



Corvallis Parking Program Audit White Paper #2: Rates & Fees

June 2020 (v7)

Prepared for:

City of
Corvallis Oregon

Prepared by:

RICK WILLIAMS CONSULTING
Parking & Transportation

Contents

Contents	i
1.0 Executive Summary	1
2.0 Introduction	3
3.0 Best Practices – General Parking Management	4
3.1. Access Goals	4
3.2. Identifying Priority Users	4
3.3. The Role of Zoning	5
3.4. Measuring Performance and Demand	5
3.5. The City’s Role in Parking	6
3.6. Rate Philosophy	6
4.0 Existing Conditions	8
4.1. Policy and Code	8
4.2. Parking Supply	10
4.2.1. On-Street Parking	10
4.2.2. Off-Street Parking	14
4.3. Citations and Fines	18
4.4. Expenses and Revenues	19
4.5. Peer City Rate Comparison	23
5.0 Recommendations	27
5.1. Parking Fund Organization and Management	27
5.1.1. Separate Line Items	27
5.1.2. Sustainable Individual Programs	27
5.1.3. Reduced Dependence on Accrued Balance	27
5.2. Recalibration of On- and Off-Street Rates	28
5.2.1. Calibrate On-Street Rates	28
5.2.2. Calibrate Off-Street Rates	28
5.3. Parking Rate Policy	28
5.3.1. Target Occupancy Ranges	29
5.3.2. Establish Rate Ranges	29
5.3.3. Establish Minimum Rate District Sizes	29
5.3.4. Route Monitoring and Data Collection	29
5.3.5. On- and Off-Street Rate Coordination	29
6.0 Summary	30



1.0 Executive Summary

Based on a review of peer cities to understand the on and off-street rates and fines, and given best management practices in setting rates, Corvallis has room to recalibrate rates.

Key recommendations to change rates and improve the long-term health of the parking fund are listed below, with a fuller narrative of the recommendations in **Section 5.0**.

Parking Fund Organization and Management

- **Separate Line Items:** Track all contributing elements to the revenue and expenditures for each parking program component separately. For example, isolate parking meter revenue with parking meter maintenance expenditures. This allows for better analysis of how the revenue stream is accommodating the expenditure needs for that component, which in turn would be valuable when considering alterations in either revenues or expenditures to keep things in alignment within each component. This practice is a common best-practice procedure which will provide an effective method to determine effective changes to the City of Corvallis' parking program.
- **Sustainable Individual Programs:** Within the revenue and expenditure analysis, individual programs within the parking fund should strive to be self-sustainable for the overall financial health of the fund. For example, the combined average annual expenditures of 'Police' (Enforcement) and 'Finance' (Municipal Court Expenses) are approximately \$60,000 higher than the revenue derived by 'Fines & Forfeitures' (Ticket revenue). Enforcement should not be subsidized and ideally, the program would be at least cash neutral, if not cash positive.
- **Reduced Dependence on Accrued Balance:** As programs are tracked and line items become more sustainable or revenue generating, the dependence upon the fund balance reserve should be minimized. It is important to maintain a cash balance in the fund as it provides monies for more costly one-time needs (i.e. systems upgrades, parking studies, and leverage for capital improvements.).

Recalibration of On- and Off-Street Rates

- **Calibrate On-Street Rates:** The on-street meter rates are low compared to peer cities. Using actual demand, determine parking rates for the on-street system, ensuring that revenue covers maintenance costs. On-street rates should be correlated to off-street rates (despite a limited supply) to encourage long-term trips in off-street lots.
- **Calibrate Off-Street Rates:** Similar to the on-street meter rates, the off-street permit rates should be reevaluated. Rates should be demand based per lot, meaning rates in the Yellow lot could be significantly different than rates in the Purple lot based on the demand.

Parking Rate Policy

- **Target Occupancy Ranges:** On-street rates should be calibrated based on measured occupancy levels and compared to a set of targets (such as 85%) to determine whether rates are effectively supporting downtown businesses.
- **Establish Rate Ranges:** A rate range refers to the potential rates for a specific area. For example, the new rate policy could allow for rate changes to be carried out administratively as long as they fall within a range established by Council and are based on an agreed-upon data collection process.
- **Establish Minimum Rate District Sizes:** Data-driven rate changes are most effective when they are easily communicated to the public so that travelers are able to decide whether they would prefer to pay a premium to park in a high demand area or pay a lower rate in a lower demand area. Areas that are too small (such as individual blocks) are too difficult to effectively communicate to the public, diminishing the benefit of providing a range of rate options to help redistribute demand.
- **Route Monitoring and Data Collection:** Moving to a data-driven approach to determine rate changes means that parking occupancy data must be collected on a regular schedule to assess the true parking environment. The policy should determine parameters or criteria for data collection efforts (i.e. study area, on-street and off-street stalls, seasonality needs, and hours).
- **On- and Off-Street Rate Coordination:** An effectively managed parking program manages the parking supply as a single system, making sure that the on- and off-street systems work well together and use management strategies that work together to achieve objectives. The new rate policy should also include off-street demand analysis to properly calibrate off-street rates. This will encourage the parking of the right user in the right stall.



2.0 Introduction

The City of Corvallis is interested in learning more about its current parking program. To accomplish this, the City is pursuing an audit format of six key elements of its program.

This White Paper is the second of six audits and focuses on evaluating the City's parking fees and rate procedures. It is intended to explore issues associated with parking rates and fees, assess how other cities structure their rate and fee programs, and consider new ideas and/or strategies that could be implemented to improve Corvallis' program. The audit considers current parking program management practices, policies, and code to make recommendations for improvements based on industry best practices.

3.0 Best Practices – General Parking Management

As a precursor to the more focused topic of rates and fees, it is useful to provide a discussion of general best practices in parking; a “parking philosophy” that gives context to the question of why manage parking or, in this case, manage rates and fees. The parking industry views parking management as a toolbox of strategies to address issues in residential, commercial, industrial, and institutional areas to assure that desired city outcomes and goals for those areas are achieved.

A framework for effective parking management begins with five key elements: Access Goals, Priority Users, Zoning Role, Measuring Performance and Demand, and the City’s Role in Parking. Specific to rates and fees is an additional element which is a simple framework for evaluating rates, a “Rate Philosophy,” that provides a numerical standard for rate setting that is objective and transparent. Arriving at consensus (with the City and stakeholders) on each of these key elements is critical to the selection and implementation of various parking management tools. How communities approach these elements provides context and definition to what tools are employed and how parking management integrates into the vision for an area or district.

3.1. ACCESS GOALS

Understanding the parking system is complex. There are a number of components that work in concert that, if managed properly, can create a cohesive and successful parking system. However, the task of understanding the parking system can be daunting when it is unclear where or how to begin, or when there is not a clear understanding of how the parking system is intended to support behavior change in a downtown, an adjacent district or an emerging corridor.

The City, within its Comprehensive, Transportation Systems and/or Climate Action Plans has established goals which seek to minimize travel by single occupant vehicles to expand the use of transit and other active modes of transportation. The Corvallis Climate Action Plan contains actions to mitigate the effects of climate change. Under the Land Use and Transportation area is item MC-2: *Use parking management strategies to reduce vehicle miles traveled, including pricing and flexibility for developers to support parking near transit, and park and ride facilities.* The formal establishment of such goals provides a baseline from which parking management strategies are “calibrated” and tailored to the unique characteristics and desired outcomes of a community. These goals for access (which includes parking) informs the selection and implementation of parking management tools. They also provide a narrative foundation against which the community can assess the reasoning and timing of decisions to implement or alter strategies for managing parking.

3.2. IDENTIFYING PRIORITY USERS

There should be clarity and agreement in identifying priority users for each portion of the parking system, particularly for publicly controlled on- and off-street resources. With a clear understanding of who has priority to a particular parking spot, policies can be developed that “get the right user to the right space.”



The on-street parking supply is finite and is most preferred by users. If the parking priority users are prevented from using the supply, then the parking resource is inefficient, contributes to conflicts between users and is not supportive of off-street parking or alternative mode options which are more appropriate for users with longer time stay needs. As such, it is important to reiterate that the role of on-street parking should be to ensure access to defined priority users. If on-street parking is intended for visitor access, it is most effective when time limited. If the priority is for employees or residents, then systems need to be developed to ensure that employees and residents are “identified” (e.g., permits) so that other long-term parkers (i.e., employees from out of district, park and ride users) are not monopolizing the supply. This becomes more apparent and critical in areas that have constraints for parking access.

Many cities tend to focus on regulation of new private parking developed off-street (a code-based approach) and do not take active measures to manage public on-street parking assets (a management-based approach). There are many factors that underlie this situation – cost, time, etc. – but the basic relationship between an efficient system of access and land use is best served by parking management that clearly identifies priority users and tools like time stays, rates and fees, permits and enforcement to get the right vehicle to the right stall.

3.3. THE ROLE OF ZONING

The most commonly held basis for determining priority use of parking is zoning. For instance, if base zoning in an area is residential, then the “priority” for access to any on-street parking in the zoned area would be residents and their guests. If the area is zoned commercial or mixed use, with requirements for active ground floor uses, then the “priority” would be for short-term visitor access to ground floor uses. If an area were zoned industrial, the priority could be for long-term employee parking associated with industrial businesses. Of course, there are variations to this, but the point remains that zoning is a very simple platform from which to begin the process of prioritizing parking. To this end, management strategies are directly tied to the priority (e.g., residential/business permit programs for neighborhoods/industrial areas and timed/priced parking in retail/commercial areas were turnover best serves the adjacent land uses).

3.4. MEASURING PERFORMANCE AND DEMAND

Performance monitoring is an important part of successful parking management. Many cities implement parking programs without setting aside the resources to monitor the outcome of the changes. This makes any evaluation of the results of the program difficult. A good monitoring program should follow the following steps:

- Develop a monitoring program prior to implementing any changes in parking policies.
- Collect solid baseline data of “before” conditions prior to implementing changes.
- If possible, design the parking program and monitoring plan in a way that will allow the isolation of the impacts of specific policy changes.
- Practice regular (annual, bi-annual) parking data collection and analysis, quantifying metrics for occupancy and utilization in both the on and off-street supplies.



- Analyze data within the context of changes in population, employment, and economic activity in a study area.
- Use the monitoring plan and data to help revise and update parking policies as needed.

Good data leads to good decision-making. This is especially true when data is tied back to established access goals and accommodating priority users. The City should have a clear sense of its commitment to data collection as appropriate to each selected corridor.

3.5. THE CITY'S ROLE IN PARKING

The complexity and strategic format of any parking management plan is shaped by the role—large or small—that the City itself plays in its implementation. At present the City of Corvallis plays a very active role in the management of parking in downtown and its adjacent neighborhoods. It controls the on-street system through time limits, rates, and enforcement (as well as permit programs). It has also defined a role for itself in owning and managing off-street parking assets in the downtown.

Cities grow, in density of land use, residents, employment and visitors over time. As such, the need for parking management may expand into areas of the City where parking management resources are not devoted at the level that now exists in downtown. To successfully address these challenges, the City will have to play a larger role and take on greater responsibilities than it has historically in these new and developing areas. This can include policy guidance, adjustments in regulatory standards, active supply management, development of parking supply, and funding. Clear guidance from the City on its role and responsibility in these areas will be necessary to enable appropriate strategy choices and resource management going forward.

3.6. RATE PHILOSOPHY

Rates and fees provide a tool to manage finite downtown parking supplies more effectively for different users who often compete for the same parking stalls. In Corvallis, off-street permit parking and the RPD program have been options the City has used to control user access into parking supplies, ensuring that the right user is in the right stall. Hang tags or bumper tags have become an easily recognizable means to identify permit users in parking facilities.

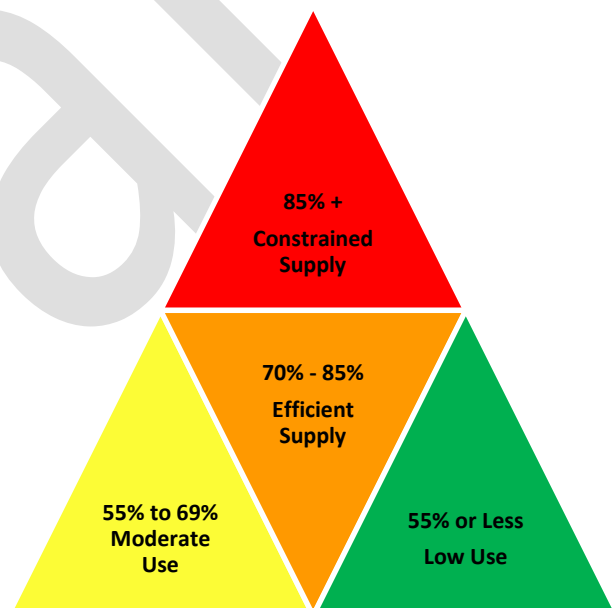
To manage the parking system, many municipalities adopt the 85% parking standard. This standard, encouraged by Professor Donald Shoup (UCLA), has become the standard from which to manage parking supplies effectively and equitably. The 85% rule essentially states that once parking demands within a set boundary exceed more than 85% of the available parking supply (by measuring parking “occupancy”), more aggressive parking tools should be deployed to ensure that users are able to find parking without having to continuously circulate. In very constrained downtown parking environments where parking demands frequently exceed supply, it is often beneficial to implement time restrictions, increase enforcement, or move to a paid parking environment to manage demands more effectively.



With a paid parking system in place, as in Corvallis, the 85% can be used to inform when and where parking rates should be adjusted. Adjustments using the 85% rule can and should be made to both on-street and off-street paid supplies, including in the RPDs. When parking demand data demonstrates that certain areas consistently exceed 85% occupancy during peak hours, parking rates should be increased to incentivize users to consider lower cost areas with lower levels of parking demand. Similarly, when demands are consistently low in certain areas, even during peak times, a parking rate reduction might be considered to help redistribute demand. By providing users with multiple rate options calibrated to focus on maintaining parking availability even during peak times, all users benefit from having multiple options with less time spent circulating in search of parking. Further, when a data-driven parking rate policy is coordinated with a strong Transportation Demand Management (TDM) program, impacts can be seen in reduced greenhouse gas emissions and possible reduction of Single Occupancy Vehicles (SOVs). Parking revenue should not be considered a factor when raising or lowering rates, as paid parking is simply a means to encourage the right user to park in the right stall, thereby truly managing the entire parking system.

Parking management can come in several different forms; however, the City of Corvallis' code indicates that parking fees should be used as a tool to manage or regulate the "traffic upon the public street." In other words, fees are a mechanism to manage and to be supportive of the built environment rather than a means to support City revenue. This finding is in line with industry best practices and should be understood when rates are reexamined. Further, revenues from any rate changes should continue to be isolated to the Parking Fund, ensuring that parking revenue and expenditures are accounted for properly.

Managing parking within the framework of these best practices elements supports efficiencies within the parking system, ensures parking is available for priority users and informs strategic decision making.



4.0 Existing Conditions

Corvallis has a variety of parking options in for customers, employees, and residents. Most of the downtown on-street supply is designated as free customer parking (9:00 AM – 5:00 PM, Monday - Saturday) with a 3-hour or 30-minute time limit to discourage long term employee parking in this area. The remaining on-street stalls downtown are a variety of metered stalls and unrestricted spaces. On-street metered parking is also available along NW Monroe, NW/SW 15th, and NW 16th Streets. A variety of time limits are available, ranging from 24-minutes to 10-hours. Metered parking as well as permit parking provide an effective means to manage the on- and off-street parking supplies. Residents located within Residential Parking Districts (RPD) can apply for on-street permits, which prioritize the on-street stalls for residential use. Revenue derived from rates and fees are captured in the Parking Fund which support the parking system operation including staff, enforcement/legal, and capital improvements. The separate accounting of parking-related revenues and expenses was established over 30 years ago.



The City of Corvallis' dedicated parking fund, which tracks both revenue and expenditures of the on- and off-street parking system is an *industry best practice*.

The Parking Fund supports operations in three departments:

- **Public Works**, which performs parking lot, parking stall, meter, and signage maintenance; parking management; permit sales; and meter revenue collection;
- **Police**, which performs parking enforcement (monitoring behavior and writing citations); and
- **Municipal Court (Finance)**, which handles the adjudication of the parking fines.

4.1. POLICY AND CODE

Policy and code informing the City's parking meters are embedded in the Municipal Code in Chapter 6.11, sections 6.11.010 – 6.11.380. Chapter 6.11 provides definitions, maps, and regulations regarding the on- and off-street systems including meters, time stays, permits, violations, and restrictions. The policy/code was last updated in December 2019 and can be found on the City's Public Works website¹. The website also provides information on parking meter installation, hours, purpose of parking fees, etc.

¹ https://library.municode.com/or/corvallis/codes/code_of_ordinances?nodeId=TIT6TR_CH6.11PAME

Parking Meter Fees

The purpose of parking fees is outlined in Section 6.11.160 – Purpose of parking fees, establishment of account. According to the code, meter fees are assessed to:

- *‘Provide for the proper regulation, control, and inspection of traffic upon the public streets;*
- *To cover the cost of supervising, regulating, and inspecting the parking of vehicles upon the public streets;*
- *To cover the cost of placing and maintaining lines or markings designating parking spaces on the public streets;*
- *To cover the cost of the purchase, supervision, protection, inspection, installation, operation, maintenance, control, and use of the parking meters installed’.*

The Municipal Code requires that a special account will be created and maintained for parking meter fees, and the revenue will be devoted exclusively to those purposes.

Parking Permit Fees

The revenue derived from the permit parking fees is outlined in Section 6.11.270 – Off-Street parking permit revenue account. According to the code, revenue received shall be:

- *‘accounted for separately and shall be used for off-street parking purposes’.*

Parking Citations

Parking citations are also a component of the Parking Fund. Section 6.11.210 outlines the ‘Fines and delinquent penalties’, with the minimum fine for exceeding the time limit being \$10.00. In FY 2018-2019, this type of citation accounted for 52% of the citations given by Parking Enforcement. Citations can be as high as \$160.00 (parked in or blocking a disabled zone or van access aisle).

Parking Fund

Parking funds dedicated to covering the actual costs associated with the operation, capital costs, and maintenance of the parking system are not uncommon in many cities and towns with parking meters, fees, and permits. Ensuring that expenditures are met through revenues is an important component of maintaining a sustainable operation and is outlined in the City code. Further, the code indicates that parking fees should be used as a tool to manage or regulate the ‘traffic upon the public street.’ In other words, fees are a mechanism to manage and to be supportive of the built environment rather than a means to support City revenue. This finding is in line with industry best practices.



4.2. PARKING SUPPLY

Table 1 provides a breakout of the number of on- and off-street marked parking stalls which account for the parking options managed by Public Works.

Table 1: Public Works Parking Supply

Stall Type	Stall Type	Stall Count	Percent of Total
On-Street	Free – Time Limited	538	34%
	Downtown Meters	644	41%
	NW Monroe Meters	63	4%
	NW/SW 15 th and 16 th Meters	12	>1%
Off-Street	Unrestricted	198	12%
	Free – Time Limited	119	7%
	Permit	36	2%
TOTAL		1,610	100%

4.2.1. On-Street Parking

Time Limited Parking

The core of downtown Corvallis has free on-street parking with a 3-hour time limit, enforced from 9:00 AM to 5:00 PM Monday through Saturday. There are approximately 538 time limited free on-street stalls within the downtown. The stated purpose of this free downtown parking core is to serve customers; no employees, residents, or students may park within this area while at their place of employment, residence, or educational institution during these restricted hours². Further, no registered hotel guests may park in the public areas of the free parking while staying downtown.

To assist with enforcing this provision, the City may request the name, address, and license plate of any individual who lives, works, or is a student at an educational institution within the free parking area³. The City may then use this vehicle information to monitor whether the vehicle is parked illegally. This allows the City to impose different parking fines based on user type. A more detailed description of the different citations can be seen in the Enforcement section below.

Metered Parking

There are 719 on-street metered stalls in the downtown core and 75 on-street metered stalls along NW Monroe Street including NW 15th, SW 15th, and NW 16th Streets. Unlike in many cities where the entire downtown core is metered, Corvallis maintains a free, time restricted core with metered parking on the edges of this free customer parking area. The majority of the on-street paid system are single-head coin operated meters. There

² Code Section 6.11.300

³ Code Section 6.11.310

City of Corvallis Oregon

are four pay stations; two located on First Street between Van Buren and Monroe, one on Washington Avenue, and one at the Corvallis Benton County Public Library. Each station serves between 30 and 48 stalls. These stations are either 2-hour or 10-hour time limited stalls. Meter rates vary, with a maximum of \$1.50 for a 10-hour stay (\$0.15 per hour). A description of the different metered time limits follows a map illustrating the locations of the free on-street customer parking and the meters in the downtown core of Corvallis in **Figure A**. **Figure B** contains a similar map for the meters along NW Monroe Street including NW/SW 15th and NW 16th Streets.



There are five different on-street metered stall time limits: 24-minute, 1-hour, 2-hour, 4-hour, and 10-hour. A complete breakout of stall type, meter type, stall count, and meter fee are provided in **Table 2**.

The on-street parking meter rates were last adjusted in 2008 after four public meetings and City Council approval. Prior to that rate change, rates had not been changed since 2000, and prior to that since 1992.

Time limits are posted on the side of each meter as well as on top of the glass window of the meter.⁴ Also, each meter displays the number of minutes for each coin deposited. The different time limits are color coded as such:

- **Green:** 24-minute limit
- **Blue:** 1-Hour limit
- **Red:** 2-Hour limit
- **Black:** 4-Hour limit
- **Yellow:** 10-Hour limit

The last meter rate adjustment in the City of Corvallis was done in 2008. Industry best practices encourage *routine rate adjustments* (typically every 2-years) to remain responsive to the ever changing on-street demand.

Table 2: Inventory of On-Street Parking by Stall Type

Stall Type	Meter Type	Stall Count	Percent of Total	Hourly Rate
24 Minute	Single Head	24	3%	\$0.63 ⁵
1 Hour	Single Head	72	10%	\$0.50
2 Hour	Single Head	282	39%	\$0.50
	Pay Stations	76	11%	\$0.50
4 Hour	Single Head	10	1%	\$0.25
10 Hour ⁶	Single Head	235	33%	\$0.15
	Pay Stations	20	3%	\$0.15
TOTAL		719	100%	

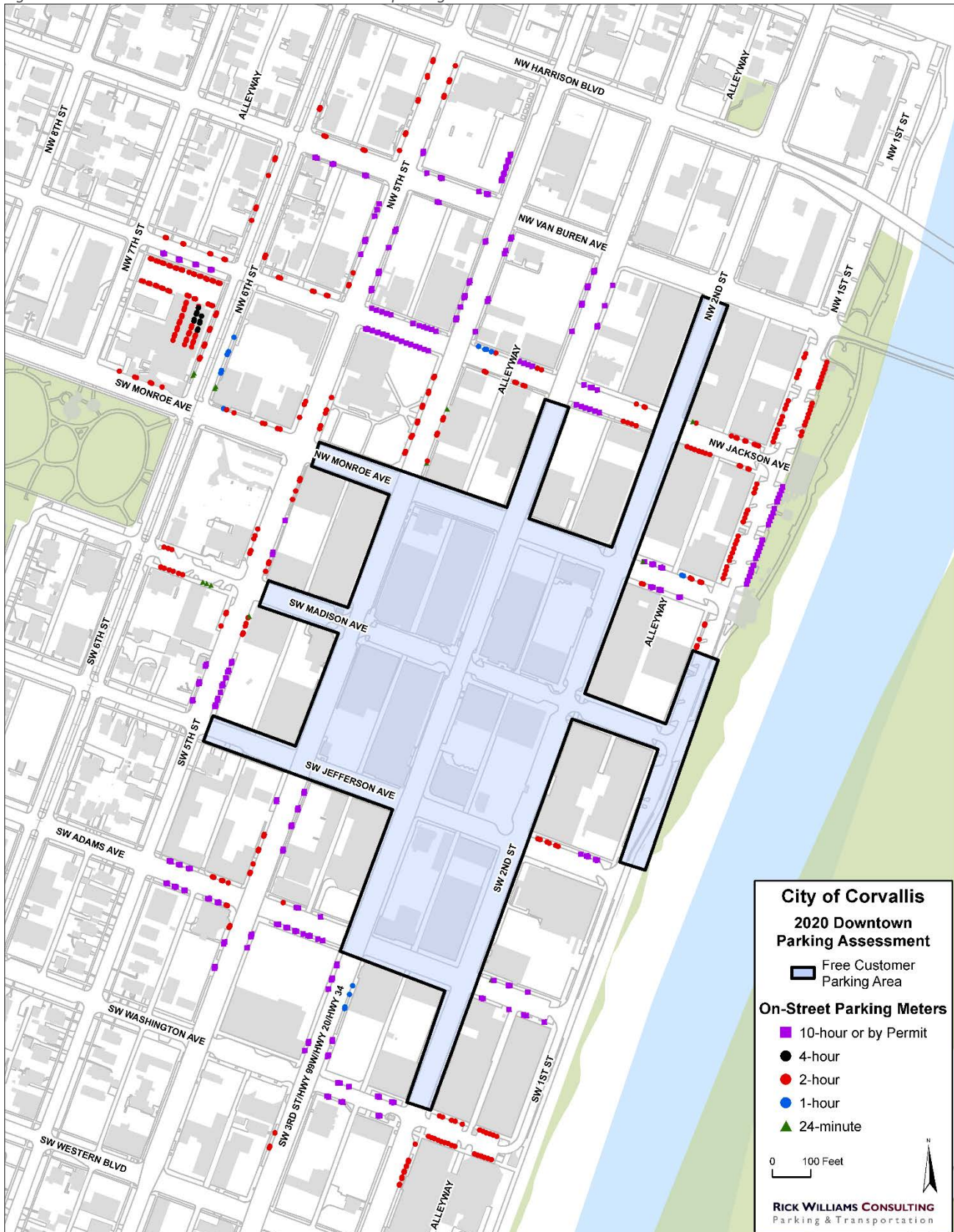
⁴ Per Municipal Code 6.11.080 – Limit on deposit of coins. Meter feeding is not allowed.

⁵ \$0.25 per 24 minutes, converted to hourly

⁶ Note that all 10 Hour meters parking using a permit instead of coins, which may be a more attractive option for employees.

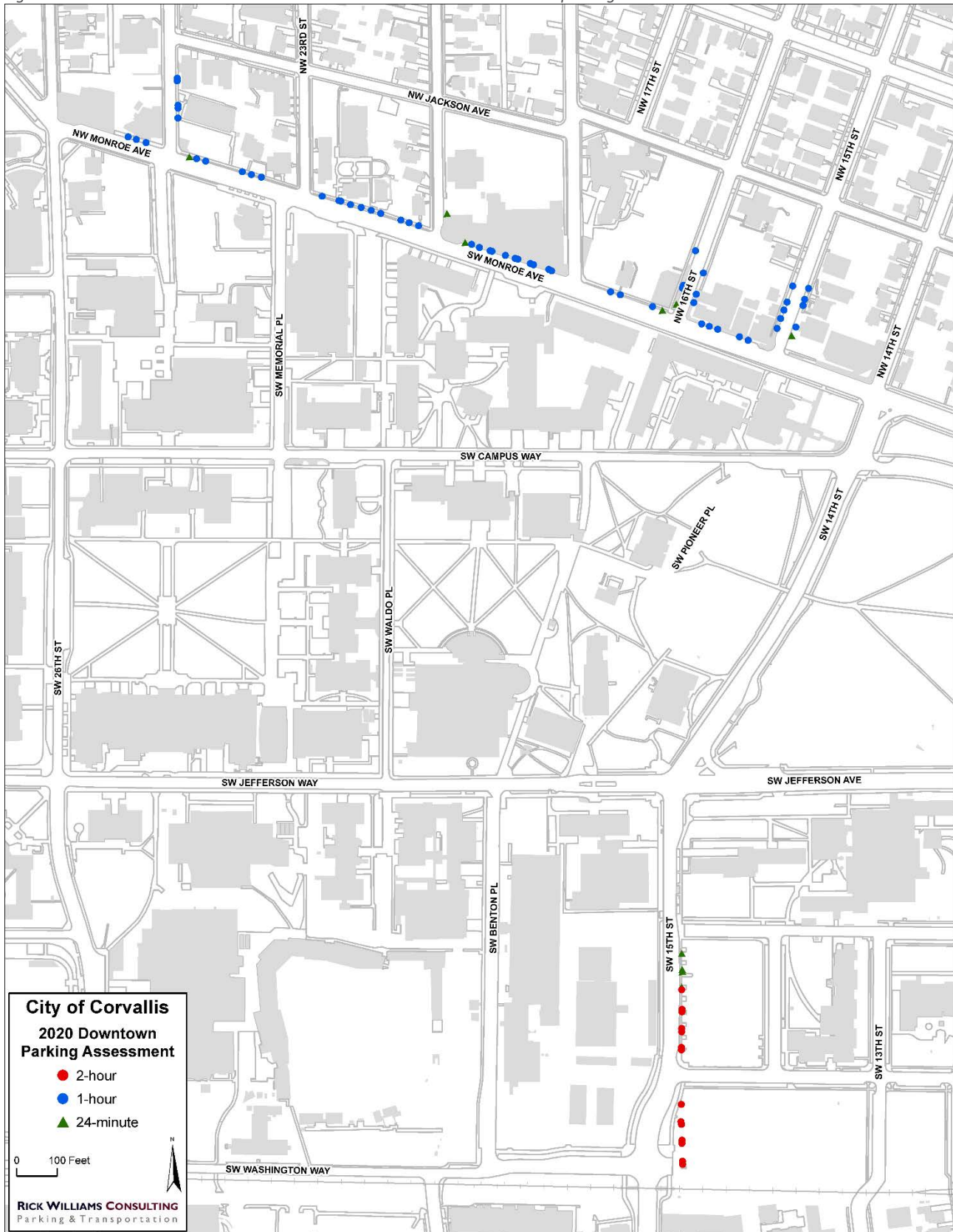
City of Corvallis Oregon

Figure A: Downtown Core Corvallis On-Street metered parking



City of Corvallis Oregon

Figure B: NW Monroe Avenue and SW 15th Street Corvallis On-Street metered parking

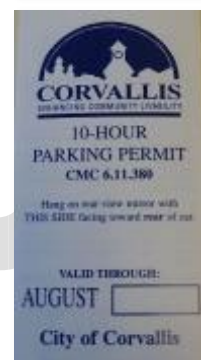


Permit Parking

The largest category of on-street parking managed by permits in Corvallis is Residential Parking Districts (RPDs). That system was the topic of **White Paper #1**. Please refer to that document for a thorough review of the RPD program.

The 10-hour metered parking stalls, distinguished by their yellow painted metered caps, allow the use of both coins and permits, primarily to serve the needs of downtown employees. The on-street permits began in 2004 with the goal of creating an easy and convenient option for downtown business owners and employees to park all day. As these meters also accept cash and credit card payment, the permits do not guarantee a parking space and they are allowed only in the 10-hour meter stalls. The 10-hour on-street permits cost \$28 for one month, \$83 for three months (\$1 savings), and \$303 for one year (\$33 savings); thereby incentivizing the purchase of a longer-term permit. Referring back to **Figure A**, the 10-hour meters illustrate where permit holders are allowed to park on-street.

According to Section 6.11.380 – 10-hour parking permit – ‘The City Manager or designee shall provide and issue parking permits for use at 10-hour meters and 10-hour pay-stations in the Central Business District. The City Manager or designee shall determine the number of permits sold, method to display permits on vehicles, application requirements, and shall keep adequate data records. The permit fees and terms shall be determined by City Council.



Permit Type	On-Street Stalls Where Permits Are Valid	Cost
10-Hour Meter Permit	255	\$28/month

4.2.2. Off-Street Parking

There are seven (7) different public off-street parking lots in Downtown Corvallis. **Figure B** illustrates the locations of the different lots.

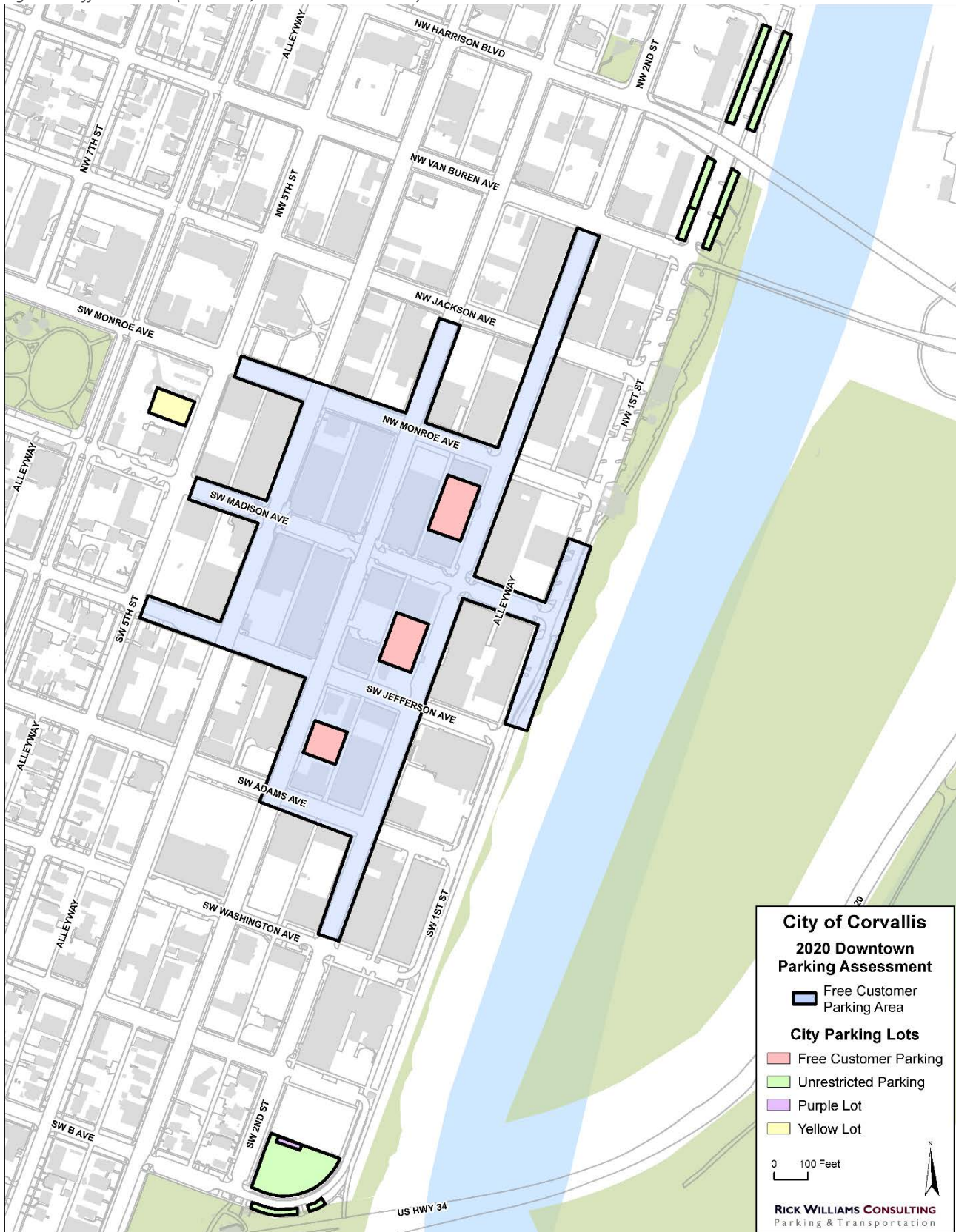
Unrestricted Parking

There are two unrestricted parking lots with a total of 198 parking stalls. Both lots are located on the edges of downtown. Unrestricted lots are open to all users and are likely used by a combination of employees, business owners, residents, and customers:

- 1st Street (north of Van Buren Avenue): 132 stalls
- B Avenue & 2nd Street: 66 stalls

City of Corvallis Oregon

Figure C: Off-Street lots (Customer, Unrestricted & Permit)



Time-Limited Parking

The core of downtown has three (3) free public parking lots with 119 parking stalls. These lots are considered part of the free customer parking area and intended for use by downtown customers/patrons of local businesses. The lots are free, but a 3-hour time limit is enforced Monday through Saturday from 9:00 AM to 5:00 PM to discourage long-term parkers from occupying the most central customer parking lots.

The free customer lots are located at:

- 2nd Street (between Monroe & Madison Avenues): 48 stalls
- 2nd Street (between Madison & Jefferson Avenues): 42 stalls
- 3rd Street (between Jefferson & Adams Avenues): 29 stalls

Because these lots are contained within the Free Customer Parking Area, employees, business owners, residents, students, and hotel guests are also prohibited from parking in these lots.

Off-Street Permits

There are two (2) permit parking lots in downtown that are reserved for use by permit holders Monday through Friday from 8:00 AM to 5:00 PM (permits are required for the Purple lot at all times). These permit lots provide an option for long-term daytime parking on weekdays in downtown (for employees, business owners, residents, etc.):

- **Yellow Lot** – 28 stalls located west of 5th Street (between Corvallis City Hall & Downtown Transit Center)
- **Purple Lot** – Eight (8) stalls located within the unrestricted surface lot on 2nd Street and B Avenue.

Permits are issued through the Public Works Department and permits can be purchased for 3 months to one year. The Yellow lot has a quarterly fee of \$75.00 (\$25.00 per month), while the Purple lot has a quarterly fee of \$60.00 (\$20.00 per month), as summarized in **Table 3**. There is a 10% discount if permits are purchased for a full year in advance. The permits are for an individual lot and cannot be used in the other lot. Stalls are not assigned. The City maintains a waiting list for the off-street permit lots.

The City of Corvallis' off-street permit lots maintain a waiting list. According to industry best practices, wait lists are an indication that the rate should be reevaluated because *parking demand exceeds the supply*.

According to the City website, 'when the parking lot spaces have been sold out, the City will maintain a waiting list on a first-come/first-served basis.' In some rare cases when a permit holder is unable to find a parking stall in their lot, they may park on-street and call Parking Enforcement to alert them of the location of their vehicle and they will not receive a citation⁷. On- and off-street permits provide another income source for the parking fund.

⁷ To discourage abuse of this option, Parking Enforcement will confirm that the permit lot is full when these requests are submitted.



Table 3: Inventory of Public Off-Street Permit Parking

Lot Name	Hours of Operation	Days	Stall Count	Percent	Monthly Fee*	Permit Type
Yellow Lot	8:00 AM – 5:00 PM	Mon-Fri	28	78%	\$25.00	General Access ⁸
Purple Lot	24 Hours	All	8	22%	\$20.00	General Access
TOTAL			36	100%		

*Billed every 3 months

Permit Use

It is estimated that in FY 18-19, approximately 1,325 permits were sold, including Residential Parking District (RPD) permits. **Table 4** summarizes the FY 2018-19 information. Permits for the Yellow lot are in high demand and consistently sell out of the full supply of 28 permits each month (with additional demand on a waitlist). The Purple Lot's use rate is approximately 50%.

The City does not currently “oversell” permits, where more permits are sold than there are stalls. This is a common practice in many cities, allowing more permit holders access to lots that are not consistently parked to capacity each day due to workforce ebbs and flows. For example, some permit holders often maintain varying work shifts and most days there are permit holders who are either ill, on vacation, or not using their permit because they are doing business outside the downtown. Within the parking industry this is called “float” or “demand elasticity”, which allows for the natural demands of employees work patterns. In order to oversell permits, however, it is important to have data demonstrating the typical number of open stalls per day.

The 10-hour on-street permits are not highly utilized with only 10 permits sold over the course of the 2018-19 year, yielding \$283 in revenue. Though not examined in this white paper, the RPD permits provide the highest source of revenue (72% of all revenue sources).⁹

Table 4: FY 2018/19 Permit Use and Sale by Type of Permit

Lot Name	Stall Capacity for Permits	Monthly Cost	2018-19 # of Permits sold ¹⁰	Avg Monthly Permits Sold	Permit Use	2018-19 Revenue
Yellow Lot	28	\$25	336 ¹¹	28	100%	\$8,400
Purple Lot	8	\$20	50	4	50%	\$976
10-Hour Meters	255	\$28	10	1	0%	\$283
RPD	N/A	\$25	945	79	N/A	\$23,626
TOTAL	291	100%	1,341			\$33,285

⁸ General Access allows use of spaces within a supply but does not guarantee use of a specific space/stall within that supply.

⁹ For additional information on RPD permits, including a more detailed analysis of the City's RPD program, please refer to White Paper #1: Residential Parking Districts.

¹⁰ Approximate number of permits are derived by dividing the actual revenue by the monthly cost. Some permits can be purchased at a discounted quarterly or annual rate, so this is an approximation.

¹¹ The number of Yellow Lot permits reflects a 100% occupancy as reported by City staff.



4.3. CITATIONS AND FINES

The City of Corvallis' Parking Enforcement officers, housed in the Corvallis Police Department, enforce the parking rules throughout Corvallis. All on-street time-limited, metered, and permit stalls, as well as off-street public and permitted stalls, are enforced by the department.¹²

Parking citations fall into several different infraction categories that have specific fines per violation. Below is a synopsis of the different fines:

- Overtime Violation – meter or time limited stalls: **\$10 per violation**
 - Customers are required to move their car *to a different blockface* to gain another 3-hour free parking period if within the free on-street customer parking zone downtown. Customers of the metered on-street stalls cannot feed the meter (exceed the maximum time allowed by the meter).¹³
- Employee, Resident, or Student Parking in Free Customer Parking Area: **\$40 / \$50 / \$100 per violation**
 - The fine increases from \$40 for the first violation to \$50 for the 2nd and \$100 for each subsequent violation within a three-year window from the first violation.
- Permit lot: **\$30 per violation**
 - This violation is for vehicles which do not have or display a permit in the two permit lots (yellow and purple lots).
- Parked in, or blocking, disabled zone or van access aisle: **\$160 per violation**
 - The fine applies to both the on and off-street disabled parking stalls.
- Residential zones – exceeding 2-hour maximum or once daily in zone **\$50 per violation**
 - This violation is specifically for vehicles parked for longer than 2 hours in residential permit areas and not displaying a residential permit.
- Parked Improperly or where prohibited **\$45 per violation**
 - A general violation to cite vehicles parked not in compliance with normal standards. There are many kinds of infractions including blocking a crosswalk, parked longer than 48 hours, parking outside of lines and impeding traffic.

Table 5 provides a breakout of the 17,497¹⁴ citations and warnings issued in 2019:

Table 5: Summary of 2019 Citations and Warnings Issued

	Overtime Violations	Permit Lot	Parked in disabled zone	Residential Zone	Parked Improperly	Total
Annual Citations	9,181	90	109	3,639	4,478	17,497

¹² A more detailed analysis of the City's enforcement program will be provided in White Paper #6: Enforcement.

¹³ Municipal Code 6.11.080

¹⁴ The Police Department noted that of the 17,497 citations, 227 were later voided.

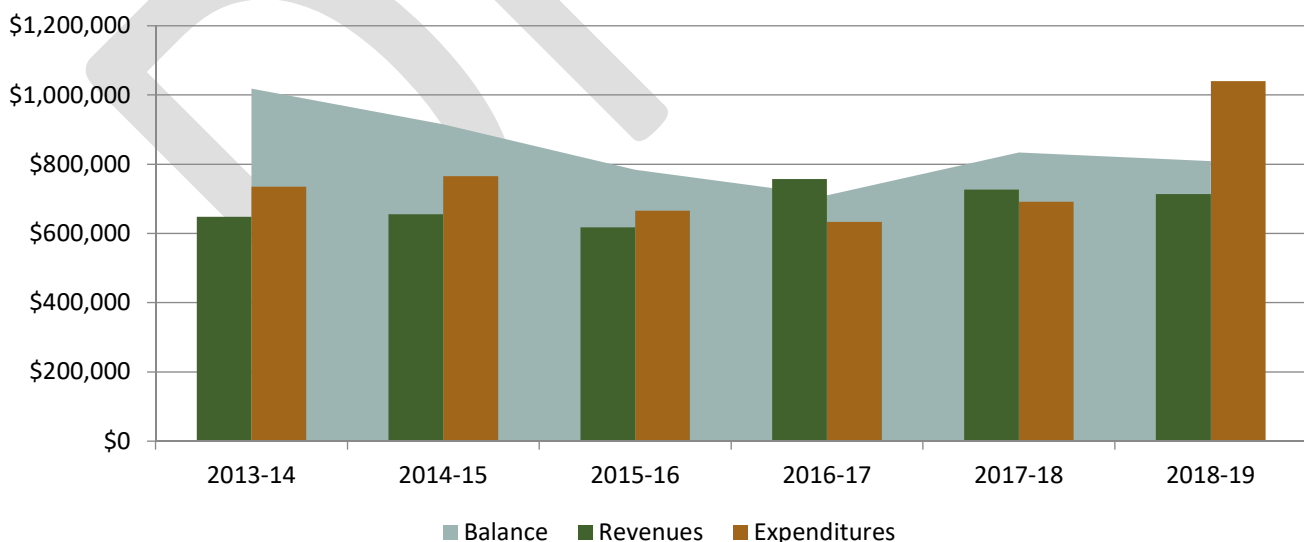
4.4. EXPENSES AND REVENUES

To understand the relationship of true parking revenue to parking-related expenditures, this analysis only utilizes data from the six-year period from FY2013/14 to FY 2018/19¹⁵. This information includes revenue and expenditures for both the on and off-street public parking system. Proposed revenue and expenditures in FY 2019/20, though approved, were not included as the data is preliminary and will likely be revised. **Figure C** provides a graphical illustration of revenue to expenses.

As the figure indicates, gross revenue ranged from approximately \$620,000 to \$760,000 between FY 2013/14 and FY 2018/19. Expenditures ranged from approximately \$630,000 to \$770,000, except for FY 2018/19 where the adopted expenditures reached over \$1,000,000 due to increases across all categories including capital projects. Beginning with the proposed annual budget of FY 2016/17, the City has offered narrative on revenues, expenses, and opportunities/challenges of the fund; essentially outlining reasons for changes in the budget as well as overall future direction. There has been concern that annual revenues are not keeping up with annual expenses, requiring the use of the reserve balance to cover annual operating expenses. As noted in the FY 2016/17 Proposed Annual budget language:

'Revenues are currently adequate to cover basic operations and maintenance costs, but expenses are projected to increase at a greater rate than revenue through the planning period. Using fund balance reserves to make up the difference, the fund stays viable until the fifth year of the plan. Without an increase in revenue streams, the current level of operations will have to be reduced¹⁶. At current operations levels, there is not capacity in the revenue stream to fund acquisition of land for surface parking or to fund a parking garage.'

Figure C: Corvallis Revenue vs Expenditures (2013-2019)



¹⁵ The City provided links to financial information for the City's parking fund dating back to 2016. When possible, 'actual' financial data was used, however, in 2018-19 a 'revised' data set was used as the 'actual' was not available.

¹⁶ Emphasis added

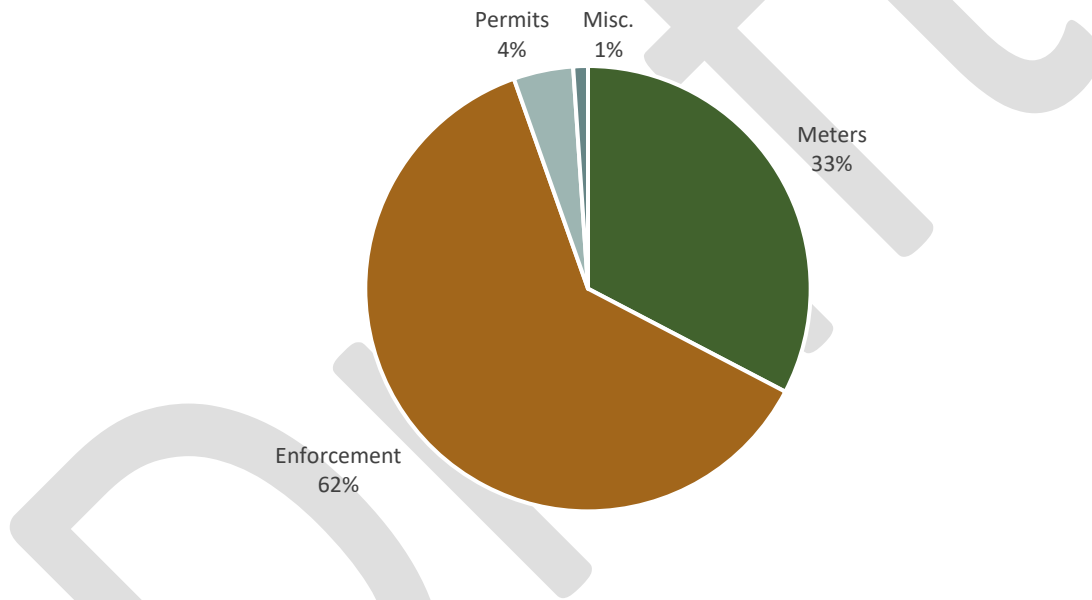
Revenues

There are four line items that contribute to the gross revenue for the parking program. These line items reflect revenue from 719 metered stalls both inside and outside the downtown, the two public off-street permit lots (36 total stalls), RPD permits, and enforcement. Revenue line items include:

- **Charges for Service:** Meter revenue
- **Fines & Forfeitures:** Enforcement revenue
- **Licenses, Fees, Permit:** Permit revenue (on- and off-street)
- **Miscellaneous:** Revenues not accounted for in one of the other categories

Figure D summarizes and averages all six years of revenue data by source of revenue.

Figure D: Gross Revenue Generation (FY 2013/14 through FY 2018/19)



Program	Avg. Annual Revenue (2013-19) *	Cumulative Revenue (2013-19) *	Percentage
Meters	\$224,200	\$1,345,400	33%
Enforcement	\$425,300	\$2,551,500	62%
Permits	\$29,800	\$178,600	4%
Misc.	\$7,300	\$43,900	1%
TOTAL	\$686,600	\$4,119,400	100%

*Rounded to the nearest \$100

- **Key Findings**

- From FY 2013/14 through FY 2018/19, the downtown parking fund revenue grossed \$4,119,400.
- 62% of all revenue was generated through enforcement citations, a high percent of the total gross revenue.
- Meter revenue accounted for about 33% of all revenue, while permits (on- and off-street) accounted for 4% of the revenue.
- Annual gross revenue generation over the six years averaged \$686,600.
- The 719 on-street metered stalls gross \$224,200 per year, or approximately \$312 per metered stall per year (or \$26 per metered stall per month).
- Permits generate approximately \$29,800 in revenue per year, or approximately \$102 per permitted stall¹⁷ per year (or \$9 per permitted stall per month).¹⁸

Expenditures

There are five (5) line items which contribute to expenditures assigned to the parking fund from FY 2013/14 through FY 2018/19. **Figure E** provides a summary and average of all expenditures for the six-year period examined. Expenditure line items are:

- **Community Development:** Expenses related to long-range planning for parking facilities
- **Finance:** Expenses related to adjudication of fines and citations
- **Police:** Expenses related to enforcing the parking regulations across the community.
- **Public Works:** Expenses related to the management, maintenance, and operation of on- and off-street parking, including RPDs.
- **Special Projects:** Expenses related to one-time projects that enhance or improve the parking infrastructure (only occurred in FY 2018/19)

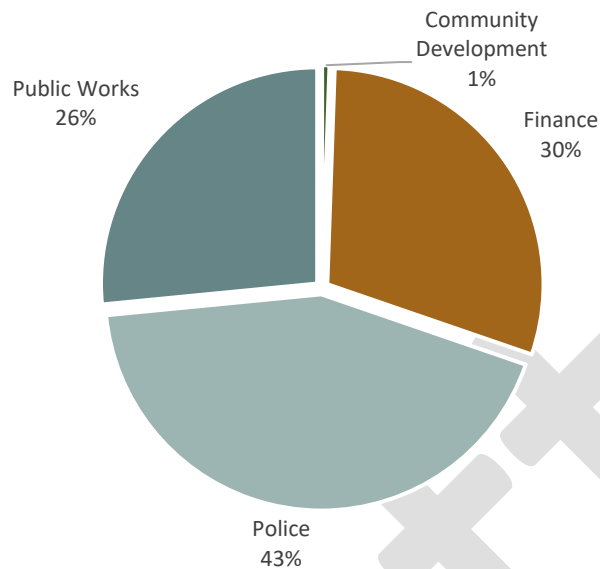
There are three (3) line items that contribute to the non-operating annual expenditures, to cover items such as transfers to other funds and contingencies. These line items are variable and likely optional and are therefore not included in this analysis.

¹⁷ Including 255 metered / or by permit stalls, 36 off-street permit stalls and residential permits.

¹⁸ Note that permit revenue also includes residential permits in addition to 10-hour on-street meter permits, and the two off-street Yellow and Purple lots.



Figure E: Gross Expenditures Generation (FY 2013/14 through FY 2018/19)



Program	Avg. Annual Expenditures (2013-19) *	Cumulative Expenditures (2013-19) *	Percentage
Community Development	\$3,800	\$22,700	<1%
Finance	\$206,900	\$1,241,400	30%
Police	\$300,600	\$1,803,600	43%
Public Works	\$184,800	\$1,108,600	26%
TOTAL	\$696,100	\$4,176,300	100%

* Rounded to the nearest \$100

- Key Findings**

- From FY 2013/14 through FY 2018/19, gross parking program expenditures were \$4,176,400.
- The largest expense line item was Police (enforcement), which accounts for 43% of expenditures.
- Finance (court expenditures) and Public Works (operations, staff) account for 30% and 26%, respectively.
- The remaining 1% of expenditures is for Community Development.
- Annual gross operating expenditures over the six years averaged \$696,100.

Net Revenue Findings

Based on the revenue and expenditures information above, the parking system program generates a deficit over revenue. Based on the data reviewed, the downtown parking system has generated a *net deficit* of \$57,000 over the most recent six-year period (or about \$9,500 per year).



4.5. PEER CITY RATE COMPARISON

All cities have a wide range of parking management tools at their disposal to manage what is often a very limited resource. Regardless of the tools utilized, cities and towns should work towards a clearly established set of priorities to ensure that each new strategy deployed is done in the service of contributing to the overall vitality of their city.

Technology advances have rapidly allowed on- and off-street payment systems to evolve in different forms. Pay stations have allowed for a credit card payment option for multiple parking stalls, providing the user with a display tag to place on the window or dashboard of their vehicle. More recently, smart applications allow users to download apps on smartphones to pay for public parking without having to display a printed receipt. Payment is tied to a user's license plate, and recent advancements in license plate recognition (LPR) software allow enforcement officers to confirm payment/valid permit status without having to manually enter license plate numbers.

As technology has opened up different parking opportunities, some municipalities are using 'performance-based pricing' as a means to manage the paid parking supply. Performance-based pricing makes use of periodic measurements of actual parking demand to calibrate costs. Quite simply, this approach means areas with very high demand have a higher hourly rate, and areas with lower demand have a lower hourly rate. When a performance-based approach to pricing is implemented and clearly communicated to the public, this management tool helps to spread demand more evenly through an area by encouraging some users to consider parking in lower demand areas, which may be farther from their destination, to save money. There are a number of ways to approach this concept (district, sub-districts, neighborhood, nodes, time of day, etc.).

To serve as a comparison set for Corvallis, the following six cities were selected as they represent generally mid-size cities with on/off-street paid public parking supplies, and have (except for Hood River) colleges or universities:

- Davis, California (UC – Davis)
- Eugene, Oregon (University of Oregon)
- Hood River, Oregon
- Missoula, Montana (University of Montana)
- Salem, Oregon (Willamette University)
- Spokane, Washington (Gonzaga University, WSU – Spokane, Eastern Washington University - Spokane)

On-Street Rates

Table 6 presents the minimum, maximum, and “typical” hourly rates for on-street parking among the selected comparison cities. The “typical” hourly rate generally represents the prevailing hourly rate for short-term parking in each city’s downtown.

Of the selected cities, only Davis, California (home to UC-Davis) does not have an on-street paid parking program. Among the selected cities that have on-street paid parking, Corvallis has the lowest hourly rates. None of the selected cities charge less than \$1.00 per hour for general short-term parking in downtown (such as 2-hour parking). Only Spokane, Washington offers an hourly rate of less than \$1.00 per hour, but these lower rates are only applicable for longer-term parking (4 hours or more). Missoula, Montana starts at \$1.00 per hour, but the rate *escalates* with increasing time stays (up to \$18.50 for 8 hours, or \$2.31 per hour).

Table 6: Comparison of On-Street Parking Rates

City	Minimum Hourly Rate	Maximum Hourly Rate	Typical Hourly Rate ¹⁹
Davis, CA	-	-	-
Corvallis, OR	\$0.15	\$0.63 ²⁰	\$0.50
Eugene, OR	\$1.35	\$1.35	\$1.35
Hood River, OR	\$1.00	\$1.00	\$1.00
Missoula, MT	\$1.00	\$2.31 ²¹	\$1.00
Salem, OR	\$1.50	\$1.50	\$1.50
Spokane, WA	\$0.40	\$1.20	\$1.20

Off-Street Rates

Table 7 presents the minimum, maximum, and typical hourly rates for off-street parking, along with typical daily and monthly options among the selected comparison cities. The typical rates presented generally represent the most common rate in Downtown; for cities with a wide range of monthly parking permit options available, the median rate is presented.

Davis, California primarily uses time restrictions to manage parking, with up to 3 hours free in two of the major parking garages in downtown. However, employees do have the option to purchase a permit for \$120 per year (\$10 per month) to park in one of the downtown garages all day. Among the remaining cities, Corvallis offers the lowest cost monthly option for employees. With the exception of Spokane, where the cost to park in various public parking facilities listed on the city’s website varies greatly, in all other cases, the cost to park off-street is either equivalent to or less than the on-street rates in downtown.

¹⁹ Taken as the typical hourly rate for short term parking in Downtown

²⁰ \$0.25 per 24 minutes converted to hourly

²¹ \$18.50 for 8 hours converted to hourly



Table 7: Comparison of Off-Street Parking Rates

City	Minimum Hourly Rate	Maximum Hourly Rate	Typical Hourly Rate	Typical Daily Rate	Typical Monthly Rate ²²
Davis, CA	\$1.00	\$1.00	\$1.00 ²³	\$5.00	\$10.00
Corvallis, OR	-	-	-	-	\$25.00
Hood River, OR	\$1.00	\$1.00	\$1.00	\$9.00	\$38.00
Eugene, OR	\$0.80	\$1.20	\$1.20	\$8.00	\$57.00
Salem, OR	\$1.50	\$1.50	\$1.50	\$15.00	\$59.00
Missoula, MT	\$1.00	\$1.00	\$1.00	\$10.00	\$80.00
Spokane, WA	\$1.00	\$3.00	\$2.00	\$10.00	\$144.00
Oregon State University	\$1.00	\$2.00	\$1.50 ²⁴	\$10.00 ²⁵	\$20.00-\$100.00 ²⁶

Fines

Table 8 presents the typical fine for overtime violations and unpaid meter violations in each of the selected cities. Whereas Davis, California generally maintains a free parking system and very low monthly rates for employees, the cost per violation is higher than any other of the cities sampled. Missoula, Montana, on the other hand, takes a very different approach. In Missoula, the maximum hourly rate to park all day on street is the highest of the cities sampled, but the fines are very low. In fact, Missoula issues a \$0 ticket (warning) for all first-time violators and increases the fine by \$5 for each subsequent violation to a maximum of \$20 per incident.

Other than Missoula, Corvallis has the lowest standard violation rates. This, of course, is only applicable for visitors or within the meter zones. The fine structure for employee violations within the free parking zone, where violations can reach as high as \$100 per incident, are the highest rates among the selected peer cities.

Table 8: Comparison of Fines

City	Overtime Violation	Meter Violation
Missoula, MT	\$10.00 ²⁷	\$10.00 ²⁸
Corvallis, OR	\$10.00	\$10.00
Spokane, WA	\$10.00	\$15.00
Eugene, OR	\$16.00	\$16.00
Salem, OR	\$30.00	\$25.00
Hood River, OR	\$26.00	\$26.00
Davis, CA	\$50.00	\$50.00

²² Taken as the median monthly rate among Downtown parking facilities

²³ First 3 hours generally free

²⁴ Median rate – just over half of all transactions in the last 12 months were \$1.00/hour, and the other half were \$2.00/hour.

²⁵ The \$10.00 rate is used for about two-thirds of daily permit transactions. There is also a \$12.00 daily rate.

²⁶ OSU offers 3 monthly permits (Permit A - \$100.00/month; Permit B - \$66.00/month; Permit C - \$20.00/month). Permit C accounts for approximately half of all monthly sales. Permits A & B equally split the remaining half. Permit A zones are nearest to the north end of campus, where the City also experiences high utilization rates.

²⁷ Fines escalate in \$5.00 increments from the first violation (\$0) to the 5th violation (\$20); \$10 serves as the fine for the 3rd violation.

²⁸ Fines escalate in \$5.00 increments from the first violation (\$0) to the 5th violation (\$20); \$10 serves as the fine for the 3rd violation.



Summary of Findings

Corvallis' approach to rates and fines is most like Davis, CA, where hourly and monthly parking rates are very low or free, but the penalties for employees and repeat violators can be very high relative to similar cities. Among cities that charge for on-street parking, Corvallis has the lowest hourly rates (by at least half in most areas). While parking occupancies are typically used to help define hourly parking rates, many cities also typically calibrate a minimum parking rate simply to ensure that the paid parking program is able to at least cover maintenance and replacement costs. Very low parking rates can lead to unsustainable parking programs, depending on the costs to maintain and replace equipment.

5.0 Recommendations

5.1. PARKING FUND ORGANIZATION AND MANAGEMENT

The Parking Fund Summary section of the annual budget provides an overview of the revenue resources and expenditures (operating and non-operating). A review of the past six years revealed a budget reliant upon the capacity in the fund balance reserve. With annual costs often exceeding annual revenue, the balance is on a path to be depleted over time. Also, there are only four-line items for each of the revenue and expenditures; providing large, yet overly simplified categories which do not allow for finite annual tracking of goods and services. Overall, the parking fund system does provide an effective tool for implementing and tracking the success of parking management strategies and can be modified to allow for stronger financial health in the future.

Given the budget concerns and the current process for tracking revenue and expenditures, the following actions are recommended for the Parking Fund's organization and overall management:

5.1.1. Separate Line Items

Track all contributing elements to the revenue and expenditures for each parking program component separately. For example, isolate parking meter revenue with parking meter maintenance expenditures. This allows for better analysis of how the revenue stream is accommodating the expenditure needs for that component, which in turn would be valuable when considering alterations in either revenues or expenditures to keep things in alignment within each component. This practice is a common best-practice procedure which will provide an effective method to determine effective changes to the City of Corvallis' parking program.

5.1.2. Sustainable Individual Programs

Within the revenue and expenditure analysis, individual programs within the parking fund should strive to be self-sustainable for the overall financial health of the fund. For example, the combined average annual expenditures of 'Police' (Enforcement) and 'Finance' (Municipal Court Expenses) are approximately \$60,000 higher than the revenue derived by 'Fines & Forfeitures' (Ticket revenue). Enforcement should not be subsidized and ideally, the program would be at least cash neutral, if not cash positive.

5.1.3. Reduced Dependence on Accrued Balance

As programs are tracked and line items become more sustainable or revenue generating, the dependence upon the fund balance reserve should be minimized. It is important to maintain a cash balance in the fund as it provides monies for more costly one-time needs (i.e. systems upgrades, parking studies, and leverage for capital improvements.).



5.2. RECALIBRATION OF ON- AND OFF-STREET RATES

As demonstrated within the peer city review, Corvallis' current on and off-street rates are low relative to other cities. Additionally, these low rates are a contributing factor to the unsustainability of the parking fund. As a first step in making incremental changes towards a sustainable program, actual parking demands should be measured, and this demand data should be used to adjust on- and off-street parking rates. Given the deficit, Corvallis should also consider establishing a minimum parking rate to ensure that revenues, at minimum, cover the costs of operating the system. While parking pricing is primarily a tool to manage demand rather than a revenue generation tool, rates that are set too low to cover system maintenance will ultimately lead to a program that is no longer able to effectively serve users.

Once on- and off-street rates are recalibrated to demand and set to a level to cover operational costs, a Parking Rate Policy can be established to guide all future rate adjustments. As noted above (Section 3.3), the last meter rate adjustment in the City of Corvallis was done in 2008. Industry best practices encourage routine rate adjustments (typically every 2 years) to remain responsive to the ever changing on-street demand.

Prior to establishing a Parking Rate Policy, the City should do the following.

5.2.1. Calibrate On-Street Rates

The on-street meter rates are low compared to peer cities. Using actual demand, determine parking rates for the on-street system, ensuring that revenue covers maintenance costs. On-street rates should be correlated to off-street rates (despite a limited supply) to encourage long-term trips in off-street lots.

5.2.2. Calibrate Off-Street Rates

Similar to the on-street meter rates, the off-street permit rates should be reevaluated. Rates should be demand based per lot, meaning rates in the Yellow lot could be significantly different than rates in the Purple lot based on the demand.

5.3. PARKING RATE POLICY

Parking rates were last updated in 2008. Section 6.11.160 of the City code conveys the purpose of the parking fees and the establishment of the account (aka the Parking Fund) which is to be used exclusively for parking purposes. However, within the Code, there is not a general parking rate policy to help guide decision making on rate increases (or decreases). It is not uncommon for medium-small cities to not have established rate policies. However, larger cities, which have a host of different parking and transportation needs and goals, often provide a framework and path from which rates can be adjusted based upon a clear policy statement(s). This type of approach can serve as a guide for Corvallis.

A Rate Policy statement(s) is often tied to the '85% rule' which helps determine when rates should be adjusted or recalibrated due to measured parking demands. On and off-street rates as well as permits (RPDs) can and should adhere to the 85% rule for periodic adjustments. For example, if demand is higher than 85% within a



given area, rates should increase to encourage increased turnover and mitigate concerns associated with vehicles circulating while searching for parking (congestion impacts, safety concerns, etc.). If peak demand remains within a target range (typically 70% to 85%), rates are likely adequate and may remain stable. If demand falls below 70%, rates may need to decrease to encourage a redistribution of parking to that lower-demand area. By having a clear policy statement in place, political decisions can be simplified, allowing for more transparent and objective management of the parking system.

In order to guide rate changes over time, we recommend updating Section 6.11.090 to include a **Parking Rate Policy** that links rate adjustments to specific occupancy targets (such as the 85% rule) and allows for rate adjustments within a set range without City Council approval for each data-driven change. This approach will require regular data collection to inform these changes. Key elements of the policy should include the following.

5.3.1. Target Occupancy Ranges

On-street rates should be calibrated based on measured occupancy levels and compared to a set of targets (such as 85%) to determine whether rates are effectively supporting downtown businesses.

5.3.2. Establish Rate Ranges

A rate range refers to the potential rates for a specific area. For example, the new rate policy could allow for rate changes to be carried out administratively as long as they fall within a range established by Council and are based on an agreed-upon data collection process.

5.3.3. Establish Minimum Rate District Sizes

Data-driven rate changes are most effective when they are easily communicated to the public so that travelers are able to decide whether they would prefer to pay a premium to park in a high demand area or pay a lower rate in a lower demand area. Areas that are too small (such as individual blocks) are too difficult to effectively communicate to the public, diminishing the benefit of providing a range of rate options to help redistribute demand.

5.3.4. Route Monitoring and Data Collection

Moving to a data-driven approach to determine rate changes means that parking occupancy data must be collected on a regular schedule to assess the true parking environment. The policy should determine parameters or criteria for data collection efforts (i.e. study area, on-street and off-street stalls, seasonality needs, and hours).

5.3.5. On- and Off-Street Rate Coordination

An effectively managed parking program manages the parking supply as a single system, making sure that the on- and off-street systems work well together and use management strategies that work together to achieve objectives. The new rate policy should also include off-street demand analysis to properly calibrate off-street rates. This will encourage the parking of the right user in the right stall.



6.0 Summary

Corvallis' current Parking Fund was established over 30 years ago. This fund can serve as an effective management tool to support the parking program now and for years to come. Over the past five years, however, annual expenditures have exceeded revenues, putting the parking program on an unsustainable path. After a review of the on- and off-street rates and citations/fines which contribute to the Parking Fund, it is evident that there are some modifications available that will help to address these concerns.

Based on a review of peer cities, Corvallis has room to recalibrate rates. To the end, the consultant recommended three strategies to change rates and improve the long-term health of the parking fund. These strategies include:

- Parking Fund Organization and Management
- Recalibration of On- and Off-Street Rates
- Parking Rate Policy

By restructuring the Parking Fund while recalibrating rates to demand and utilizing the 85% Rule as a decision-making tool, the parking program will have a solid foundation to implement changes and improvements as needed to address emerging needs. Committing to routine data collection will also allow for decision making to be objective if a new parking policy is adopted. These changes can provide a roadmap that will not only benefit the City, but also will provide a better user experience for the on- and off-street users of the entire parking system.