



CHAPTER 3 MANAGING PARKING RESOURCES



3.1 INTRODUCTION

Historical Perspective

Parking has always been a critical piece of the vibrancy in downtown. In its earliest years stakeholders discussed where to stable the horses to avoid the smell from fowling the air, the meal and the night’s pleasure. Back then the downtown was comprised of many small parcels, some 15-feet wide by 150-deep.

To accommodate an increase in vehicular traffic and to maximize the access and use of retail opportunities on Main Street, Salinas began its initial efforts to reinvent parking systems after World War II, and more vigorously in the late 1950’s into the mid 1970’s. Parking was designed to enhance pedestrian traffic into the main corridor, using the “open air” downtown mall as a prototype. Centering its focus on Main Street and Lincoln Avenue, the City established a parking district for each proposed parking lot. At one point there were ten such districts, and each had a unique purpose to consolidate parcels into lots large enough for parking purposes.

The first was District 1 that established the Salinas Street Garage located south of 65 Alisal Street between Salinas Street and Lincoln Avenue in 1956. Several small lots were assimilated, and the last had to be acquired through condemnation. Bonds were then sold and the adjacent property owners were assessed for their repayment in short 10-year terms.

When redevelopment and tax increment financing came to Salinas in 1961, these resources were leveraged with other private interests, and additional properties were acquired. District Five focused on the current parking Lot 5 on Monterey and Alisal Streets. The City (redevelopment) and Crocker Bank (now Robo Bank) paid \$275,000 each and were forced to use condemnation to acquire these properties. District 4 is the current location of Parking Lot 3, which is on the 200 Block of Monterey Street. Property records indicate that Assessment District #9 issued \$13,743.71 in bonds in 1961, with a ten year-term. Adjacent business and property owners paid into this district until the debt was retired.

The old deeds have interesting restrictions, as for Lot 3, there is one restriction that describes that if a movie cinema is no longer operated on the adjacent property, (Fox Theater), then the original owner had the right to buy the property back. The same is true for the “Post Office” Parking

lot on the corner of Lincoln and Alisal. If it is no longer used for parking, it has to revert back to a school use (the home of the original “Brick-Yard”). Lot 2 is similar, where it has to be used for public parking, or revert to its original owners or heirs, for their determination of its future use.

And so the 17 original parking lots were established downtown over a course of two decades, with or without the cooperation of the property owners, but certainly with full cooperation of the adjacent property and business owners. Having paid to develop these parking assets, the City business owners soon celebrated the removal of parking meters for on-street parking. Overtime, these lots have evolved to include consideration of the alleys and their use, as well as shared solid waste receptacles. The future development of these parking assets into new or different uses, has to account for these original investors, many of whom still control the interest they had in the 1960’s and 1970’s.

This parking heritage explains the resistance felt in 2006-2008, when new and different methods of paying for parking emerged from the City’s parking study. New technologies, a new parking garage, and new philosophies about the “high cost of free parking” made change seem inevitable. But during the time of this study, the demand for parking decreased as mortgage lenders were closing their doors. As demand diminished, vacancies increased, and support for paid parking went to the way-side. The paid parking that was established in Lot 13, and in the new garage have since disappeared since construction began on the 100 Block.

There should be no doubt that parking facilities and their operations are expensive. Postponing the development of a parking program and new assets until demand peaks is a mistake because it will be too late to respond rapidly or effectively. Incremental steps have to be taken now, or no parking assets will be built in time to accommodate vibrancy.

Having described this history, the City has budgeted for a parking management study to be completed in Fiscal Year 2014/15. The study from April 2006 will form the basis for this study, which will help expedite this work, but some important changes will be considered. There are nine sections in the 2006 study. The first seven review current management practices and facility conditions, a thorough comparative

study of best practices from other municipalities, and recommended infrastructure and organizational changes. On Section 8 page 106, a summary for various potential rate structures is considered, with anticipated revenue from each scenario. These estimates range from a little under one million dollars per year, to \$1.8 million per year. It is important to note that these do not include enforcement, which is deferred for the first two years. The original study suggests that enforcement be wrapped into the plan at the start of year 3.

During Fiscal Year 13-14, numerous discussions with the Police Department occurred concluding that parking enforcement move from the Police Department to the parking district as a first step toward implementation. This approach is much more efficient than that proposed in 2006, and allows the revenues to be balanced and enforced uniformly allowing payment rates to remain low or flat while enforcement takes hold. Public Works has already begun preparing a request for proposals for the purpose of hiring a private parking enforcement team to initiate this service sooner than later.

The Vibrancy Plan plays an instrumental role in this phase of planning for a professional parking management plan. The plan considers parking as a critical component for the economic vitality of the downtown. The land devoted to surface parking represents a source of new development sites, when combined with a program to construct strategically places parking structures. The plan also establishes options for financing parking supply and operations.

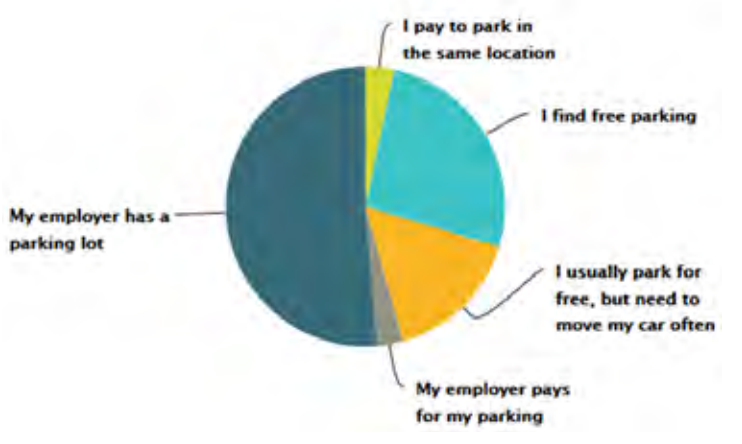
Present Conditions

Downtown Salinas presently has more parking supply than the demand that is generated by users. Additionally, some of the parking is inappropriately located. Along Main Street and near the Government Center, on-street parking demands exceed supply. The City of Salinas is responsible for managing the on-street parking and provides over 1,300 parking spaces in public parking lots or structures. Of these, only the parking structure at Monterey Street and Market Street charges for parking (\$0.50/hour with a \$4 daily maximum). Most of the free parking is restricted with time limitations. Parking on Main Street is generally allowed for up to 90 minutes, while surface parking lots typically have 2-hour limits, and certain areas near the Government Center allow for 4-hour parking. A limited amount of shorter term parking, loading zones

and handicap parking occurs along most streets. Predictably, on street parking is mostly used, while the paid parking is used only when other parking cannot be found or longer parking durations are needed. In a survey of downtown property owners and merchants, the following responses were provided when asked what customers expressed about their experience in parking downtown. These results indicate that customers are accustomed to and expect to receive free parking near their destination.

Answer Choices	Responses	
Parking is plentiful and convenient	10.34%	3
Not enough parking downtown	55.17%	16
Parking is available, but fines are too rigorously enforce	31.03%	9
Unsafe walking from available parking	51.72%	15
Not enough parking close to my business	34.48%	10
Don’t like to pay for parking	27.59%	8
Total Respondents: 29		

Downtown employees were asked which response best described their parking habits. The chart below indicates that very few downtown employees pay for their own parking. Over half of those responding indicated that their employer either provides or pays for their parking. This approach results in a bias toward using automobiles in their journey to work. Nearly ¼ of the respondents admitted to parking in time limit parking and then moving their cars. This behavior results in employees using valuable parking that would ideally be made available to customers.



GOVERNMENT PARKING

LOT	DESCRIPTION	SPACES
D	Jury Lot/ Train Station	105
12	City Employee Lot	120
10	City Employee Lot	13
GG	County Employee B + E Permit	142
Y	County Employee Permit	125
AA	USPS	37
Z	Police Department	67
8	Municipal Lot (Gabilan)	21
HH	County Office	7
NN	Monterey County Parking (Lot 6)	31
17	Monterey County Parking	20
15	City Employee Lot	10
16	Monterey County Parking	20

PUBLIC PARKING

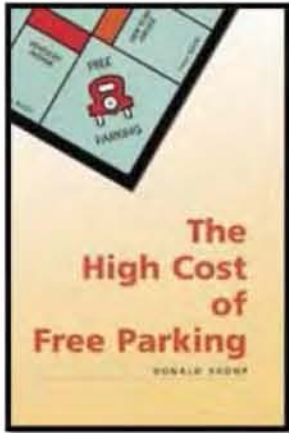
LOT	DESCRIPTION	SPACES
MSG	Monterey Salinas Garage	435
CV	County Visitor	47
8	Municipal Lot (Gabilan)	42
1	Municipal Lot (Salinas)	49
3	Municipal Lot (Monterey)	79
17	Monterey County Parking	17
CG	City Garage (Day Permit)	121
CG	City Garage	10
2	Municipal Lot	73
5	Municipal Lot	144

3.2 BEST PRACTICES IN PARKING

3.2.1 The High Cost of Free Parking

In 2005, Dr. Donald Shoup, an economics professor at UCLA published The High Cost of Free Parking, which has revolutionized the way parking is managed. Some of Shoup’s principals include:

- **There is no such thing as free parking.** Someone is paying for parking, in the case of Salinas, it is the City and/or employers.
- **Cheap street parking causes air pollution and congestion** (as cars circulate in search for a parking space), whereas bicycling and walking results in zero pollution and transit results in greatly reduced pollution levels.
- **Optimally 85% of a street’s parking should be occupied, leaving one or two spaces available - per block face.** This is known as the 85% threshold. This can be achieved by setting the price of parking at market rates. The most desirable parking should be priced at a higher rate. Less desirable parking can be priced at lower rates (or free).
- **Development parking standards that require too many parking spaces result in high cost for goods, services and housing.** Business subsidize the parking market by providing more “free” parking than necessary
- **Park once, visit many** - providing centralized shared parking that helps to promote a vibrant and walkable downtown. Visitors tend to visit several establishments before returning to their parked cars.



3.2.2 Parking Management Approaches

Downtown Salinas’ parking approach is based on antiquated parking practices that are not in line with progressive planning principals contained in the General Plan, such as transit oriented development or complete streets. The following approaches are being used by other agencies to better manage their parking assets.

Reduced Parking in Urban Areas

Developments in a vibrant urban setting do not generate the need for parking at the same level as suburban developments, because non-motorized travel options exist. Where a development is located close to good transit service, an integrated bicycle network and a dense pedestrian environment, parking requirements should be lowered. However, in many cases parking requirements do not vary for urban developments which results in excess parking and an unfair incentive for automobile travel. This results in high cost of development, increased congestion, and increased air pollution. Many cities tailor their parking requirements for urban developments to better reflect the travel options that exist and to provide the right amount of parking.

Shared Parking for Mixed-Use Development

The concept of shared parking is based upon the distinct peaking characteristic of individual uses, as shown below, many of the uses located in a downtown, have their highest parking demand occurring at different times. By sharing parking areas, the overall amount of parking provided can be reduced. The Urban Land Institute has developed hourly parking accumulation data for a variety of uses and developed procedures for applying these rates to mixed-use developments.

Parking Demand Times for Various Uses		
Weekday Peaks	Evening Peaks	Weekend Peaks
Government	Theaters	Museums
Schools	Restaurants	Shopping
Office	Bars	Religious
Banks		Parks

Unbundling Parking from Development Requirements

A more aggressive approach to providing parking is to unbundle it from development. Cities that unbundle their parking requirements from development standards don’t require developments to provide any parking. This approach allows the “market” to decide how parking is provided. For instance, if a residential developer proposes to construct 90 dwelling units of condominium housing in an urban area with a variety of travel mode choices, he has the option on how much parking to provide and how to pass those costs on to consumers. Rather than spending the cost to build structured parking (about \$25,000 per space) and including that cost in the price of the condominium, he could sell the condominium and the parking separately. This would allow the buyer to decide how many parking spaces are desired, if any.

An example of this practice in downtown Salinas is Main Street between San Luis Street and Central Avenue. Most of the development along this section do not have its own designated parking. Customers and employees are on their own to find their parking, which typically occurs on City owned lots or streets. Some employers purchase permit parking passes for their employees.

Parking Credit Program

Another means of unbundling parking is through the use of a Parking Credit Program. This program is applicable in areas where a jurisdiction provides most of the parking in centralized locations. Individual businesses can provide their required parking through an annual fee, paid to the parking authority. The fee is typically set at a few hundred dollars per space, which is a much more manageable expenditure and allows for the parking authority to recoup its costs for providing parking. Spaces are typically not reserved and pricing is set at market rates. The cities of Pasadena and West Hollywood use parking credit programs.

UNBUNDLED PARKING IN DOWNTOWN SALINAS

Certain properties in downtown Salinas were included in parking districts that collected monies to assemble land to build surface parking lots. Since these properties already paid tax assessments to provide parking, they are not required to provide their own parking unless they expand the size of their existing building. They are also not assigned specific, reserved parking spaces.

If the owner of one of these properties decided to construct residential uses on the upper floors, the owner could decide how to accommodate parking:

- The owner could develop his project with no parking. Those renting or purchasing the dwelling unit would be responsible for finding their parking. Those choosing not to own an automobile would not need to have the price of parking buried in the sales/rental price. The sales or rental price of the dwelling unit would be lower since parking is not provided.
- The owner could build some parking, on-site or nearby, and could sell or rent the parking to the buyer/renter as an optional purchase. This would allow for residents to have a reserved parking space(s).
- The owner could build parking and sell the parking as part of the purchase or rental price for the residential dwelling unit.
- In each of these situations, the marketplace is determining how much parking is provided.

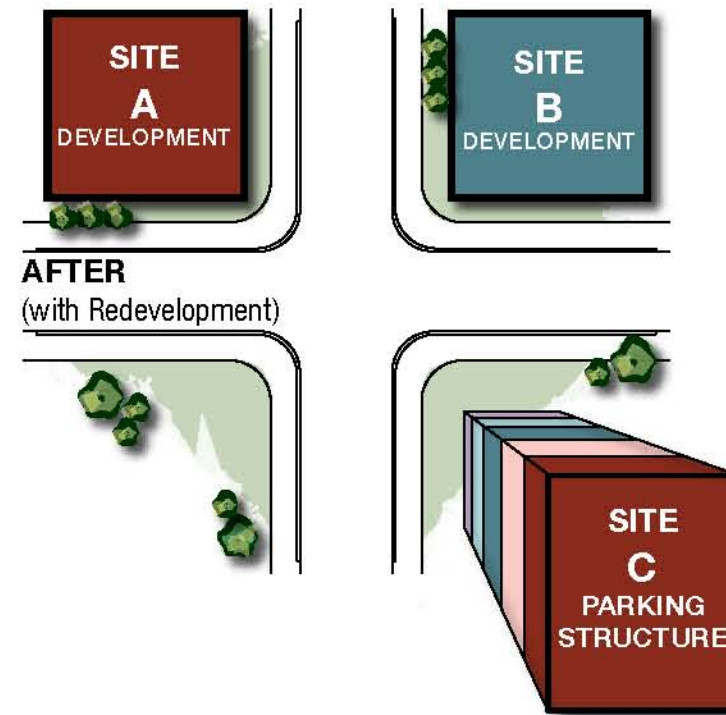
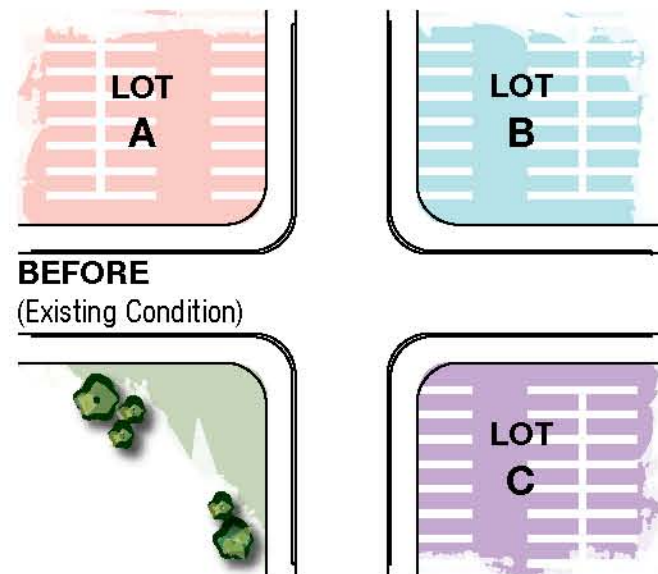


Vacant space on the 2nd floor of the Dick Bruhn building on Main Street could be redeveloped without providing any parking spaces.

3.2.3 Repurposing Parking Lots

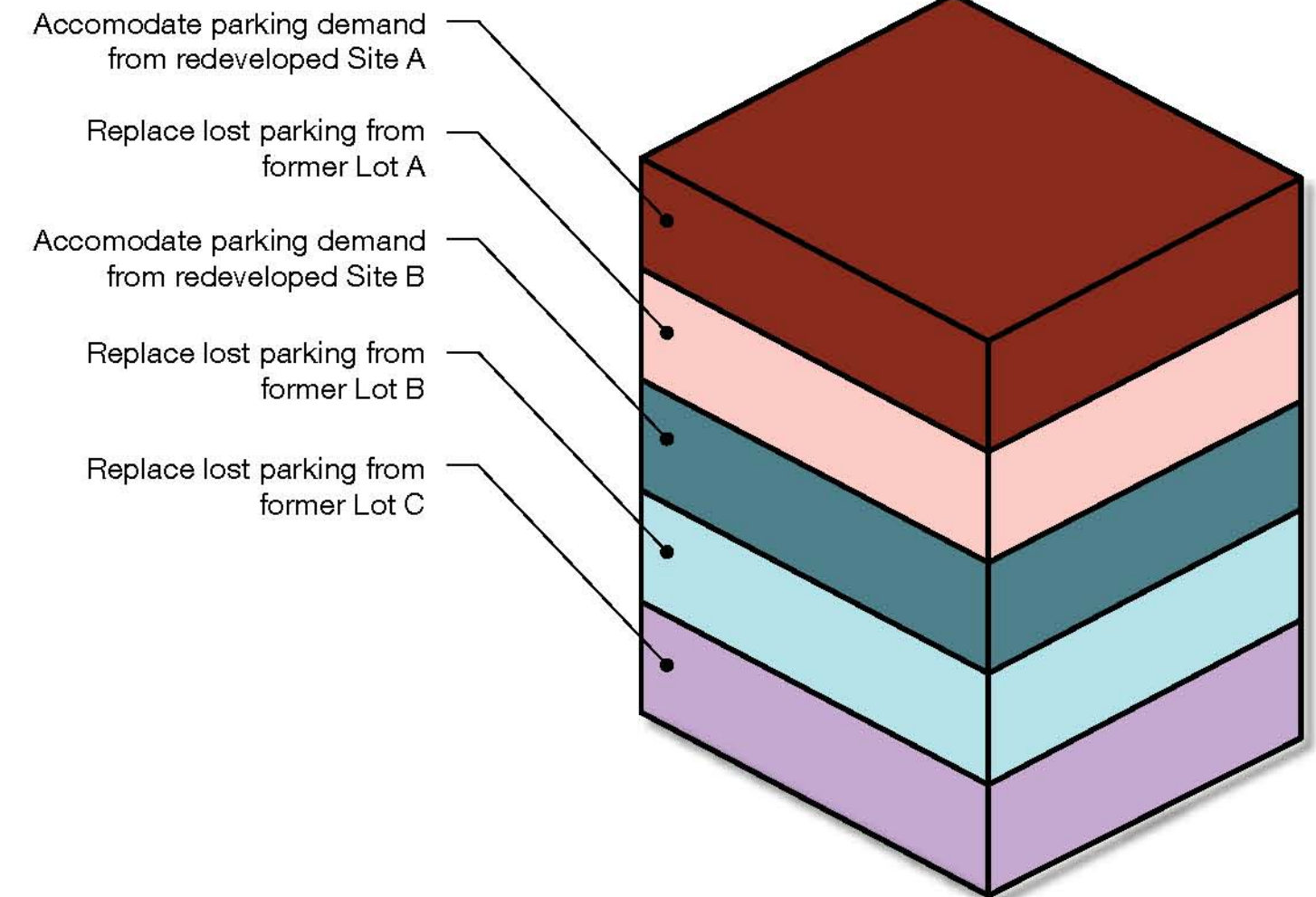
Parking structures can be used as a tool to revitalize downtown Salinas by not only improving the parking conditions and overall transportation network, but also improving the quality of downtown by creating sites for development. Specifically in Salinas, the repurposing of surface parking lots and the construction of parking structures will facilitate more efficient use of land by incorporating the parking needs of multiple sites into one site (as shown in Figure 3-2). The development flexibility associated with the construction of a parking structure provides Salinas with blank canvases to accomplish their downtown-wide goals.

FIGURE 3-2 PARKING STRUCTURE OPPORTUNITIES



In this example, surface parking lots A, B, and C can be repurposed and redeveloped to generate more activity in downtown. Well located, designed, and secured parking structures adjoined by mixed-use developments can be the catalysts for future development in helping to create vibrant and accommodating areas that attract more people.

In stacking the parking supply vertically, the amount of land dedicated to parking in downtown Salinas is reduced, creating development flexibility. With a five story garage (like the one pictured above), the amount of parking provided on one block of land is nearly five times greater than that provided in a surface lot on that same block. This enables the parking needs of multiple sites to be incorporated into one; the parking lost from the repurposing of the existing surface parking lots and the new parking demanded from the new developments can both be accommodated in one structure (as shown in Figure 3-2).



3.3 PARKING OPPORTUNITY SITES

3.3.1 Structured Parking and Redevelopment

One of the City of Salinas’ greatest downtown assets is the land it has assembled for parking. Currently, most of this land is being used for surface parking. Figure 3-3 depicts the parking lots and other properties the City of Salinas currently has assembled that can be repurposed either as structured parking or potential development sites. This figure represents the maximum potential of each site, recommendations for redevelopment are presented in Chapter 5.

Properties depicted in green are current government parking lots that are recommended to remain as parking. Some of these lots are too small to be used for structure parking or to be redeveloped. Portions of the Intermodal Transportation Center parking are also recommended to remain as surface parking.

Properties depicted in blue are recommended to remain as public parking. Most of these properties are currently structured parking or too small to become redeveloped. As part of the old deeds created during the development of the City’s parking districts, the redevelopment of Lot 2 requires the consent of the original owners or heirs. With that, Lot 2 is recommended to remain as public parking.

Properties depicted in pink are current surface parking lots that are too small to be considered for parking structures, but are recommended to be redeveloped. These lots can be redeveloped separately or combined with an adjacent property.

Parcels depicted in yellow are sites that could become structured parking or a redevelopment site with or without parking on site. These sites represent a tremendous development potential that can be used to create more jobs, residents, and commercial opportunities in downtown Salinas.

FIGURE 3-3 PARKING LOT REDEVELOPMENT OPPORTUNITIES

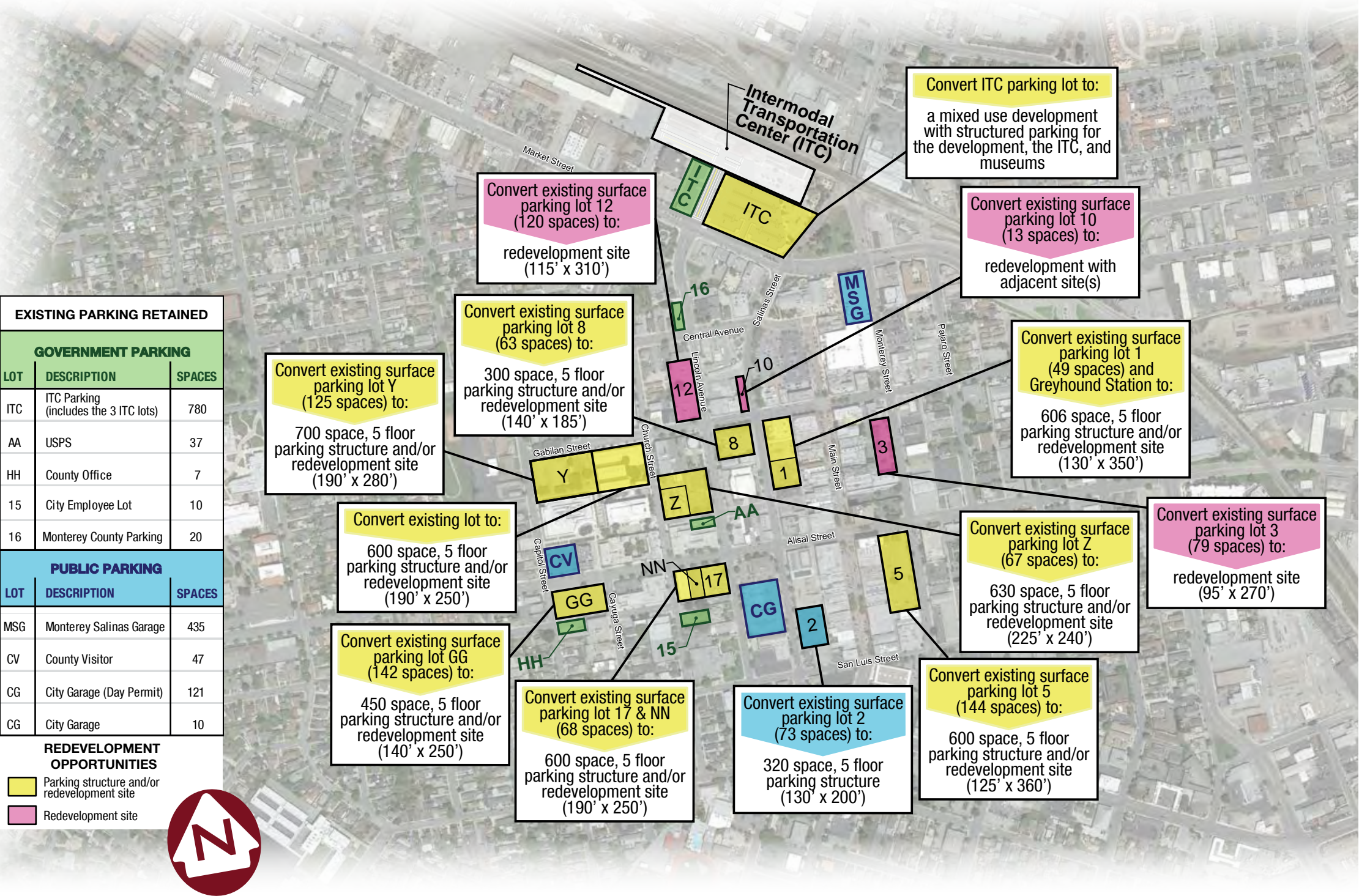
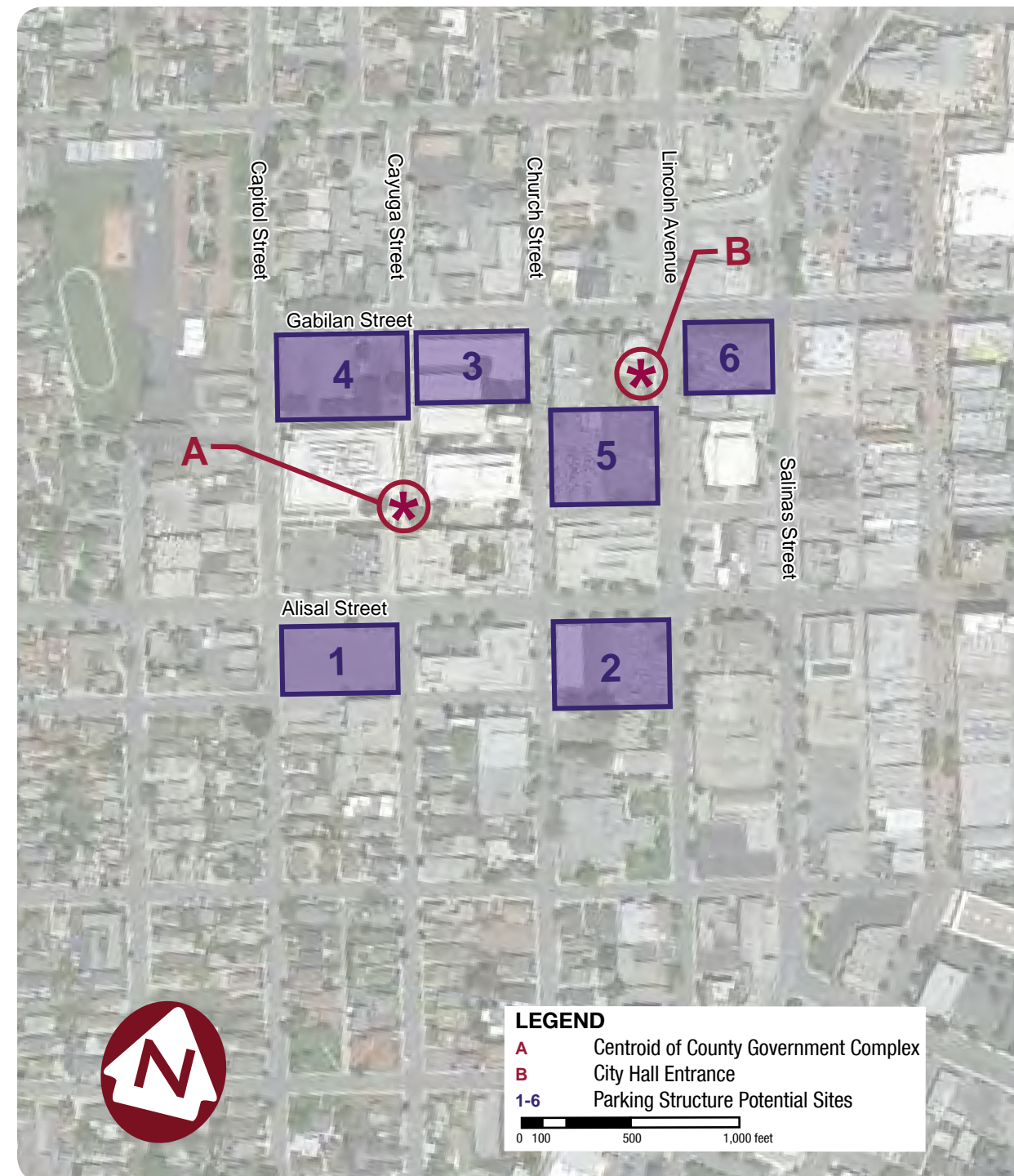


FIGURE 3-4 GOVERNMENT CENTER PARKING STRUCTURE



3.3.2 Government Center

The need for additional parking to accommodate Government Center uses was identified more than a decade ago as documented in Environmental Impact Report for the Monterey County Government Center (MCGC). County employees park in several lots surrounding the MCGC. Presently, the County is using shuttles to transport jurors and some employees between the MCGC and remote parking lots near the Amtrak Station at Market Street and North Main Street. On-street parking in the vicinity of the Government Center is mostly occupied during business hours. Visitors to the City and County desiring to park for more than two hour durations have difficulty finding available parking on-street or in surface parking lots due to time limit restrictions.

In 2007, the County evaluated four potential sites for a 550-space parking garage (depicted as Sites 1-4). They considered the following criteria in comparing the potential sites:

- Must be within a 3 minute walk distance of the County,
- Safety for pedestrians crossing Alisal Street, and
- Financial consideration (related to ownership of the lot and existing uses)

In August 2014, the County of Monterey purchased vacant office buildings at 1441, 1448, and 1494 Shilling Place. This purchase will result in an estimated 145 employees relocating from downtown Salinas. This will reduce the overall parking demand by about 120 spaces.

In considering parking in the Vibrancy Plan, the ability to provide shared use of parking has been identified as a desirable feature. The City of Salinas has expressed a willingness to partner with the County to consider a joint use facility. Also, the parking structure could be used during evenings and weekends for events and nighttime uses if located close enough to Main Street. Thus, the criteria were expanded to include:

- Proximity to City Hall, and
- Proximity to Main Street.

By including the City as a potential joint user of a Government Center parking structure, City owned property was also included as potential sites. Two sites were added:

- The current police station site (site 5), and
- Municipal Lot 8 (site 6)

The six sites under consideration for a potential Government Center parking structure are shown in Figure 3-4. These sites were evaluated using the expanded criteria. Each of the sites was assessed a rating of Great, Good, Neutral, or Bad for each of the evaluation criteria (shown in Table 3-1).

None of the sites were found to meet all of the criteria. Two sites rated Good or better on all but one of the criteria.

Site 6 (City Parking Lot 8) is an attractive site for parking. It could be delivered quickly, is close to City Hall, the County, and Main Street. Due to its size, this site would not be able to accommodate all of the parking needed for the Government Center. This site could likely accommodate City Hall parking, visitor parking for the County and potential parking from adjacent development sites. Existing County parking lots would need to remain or new lots constructed to accommodate the balance of the County's parking demands.

Site 3 (Church & Gabilan) meets all of the criteria, except for proximity to Main Street. This site is equally close to City Hall and the MCGC and can accommodate sufficient parking supply. The site does require that the District Attorney's office be relocated and the modular buildings be removed; however the County has initiated efforts to relocate the modular buildings.

Each of the other sites has strengths and drawbacks.

Site 1 (Alisal & Cayuga) scores well in all of the County's original criteria. Assuming pedestrian crossing could be improved, this would be an acceptable site for County use. The site rates Bad in terms of walking distance to City Hall and walking distance to Main Street.

Site 2 (Alisal & Church) is not close to any of the desired destinations, when factoring the time required to cross busy streets. Modular buildings on the site will be removed by the County.

Site 4 (Capital & Gabilan) scores well in all of the County's original criteria. This site has longer than acceptable walk times to City Hall and Main Street.

Site 5 (Police Station) is close to both City Hall and the MCGC. It is longer to Main Street due to indirect paths, and there are complexities in developing this site - the Police Station needs to be relocated.

3.4 TRACKING DEMAND AND MANAGING SUPPLY

TABLE 3-1 EVALUATION OF GOVERNMENT CENTER PARKING SITES

Characteristics	Parking Site					
	1 Alisal & Cayuga (300 Cayuga St.)	2 Alisal & Church (111 W. Alisal St.)	3 Church & Gabilan (230 Church St.)	4 Capitol & Gabilan	5 Howard & Church Police Station	6 Lincoln & Gabilan Lot 8
Ownership	County	County/City	County	County	City	City
Current Use	141 space lot for County employees	42 space (public) 21 space (County employees) Modular bldg. for Public Defender ¹	Modular buildings for District Attorney ¹	115 space lot for County employees	Police Station 67 PD spaces	21 PD spaces 45 Public spaces
Ease of Walk to County Center (in minutes)	2.0	3.6	0.8	0.8	1.6	2.6
Ease of Walk to City Hall	5.5	3.6	1.6	3.5	0.5	0.8
Shared Use Potential - Distance to Main St.	5.7	3.6	4.5	5.6	3.9	2.3
Deliverability/Financial - Cost and complexities in developing	1	2	1	1	3	1
Sufficient Parking Supply (spaces)	450	600	600	700	630	300

1 - Modular buildings are programmed to be removed by the County

LEGEND				
Rating	Great	Good	Neutral	Bad
Walking Distance (in minutes) ²	0 to 1.5	1.6 to 3.0	3.1 to 4.5	more than 4.6
Deliverability/Financial	County or City owned with parking	County and City owned with parking	City owned with building(s)	Non government owned
Parking Supply	more than 560	420 to 559	250 to 419	0 to 249

2 - Assumes 4 feet/second walking speed + 1 minute wait to cross Alisal Street or Salinas Street

3 - Relative to the County's need for 550 parking spaces

Parking demand in downtown Salinas will change over time due to numerous factors. New development will generate demand for additional parking and be expected to increase the supply of parking. Vacant properties that become occupied will increase the demand for parking, without a corresponding increase in parking supply. As companies hire new employees the demand for parking will increase without an increase in supply if more employees are placed in the same amount of space. Retail and entertainment uses will generate more customers and parking demand as an area becomes more vibrant. Parking rates will likely decrease over time as the area improves transit service, builds new bicycle facilities, and the area achieves a better mix of uses.

Parking supply not only needs to keep pace with demand, but these spaces need to be located in proximity to land uses creating the demand for the parking. A parking model was developed for downtown Salinas to track parking demand and manage parking supply over time.

Park + Model for Downtown Salinas

The Park + Model uses traditional supply and demand evaluations, which includes a multi-step process for evaluating parking demand conditions for a development, community or a campus. The multi-step process typically includes gathering data, defining assumptions or characteristics, selecting parking generation rates, applying reduction factors, creating scenarios, and evaluating results. This methodology is founded on the relationship between walking distance, price, attractiveness of the facility, and general user decision making. The outputs of the Park + Model include parking demand, parking supply, general surplus or deficit, met demand, latent (unmet) demand, and traditional parking demand required.

A base model was built for downtown Salinas. This base model was built using existing data and known changes. Extensive parking supply and demand data had been previously collected in the study area. Both the City of Salinas and the County of Monterey conducted parking studies to evaluate retail parking and Government Center parking, respectively. These data were fused to produce a comprehensive parking database. In addition, these data were spatially linked to land use using the City's Geographic Information System (GIS) database. Near term conditions (pending projects) were updated to reflect pending projects, these included:

- Taylor Farms Corporate Headquarters
- Intermodal Transportation Center
- On-Street Adjustments to Reflect Changes in Street Configurations

The Park + Model was used in a two-day parking workshop to test various options for providing parking and development of downtown Salinas. Many hypothetical development scenarios were tested to help inform recommendations made in this plan. The Park + Model will be maintained and updated by City of Salinas staff as a tool to respond to market conditions, land use changes and parking operational changes.

3.5 RECOMMENDATIONS

Downtown Salinas is well positioned to implement parking management practices that are financially sustainable and supportive to new development activities. The City of Salinas owns the land that is being used to provide public parking, with most of this land being used for surface parking lots. Thus, the City can implement a centralized approach for providing and managing downtown public parking. The City can establish parking policies, pricing strategies to meet consumer demands, reinvestment programs to establish new parking supply and downtown amenities, and enforcement and maintenance practices.

1. Establish a Parking Management District

A critical first step in managing downtown parking is the establishment of a Parking Management District. This district would be tasked with all matters related to parking downtown. The district should be established as an Enterprise Fund, such that revenues generated by downtown parking fees and citations, would be used within the downtown for managing, enforcing, and maintaining an adequate parking inventory to meet demands. The district could be managed by the City Public Works department or another public or private entity. It is suggested that the Parking Management District establish an Oversight Committee to provide advice and guidance to the District. Retain a consultant to formulate a parking district downtown as a top priority. Establish the District by June 30, 2016.

2. Establish Enterprise Fund for Parking

An Enterprise Fund for parking would offer several advantages. The true cost of providing, maintaining, managing and enforcing parking would be captured as funding for these activities and would be paid out of the enterprise fund budget, rather than other City budgets. The cost of building new parking facilities would be financed through various use fees. An Enterprise fund would also allow for the collection of revenues generated from parking such as Parking Management District fees, fines, parking fees, and in-lieu fees paid by developments that do not provide all of their required parking. The advantage of using an enterprise fund is that a portion of the parking revenues can be used to reinvest in the downtown.

3. Reinvest Parking Revenues

Currently, revenues generated by parking fees and enforcement fines are placed in the City's General Fund. This does not allow the City to track the true cost of providing parking to the public. With an Enterprise Fund, the Parking Management District can identify how the parking revenues be spent.

It is recommended that the entire cost of managing parking be paid by parking revenues, as well as part or all of the cost of providing new public parking, enhancements to lighting and pedestrian amenities.

4. Provide the Right Amount of Parking

The Park + Model was used in this study to evaluate hypothetical land use and parking supply scenarios; however, the model's real value will occur through its use as a tool to manage downtown parking. The Park + Model for Downtown Salinas should be updated on a continual basis as changes to parking occur. These changes include parking supply added or removed, changes to parking restrictions (time of day, loading, handicap, and pricing structure) and changes to parking demand (land use changes). In doing so, Park + will identify how much parking should be provided, when it is needed, and where to provide the parking in order to provide optimal benefit.

- Establish parking ratios in downtown Salinas that reflect actual demand. The Park + model should be continually used to predict parking usage and be calibrated to reflect demands. As downtown Salinas become more walkable, bicycle friendly, and attractive to transit riders, the need for automobile parking will be reduced. Parking rates should be adjusted over time to more accurately reflect demand.
- Use progressive parking concepts like unbundled and shared parking. A more aggressive approach to providing parking is to unbundle it from development. Unbundling parking allows for developers to decide how parking is provided. Shared Parking is a practice that is currently allowed in Salinas within mixed-use zones and downtown overlay zones. The concept of shared parking allows two or more private development projects to share their parking at a reduced rate based upon differing time-of-day peaking characteristics. Currently, the Zoning Code allows for shared parking within a multi-use building, using data, methods and procedures developed by the Urban Land Institute. In practice, off-site shared parking is allowed on a case-by-case basis using property owner agreements. ***It is recommended that within downtown Salinas, shared parking be allowed for properties within a reasonable walking distance (600 feet).***

- Incentive the reduction of greenhouse gases to potential developers and current employers around parking. These measures, some of which are listed below, can reduce greenhouse gases and parking demands:
 - Reduce cost for employees who rideshare
 - Preferential parking location for carpool/vanpool vehicles
 - Secure bicycle parking facilities
 - Shower facilities for those who bicycle to work
 - Subsidized transit passes (participation in Monterey-Salinas Transit's employee programs)
- The ability for a development to satisfy its parking within a public parking lot should be allowed in downtown Salinas. The City zoning code allows for the collection of parking in-lieu payments within designated parking districts. This practice has not been implemented. This process should be expanded to cover a broader area of downtown and the in-lieu charges should be published to facilitate the use of the tool. The program should be established so the in-lieu fee could allow either an annual payment (more favorable for retail establishments) or a one-time fee (more favorable for residential or employment uses) as the developer could factor this cost into the sales price.
- Price Parking to Meet Consumer Demand**
As described in the current conditions section, parking is not available where customers desire. Much of the parking along Main Street is being used by shop or restaurant owners and employees, who move their cars to avoid parking tickets. A more desirable approach is to preserve this close-in parking for shoppers. The City should adopt the "85% Occupied Threshold" as a guide for managing parking use to accommodate the desires of customers of downtown shops and restaurants. Today, there is no charge for on-street parking and there is a fear that charging for parking may scare off customers. To be sensitive to this concern, it is recommended that the following approach to managing parking on streets and public lots be undertaken:
 - Increase Enforcement and Education – Consistent enforcement of the 90-minute parking on Main Street should be made a priority. The City should create a regular enforcement presence with warnings for first time violators and escalated fees for

repeat offenders. The City should work through the Old Town Salinas Association to notify shop owners and their employees of the stepped up enforcement efforts.

- Implementing Paid Parking – As parking becomes a more valuable commodity, paid parking should be introduced as a tool to manage the supply of parking to meet customer demands. The most desired streets should initially be included in the shared parking model with more remote street parking offered at lower rates or free. Eventually, as parking demand increases, all on-street parking, public parking lots, and government designated parking should require payment whether paid by employers (monthly permits) or destination owner (validations).

6. Consolidate Government Center Parking

The County of Monterey and the City of Salinas should build a shared parking structure or two structures to take advantage of varying schedules for Board of Supervisor/City Council/Committee meetings. By providing a large parking structure, surface parking lots could be made available for land development. Ideally, this parking should be provided in proximity to Main Street to make it easier for employees to stay downtown after work and to attract other users during busy weekend events.

7. Build structured parking to free up developable land on unneeded surface parking lots

In addition to providing a consolidated government parking structure, other City parking lots should be converted to structured parking to free up some surface parking lots for redevelopment as retail, office, hotel, residential, open space or other viable uses. Metered on-street parking may be required to encourage the use of the structured parking.

8. Establish Neighborhood Parking Zones

Neighborhoods that are within walking distance of the downtown core should be priced accordingly to encourage people to park and walk. Parking in neighborhoods should be less expensive than in the downtown core, however, parking permits should be implemented in neighborhoods that have limited parking capacity to reserve space for residents.