leading to citations and/or confusion among all users. Additionally, any new ADA stall striping or signage (**Strategy M2**) should not conflict or create confusion with the new parking striping.

S2 - Install Time-Limited Parking Signage

Action Statement

Initiate customer-prioritized on-street commercial parking supply in Downtown. The on-street parking on *commercial* streets (west of NW Hood Avenue) should be signed with a 3-hour time limit to increase parking turnover, preserve these stalls for visitors and customers, and reduce employee parking on-street in these high-demand areas. This will create better order and convenience for users.

Strategy Description

The majority of on-street parking in downtown Gresham is “No Limit,” meaning that anyone can park on the street for an unlimited amount of time. Without time limits, users (including employees) can stay for hours without moving their vehicle. Gresham’s current reliance on “No Limit” parking in commercial centers is unusual for areas planned for and reliant on robust visitor activity.

On-street time limit signage, in coordination with parking striping (**Strategy S1**), provides a visual cue to customers and visitors that the commercial area encourages users to come, shop, and then continue on their journey. Drivers wishing to stay longer than the time limit can either park on-street in a nearby no-limit area or park in an off-street lot.

Effective time limit signage ‘plants a flag’ within downtown Gresham, indicating that the commercial on-street area will aim to increase turnover, preserve the stalls for customers/visitors, and reduce the number of long-term parkers on-street (employees). This strategy will also have an evolving impact for encouraging alternative mode use by those with longer-term stay needs.

Data collection (**Strategy M8**) is an important element to ensure that the time limits are the appropriate length for the downtown area. Additionally, data collection is crucial to determine if and when future on-street time limits may be warranted in other commercial areas within Gresham.

Implementation Timeframe

Short-Term

- Identify exact signage locations for the commercial area west of Hood Avenue.
- Coordinate with the on-street striping (**Strategy S1**) as well as any on-street changes associated with the ADA stalls (**Strategy M2**).

Mid/Long-Term

- Continue to maintain on-street signage.
- Assess the need for additional on-street time limits in other commercial areas as needed.

Relative Effectiveness

- Very effective. Quickly prioritizes on-street commercial stalls for short-term users (customers and visitors).

Estimated Costs

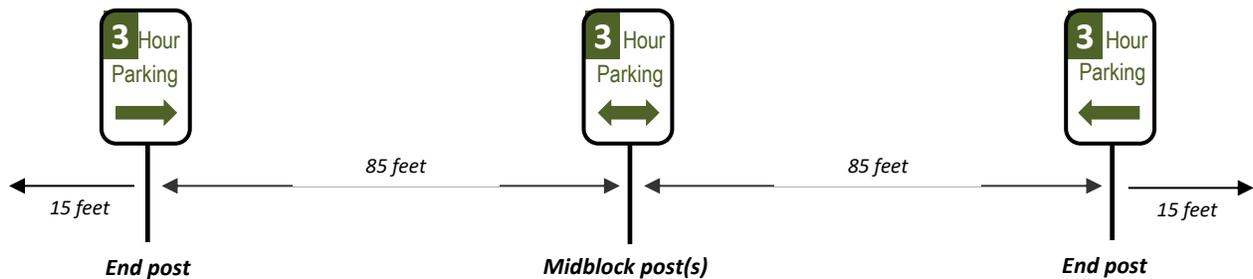
- \$\$\$ Based on recent information from other cities (Oregon and California), the estimated per-unit cost for time-limit signage installation is approximately \$300 per unit, plus transportation costs. Assuming 55 total



Examples of on-street time limit signage.

block faces and 487 parking stalls, installing all new signage would cost approximately \$49,000²² plus related transportation costs.

- A base standard signage package for a block face consists of three (3) poles with blade signs, one at each end of the block with arrows pointing inward and one mid-block pointing in either direction (see example graphic below).
- Blade sign – standard time limit sign = \$30
- Pole – breakaway signpost (anchor bolt flange) = \$100
- Sign brackets (2 per sign) = \$10
- Labor – installing new poles = \$106 / unit
- Labor – installing new signs = \$53 / unit
- Transportation – vehicle cost per hour = \$11 / hour



Equity Considerations

- ** Despite the overall intent of creating on-street turnover and prioritizing the customer or visitor through time limit signage, there can be unintended consequences, as this may negatively impact some individuals. Time limits set a limit on how long a person can legally park, allowing citations to be issued for illegal parking. Unfortunately, this can have a disproportionately negative impact on lower-income users. To alleviate concerns, the City and its partners may want to consider implementing an outreach and education marketing campaign when and where time limits are introduced in Gresham. Raising awareness may help people find the right parking stall for their vehicle.

²² This assumes all new poles and blade signs. If existing poles can be reused it would result in some level of savings.

S3 – Install Customer & Permit Signage in Public Off-Street Facilities

Action Statement

With on-street commercial parking prioritizing short-term stays (typically 3 hours within the downtown core), the public off-street lots offer an opportunity to accommodate visitors with longer-term stay needs. The installation of ‘4-Hour customer parking or by permit’ would allow longer stays for customers and visitors, and, if demand is low, for employee permits on an interim basis. By managing both on- and off-street public parking, users will be better able to find the right stalls for their needs.

Strategy Description

Currently, the public off-street parking supply in downtown Gresham serves a variety of users, with some lots becoming constrained early in the day, leaving little opportunity for vehicle turnover. Customers searching for off-street parking do not have a viable option.

By managing the off-street supply with the addition of signage for ‘4-Hour customer parking or by permit’, the off-street supply acts as a relief value for the on-street supply. Additionally, working with **Strategy M8**, data collection will provide accurate information on parking demand for off-street lots. If demand is low, some select stalls may be utilized for interim employee use (through a City permit program). It is important to note that this program is interim, not permanent, and based on actual demand.

Implementation Timeframe

Mid-Term

- Work with DPWG to help identify and prioritize off-street public parking lots.
- City staff to identify candidate lots for permits (if any)
- Sign design and installation (in conjunction with **Strategy S1** and **S2**)
- Ensure that all managed changes to the public off-street supply are integrated into the City’s parking website (**Strategy C2**) and any corresponding marketing materials.
- Assess parking demand through data collection efforts (**Strategy M8**) to inform permit allocations.

Long-Term

- Continue to maintain on-street signage.
- Collaborate with the HDGA to inform employers and employees about the employee permit program.

Relative Effectiveness

- Very effective. Quickly prioritizes the off-street parking stalls for users with longer-term stay needs (customers, visitors, and employees).

Estimated Costs

- \$\$ It is estimated that each public lot would cost between \$750 and \$4,000, depending on the number of entries and exits. With 8 public lots, the total cost for public off-street signage would be approximately \$6,000 to \$32,000. The ongoing cost for this task would decrease as costs move to routine maintenance, repair, and replacement.



Examples of off-street permit signage in Leavenworth (WA) and Redmond (OR)

Equity Considerations

- **** By setting time limits on on- and off-street public parking supplies, employees who drive to and from their work site will likely be the most affected by this change. This change may cause employees to search for on-street parking without a limit, rather than purchasing an employee permit. The DPWG, in collaboration with the City, may want to discuss this strategy and ensure that local employees have the opportunity to share their thoughts. Employee education and outreach will be important elements to consider.

6.6 Communication Management Strategies

C1 – Develop a Gresham Parking Brand

Action Statement

Develop a signage package with a unique logo to integrate the public into the on- and off-street parking system. Install the new signage package consistent with a new logo and recommended time limit format (**Strategy S2**). This brand should represent the City of Gresham and be used as additional parking management areas emerge.

Strategy Description

The City of Gresham does not have a logo or brand specific to parking. The city's seal features a reflection of Mt. Hood, and the current parking signage is generic (green and white). With the implementation of time limit signage (**Strategy S2**), a more robust and customized brand should be developed. Key elements for many parking brands are straightforward for simplicity and understandability, which convey a "customer-friendly" access environment.

For this reason, the City should develop a parking logo (or brand) for all public parking by creating a name, symbol, or design that clearly identifies all public parking and can be communicated through signage and marketing. This brand can then be used on- and off-street, and ideally as part of a future parking wayfinding system throughout downtown. It can also be incorporated into marketing and communications efforts, such as maps and websites (see **Strategy C2**).

A simple, stylized "P" should be created and consistently used throughout the public parking system as the parking brand. This is a very easy and cost-effective approach used by other cities. Examples from Albany, New York, Seattle, Washington, and Sacramento, California are shown on the right.²³

Implementation Timeframe

Short/Mid-Term

- With the DPWG and possibly additional outreach, develop and create a simple yet recognizable logo to be incorporated into the implementation of new signage developed by the City.
- Initiate a survey of all existing parking signage and estimate the number of new signs based on a standard configuration per affected block face and off-street (see **Strategy S2 and S3**).

Relative Effectiveness

- Very effective. It is hard to overemphasize the importance of branding a community's public assets. It creates assurance for the public that they are parking in a publicly managed facility with clearly defined signage. It fosters a sense of confidence among users that they can park without fear of a citation (provided they comply with posted signage).

Estimated Costs

- \$ A stylized "P" logo or brand could be developed in-house at a low cost. A contract with a private graphic designer could cost less than \$10,000 for a simple logo or brand.



ParkAlbany



MORE PARKING. LESS CIRCLING.
DowntownSeattleParking.com



²³ The Seattle logo was also a simple way to connect users into Seattle's electronic parking guidance system and other parking information available online, creating not just the simple "P" but a byline tag as well.

Equity Considerations

- * Working with the DPWG, all stakeholders can contribute to the branding effort. If particular voices are not heard, a larger effort (survey, workshop, tabling) may provide opportunities for more equity to be built into the process. The goal would be for a brand that is inclusive and truly representative of the people of Gresham.

C2- Enhance Parking Information Website

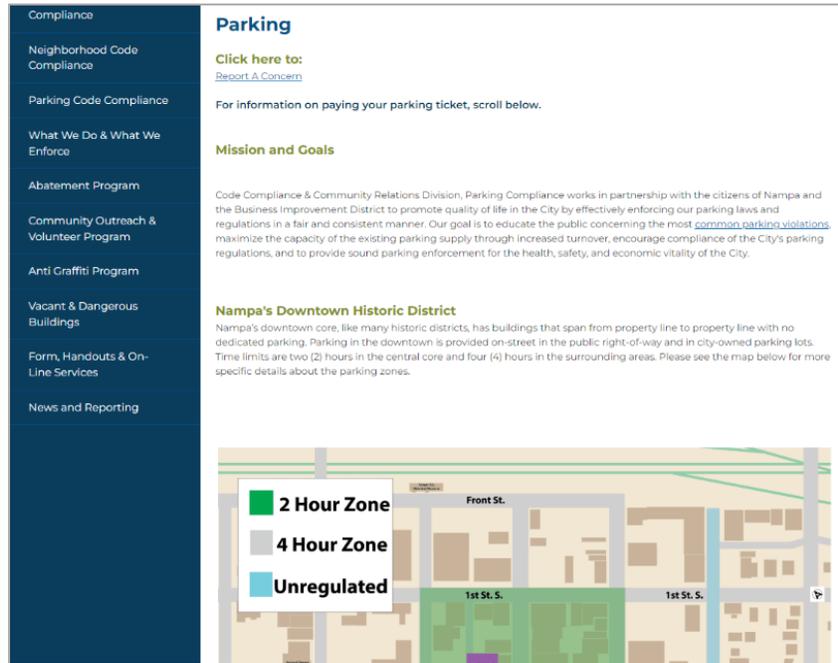
Action Statement

Design, create, and upgrade the existing parking website with customer and employee information. As additional parking management tools are utilized, additional pages or tabs can be added to the website. Ideally, the website is consistently updated with the latest information.

Strategy Description

Effective communication with the public, including locals, visitors, and employees, will be crucial to the success of parking management strategies. Parking locations, time limitations, hours of operation, and connections to transportation options should be marketed and communicated via a continually updated City website.

The more information people have about parking, the better. Piggybacking on **Strategy C1**, the City's parking logo should be incorporated on the website. The City of Nampa, ID, effectively conveys helpful parking information on its website, along with links to other related topics (as illustrated in the graphic to the right).



City of Nampa's Parking Website

Implementation Timeframe

Short-term

- Assemble and curate all parking-related information for employers, employees, visitors, and residents. This should be done with the goal of being transparent regarding goals, policies, guiding principles, regulations, data, and decision-making processes.
- Working with the DPWG and City staff, create and launch the website.

Ongoing

- Keep website information current as changes to the on and off-street parking occur.

Relative Effectiveness

- Very effective. Effective communication is crucial to the long-term success of a public parking system. It provides critical information about the system's use, including the purpose and importance of parking management, and demonstrates to the public the city's transparent approach to valuing the public asset, making it accessible and efficient for users.

Estimated Costs

- \$ The costs associated with designing and deploying a coordinated, well-maintained webpage are estimated at between \$8,000 and \$15,000. Cost variations depend on the website's complexity and the frequency of updates required to reflect current parking management practices. The City should host the website.

Equity Considerations

- * Parking terms and definitions can get confusing quickly. To this end, ensure that the website is user-friendly and simple, utilizing graphics, pictures, and charts to help define or reinforce messages. Additionally, phone contact information should be listed on the website, allowing individuals to reach out if they have follow-up questions, need clarification, or are unable to find the necessary information.

7.0 Strategy Timeline

To better understand how and when all of these strategies are implemented in Gresham, the table below provides a large-scale visual chart of the different strategies on a timeline (short-term, mid-term, and long-term). Although these strategies are not meant to be prescriptive or iterative, a certain logical structure and coordination among strategies are built into the timeline.

Again, despite the DPWG's primary focus on downtown Gresham, this manual can and should serve as a template for the City of Gresham as its commercial centers grow and develop. The parking management tools outlined in this manual provide a roadmap for when and how to implement particular strategies. Key ingredients for the continued success of any effective parking program include community input, current local data, effective communication and outreach, and proactive management. Equity impacts should always be considered throughout the process to mitigate challenges faced by vulnerable populations.

Table 3, next page, provides an overview of an approximate timeline for strategy implementation.

Table 2: Parking Management Strategy Implementation Timeline

Parking Management Strategies			Implementation Timeline								
			Short-term			Mid-term			Long-term		
Category	Details		6 M	12 M	18 M	24 M	30 M	36 M	42 M	48 M	54 M
P1	Policy	Codify Guiding Principles for parking									
P2	Policy	Adopt parking code updates									
P3	Policy	Define downtown parking management district boundaries									
P4	Policy	Continue to convene the DPWG									
M1	Management	Ongoing weekly management									
M2	Management	Assess ADA on-street parking locations									
M3	Management	Assess public off-street safety standards									
M4	Management	Time limit on-street parking within commercial districts / town centers									
M5	Management	Initiate periodic parking enforcement									
M6	Management	Implement an off-street parking permit program									
M7	Management	Identify off-street shared-use parking opportunities									
M8	Management	Conduct routine data collection									
M9	Management	Explore residential and commercial parking permits									
S1	Signage	Stripe managed on-street parking spaces in the commercial core									
S2	Signage	Install time-limited parking signage									
S3	Signage	Install customer & permit parking signage in public off-street facilities									
C1	Communication	Develop a Gresham parking brand									
C2	Communication	Enhance the City of Gresham’s parking website									

8.0 Summary

This Parking Management Manual (PMM) provides tools and guidelines for managing parking in congested commercial districts, such as downtown Gresham, the Civic Center, and Rockwood. The manual outlines guiding principles for parking management, which, along with accurate parking utilization data, inform when and how specific strategies should be implemented. These strategies, developed through discussions with the Downtown Parking Working Group, city staff, and community feedback, aim to make efficient use of public parking resources.

The main section of the PMM focuses on specific parking management strategies designed to optimize the efficient use of the city's public parking resources. The manual recommends management strategies that directly address Gresham's emerging parking issues through data collection, observation, best practices assessments, research, and stakeholder input. Strategies are implemented in a logical order, ranging from short-term to mid-term and long-term, with estimated costs provided where applicable. Each strategy is also framed in terms of its equity implications, highlighting aspects the City should consider when implementing it.

These strategies were developed through collaboration and input from various stakeholders, including the Downtown Parking Working Group, city agency staff, and feedback received from the parking and transportation survey. Additionally, insights were gathered from two open houses held during the public engagement process.

It is crucial to recognize that these strategies are not limited to the downtown area alone. They can and should be applied to other commercial districts or town centers where there is a noticeable increase in parking demand. The implementation of these strategies should be based on a thorough data collection process to measure parking performance, as detailed in **Section 4.0**. This data-driven approach will help determine when and where actions are needed to effectively influence parking behavior. By adopting these strategies, Gresham aims to create a more efficient, user-friendly parking system that reduces congestion and improves the experience for residents, visitors, and businesses.