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1	Chapter 2: Destination Downtown										
2	Transportation and Circulation										
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4	#	Recommendation	Lead	Support	Other Agencies/ Partners	Priority/Time Frame	CEQA Requirements	Opportunities/ Constraints	Cost Estimate/ Funding Source	Implementation Steps	Implementation Status
5											
17	6	i) Alisal Street – between Blanco Road and Front Street	Public Works	Engineering	TAMC, Caltrans, MST	Short	Bicycle Lanes exempt from CEQA.	Opportunities: Create Safe and Efficient Complete Streets Improvements. Constraints: May need funding to cover increase in construction costs.	Part of W Alisal Complete Streets Project/Federal/Caltrans/TAMC Funds	Re-Bid Project. Identify needed funding. Construction	Project Design Completed in 2018. Project was bid but bids were over estimate. Staff re-designing to reduce costs. Anticipate going out for bid Summer 2019.
18		ii) Lincoln Avenue – between Alisal Street and Intermodal Transportation Center	Public Works	Engineering	TAMC, MST	Short	Bicycle Lanes exempt from CEQA.	Opportunities: Create Safe and Efficient Complete Streets Improvements. Constraints: May need funding to cover increase in construction costs.	Est. ~\$1.5 Million/Regional Transportation Funds.	Identify Funding to complete project. Complete Design.	Project design at 60%, however need to identify additional funding source.
19		iii) Salinas Street – between Market Street and Gabilan Street	Public Works	Engineering	Caltrans	Intermediate	Bicycle Lanes exempt from CEQA.	Constraints: Need to identify funding source.	Need to identify funding.	Identify Funding to complete project. Complete Design.	Identify funding for design.
20		iv) N. Main Street – between Rossi Street and Market Street	Public Works	Engineering	Caltrans	Intermediate	Bicycle Lanes exempt from CEQA.	Constraints: Need to identify funding.	Need to identify funding.	Identify Funding to complete project. Complete Design.	Identify funding for design.
21		v) Monterey Street – between Market Street and N. Main Street	Public Works	Engineering	Caltrans	Intermediate	Bicycle Lanes exempt from CEQA.	Constraints: Need to identify funding.	Need to identify funding.	Identify Funding to complete project. Complete Design.	Identify funding for design.
22		b) Bicycle Routes (Facilities)								Identify Funding to complete project. Complete Design.	Identify funding for design.
23		i) Salinas Street – between Gabilan Street and John Street	Public Works	Engineering		Intermediate to Long	Exempt.	Constraints: Need to identify funding.	Need to identify funding.	Identify Funding to complete project. Complete Design.	Identify funding for design.
24		ii) Main Street – between Central Avenue and John Street	Public Works	Engineering		Intermediate to Long	Exempt.	Constraints: Need to identify funding.	Need to identify funding.	Identify Funding to complete project. Complete Design.	Identify funding for design.
25		iii) Monterey Street – between Market Street and John Street	Public Works	Engineering		Intermediate to Long	Exempt.	Constraints: Need to identify funding.	Need to identify funding.	Identify Funding to complete project. Complete Design.	Identify funding for design.
26		iv) Gabilan Street – between Lincoln Avenue and Pajaro Street	Public Works	Engineering		Short to Intermediate	Exempt.	Constraints: Need to identify funding.	Need to identify funding.	Identify Funding to complete project. Complete Design.	Identify funding for design.
27		c) Consider an at-grade bicycle and pedestrian crossing at Soledad Street as an alternative to providing bicycle lanes on N Main Street and Monterey Street north of Market Street	Public Works	Engineering	UPRR, PUC	Long	Exempt.	Constraints: Need to identify funding.	Need to identify funding.	Identify Funding to complete project. Complete Design.	Identify funding for design.
28											
29		Improve pedestrian flow in downtown Salinas using the following techniques:	Public Works	Engineering		Short to Intermediate	None			Complete City Active Transportation Plan.	Construction of DT Complete Streets project in Fal 2019
30		a) Use median pedestrian refuge islands to improve pedestrian crossings on Alisal Street at Cayuga Street and on Salinas Street near Howard Street.	Public Works	Engineering		Short to Intermediate	Exempt	Opportunities: Create safe and efficient Complete Streets improvements. Constraints: May need additional funding to cover increase in construction costs.	Unknown	Identify funding for design.	Construction of DT Complete Streets project in Fal 2019 delivers these improvements along W Alisal. Need to identify funding for remaining locations.
31		b) Use curb extensions (pop-outs) where practical to reduce pedestrian crossing distances.	Public Works	Engineering		Short to Intermediate	Exempt	Opportunities: Create safe and efficient Complete Streets improvements. Constraints: May need additional funding to cover increase in construction costs.	Unknown	Identify funding for design.	Construction of DT Complete Streets project in Fall 2019 delivers these improvements along W Alisal. Need to identify funding for remaining locations.

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32	7	c) Improve traffic signals in downtown to add pedestrian count-down indications. Consider special operations such as early pedestrian indications (before the traffic green light) and/or pedestrian scramble (only pedestrians in any direction) phasing.	Public Works	Engineering	Caltrans, TAMC	Short to Intermediate	Exempt	Opportunities: Create safe and efficient Complete Streets improvements. Constraints: May need additional funding to cover increase in construction costs.	Unknown	Identify funding for design.	Construction of DT Complete Streets project in Fal 2019 delivers these improvements along W Alisal. Need to identify funding for remaining locations.
33		d) Extend Lincoln Avenue to align with the existing roadway south of Market Street to improve access to the Intermodal Transportation Center (ITC).	Public Works	Engineering	TAMC	Short to Intermediate	Completed	Opportunities: Create Safe and Efficient Complete Streets Improvements.	Portions funded by TAMC.	In construction.	In construction.
34		e) Add a midblock pedestrian connection between Lincoln Avenue and Salinas Street between the Armory building and the old fire station building. Enhance the aesthetics and lighting for existing midblock pedestrian connections.	Public Works	Engineering		Intermediate Term	Exempt	Opportunities: Create safe and efficient Complete Streets improvements. Constraints: May need additional funding to cover increase in construction costs.	Unknown	Identify funding for design.	Identify funding. Coordinate with other DVP improvements for Salinas Street.
35		f) As Government Center is redeveloped, close Church Street between Gabilan Street and Howard Street and convert into a pedestrian promenade.	Public Works	Engineering	US Post Office, Federal Offices, Monterey County offices, Courts and Adjacent Businesses	Short to Intermediate	Need CEQA to determine if potential traffic impacts are acceptable.	Opportunities: Create safe and efficient Complete Streets improvements. Constraints: May need additional funding to cover increase in construction costs.	Unknown	Identify funding for design.	Identify funding. Coordinate with partners.
36		g) Provide a continuous pedestrian facility along Market Street from the ITC to the at-grade crossing at Soledad Street.	Public Works	Engineering	Caltrans, UPRR	Intermediate to Long	May need CEQA.	Opportunities: Create safe and efficient Complete Streets improvements. Constraints: May need additional funding to cover increase in construction costs.	Unknown	Identify funding for design.	1. Determine UPRR feasibility. 2. Work with PUC for concurrence. 3. Identify funding for design.
37											
38	8	Improve transit service and accessibility in downtown Salinas:	Public Works	MST	MST, FTA	Intermediate	None.	Constraints: Lack of capital and operations Funding	Unknown	Work with MST on next update of the Salinas Service Aea Study.	
39		a) Initiate the phased construction of the ITC project by the Transportation Agency of Monterey County by providing enhanced bicycle and pedestrian connections between the ITC and downtown Salinas.	TAMC	City PW	TAMC, Caltrans	Intermediate	Completed.	Opportunities: Portions of project is funded. Constraints: FTA/MST Funding.	\$75 Million	Award project and construct improvements.	In Construction - by TAMC. City to construct Lincoln Complete Streets Project in 2020.
40		b) Implement rail transit service from the ITC to San Jose and the San Francisco Bay Area.	TAMC	City PW	TAMC, Caltrans, Caltrain	Intermediate	Completed.	Opportunities: Funded Constraints: Caltrain Prioritization for service extension; UPRR freight impacts.		1. Complete Station Improvements. 2. Secure Caltrain Commitment 3. Fund Capacity improvements on Rail line.	Planning for Caltrain Service Extension in progress
41		c) Implement Bus Rapid Transit Service between the cities of Salinas and Marina by changing the street configuration on Alisal Street and Lincoln Avenue including bus stops and transit signal priority treatments.	MST	City PW	MST, TAMC	Intermediate	None	Opportunities: ROW for BRT considered in the DT complete streets project. Constraints: FTA/MST Funding.	Unknown.	1. Complete DT complete streets project. 2. Work with TAMC and MST when funding becomes available.	DT Complete Street in Construction in Fall 2019. Work with MST to prioritize BRT corridor.
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43	9	Make changes to signal timings to include those signals controlled by Caltrans. These changes need to be made before one-way streets are converted to two-way streets. Make other changes to signal timings as needed as changes to circulation patterns occur to optimize flow into and out of downtown Salinas.	Public Works	Engineering	Caltrans, Downtown Businesses	Intermediate to Long	Need CEQA to determine if potential traffic impacts will be acceptable.	Opportunit es: May improve traffic flow through Downtown. Constraints: ROW controlled by State which prioritizes highway traffic	Estimated \$200,000 for signal equipment change. Does not include signal structure replacement, if necessary.	City to seek relinquishment of portion of State Highway.	City attempting to pass State legislation necessary to begin relinquishment process. 2. Caltrans to complete relinquishment study thereafter.

#	Recommendation	Lead	Support	Other Agencies/ Partners	Priority/Time Frame	CEQA Requirements	Opportunities/ Constraints	Cost Estimate/ Funding Source	Implementation Steps	Implementation Status
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.	City of Salinas Public Works	Parking Operations	SCIAA, Downtown Businesses, County, City	High. Complete Parking Strategy by December 2019. Implement as revenue allows.	Exempt	Opportunities. A well managed parking district can provide value added service to downtown operations. Constraints: The parking district is not fiscally healthy, saddled with debt, and cannot cover costs given the current parking user rates.	Parking Revenue, the main funding source is inadequate.	1. Fix Parking District Finances. Update rates to cover costs. 2. Develop new revenue. 3. Approve Parking Strategy. 4. Fund Parking Management Systems from Revenue.	Enterprisefor the downtonwn parking district was created in Spring 2017. Meetings conducted with Technical Advisory Committee to determine steps. In order to support downtown, parking rates need to be raised. First parking rates adjustment in more than 10 years to take effect on July 1, 2019.
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.	City of Salinas Public Works	Parking Operations, Parking enforcement	SCIAA, Downtown Businesses, County	High. Enterprise Fund Created. Parking strategy to be completed in 2019. Implementation is dependent on enterprise revenue.	None. Anticipated Infrastructure Projects (New garages, parking lots, etc.) CEQA requirements will be evaluated when projects are considered.	Opportunities: City revitalization plan and intensification of residential uses in downtown will require a parking strategy and investment. Constraints: Revenue streams have to be developed to enable provision of adequate parking services.	Parking Revenue is main source of funding. The enterprise will require general fund subsidies until rates keep up with costs.	Completer. Continue managing revenue.	Enterprise created. Other revenue streams to be developed.
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 are 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.	City of Salinas	Parking Operations, Parking enforcement	SCIAA, Downtown Businesses, County	Parking revenue inadequate. Enterprise will require GF subsidies until revenue keeps up with cost.	None.	Opportunities. A well managed parking district can provide value added service to downtown operations. Constraints: The parking district is not fiscally healthy, saddled with debt, and cannot cover costs given the current parking user rates.	Parking Revenue is main source of funding. The enterprise will require general fund subsidies until rates keep up with costs.	Parking Strategy to be completed in 2019 will identify investment priorities. Coordinate during development opportunities to evaluate parking needs.	Parking Strategy by Dec 2109.
	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. a) 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.	City of Salinas Public Works	Parking Operations, Parking enforcement	SCIAA, Downtown Businesses, County	Strategy complete by December 2019	None.	Opportunities. A well managed parking district can provide value added service to downtown operations. Constraints: The parking district is not fiscally healthy, saddled with debt, and cannot cover costs given the current parking user rates.		1. Complete Parking Strategy. 2. Create sustainable parking enterprise to continually fund parking improvements.	Parking Strategy to be completed in 2019 will identify reinvestment opportunities. City currently working with Monterey County for locations of parking supply.

Chapter 3: Managing Parking Resources										
#	Recommendation	Lead	Support	Other Agencies/ Partners	Priority/Time Frame	CEQA Requirements	Opportunities/ Constraints	Cost Estimate/ Funding Source	Implementation Steps	Implementation Status
4	b) 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).									
	c) 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:									
	i) Reduce cost for employees who rideshare		Human Resoources	SCIAA, Downtown Businesses, County, City	Short to Intermediate	Exempt				
	ii) Preferential parking location for carpool/vanpool vehicles		Parking Operations	SCIAA, Downtown Businesses, County, City						
	iii)Secure bicycle parking facilities		Parking Operations; Development Engineering	SCIAA, Downtown Businesses, County, Developers						
	iv) Shower facilities for those who bicycle to work	City of Salinas Public Works	Development Engineering, Permit Center	Developers, Property Owners	Continous (As development happens)				Continue to require as condition of development.	
	v) Subsidized transit passes (participation in Monterey-Salinas Transit’s employee programs)	City of Salinas Public Works	Development Engineering, Permit Center	Developers, Property Owners, TAMC, MST					Require as condition of development in lieu of parking.	
	d) 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.	Community Development	Community Development, Parking Operations, Development Engineering	Developers	Continous (As development happens)		Opportunities. A well managed parking district can provide value added service to downtown operations. Constraints: The benefits of reduction of parking requirements need to be understood by the business community and the residents of the city in general.			
	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:	City of Salinas					Opportunities. A well managed parking district can provide value added service to downtown operations. Constraints: The parking district is not fiscally healthy, saddled with debt, and cannot cover costs given the current parking user rates.			Parking Strategy to be completed in 2019 will identify reinvestment opportunities. City currently working with Monterey County for locations of parking supply.

Chapter 3: Managing Parking Resources										
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5	a) 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.	City of Salinas	Parking Operations, Parking enforcement							
	b) 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).	City of Salinas Public Works	Parking Operations, Parking enforcement	SCIAA, Downtown Businesses, County, City	High. Complete Parking Strategy by December 2019. Implement as revenue allows.	None.	Opportunities. A well managed parking district can provide value added service to downtown operations. Constraints: The parking district is not fiscally healthy, saddled with debt, and cannot cover costs given the current parking user rates.			
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.	City of Salinas	CDD	Monterey County	Continued Coordination between County and City				1. Fix Parking District Finances. Update rates to cover costs. 2. Develop new revenue. 3. Approve Parking Strategy which will confirm location opportunities for future parking supply as suggested by the DVP. 4. With revenue stream, evaluate financing opportunities to build structured parking.	
City of Salinas										
7	Build structured parking: 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.	City of Salinas	Parking Operations, Parking enforcement, Engineering Staff, Finance, CDD	SCIAA, Downtown Businesses, County, City	High. Complete Parking Strategy by December 2019. Implement as medium to long term objectives.	None.	Opportunities. A well managed parking district can provide value added service to downtown operations. Constraints: The parking district is not fiscally healthy, saddled with debt, and cannot cover costs given the current parking user rates.	Parking Revenue, the main funding source, is inadequate.		
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.	City of Salinas Public Works			Low. Implement when demand threshold is reached.				Implement when appropriate demand threshold is reached.	