

**SUCCESSOR AGENCY
CITY OF OCEANSIDE**

ITEM TITLE: ISSUANCE OF REQUEST FOR QUALIFICATIONS FOR A MIXED-USE PARKING STRUCTURE FOR LOT 23, LOCATED AT THE NORTHWEST CORNER OF THE INTERSECTION OF PIER VIEW WAY AND NORTH CLEVELAND STREET

SYNOPSIS

Staff recommends that the Oversight Board approve the issuance of a Request for Qualifications for design consultants for a mixed-use parking structure consisting of ground floor retail, public parking and potential offices on the upper floors for Lot 23 located at the northwest corner of the intersection of Pier View Way and North Cleveland Streets.

BACKGROUND

On March 16, 2011, the City Council approved a Cooperation Agreement between the City and Community Development Commission for the City of Oceanside to construct certain public infrastructure improvements within the Downtown Redevelopment Project Area.

On March 28, 2012, the City Council gave direction to staff to pursue three capital improvement projects with the remaining \$11 million, 2002 Tax Allocation Bonds. The following three capital projects have been prioritized in accordance to the City Council:

1. Mission Avenue Improvements;
2. Lot 23; Retail/office/parking structure;
3. Beach Restrooms.

ANALYSIS

The Downtown Project Area within the last three months has recently had a mini-renaissance with three new restaurants coming into the downtown area with a potential for a fourth restaurant. All of the restaurants are located either on Coast Highway and/or west of Coast Highway, which currently has very little and/or no onsite parking spaces for their patrons. The area west of Coast Highway has traditionally had the greatest need for public parking spaces because most of the buildings were built several decades ago when onsite parking spaces were not a requirement for development. This small economic resurgence emphasizes the need to provide additional public parking spaces in areas where onsite parking is limited and/or nonexistent.

During the past 10 years the downtown area has had several new commercial buildings constructed; however, these buildings were built mostly on large, vacant lots and

provided all of the required parking spaces onsite. The development pattern of downtown west of Coast Highway consists of long, narrow lots and narrow storefronts, without any onsite parking. Potential development of these lots is very difficult due to the complexity of assembling these small properties.

One of the ways to mitigate the lack of onsite parking spaces for this area is to provide public parking at strategic locations that best serve the needs for both the visitors and the existing businesses. Staff believes that Lot 23 located at Pier View Way and Cleveland Streets is an excellent location in that it is situated in one of the oldest areas of downtown whose businesses have very little or no onsite parking. The proposed parking structure will also complement the NCTD parking structure that was constructed to replace the parking lots located on the east side of the railroad tracks for Ocean Place. In addition, a secondary goal is to have the visitors/patrons park their vehicles in a safe, secure, environment and have them patronize the other businesses located within the area.

In 2003, a Parking Study (prepared by Kimley-Horn and Associates) was undertaken for the Downtown Project Area. One of the recommendations was to construct a multi-level parking structure with a net gain of 250 parking spaces for Lot 23. Based on this recommendation, in 2005 the City issued a Request for Proposal for a parking structure for Lot 23. This project was for a mixed-use development with residential condominiums, however, staff did not proceed with the project. It should be noted that in the past three Redevelopment Implementation Plans, Lot 23 has been mentioned as a priority project.

The City would be looking for a design team that has extensive design experience in mixed-use parking structures located within an urban environment. The design team would include architects, land planner, environmental planner, economists, civil and traffic engineers and landscape architects and construction oversight. The deliverables would include a concept plan, entitlements and construction drawings that effectively blend several land uses within the context of a parking structure but is also sensitive to the surrounding neighborhood.

If approved, the City will issue the RFP in August 2012, with a recommendation to the Community Development Commission in November 2012. A full schedule is included in the attached RFP.

FISCAL IMPACT

The estimated project cost is \$7-8 million. Staff will be seeking state and federal grants to offset the construction costs.

CITY ATTORNEY'S ANALYSIS

The referenced document has been reviewed by the City Attorney and approved as to form.

COMMISSION OR COMMITTEE REPORT

On June 26, 2012, the Request for Qualifications was brought before the Oversight Board. The result of the Oversight Board recommendation will be reported at the Community Development Commission meeting.

RECOMMENDATION

Staff recommends that the Oversight Board approve the issuance of a Request for Qualifications for design consultants for the mixed-use parking structure consisting of ground floor retail, public parking and potential offices on the upper floors for Lot 23 located at the northwest corner of the intersection of Pier View Way and North Cleveland Street.

PREPARED BY:



Kathy Brann
Downtown Development Manger

REVIEWED BY:

Michelle Skaggs Lawrence, Deputy City Manager

EXHIBITS/ATTACHMENTS

1. Request for Qualifications
2. Staff Report dated September 17, 2003

City of Oceanside

Request for Qualifications for Parking Structure Feasibility

Planning, Design and Construction of a Mixed Use Parking Structure

Introduction:

The City of Oceanside is seeking qualifications from a Qualified Parking Consulting Team ("Consultant") to provide services to assist the City with preparation of conceptual plans and other required services including preparing entitlement documents including an EIR, site feasibility, planning, design, construction documents, bid documents and construction assistance for a Mixed Use Parking Structure. Additional services will include site review, development services for appropriate mix of land uses and potential land swaps for determining the best use of real estate properties owned by the City within Downtown Oceanside.

Project Description:

The subject site is approximately 1.61 acres in size and is located at the 300 block of North Cleveland Street. The subject site is bounded by Civic Center Drive on the north, Pier View Way on the south, AT&SF railroad tracks on the west and Cleveland Street on the east. Currently, the subject site consists of a 183-space surface public parking lot. The site is located within the Coastal Zone and is also part of the Nine-Block Pier Area Master Plan. Per the requirements of the Nine-Block Pier Area Master Plan, 9,000 square feet of visitor-serving commercial uses is required for this project. In addition to the required visitor-serving commercial uses, the City is looking at the feasibility of placing offices on the upper floor(s) of the proposed parking structure thereby increasing the public parking spaces on nights and weekends when the offices are not in use.

The surrounding area consists of residential uses located north and northeast of the site, and commercial uses located east, south and west of the site. The AT&SF railroad tracks are located immediately west of the site, the Oceanside Intermodal Transportation Center is located 3 blocks south of the site and the Pacific Ocean is located 3 blocks west of the site. The maximum building height is 45 feet.

Project Services:

The selected team will provide all necessary services to achieve the following:

- . Project meeting/data collection;
- . Advise the City on the best use of properties, potential uses of properties, land swaps, and/or development of sites into Mixed Use Parking Structure;
- . Preliminary Mixed Use Parking Structure Concepts;
- . Dimensional Computer Modeling;
- . Architectural Elevations Concept Plans;
- . Planning-level opinion of probable construction costs;
- . Geotechnical services;

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- . Environmental Services including traffic impact analysis, air quality analysis and noise impacts:
 - . Prepare Initial EIR study;
 - . Coordinate CEQA Public Review Process, respond to public comments
 - . Attend Scoping Meeting, Public Hearings and prepare Notice of Determination.
 - . Prepare Final EIR

- . Project Coordination, Meetings, Management and Public Outreach:
 - . Attend meetings as identified herein;
 - . Attend-Make presentation at three (3) Public Workshops;
 - . Attend up to ten (10) Project Update Meetings;
 - . Attend up to six (6) meetings with MSO, OCNA, or other neighborhood groups;
 - . Attend/Present Plan at three (3) Downtown Advisory Committee meetings;
 - . Attend/Present Plan at three (1) Community Development Commission Public Hearing;

- . Prepare Concept Plans and all necessary documents in order to obtain all project entitlements, project review documents for public hearing approvals and permits for development and plan check reviews.

- . Prepare all necessary construction documents including all necessary technical reports including but not limited to geotechnical, drainage, hydrology, traffic, storm water mitigation plan technical specifications for construction bidding.

- . Assist the City with review and selection of contractors for construction.

- . Provide construction administration/oversight services during facility construction.

- . Provide the City with "As built" plan after project is completed.

Evaluation Criteria:

Qualifications will be evaluated according to the following criteria:

- a. Qualifications of the Consultant's and sub-consultants' abilities in designing a sustainable parking structure with creative architectural treatments to be compatible and/or complement the surrounding buildings within a marine environment;
- b. Project timeline;
- c. Ability to mitigate potential Project design impacts to the surrounding residential neighborhood.
- d. Consultant's and sub-consultants' past experience of performance with the City and with similar projects, including costs control, quality of work, adhering to schedules, managing public approval process and delivering identified scope of services on similar projects.
- e. Experience in obtaining state and federal grants for other cities on similar projects.

Submittal Content Requirements:

The response to the RFQ shall be in a task format and shall contain the following minimum information:

- A. Cover Letter – Include a letter of introduction that summarizes the consultant team’s basic qualifications and past projects along with project team and any sub-consultants for the project;
- B. Identification of the Consultant Team;
 - a. Include an executive summary;
 - b. Identification of the Project Team. Provide resumes of key personnel and the responsibilities assigned to them;
 - c. Identify and provide resumes of any consultant partners who will be utilized to complete the Project;
 - d. Explain the consultant team approach to completing the Project, including a detailed scope of work;
 - e. A timeline for completion of the Project.
- C. Experiences and References

Provide a description of at least two (2) projects completed within the last five (5) years by the Consultant and sub-consultants that are similar in scope and consistent with the Project Services of this RFQ.

For each project reference submitted, please include the following information:

- a. Project name, location and photographs;
- b. Description of key project features;
- c. Project size (number of parking spaces, square feet, levels, etc.)
- d. Current status of project;
- e. Cost of Projects;

Provide a minimum of five (5) references, including three (3) from governmental agencies on similar projects, planned, designed and constructed by the lead consultant.

Additional information provided for sub-consultants for similar projects will also be evaluated.

Other information required in the submittal:

- . Submittals must comply with the requirements detailed in the RFQ.
- . Responses which are incomplete, out of order, have inadequate number of copies, lack required attachments, or have other content errors or deficiencies may be rejected.
- . Contextual changes and/or additions to the proposals after submission will not be accepted.

- . The City may require additional information to consider the consultant's qualifications.
- . The response must be submitted in the legal name of the organization and the corporate seal (if the organization has a seal) must be embossed on the original proposal.
- . Qualifications must be signed by an authorized representative of the consultant who has legal authority to bind the consultant in contract with the City.
- . Submission of a response shall constitute acknowledgement and acceptance of all terms and conditions stated herein.
- . Lack of compliance with legal or Administrative submission requirements may lead to disqualifications.
- . Submittals that are disqualified will not be reviewed or rated.
- . An estimated cost range. Please note that submittals will not be used to evaluate or rank submittal package without cost estimate.

Five (5) bound copies of the proposal, one (1) unbound copy and one (1) Adobe Acrobat PDF digital version on Compact Disc shall be delivered no later than 4:00 p.m. August __, 2012. Please mail or deliver your proposal to:

Kathy Brann, Downtown Development Manager
 City of Oceanside
 300 North Coast Highway
 Oceanside, CA 92054-2885

Attachments:

1. Project Site
2. ALTA

SCHEDULE OF RFP PROCESS:

- | | |
|--|--------------------|
| 1. Release RFP | August __, 2012 |
| 2. Mandatory Pre-proposal meeting | September __, 2012 |
| 3. Proposals due | October __, 2012 |
| 4. Notification of finalist | November __, 2012 |
| 5. Consultant Interviews | December __, 2012 |
| 6. Community Development Commission approval | January __, 2013 |

STAFF REPORT**CITY OF OCEANSIDE**

DATE: September 17, 2003

TO: Honorable Mayor and City Councilmembers

FROM: Public Works Department

SUBJECT: **PRESENTATION AND ACCEPTANCE OF THE OCEANSIDE DOWNTOWN PARKING STUDY**

SYNOPSIS

Staff, the Transportation Commission, the Economic Development Commission, the Redevelopment Advisory Committee and the Downtown Business Association recommend acceptance of the City of Oceanside Downtown Parking Study. The study provides an assessment of existing on-street and off-street parking supply and demand, and recommendations for future parking facilities. The Downtown Parking Study Executive Summary is attached as Exhibit A. Additional staff recommendations not identified in the Downtown Parking Study Executive Summary are attached with this report as Exhibit B.

BACKGROUND

The City recently completed a parking study to assess the current and future parking demand for downtown Oceanside. The parking study includes an action plan aimed at understanding the effects that future development and redevelopment projects will have on the future parking needs in downtown Oceanside.

ANALYSIS

The Oceanside Downtown Parking Study identifies:

- Locations where existing parking facilities may be lost and where new parking facilities may be developed;
- Recommendations for demand thresholds for when new parking facilities should be planned, designed/funded, and constructed; and
- Potential funding strategies for future parking facilities.

The City's downtown area is in a state of transition. There is currently an adequate supply of parking for the core downtown area to meet current customer, employee and visitor demands, however, as development and overall customer and visitor services increase, the City will need to provide for additional public parking.

The City is in a good position to start planning for adding to the public parking supply as it is planning for redevelopment in the core downtown area. The current demand does not warrant immediate construction activity, but selecting and obtaining the financing will take time.

Because the City already owns Lot #23 and the lot size can accommodate a structure, construction of a multi-level garage can occur when warranted by demand and financing is in place. The lot could be developed as a joint-use structure, and the City should begin the planning efforts to help make this decision.

The City should continue to support the construction of the OTC structure because it will provide the first opportunity to increase the public parking spaces. Construction of this facility prior to removal of surface lots #32 and #33 would be ideal, but the timing is related to funding issues. Transit ridership is expected to increase, which will increase the demand for downtown public parking spaces.

FISCAL IMPACT

No fiscal impact.

COMMISSION OR COMMITTEE REPORT

The Transportation Commission, the Economic Development Commission, the Redevelopment Advisory Committee and the Downtown Business Association have endorsed staff's recommendations and recommend City Council adoption.

CITY ATTORNEY'S ANALYSIS

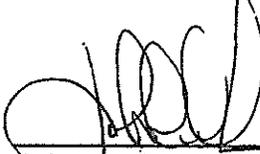
Does not apply.

RECOMMENDATION

Staff, the Transportation Commission, the Economic Development Commission, the Redevelopment Advisory Committee and the Downtown Business Association recommend that the City Council

1. Accept the City of Oceanside Downtown Parking Study;
2. Direct staff to begin efforts to implement the recommendations for future on-street and off-street parking facilities as described in Exhibits A and B; and
3. Provide policy direction relative to new and redeveloping downtown businesses to either:
 - a. Require each new and redeveloping business to provide its own parking; or
 - b. The City will provide parking in planned structures with adequate in-lieu fees and or development fees.

PREPARED BY:



John Amberson
Transportation Planner

SUBMITTED BY:



Steven R. Jepsen
City Manager

REVIEWED BY:

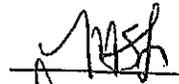
Michelle Skaggs-Lawrence, Assistant to the City Manager

Peter A. Weiss, Public Works Director

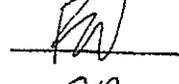
Frank Watanabe, Transportation Manager

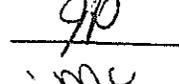
Joyce Powers, Redevelopment Manager

Jane McVey, Economic Development and Redevelopment Director









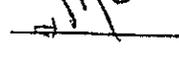


Exhibit A
Exhibit B

EXHIBIT A

STAFF RECOMMENDATIONS

5 TO 10 YEAR RECOMMENDATIONS

1. The City needs to construct the new Oceanside Transit Center (OTC) parking structure prior to the removal of surface lots 32 and 33 (west of Cleveland, immediately north and south of Mission). The plan to construct the new OTC parking structure is progressing pending resolution of funding issues.
2. The City needs to begin planning for an additional structure to support parking needs. The recommended priority is Lot 23 at Pier View Way and Cleveland Street for an additional 250 (minimum)- 3 level structure.
3. The City should assess the feasibility of constructing a parking structure on Betty's Lot for future beach use.
4. The planning process for additional structures needs to consider various funding options to construct and operate a parking structure including:
 - a. Public/private partnerships;
 - b. Joint development opportunities to include mixed uses as part of the parking structure;
 - c. Consideration of a Downtown Business Improvement District/ Assessment district;
 - d. Assessment of appropriate in-lieu fees for new development and redevelopment;
 - e. Redevelopment/City funding; and
 - f. Assessment of converting the downtown area to paid parking rather than free parking and assigning the revenues to pay for the new structures.
5. The City needs to begin design for an additional parking structure on Lot 23 prior to the removal of the parking on private Lots 24 and 25.
6. The City should coordinate with NCTD to begin a planning process for the development of additional parking structures over the existing Transit Center parking lot.
7. Analyze on street parking on block-by-block basis to determine if more spaces could be re-striped for angled parking.

10 TO 20 YEAR RECOMMENDATIONS

8. Identify potential parking structure sites at downtown gateway areas such as:
 - Horne and Mission
 - Coast and Seagaze
 - Coast and Missouri
9. The City should preserve the Commercial/Beach corridor linkages in the downtown area along Pier View and Mission.
10. The City should preserve its core downtown area, from Coast Highway to Pacific and Civic Center to Seagaze, as commercial/visitor serving.
11. The future development of the area near the Oceanside Transit center, from Coast Highway to the railroad tracks and Seagaze to Missouri, should focus on professional/office and business uses.
12. The City needs to establish a parking policy relative to new and redeveloping downtown businesses to either:
 - Require each new and redeveloping business to provide its own parking, or
 - The City will provide parking in planned structures with adequate in-lieu fees and or development fees



EXHIBIT B

DOWNTOWN OCEANSIDE PARKING

EXECUTIVE SUMMARY

Prepared for.

City of Oceanside
300 N. Coast Highway
Oceanside, CA 92054

Prepared by:

Kimley-Horn and Associates, Inc.
Los Angeles Office
5550 Topanga Canyon Boulevard, Suite 250
Woodland Hills, California 91367

August 2003

094295004.3

Background

Parking demand and management of the parking spaces in the City of Oceanside's downtown area has consistently been one of the most important issues to downtown business owners, employees, customers and beach-goers. The City developed a two-phase approach to address these issues. Phase 1 was to define the long-term need for additional parking spaces and Phase 2 was to determine whether or not any parking structures would be required to meet future demand. The approach included completing an initial analysis and then developing an Action Plan.

The initial analysis was to provide the following information:

- Definition of the appropriate study boundaries to address the downtown core and beach parking issues.
- A summary of the current parking inventory in the study area, and identification of the existing spaces as either temporary or permanent.
- Parking supply and demand strategies for a "coastal urban core" setting.
- Recommended parking policies that consider retail, office and entertainment land uses, transit usage, beach recreation, visitor needs and shared-use parking.

The Action Plan would include:

- An assessment of current and projected downtown parking needs, based upon standards and policies developed in the initial analysis.
- Recommended demand thresholds for new parking development.
- Identification of opportunities for additional parking in the downtown core area, including sites for a new structure.
- Definition of a methodology for the CDC and the City to monitor downtown parking utilization and needs on an on-going basis, and the refine strategies as required.

A combination of efforts completed within the past year address a majority of the objectives set for the initial analysis and the Action Plan. These efforts include:

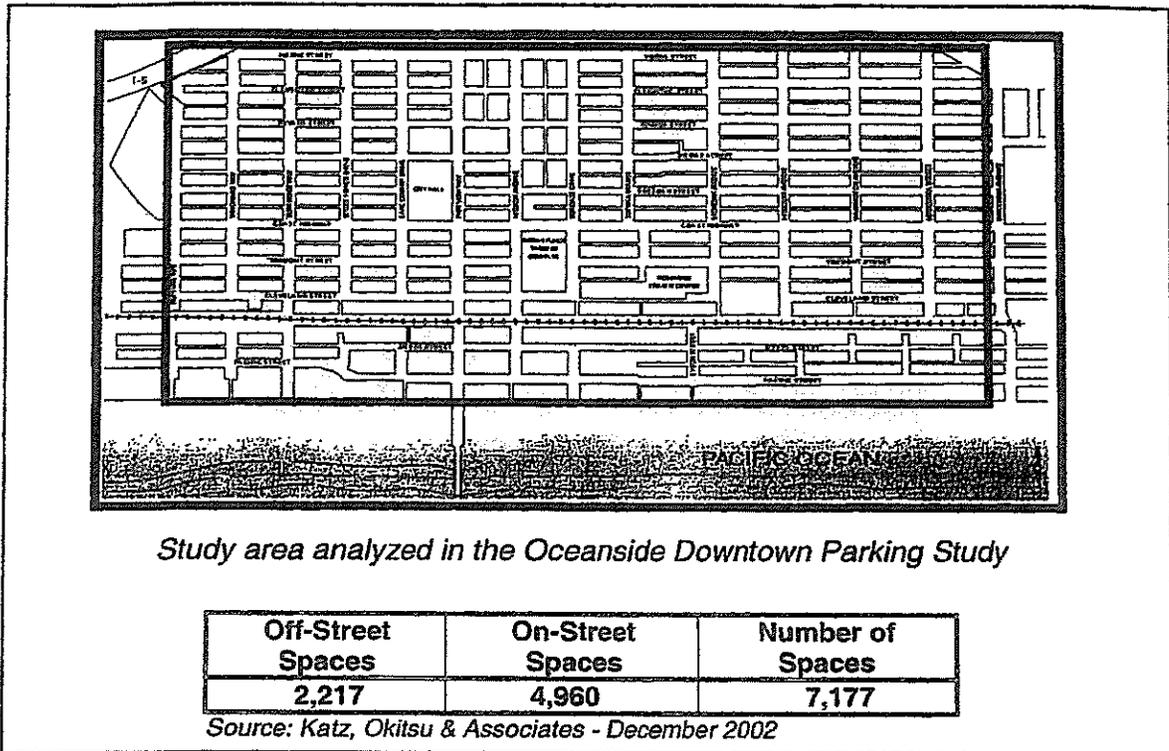
City of Oceanside Downtown Parking Study. Katz, Okitsu Associates completed this study in December 2002. The report includes data regarding the existing public parking supply, the demand in lots and on City streets during different times and days, and an assessment of the future demand based upon downtown redevelopment plans.

Input from City staff. Based upon the Parking Study, City staff provided input to help more clearly define issues such as; existing and future parking issues for business owners and customers, information about redevelopment projects, joint-agency plans for parking structures and summer beach parking issues.

Downtown Oceanside Parking Action Plan. Kimley-Horn and Associates, Inc. utilized information from the Parking Study and listened to the City staff input to form a strategy to address future parking needs in a more defined area of the downtown. The presentation attached to this executive summary describes that strategy.

Existing Supply and Demand

There are currently approximately 7,177 public parking spaces (on-street and off-street) in the greater downtown area – studied by Katz, Okitsu Associates (KOA). The figure below illustrates the KOA study area.



The Downtown Oceanside Parking Action Plan focused on a smaller area that includes most of the public off-street spaces and will experience the majority of the redevelopment activity. The more focused area illustrated on the following page currently has approximately 3,194 public parking spaces.

A common guideline for making decisions about providing for future parking needs is provided below:

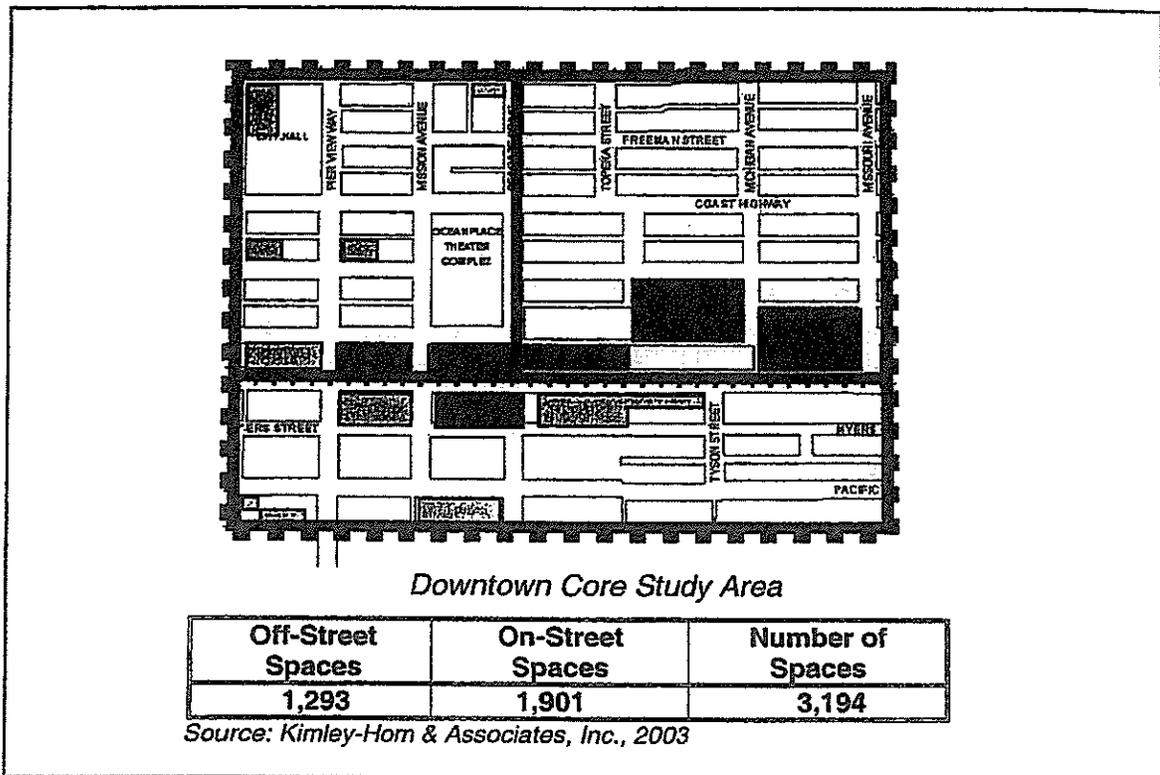
- Begin planning for additional spaces when the average parking demand is at 70%.
- Start designing new parking facilities when average parking demand is at 80%.
- Construct the new facilities when average parking demand is at 90%.

The current average parking demand in the downtown core area is approximately 68% on weekdays and 84% on weekends.

Existing Parking Issues

In general, there is a sufficient number of parking spaces downtown to meet the current customer, employee and visitor demand during most times and most days. However, there are “peak” times on some weekdays and weekend days when spaces in certain areas are hard to find. This occurs in the area west of the railroad tracks and south of Seagaze Drive on weekdays and near the beach on summer weekends. And, parking demand has been increasing in the past two years.

Another issue affecting the demand is that the average distance that people in the downtown core area expect to walk between where they park and their destination is only one or two blocks. Therefore, public parking spaces that are available just blocks outside of the "core" of downtown often go unused, while the spaces and lost in the most active areas of downtown are quite full.



Future Supply, Demand and Issues

Many of the existing City-owned off-street spaces (lots) are considered to be temporary, because redevelopment projects are planned for some of the sites. Some of the redevelopment projects are more defined than others, and some of the construction dates are uncertain. Although the redevelopment projects will be required provide on-site parking to accommodate the project's parking demand, the spaces will be lost for use by the general public. In addition, as the projects are constructed, the downtown area will become more of a destination, which is expected to increase the parking demand.

Combined, the development projects will eliminate approximately 476 public parking spaces from the core area, and increase the demand because of the new land uses. This will significantly increase the average and the peak parking demand and finding an empty parking space will be harder, more often.

The future OTC parking structure will provide approximately 450 new spaces, but the new spaces will only be replacing existing spaces in the existing surface lots.

Future Parking Opportunities

The City-owned Lot #23 just west of the railroad tracks on Pier View Way is a key site that may enable the City to meet the expected increase in the future parking demand. This site is large enough to accommodate a parking structure. The City should keep this site as a parking lot and develop a financing plan to build a parking structure for when it is needed. A three level structure could accommodate as many as 450 spaces, but the net gain in new spaces would be 267, since the existing 183 surface spaces would be eliminated as part of the construction. A taller structure would provide for even more spaces.

Precisely when Lot #23 should be converted to a structure depends upon the timing of the redevelopment projects and the resulting elimination of the existing 476 public parking spaces.

The Lot #23 site is also located in an area somewhat central to where the future demand is expected to increase. Together with the future OTC lot, these two sites can equally serve the beach area and the core area west of the railroad tracks.

The City should also locate one or two small sites near the Mission Avenue/Coast Highway intersection that can accommodate small surface parking lots for the expected increase in demand in that area. The Lot #23 site and the OTC structure will not be able to serve that area as well as small surface lots. The City will also need to identify funding for property acquisition and construction of the lots.

Installation of wayfinding signage would also help solve part of the future demand increases, by directing people more clearly to public spaces that are available a few blocks from the primary destinations. One example would be to direct people to the Civic Center/City Hall structure that is often overlooked as a public parking lot. The signage should help increase the average walking distance, which could in-turn benefit other areas of the downtown.

The on-street parking spaces should be analyzed on a block-by-block basis to determine if any more spaces could be re-striped for angled parking. While this effort could provide for more spaces, but could also restrict the roadway capacity.

The City should be prepared to monitor the parking demand in the core area periodically in order to better define the timing for when additional spaces will be needed, and when the funding can be obtained.

Elimination of some of the public spaces could reduce fee, meter and citation revenues. In addition to the lost spaces that will be converted into redevelopment projects, some of the on-street spaces may also need to be removed to accommodate new site driveways. The City should determine what these fees are now used for in order to determine how to supplement the budgets.

Conclusions

The City's Downtown area is in a state of transition, especially in the core area. There is currently an adequate parking supply in the core to meet current customer, employee and visitor demands. However, as development opportunities and overall customer and visitor services increase, the downtown area will need to provide additional parking.

The City is in a good position to start planning for adding to the public parking supply as it is planning for redevelopment in the core downtown area. The current demand does not warrant immediate construction activity, but selecting and obtaining the financing will take time. Identifying and acquiring small sites for surface lots will also take time.

Because the City already owns Lot #23 and the lot size can accommodate a structure, construction of a multi-level garage can occur when warranted by demand and financing is in-place. The lot could be developed as a joint-use structure, and the City should begin the planning efforts to help make this decision.

The City should continue to support the construction of the OTC structure because it will provide the first opportunity to increase the public parking supply. Construction of this facility prior to removal of surface lots #32 and 33 would be ideal, but the timing is related to funding issues. Transit ridership is expected to increase, which will increase the demand for downtown public parking spaces.

The planning process for new parking facilities should consider various funding options for construction and operation costs. Potential funding options could include:

- Public/private partnerships
- Joint development opportunities (mixed use development as part of a structure)
- A Downtown Business Improvement District
- Fee parking in some or all downtown public parking facilities

The City should monitor parking demand on a regular basis and begin efforts to define the financing mechanism(s).

Wayfinding signage should be installed to help increase the expected walking distance. Making people more aware of the public parking spaces that exist outside of the core area could have the same effect as providing new spaces, at a much lower cost.