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October 22, 2019

Glen Van Nimwegen, AICP
Community Development Director
City of Salida
448 E. First Street
Salida, Colorado 81201

Re: Downton Salida Parking Study
         Walker Project No. 23-7936.00

Dear Mr. Van Nimwegen:

The City of Salida has hired Walker Consultants to prepare the following report that supports the Downtown Parking Study. We have finalized this report pursuant to comments provided by the City.

We appreciate the opportunity to be of service to you on this project. If you have any questions or comments, please do not hesitate to call.

Sincerely,

WALKER CONSULTANTS

Mallory Baker
Consultant

Christina Jones
Analyst

Downtown Salida Parking Study

City of Salida, Colorado

October 22, 2019

Prepared for: The City of Salida, Colorado

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Executive Summary

The City of Salida engaged Walker Consultants (Walker) to complete a Downtown Parking Study in June 2019, following a public request for proposals (RFP) process. The results of this study, contained herein, are intended to identify existing and future parking needs in a way that balances the community's need to accommodate future growth with its desire to maintain the unique character and sense of place that make Downtown Salida special. Based on the team's findings and recommendations, City of Salida leadership now has the opportunity to make important, impactful changes for the City.

The consultant team has found that while the City has made strides in addressing localized shortages in the downtown through the expanded F-Street Lot (a lease with Union Pacific), significant changes—comprising both parking management interventions and sustainable parking inventory expansion—are necessary to alleviate localized shortages, equitably serve all user groups, minimize detrimental impacts from Salida's incredible special events on locals, and ensure that Salida's infrastructure supports economic growth into the future. Major obstacles identified during the planning process include:

- **Localized Shortages:** Demand is heavily concentrated in prime parking areas adjacent to most retail, restaurants, and attractions, along F Street, portions of G and E streets, and portions of Sackett, First, Second, and Third streets. This phenomenon can be attributed to a wide range of conditions—including a lack of turnover in these spaces, a lack of signage and wayfinding directing parkers to alternative resources, confusing and inconsistent curb markings, and a general lack of incentive for parkers to find more appropriate parking (e.g. paid parking or enforcement).
- **Unsustainable Inventory Sources:** A significant portion (17% of total public spaces and 66% of public off-street spaces) are short-term (generally year-to-year) leases, with an option given to the lessor for termination with notice to the City. Given that the inventory these leased lots provide is necessary for the long-term health of the Salida parking system, the potentially short nature of these leases is problematic.
- **New Inventory Needed:** The City of Salida has experienced an average of 8% growth in lodging and sales tax over the last five years, with a conservative 3% growth projected in subsequent years by the Finance Department. Even assuming more conservative growth projections, the City needs an influx of sustainable inventory in the next 4-6 years for its parking system to function optimally.
- **Limited Long-Term Parking Options (With High Demand):** The downtown core both includes and abuts residential areas, and hosts a substantial number of employees who currently drive and park to get to work. However, publicly-available parking in the downtown core is largely intended for customer parking, with no explicitly-designated employee or residential parking leading to residents, employees, and customers frequently competing for the same spots.
- **Major Disruption from Frequent Large Events:** The City of Salida attracts over 20 large special events each year, with the biggest and broadest occurring in the summer (e.g. FIBArk and the Art and Music Festival). Despite the great economic and social benefits these events offer, the parking, loading, and circulation infrastructure downtown generally experiences major disruption during these events, resulting in vocalized frustration among locals (and residents in particular).

To alleviate these obstacles and better plan for a positive future, the following core action steps are recommended:

- **Sustainable, Gradually Expanded Inventory to Accommodate Growth:** The City is likely to lose access to a significant portion of its publicly-available inventory in the next few years. Walker recommends that the City seek out long-term parking leases in the near future, with the goal of gradually expanding public inventory by 2025 to a total of 1,150 – 1,200 spaces. The most important takeaway here is that sustainable inventory—meaning public parking assets that the City has long-term control over—is essential. As a first step, Walker would strongly recommend solidifying existing and future parking leases, with longer-term agreements, automatic renewals, and more stringent requirements and/or mutual agreement for termination, over adding new inventory.
- **Curb Management:** Review and clarify existing curb markings alongside traffic engineering standards and identify opportunities to add formal on-street parking in areas where the curb is currently striped for no parking.
- **Paid Parking:** Develop an ordinance to define parameters and rate-setting for paid parking, and implement paid parking in high-demand areas along F-Street, 1st Street, and Sackett Avenue, as well as adjacent off-street facilities. Consider seasonal rate setting and rate setting for special events.
- **Enforcement:** Enforce two-hour time-limited parking where applicable using a digitized License Plate Recognition (LPR) system and implement a graduated fine structure to focus on repeat offenders.
- **Permit Programs:** Develop and implement permit programs for residents and downtown employees.
- **Special Event Planning:** Require a parking- and transportation-focused permit application for special event organizers and develop a suite of mobility options for event organizers to opt into and cover costs related to/generated by their event.
- **Funding:** At present, Walker estimates a total of roughly $200,000 per year is spent on the parking system in upkeep and maintenance, lease costs, administration, and other associated items, through the General Fund. Should the City choose to implement a managed, growth-focused parking system, these costs are expected to increase (including both annual and carrying costs), with a projected carrying cost of $200,000 to $260,000, and capital costs ranging from $400,000 for equipment to $4,000,000 in new inventory construction. While the City has expressed interest in an in-lieu fee program to fund the parking system, this option may not serve the City well due to the pace and scale of development and public parking resources readily available to accommodate demand. However, there are several funding sources that do suit the City and its economic framework, including a parking assessment/business improvement district or a sales tax allocation.

How to Read this Plan

At the beginning of each section is a "Key Takeways" document, intended as a stand-alone, one-page summary of essential findings and recommendations for that section. For a quick read, we recommend reviewing these documents initially before diving into any section where more information or context is needed.

01

Existing Conditions & Community Context

Existing Conditions: Key Takeaways

Total Inventory Composition

Private Off-Street
9%

Public Off-Street
24%
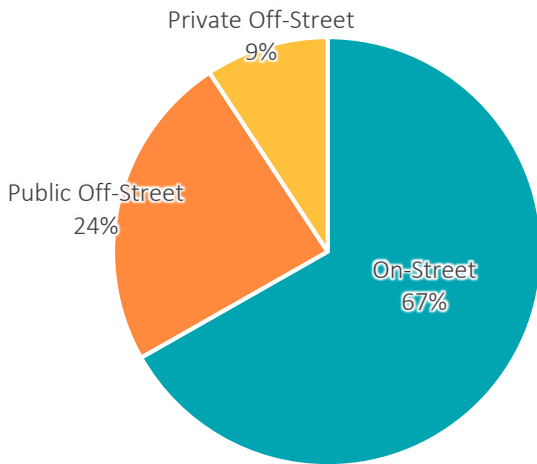
On-Street
67%

Total Parking Demand Summary

1,228 — Total Supply
1,044 — Effective Capacity

Thursday | Saturday
Total Supply | Effective Capacity
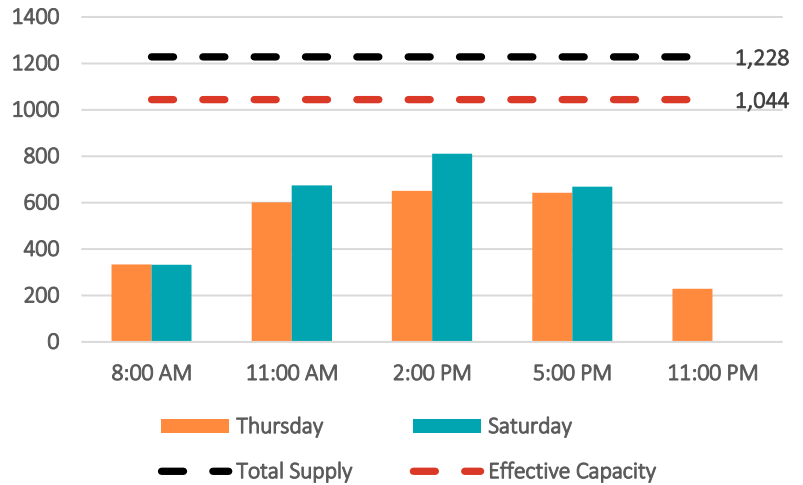
Total publicly available inventory in the Study Area is 1,114 spaces. Approximately two-thirds of the inventory is on-street.

Observed occupancies peaked on Saturday, August 10th at 2:00 PM, with approximately 66% of the parking supply occupied.
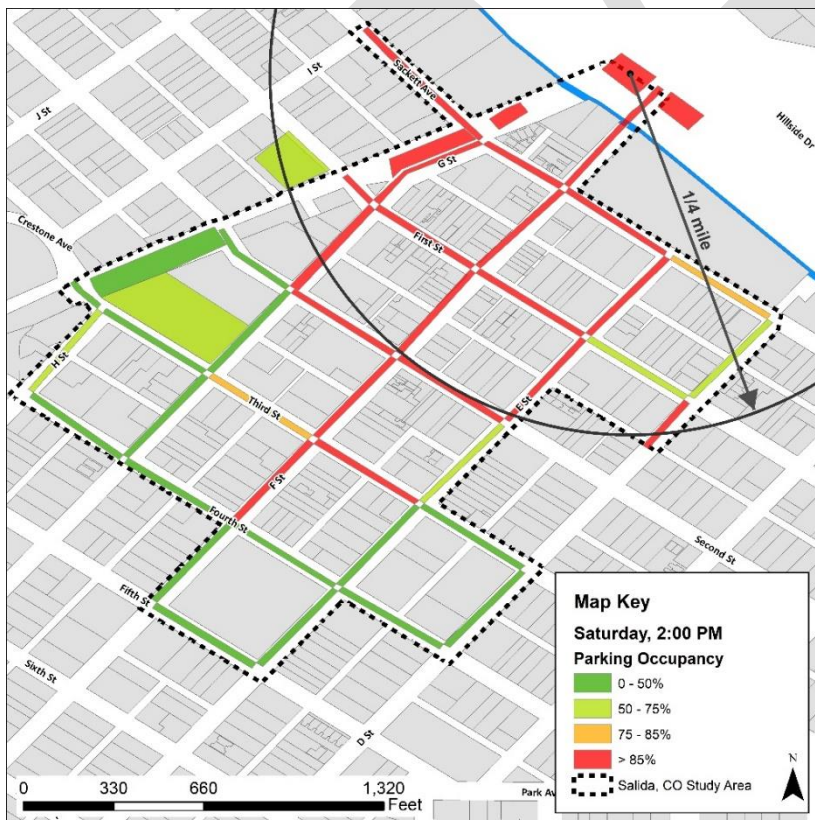
Observed peak occupancy indicates that parking supply is sufficient to meet existing demand on an aggregate basis; however, there are localized parking shortages in "hot spot" areas along F Street and in the northern central portion of the Study Area. 19 block faces and 4 surface lots were observed to have greater than 85% utilization during the peak period. Overall, a total surplus of 417 spaces was counted at this time.

Map Key
Saturday, 2:00 PM
Parking Occupancy
0 - 50%
50 - 75%
75 - 85%
> 85%
Salida, CO Study Area

The average on-street length of stay observed within the sample area was 91 minutes; however, 43 vehicles (approximately 15%) were observed to exceed the posted 2-hour time restriction for the sample

Existing Conditions & Community Context

This section of the report provides context on the public parking system's utilization, operations, and infrastructure as they exist within Downtown Salida today.

Objectives

- Analyze existing parking behaviors within Downtown Salida
- **Provide a framework for understanding the Parking Program and its operations today**
- Examine the context of existing and recent parking policy elements that impacts Downtown parking operations

Study Area

Downtown Salida ("Downtown") is the cultural and historic center of the city and is host to a wide-range of restaurants, retailers, and events throughout the year. The "Heart of the Rockies," Salida is surrounded by 14er's, anchored by the Upper Arkansas River, and enjoys a relatively mild climate. Attracting many for its relaxed pace and active community, Salida is home to approximately 5,400 and host to an exponentially growing number of visitors each year – experiencing approximately 255% growth in lodging tax revenue from January 2001 through December 2018[1].

Walker surveyed an approximately 16-block area which forms the core of Downtown. The parking study area, as established by the City, is approximately bounded by the Arkansas River to the north, Fourth Street to the south, D Street to the east, and Monarch Trail to the west. **Figure 1** displays the Study Area boundaries with block faces and off-street facilities included in the study highlighted.

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[1] Salida Chamber of Commerce, CCVB Monthly Report Dated January 23, 2019.

Figure 1. Study Area

Map Key

Type
- On-Street
- Public Off-Street
- Private Off-Street
- Salida, CO Study Area
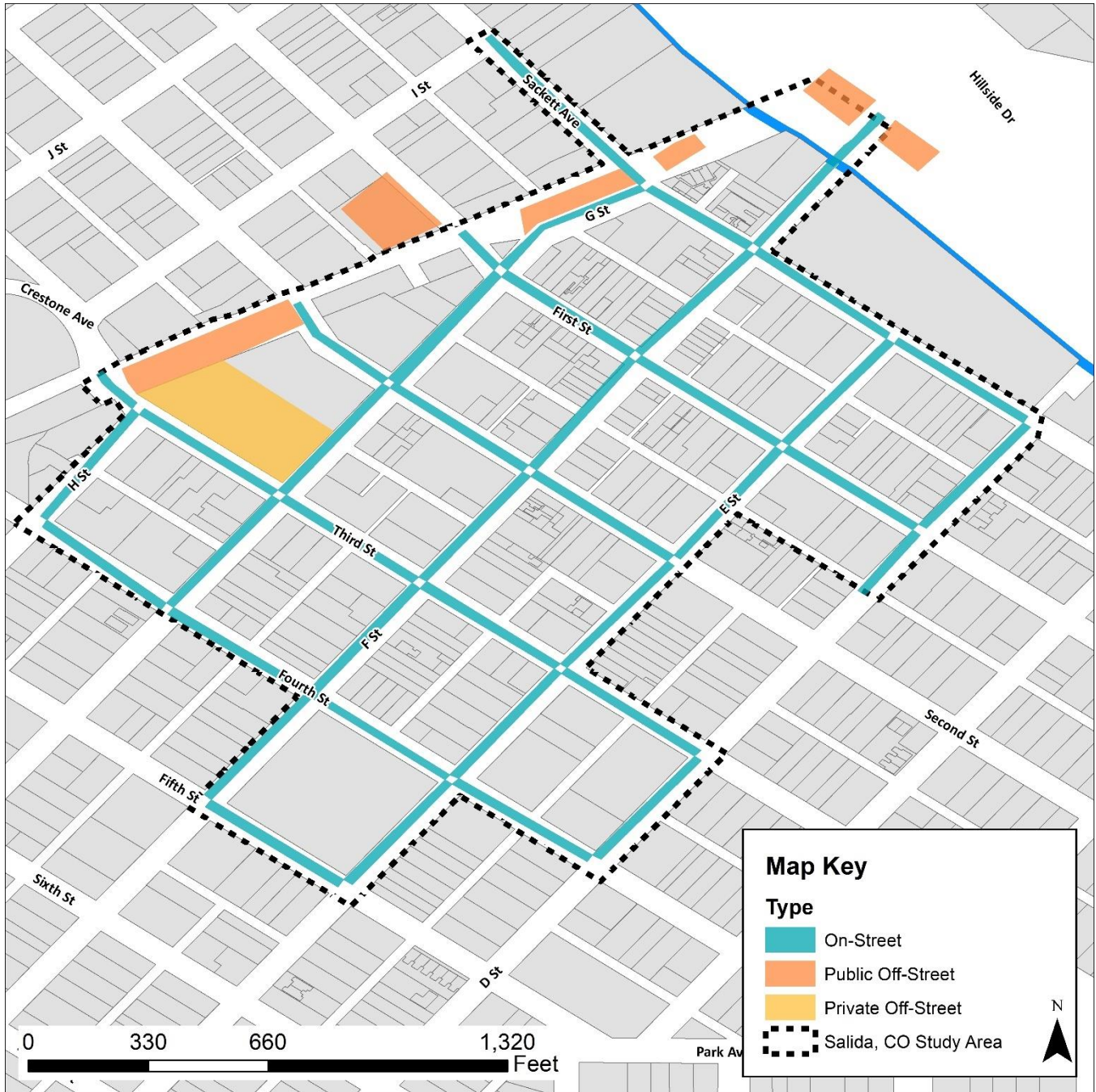
Source: Walker Consultants, 2019

Parking Inventory

Walker collected inventory in the Downtown on August 9, 2019 for both on-street and off-street spaces, in the facilities identified in the Study Area in **Figure 1**. Walker identified spaces by facility and street identification, capacity, and any applicable time or user restrictions. A total supply of approximately 1,228[2] spaces were identified within the Study Area. **Table 1** details the composition of the inventory surveyed for the Study, which is presented graphically in **Figure 2** by space type. As noted below, the system's effective capacity based on existing overall supply is approximately 1,044 spaces. Effective capacity is an industry standard factor intended to account for real world operating behaviors that typically prevent facilities from effectively operating at a true 100% utilization. For instance, in a public parking system, a typical reduction of 15% is utilized to account for vehicles circulating in search of available spaces, especially in an environment where many and even most users are first-time parkers.

Table 1. Total Inventory Composition

Type	Inventory	Percent of Inventory
On-street	820	67%
Public Off-Street	294	24%
Private Off-Street (Safeway)	114	9%
Total	1,228	100%
Effective Capacity	1,044	85%

Figure 2. Total Inventory Composition
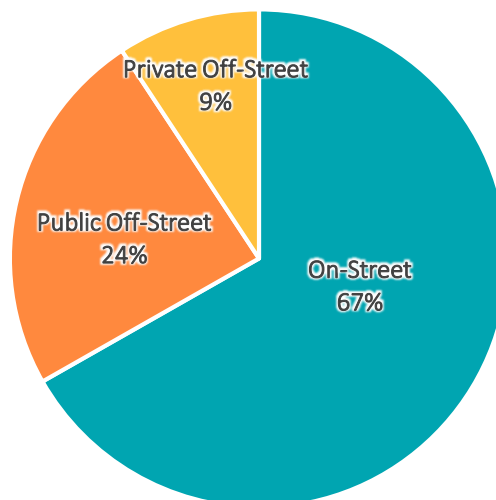
Source: Walker Consultants, 2019

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[2] Undelineated spaces have been estimated based on typical parking stall dimensions.

Of the approximately 1,228 total spaces included in the Study, more than 90 percent have some degree of public access availability. The only private parking facility included in the Study was the Safeway grocery store property. Although private parking was not included in the study, the Safeway lot was included due to reports of recreational vehicles utilizing the surface lot during peak periods.

On-street spaces comprise a large portion of the public parking supply within the Study Area, representing approximately 67 percent of the surveyed inventory, with publicly available surface lot spaces comprising 24 percent of the total inventory, or 294 spaces. This includes signed municipal lots such as the surface lot located at the boat ramp near the intersection of Sackett Avenue and G Street. The remaining 9 percent of the inventoried spaces are located at the Safeway surface lot. Small private lots reserved for specific land uses or users were not included in the Study.

Within the on-street inventory, several spaces and block faces are restricted via time limitations or for specific users. **Table 2** details the breakdown of on-street inventory by posted restrictions observed and recorded in the field, which is presented graphically in **Figure 3**.

Table 2. On-Street Inventory Composition

Type	Inventory	Percent
Unrestricted	453	55%
2-Hour Time Limit	243	30%
No Overnight Parking	82	10%
ADA	22	3%
Reserved (AHRA)	16	2%
Seniors Only	3	0.4%
15-Minute Time Limit	1	0.1%
Total	820	100%

Figure 3. On-Street Inventory Composition
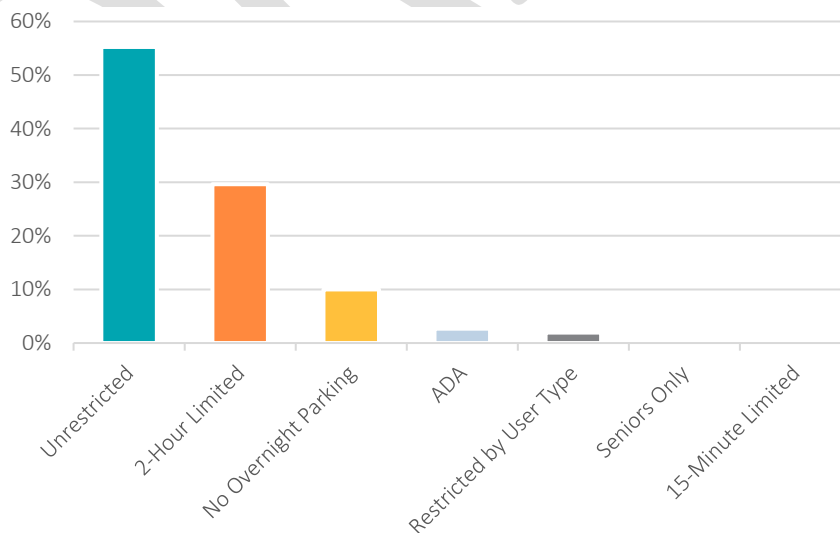
Source: Walker Consultants, 2019

More than half of the on-street inventory surveyed within the Study Area has no restrictions on its use, beyond those provided in City Code concerning abandoned vehicles and public right-of-way access and easements. 2-hour time limits comprise 30 percent of the available on-street space inventory (however, as discussed on **Page 25** time limitations are currently not enforced). ADA spaces make up approximately 3 percent of the total on-street inventory and scatter throughout the Study Area. **Figure 4** displays the distribution of the on-street inventory by restriction. Note, because ADA spaces are typically single space allocations within the on-street environment, and are exempted from other time or user restrictions, these are not reflected in the map.

Figure 4. On-Street Parking Restrictions Map
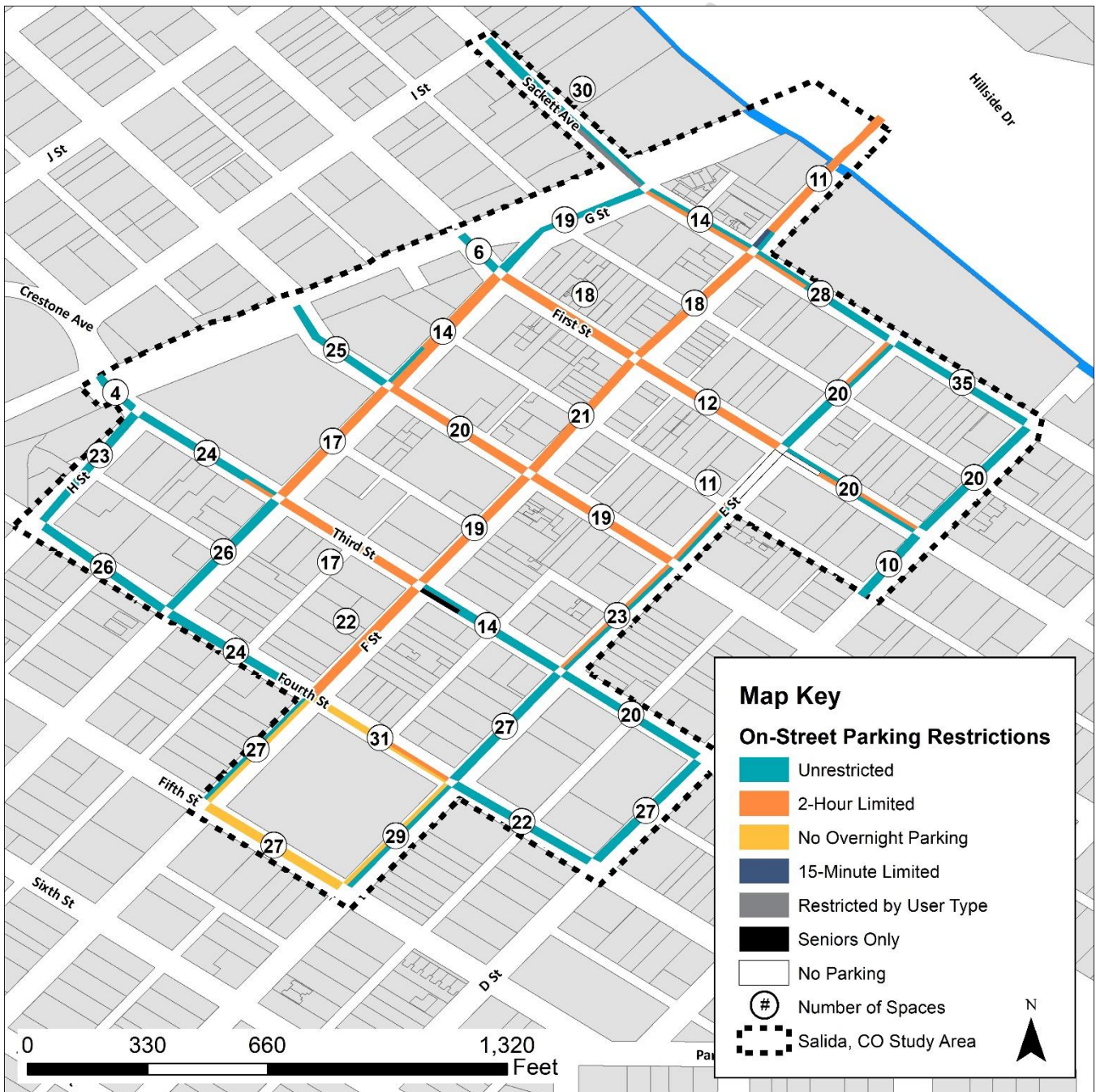
Table 3 displays the distribution of the off-street inventory, which is detailed per facility in **Figure 5** on the following page. In total, Walker surveyed approximately 408 off-street spaces.

Table 3. Off-Street Inventory Composition

Type	Inventory	Percent
No Overnight Parking	190	47%
Restricted by User Type	113	28%
Unrestricted (Long-Term Parking Areas)	96	24%
ADA	9	2%
Total	408	100%

Note: the first number displays the type of inventory, while the second number displays the percentage allocation of the total number of off-street spaces that the type of space represents.

Off-street parking facilities with spaces restricted for use by specific users is largely comprised of those within the Safeway parking lot. Additionally, the surface lot located southwest of the intersection at provides four signed reserved spaces reserved for AHRA users.

Figure 5. Off-Street Parking Inventory Map
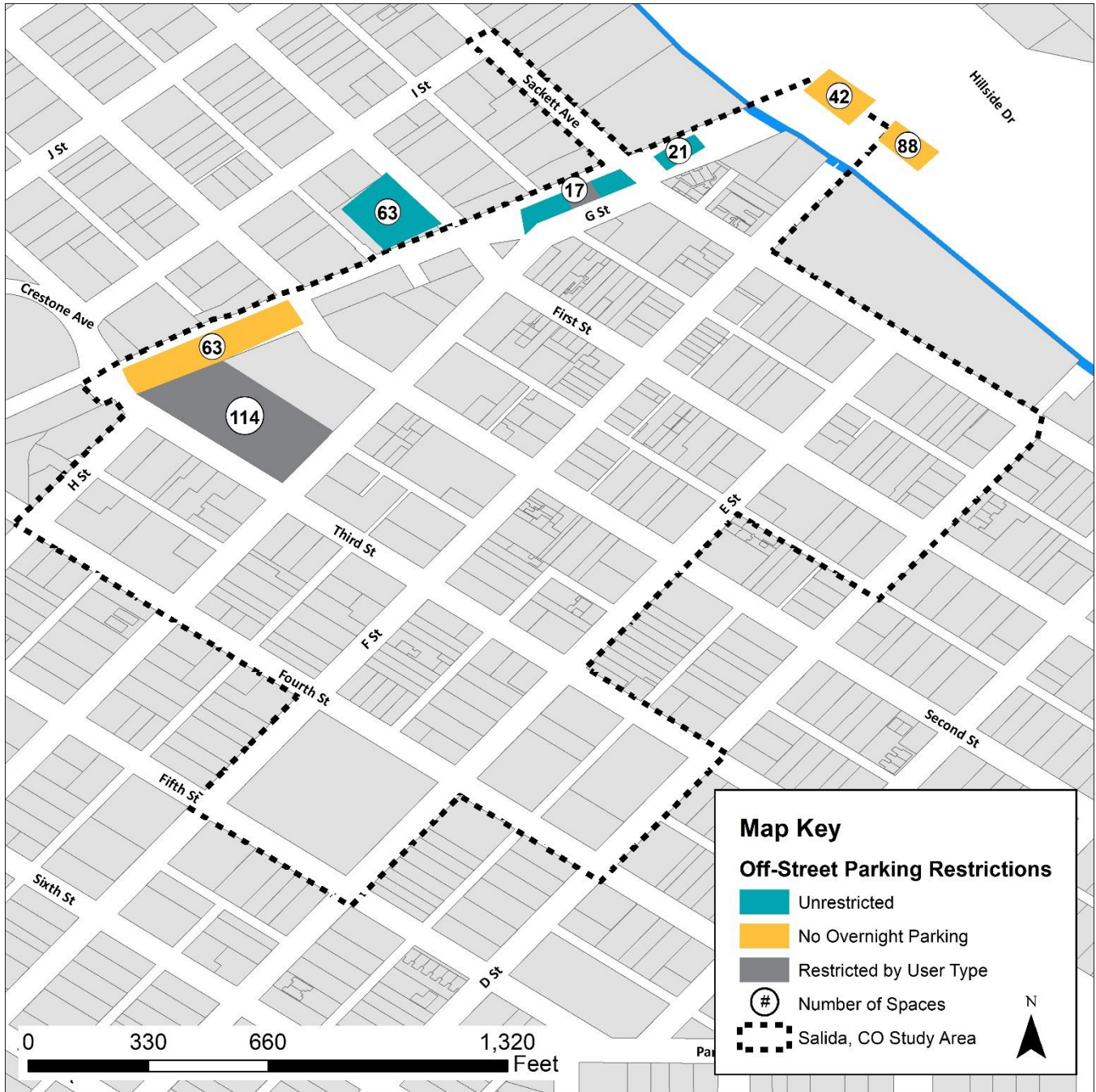
Source: Walker Consultants, 2019

Parking Utilization

Walker performed field occupancy counts on Thursday, August 8 and Saturday, August 10, 2019 to document space utilization across a typical weekday and weekend. Thursday August 2, 2018 and Saturday August 4, 2018 were selected with the intention of representing typical weekday and weekend conditions during the peak summer season for visitors. Counts were performed every three hours from 8:00am through 5:00pm on Thursday and Saturday, with an additional count performed Thursday at 11:00pm to evaluate overnight usage.

Figure 6 summarizes utilization observations collected in the field. A detailed table of all field occupancy results recorded can be found in **Appendix A**.

Figure 6. Total Parking Demand Distribution Summary

	Thursday				Saturday			
	8:00 AM	11:00 AM	2:00 PM	5:00 PM	8:00 AM	11:00 AM	2:00 PM	5:00 PM
Private Off-Street	29	63	66	65	30	64	67	50
Public Off-Street	38	80	129	138	46	137	230	164
On-Street	267	459	456	440	256	473	514	455
Effective Capacity	1044	1044	1044	1044	1044	1044	1044	1044
Total Supply	1228	1228	1228	1228	1228	1228	1228	1228

Source: Walker Consultants, 2019

As shown above, the overall parking system was observed to peak at 2:00pm on Saturday with a total 811 occupied parking spaces, or approximately 66 percent of the system. The parking system on Thursday was observed to remain relatively more consistently utilized with a net change of 4 percentage points or less between 11:00am and 5:00pm.

While an overall adequacy of parking spaces exists within the Study Area, localized "hot spot" areas were observed, in which recorded parking demand exceeded 85 percent, across several block faces and off-street facilities throughout each survey day. The following heat maps display parking demand at the peak hour for both Thursday, August 8 and Saturday, August 10, 2019.

Thursday, August 8, 2019 Peak Occupancy

Figure 7 displays the peak occupancy observed for Thursday, August 8th. At 2:00pm, peak hour total utilization reached 53 percent with "hot-spots" observed across several block faces and in two surface lots.

At the peak hour on-street "hot-spots" were observed along F Street and adjacent block faces occupied at a rate of 85 percent and higher, possible due to late lunch hour demands from restaurant businesses along the corridor overlapping with afternoon visitors patronizing retail businesses and accessing the river. This is likely in other "hot-spots" noted including the public surface lots near the boat dock at the intersection of G Street and Sackett Avenue. Parking facilities in the area of E Street and D Street between 1st Street and 2nd Street appear to be related to storage of personal vehicles associated with adjacent multifamily properties.

Figure 7. Peak Occupancy Heat Map – Thursday, August 8, 2019 2:00 PM

Map Key

Thursday, 2:00 PM

Parking Occupancy

- ■ 0 - 50%
- ■ 50 - 75%
- ■ 75 - 85%
- ■ > 85%
- ┅ Salida, CO Study Area

Source: Walker Consultants, 2019

During the Thursday peak observation period, private off-street facilities and on-street parking exceed the overall utilization at 58 percent and 56 percent, respectively. Public off-street facilities, collectively, were underutilized. **Table 4** provides a breakdown of parking utilization by type of facility.

Table 4. Thursday Parking Analysis, Peak Hour (2:00pm)

Type	Inventory	Count	Occupancy	Surplus
On-Street Spaces	820	456	56%	364
Public Off-Street Spaces	294	129	44%	165
Private Off-Street Spaces	114	66	58%	48
Total	1,228	651	53%	577

Source: Walker Consultants, 2019

Thursday, August 8, 2019 Overnight Occupancy

Parking utilization counts were conducted at 11:00 pm on Thursday, August 8 as a representation of typical weekday overnight environment. As summarized in **Table 5** below, parking was underutilized in all categories of parking. Shown per facility in Figure 8, only one facility was observed to be over 85% occupied. This was the segment of D Street between 1st Street and the alley. As previously noted, this area appeared to serve largely as storage of private vehicles of nearby residents in the immediate vicinity.

Table 5. Thursday Parking Analysis, Overnight (11:00pm)

Type	Inventory	Count	Occupancy	Surplus
On-Street Spaces	820	190	23%	630
Public Off-Street Spaces	294	35	12%	259
Private Off-Street Spaces	114	4	4%	110
Total	1,228	264	17%	1,258

Source: Walker Consultants, 2019

Aside from one localized area of high utilization, as highlighted red in **Figure 8**, collectors noted the presence of several vehicles in facilities signed prohibiting overnight parking. Signage located within the surface lots and along the curb lane do not indicate a specific time by which vehicles must be removed from these areas, nor is overnight parking currently defined within the Municipal Ordinance or on the City website. At the time of the representative overnight counts, 13 vehicles were parked on block faces that prohibit overnight parking with an additional 22 vehicles parked in surface lots. Collectors also noted the visibility within the surface parking lots at this time was extremely limited due to a lack of lighting.

Figure 8. Peak Occupancy Heat Map – Thursday, August 8, 2019 11:00 PM

Source: Walker Consultants, 2019

Saturday, August 10, 2019 Occupancy

Figure 9 displays the peak occupancy for Saturday, August 10th when total utilization was observed to reach 66 percent with "hot-spots" of observed parking demands at or above 85% utilization across 23 of the 47 block faces and surface lots included in the Study Area. On-street parking along F Street from Fourth Street to the river, as well as G Street and E Street between Second Street and Sackett Avenue and the connecting cross streets and adjacent off-street facilities were all observed to be highly utilized.

In contrast to Thursday's observed distribution of parking demands, public off-street facilities were much more utilized during Saturday's peak at 78 percent occupied. At this time four of the six public surface lots operating above effective capacity. Of these four, three were observed to operate over 100 percent capacity with vehicles parked illegally and/or circulating in search of available spaces. Further, five of eleven overutilized block faces were observed over 100 percent occupied. In each of these instances, available parking is located within less than a quarter-mile distance. In **Figure 9** below, a 1,320-foot buffer (quarter mile) is overlaid from the surface lot located at the far north end of the study area, beyond the Arkansas River to demonstrate the walkability of available parking alternative in relation to this facility. Specifically, available parking is located in the surface lot at the southwest intersection of G Street and First Street, as well on-street in the area of D Street and First Street.

Table 6. Saturday Parking Analysis, Peak Hour (2:00pm)

Type	Inventory	Count	Occupancy	Surplus
On-Street Spaces	820	514	63%	306
Public Off-Street Spaces	294	230	78%	64
Private Off-Street Spaces	114	67	59%	47
Total	1,228	811	66%	417

Source: Walker Consultants, 2019

Figure 9. Peak Occupancy Heat Map – Saturday, August 10, 2019

Map Key

Saturday, 2:00 PM
Parking Occupancy

- 0 - 50%
- 50 - 75%
- 75 - 85%
- > 85%
- Salida, CO Study Area
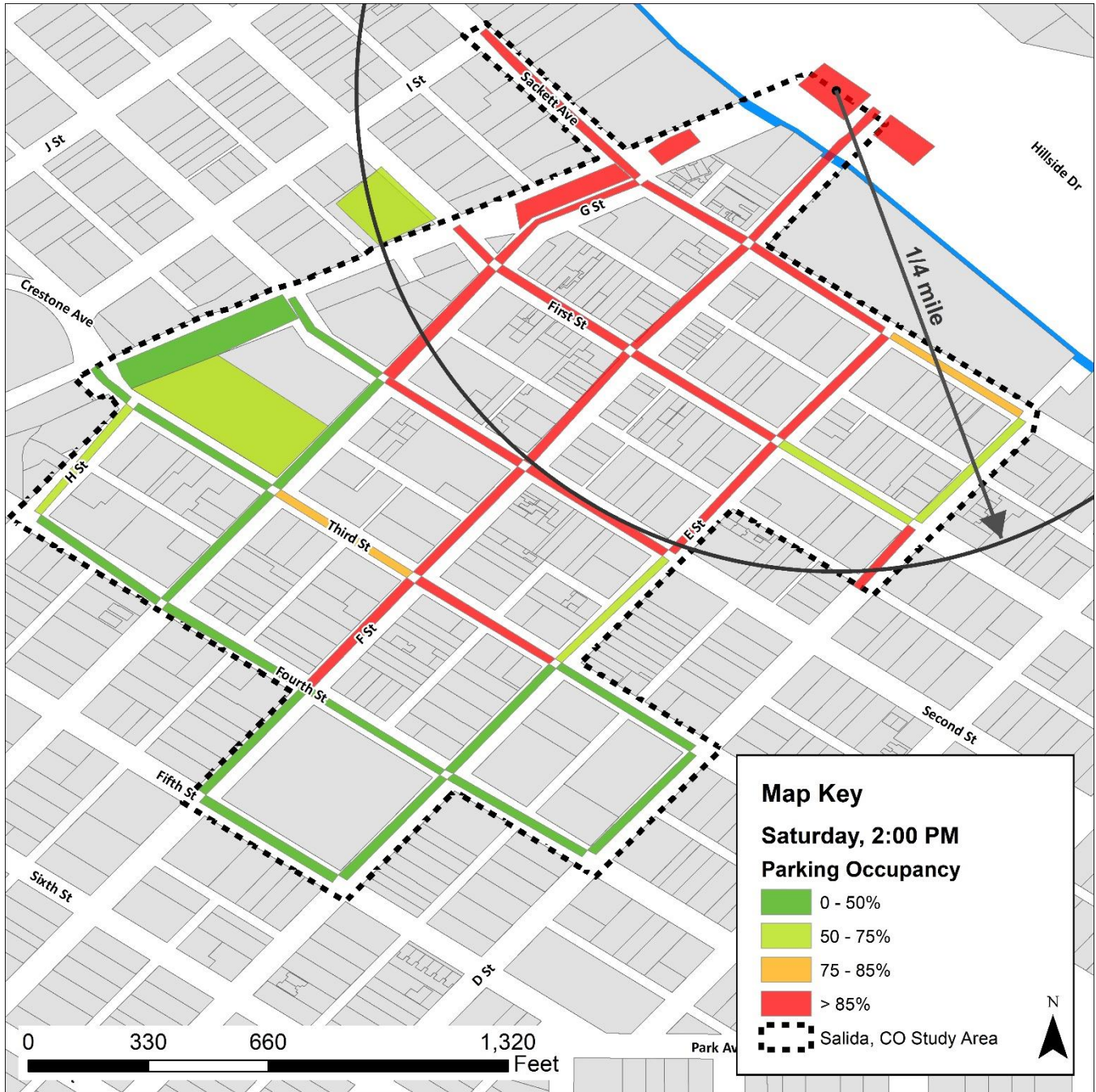
Source: Walker Consultants, 2019

Parking Turnover and Duration

Walker performed a turnover and duration analysis of a sample area within the core of the Study Area, to document parking behaviors occurring on street—in particular, the tendency of parkers in the Downtown Core to exceed posted time limits. This data is collected to help evaluate enforcement policies and practices which are in place to ensure parking space availability through regular space turnover. Inadequate space turnover can create greater parking stresses in certain "hot-spot" areas, particularly those intended for short-term parkers like customers and visitors and create the perception of parking availability issues even when there is an adequacy of supply.

Walker employed a license plate recognition (LPR) camera-based system to observe on street activity collecting hourly data between 9:00am and 5:00pm on Thursday August 8, 2019. **Table 7** summarizes the number of vehicles observed per block face, which are shown graphically in **Figure 10**.

Table 7. Observed Length of Stay per Block Face for Sample Area

Block Face	$0 - 2$ Hours	$2 - 4$ Hours	≥ 4 Hours	Average Duration (Minutes)
F Street (Sackett – 1st)	25	4	2	88
F Street (1st – Sackett)	35	4	3	102
F Street (1st – 2nd)	43	2	2	83
F Street (2nd – 1st)	32	2	4	95
1st Street (E – F)	23	3	0	88
1st Street (F – E)	24	5	2	81
1st Street (F – G)	24	3	4	104
1st Street (G – F)	40	2	1	86
Total	246	25	18	91

Source: Walker Consultants, 2019

Figure 10. Observed Length of Stay per Block Face for Sample Area
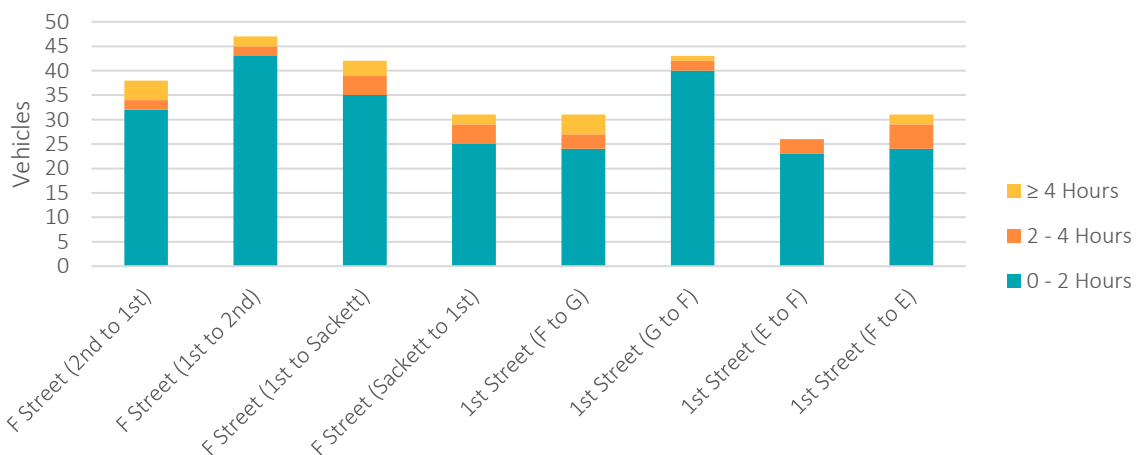
Source: Walker Consultants, 2019

Approximately 85 percent of cars observed in the sample on-street spaces are staying for 2 hours or less—an indication that most vehicles are adhering to the posted time requirements and that parkers are using on-street spaces for short-term stays (2 hours or less). This is also reflected in the average length of stay per block, also shown in **Table 7** above, with an average stay of 91 minutes, or approximately 1.5 hours, for the sample area.

Violations, however, are occurring and it is essential that enforcement be conducted on a routine and consistent basis to ensure adequate turnover of prime spaces, which are often the most visible and desirable spaces with closer proximity to activity centers and popular destinations. It is from this supply of spaces that motorists often perceive there to be a lack of or an abundance of parking available. Therefore, parking management is an essential tool to balance supply and demand.

For example, **Table 7** summarizes 43 observed vehicles that exceeded the posted 2-hour time limitation for the sample area. These vehicles totaled 88 violation hours, or hours they remained parked beyond the 2-hour limitation. Should these vehicles have abided by the posted restrictions; an additional 44 vehicles could have been accommodated in these spaces.

To put it in perspective, there are a total of 69 spaces in the sample area. Assuming 8 hours of time limited parking per space (9:00am to 5:00pm), a potential 552 total hours of parking exist within the sample area. Assuming each vehicle stays the maximum 2 hours, the area can serve a minimum of 276 vehicles. While spaces will have some vacancies due to the exiting of a vehicle prior to another locating and occupying the space, this area maintained high occupancies throughout the survey day, and yet only 43 vehicles were served.

Figure 11 shows what percentage of parkers observed on each block face to be in violation of the posted 2-hour time restrictions. The greatest occurrence of violating parkers was observed on the south block face of 1st Street between E Street and F Street and the north block face of 1st Street between F Street and G Street, each experiencing approximately 23% of parkers staying in excess of two hours. Interestingly, the lowest rate of parkers in violation occurred on the south block face of 1st Street between F Street and G Street, directly opposing one of the two highest block faces with violation rates, as shown below.

Figure 11. Average Length of Stay and Observed Violation Rate per Block Face

Parking Program

Parking throughout Downtown Salida is currently free and relatively unmanaged. As noted in the 2013 Comprehensive Master Plan, community leaders have been hesitant to create regulations concerning design and planning standards that may impact economic development or create additional burden on city staff[3]. However, while Downtown Salida has experienced an increase in development and economic growth in recent years, continuing to take a hands-off approach will likely contribute to growing negative perceptions concerning parking supply and utilization.

Enforcement

Parking enforcement services are currently provided through the Salida Police Department. A single code enforcement officer patrols the Downtown area on foot and by bicycle issuing citations from a handwritten citation book. These citations are then entered into a database back at the police station. Not only does this require duplicative effort to record and later enter vehicle information, as well as research into vehicle ownership, but the process for a single ticket can add up to an estimate 10-15 minutes per citation issued. Additionally, the code enforcement officer currently fields all contested citations. An appeal is heard and discussed, and then if the complainant still wishes to further appeal their citation, they may request a date to appear before a judge.

Source: Walker Consultants, 2019

In April 2019 the U.S. Court of Appeals for the 6th Circuit ruled the practice of chalking tires as means to monitor duration of stay unconstitutional. The basis for the judgement being that the physical contact with an individual's private property amounted to trespassing without probably cause and such an action meant to track and gather information required a warrant. The ruling likened the action to attaching a GPS monitor to a vehicle[4]. As a result of this ruling, communities across the U.S. that utilized chalking to enforce time limited parking have ceased enforcement related time limits, including the City of Salida. Lack of enforcement in turnover can lead to a limited number of vehicles monopolizing the most convenient and desirable parking spaces within the public right-of-way, reducing access for customers of area businesses. With area commercial sales revenues directly correlated

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[3] The City of Salida 2013 Comprehensive Plan, adopted April 16, 2013

[4] "Federal appeals court says tire-chalking by parking enforcement officers is unconstitutional", Washington Post. April 22, 2019

to turnover of on-street parking[5], the ability to enforce time limits is essential not only to maintain equitable access to the public right-of-way, but to the economic vitality of the community.

Policy

Section 16 of the City of Salida Municipal Code addresses policy and standards related to the provision of parking supplies and the resulting impacts related to changes in land use and intensity. Similar to many communities, the City employs minimum off-street parking requirements intended to attribute new and growing parking demands to their source. **Table 8** provides a selection of minimum off-street parking requirements for common land uses in the community. Note, this table is not comprehensive of all land use categories and does not address all elements of each use category.

Table 8. Summarized Existing Parking Standards for Sample Land Uses Categories

Land Use Category	Standard Requirement
Multifamily Housing	1.0 space per first unit + 1.5 spaces for each additional unit
Hotel	1.0 per guest room + 1.0 per front desk staff + 2.0 – 6.67 per 1,000 ft^2 for ancillary uses
Restaurant	5.0 per 1,000 ft^2
Office	2.5 per 1,000 ft^2
Retail	4.0 per 1,000 ft^2

Source: Salida Municipal Code, Sec. 16-8-80. Off-Street parking standards

A reduction of up to 25% of the total required supply may be applied to parking requirements where owners are able to demonstrate compatibility in shared parking facilities. To demonstrate this, owners must show that anticipated demands do not have overlapping peak hours of occupancy. Any shared facility must be located on the same side of the street of both uses, unless the street in question is a collector or local street. Furthermore, within the Core Business District, any building that increases in intensity without expanding its footprint (for instance, a renovation that results in additional dwelling units within a multifamily building) or changes land use (i.e., office to restaurant or retail), does not trigger a review or update of parking requirements.

Pedestrian Experience

The parking experience does not end once the driver puts their vehicle in "Park." Rather, the parking experience extends into and includes the pedestrian experience. How one perceives the ease with which they exit and reenter their vehicle, if the street or facility is well lit, and so on. Attention to the pedestrian experience not only supports an effective parking management plan but is integral in complying with ADA standards.

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[5] Employee Parking in Downtown Vancouver, City of Vancouver, WA (2014); Smarking enables City of Aspen, CO to Increase Parking Revenue, govtechfund, Aspen, CO (2018)

While a complete walkability audit was not included in this Study, data collectors made note of several issues that directly impact the pedestrian experience throughout Downtown Salida. A walkability audit is a review of walking conditions present within a specific area. These conditions are assessed based on established goals and requirements and are generally completed by a diverse group of individuals to facilitate multiple perspectives and experiences. With 10.9% of the adult US population reporting some level of vision impairment, and 15.5% reporting for each category of hearing impairment and physical impairments, this is a portion of the traveling public that must be considered in the parking and mobility environment as drivers, passengers, and ancillary system users.

Source: Walker Consultants, 2019

Components of the pedestrian experience to consider include accessibility, comfort, convenience, and engagement. Accessibility refers to ADA requirements and the ability of those with mobility impairments to travel the environment. The images demonstrate several obstacles one with mobility impairments may struggle to maneuver that were observed throughout Downtown Salida at the time of occupancy and turnover data collections. A scooter parked on a sidewalk prevents an individual in a wheelchair from utilizing a sidewalk. Similarly, placement of items on the sidewalk such as signs, benches and décor, and bicycle storage racks should consider the spacing needed for a wheelchair to pass by. As demonstrated in the center images, parking on the sidewalk, particularly at the pedestrian ramp, can not only provide an obstacle but may also force pedestrians to walk in street traffic to circumvent the obstruction, but may also block signage and intersection visibility for other drivers as well.

Comfort levels for all users should be considered beyond accessibility concerns. For instance, data collectors noted the protection provided by parked cars, distance from the sidewalk to the traffic, and the speed of passing vehicles was comfortable and did not create a stressful environment. However, pedestrian visibility to vehicles exiting parking stalls and alleyways was limited in some areas.

Are pathways that connect parking facilities with destinations convenient or do they require pedestrians to go out of their way? Staff noted that crosswalks placed at intersections were convenient and comfortable to cross in the time provided; however, the crosswalk at Sackett Avenue and G Street proved difficult to cross with many vehicles failing to yield due to the lack of control device such as a signal or stop sign. Convenience includes the placement of crosswalks to facilitate pedestrian crossings without negatively impacting vehicular traffic by excessive delays from too many crossings. In the vicinity of F Street near Sackett Avenue and crossing the bridge, pedestrians tended to treat the street as a pedestrian mall without regard for vehicular traffic.

The final component of the pedestrian experience, and often most overlooked, is the level of engagement provided. Is the pathway not only visually stimulating but does it provide protection from the elements? As demonstrated above, Salida merchants present an inviting atmosphere that encourages pedestrians to linger through the use of artwork, sidewalk merchandising, and even the

Source: Walker Consultants, 2019

occasional furry greeter. Consideration for accessibility, comfort, convenience, and environmental engagement can not only extend the pedestrian reach and increase utilization of perimeter parking facilities but promote multiple destination patronage and an overall positive impression of an area.

Community Context

The human element is a critical component of developing a successful parking plan. While data tells an important and impartial portion of the story, perceptions are reality for parking system users. This section documents the qualitative information collected to compliment the quantitative information discussed above.

Several efforts were made to engage the community throughout the Study. These included:

- Online survey promoted among residents, employees, and visitors netting 54 participants
- The formation and meeting of a Project Street Committee
- Meeting with the Small Business Alliance and focus groups of community leaders
- Collection of parking behaviors and preferences at the Salida Art & Music Festival and Salida Farmers Market
- Outreach and information sharing at a Public Open House

Community Quick Facts	
Population, 2010 Census[6]	5,236 persons
Median Age[6]	50.0 years
Avg. Household Size[6]	2.08 persons
Avg. Vehicles per Household[6]	1.66 vehicles
Median Household Income[6]	$57,652 per year
City Footprint[7]	2.64 square miles
Study Area Footprint	0.10 square miles
2019 City Budget[8]	
General Fund Revenues	$7,282,883
Total Estimated Revenues	$15,750,371
General Fund Expenses	$7,944,156
Total Estimated Expenses	$18,825,298

Key themes heard throughout the community engagement process include:

- Downtown Salida has a shortage of parking
- The new F Street surface lots have alleviated much of the parking shortage
- Salida has a walking problem, not a parking problem
- Increased parking enforcement is needed
- Visitors expect to pay for parking
- Customers won't come downtown if they have to pay for parking
- Employees and residents are taking up most of the on-street spaces and staying there all day

Stakeholder Outreach

Project Steering Committee

The Study's project steering committee comprised members of City staff from multiple departments influencing the operations and maintenance of the existing parking program. These include individuals from Community Development, Planning, Administration, and the Police Department, as well as members of the consultant team from Walker Consultants (Walker) and Felsburg, Holt and Ullevig (FHU). This committee met at the onset of the project to review the scope of the project and establish roles, expectations, and goals for the project and committee members.

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[6] American Fact Finder, United States Census Bureau, 2019
[7] Google Maps
[8] Estimates from Salida, Colorado 2019 Budget

Small Business Alliance and Focus Groups

In mid-July, more than 30 community leaders and business owners were provided a brief introduction to the project with a description of the scope and the study and anticipated schedule. Following this brief introduction, participants were asked to participate in two activities, which was followed by an informal discussion of parking mobility concerns, suggestions, and general discussion of how they, their employees, customers and neighbors use and would like to use the parking system.

In the first activity, participants were asked to identify where they perceive parking demand to be the highest, what areas are best for long-term parking, what areas are best for short-term parking, and what areas are best for special event parking by "hot dotting" a map of the study area using color coded stickers. In the second activity, participants were presented with a range of potential strategies and updates related to the Downtown parking system and asked to indicate which they felt should be prioritized.

Source: Walker Consultants, 2019

Community Outreach

Pop-Up Events

To promote awareness surrounding the Study and offer residents, business owners, visitors, and other interested individuals opportunities to ask questions and provide input for the City about parking in Downtown Salida, Walker partnered with Felsburg, Holt & Ullevig (FHU) to facilitate two pop-up outreach sessions at local events. Pop-ups were conducted at two events; the Salida Art and Music Festival in Riverside Park on Saturday, July 20, 2019 and the Salida Farmer's Market in Alpine Park on Saturday, August 24, 2019. In addition to discussion and information gathering, FHU also distributed cards provided by Walker directing individuals to the City's website for the project for more information and to an online survey, discussed below.
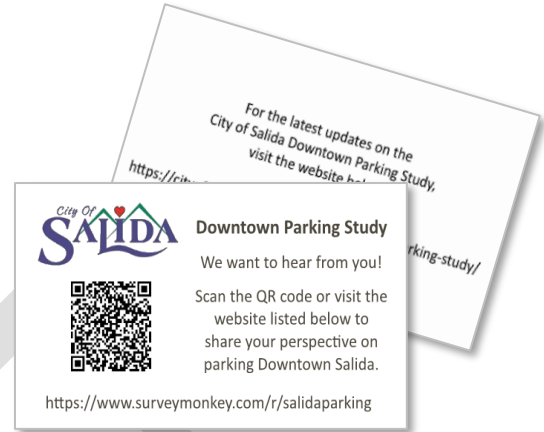
A summary of the themes of feedback received from each of the pop-ups follows.

Source: Walker Consultants, 2019

July 20, 2019 Salida Art & Music Festival Pop-up Feedback:

- Special event parking
- Active loading and passenger loading spaces
- Potential roadway redesign concerns
- Parking supplies and locations
- Walking tolerances
- Employee parking
- Wayfinding
- Residential parking
- Enforcement
- Alternative modes of transportation
- Paid parking

August 24, 2019 Salida Farmer's Market Pop-up Feedback:
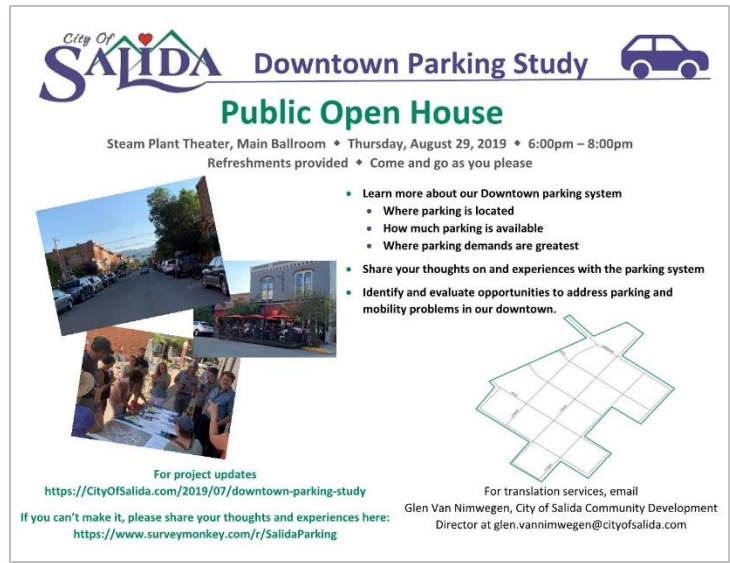
- Parking supplies
- Special event parking
- Alternative modes of transportation
- Oversized vehicle parking
- Accessible parking
- Shared parking
- Restaurant seating in on-street spaces
- Parking enforcement

Source: Walker Consultants, 2019

Public Open House

On August 29, 2019 City staff and Walker partnered to host a public open house focused on sharing the results of the Existing Conditions analysis and gathering input from residents, employees, business owners and visitors as they reacted to the data presented. The evening was formatted as an open event allowing participants to engage with the project at their desired level. Participants largely gravitated toward informational displays and participated in group discussions concerning the content presented. Several activities were also presented to allow participants to provide information similar to that gathered at earlier events, with the intention of garnering how perceptions and opinions may have changed based on the observations and data presented.

Source: Walker Consultants, 2019

Much of the input received was similar that provided during earlier outreach sessions, and included:

- Overall support for paid parking with initial two hours free
- Concern regarding maintaining the aesthetic and character of Downtown Salida
- Special events and peak season visitors strain on the existing parking system
- Lack of curb lane management and enforcement

Source: Walker Consultants, 2019

Online Survey

The online survey, launched in mid-July 2019, was promoted during all outreach efforts through the distribution of cards, as well as on the City's project website, and by The Mountain Mail. The following provides a summary of the responses received. The complete response report, with all individual open responses, is provided in **Appendix B**.

Figure 12. Summarized Online Survey Results

What is your most common reason for visiting Downtown Salida?

How do you typically get to Downtown Salida?

WALKER CONSULTANTS

On average, how much time do you spend looking for a parking space Downtown?

Chart: Responses (%)
- I'm usually able to find parking immediately. — Typical Day: 36%, Event Day: 10%
- A few minutes. — Typical Day: 42%, Event Day: 23%
- 5 to 10 minutes. — Typical Day: 15%, Event Day: 37%
- More than 10 minutes. — Typical Day: 8%, Event Day: 31%

Legend: Typical Day, Event Day

On average, how long do you typically stay Downtown?

Chart: Responses (%)
- 2 hours or less. — Typical Day: 43%, Event Day: 13%
- 2 to 4 hours. — Typical Day: 15%, Event Day: 33%
- 4 to 8 hours — Typical Day: 9%, Event Day: 29%
- More than 8 hours. — Typical Day: 32%, Event Day: 25%

Legend: Typical Day, Event Day

How close to your destination are you typically able to park?

Chart: Responses (%)
- As close as possible to my destination. — Typical Day: 21%, Event Day: 8%
- Less than one block away. — Typical Day: 30%, Event Day: 0%
- 1 to 2 blocks away. — Typical Day: 30%, Event Day: 15%
- More than 2 blocks away. — Typical Day: 19%, Event Day: 58%
- Other — Event Day: 19%

Legend: Typical Day, Event Day

Which factor is most important to you when parking?

How well does parking in the study area work for you?
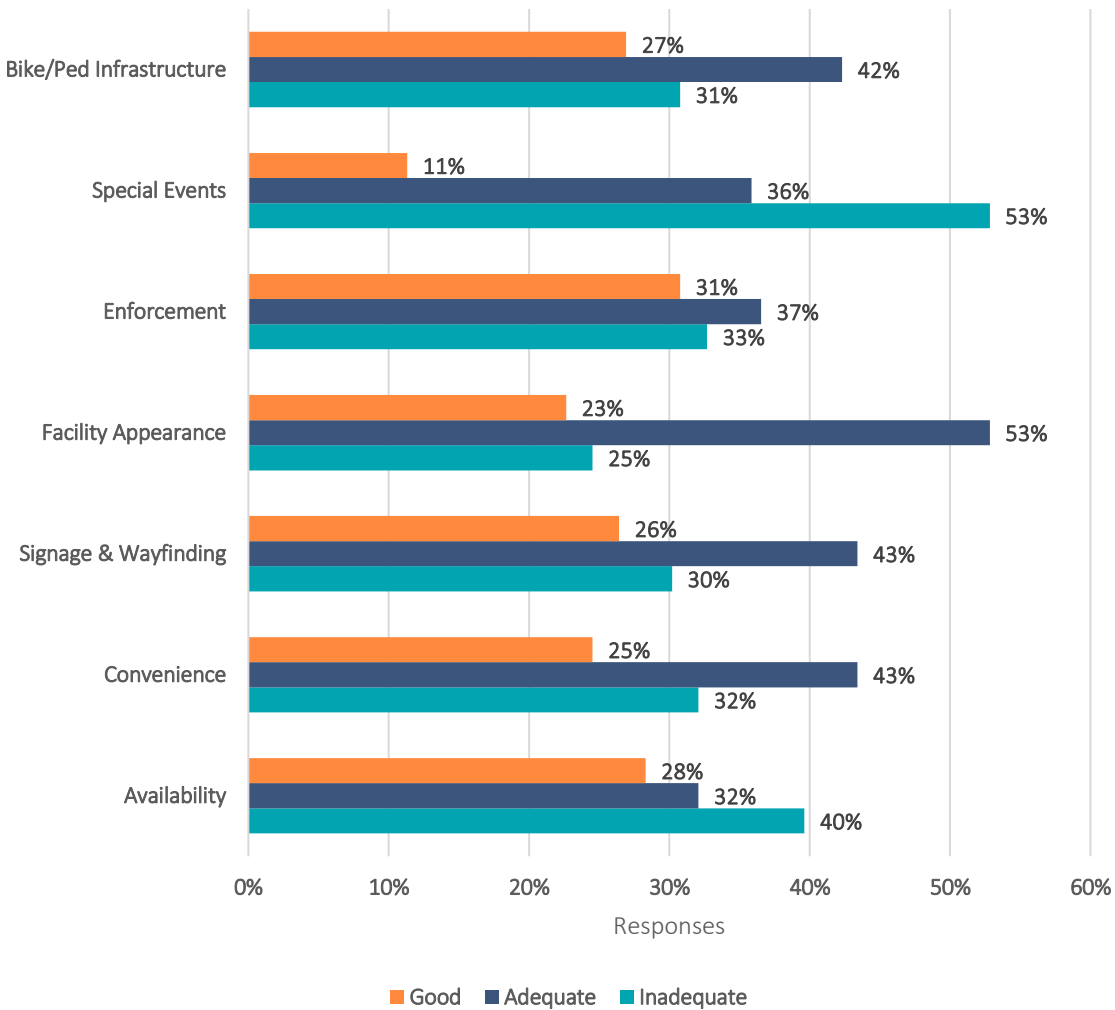
What parking or transportation practices does Downtown Salida need more of? (Please check all that apply.)

More long-term parking for employees and residents	55%
More short-term parking visitors	36%
More and better alternative transportation infrastructure (i.e., bike lanes, transit)	38%
More special event parking	30%
More bus parking/parking for specialty vehicles	19%
Other	38%
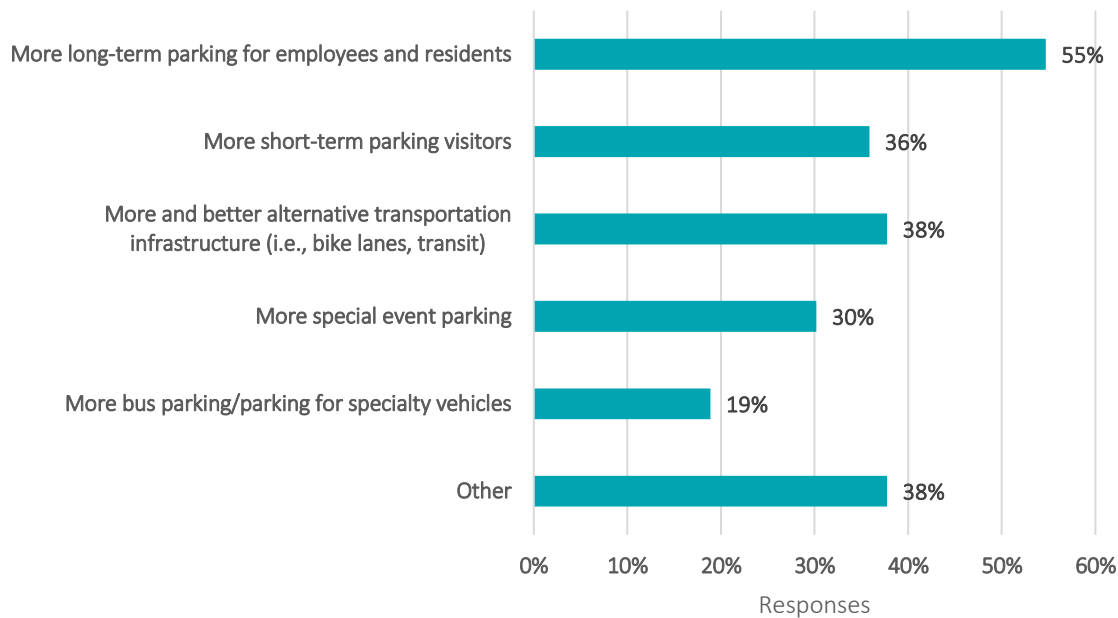
Responses

Themes from "Other" responses:
- None – there is no perceived parking problem
- Provision of a shuttle or circulator
- Creating a pedestrian corridor on F Street
- More ADA parking
- Eliminate patios in parking spaces
- Fewer events/visitor drawing events
- Metered/paid parking

What parking practices have you seen and liked in other communities? (open-ended responses)

Themes from responses:
- A culture that promotes walking
- Shuttle connection to perimeter parking facilities
- Streets that prohibit vehicular traffic
- Bicycle parking in alley
- Oversized/recreational vehicle parking restrictions and accommodations
- Paid parking
- No paid parking
- Parking structures and additional supply
- Increased ADA parking supply, specifically van accessible
- Removal of parking minimum requirements
- Increase parking minimum requirements or remove exemptions for Downtown
- Residential parking permit program
- Public-private partnerships
- Event parking and transportation plans

02 Planning for the Future

Planning for the Future: Key Takeaways

2019   2022   2025   2030

Assumes loss of 1st Street Lot (63 spaces)

Conservative Projections:
- Projected to operate at approximately 86% occupied systemwide

Aggressive Projections:
- Projected to operate at approximately 99% occupied
- 186 spaces needed to operate at effective capacity

Assumes additional loss of F Street Lots (130 spaces)

Conservative Projections:
- Projected to operate at approximately 96% occupied
- 144 spaces needed to operate at effective capacity

Aggressive Projections:
- Projected to operate at approximately 124% occupied
- 474 spaces needed to operate at effective capacity

Conservative Projections:
- Projected to operate at approximately 114% occupied
- 395 spaces needed to operate at effective capacity

Aggressive Projections:
- Projected to operate at approximately 239% occupied
- 1,673 spaces needed to operate at effective capacity

It is important to note that the models are intended only as a guide and do not account for potential private parking supply additions. It is assumed in the modeling that all new parking demands will be absorbed by the public parking system. As new developments are reviewed, the City should work with developers to identify mutually beneficial public-private partnerships in the form of shared parking opportunities.

Model Assumptions:

Conservative Model:
- 2.66% annual sales and lodging tax growth
- Loss of 63 spaces at the 1st Street surface lot in 2021

Aggressive Model:
- 8.0% for Years 1-3 and 2.66% in Years 4-10 in the aggressive model based 2019 City Budget estimates and a 10-year trend
- Loss of 63 spaces at the 1st Street surface lot in 2021
- Loss of 130 spaces at the F Street surface lots in 2025

Both Models:
- 0.89% population growth based on a 10-year trend
- 65% single occupant vehicle utilization
- 90% households owning 1 or more vehicles
- Planned and potential land developments as provided by City staff, see table at right.

Anticipated Completion	Land Use Type	Intensity
Both Models:		
2022	Restaurant	3,696 ft^2
	Office	765 ft^2
	Multifamily Residential	7 dwelling units
	Retail, Specialty	778 ft^2
2022	Brewery, taproom	1,800 ft^2
2022	Retail	1,084 ft^2
	Hotel	5 rental units
	Conference Rooms	1,379 ft^2
	Office	768 ft^2
Aggressive Model Only:		
2025	Hotel	14 rental units
	Coffee / Bar	2,000 ft^2
2030	Grocery	-39,482 ft^2
	Parking	-114 spaces
2030	Retail	100,000 ft^2
	Office	50,000 ft^2
	Multifamily Residential	150 dwelling units
2030	Restaurant	4,000 ft^2
	Retail	6,000 ft^2
	Multifamily Residential	20 dwelling units
2030	Retail	6,000 ft^2
	Multifamily Residential	12 dwelling units

Planning for the Future

The intent of this section is to provide an assessment of how future growth in Downtown Salida is likely to impact parking demand, and the adequacy of public parking supply in the near term, mid-term, and long-term.

Projecting future parking is not an exact science. Presently unknown development projects, dramatic shifts in population, and transportation infrastructure decisions, in addition to many other factors, can impact parking demands. To estimate future public parking supply and demand for Downtown Salida, Walker performed the following tasks:

1. Near Term- Future of Public Parking in the Next 1-2 Years
2. Mid-Term- Future of Public Parking in the Next 5 Years
3. Long-Term- Future of Public Parking in the Next 10 Years

To project future parking demands, Walker considered several assumption in development of the demand models:

Conservative Model:
- 2.66% annual sales and lodging tax growth[9]
- Loss of 63 spaces at the 1st Street surface lot in 2021

Aggressive Model:
- 8.0% for Years 1-3 and 2.66% in Years 4-10 in the aggressive model based 2019 City Budget estimates and a 10-year trend
- Loss of 63 spaces at the 1st Street surface lot in 2021
- Loss of 130 spaces at the F Street surface lots in 2025
- Loss of 114 spaces at the 'E' Development location in 2030

Both Models:
- 0.89% population growth based on a 10-year trend
- 65% single occupant vehicle utilization[10,11]
- 90% households owning 1 or more vehicles[10]
- Planned and potential land developments as provided by City staff.

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[9] 2019 City Budget sales tax year over year estimate
[10] US Census American FactFinder
[11] AASHTO's Census Transportation Planning Products Program

The Future of Public Parking: In the Next Two Years

Three projects are anticipated to be completed within the Study Area in the next two years. These developments, as provided by City staff, are summarized in **Table 9**, with their locations shown on the corresponding map.

Table 9. Summary of Developments Included in Model, 2022

Site	Land Use Type	Intensity
A	Restaurant	3,696 ft^2
	Office	765 ft^2
	Multifamily Residential	7 dwelling units
	Retail, Specialty	778 ft^2
B	Brewery, taproom	1,800 ft^2
C	Retail	1,084 ft^2
	Hotel	5 rental units
	Conference Rooms	1,379 ft^2
	Office	768 ft^2

Source: City of Salida, 2019
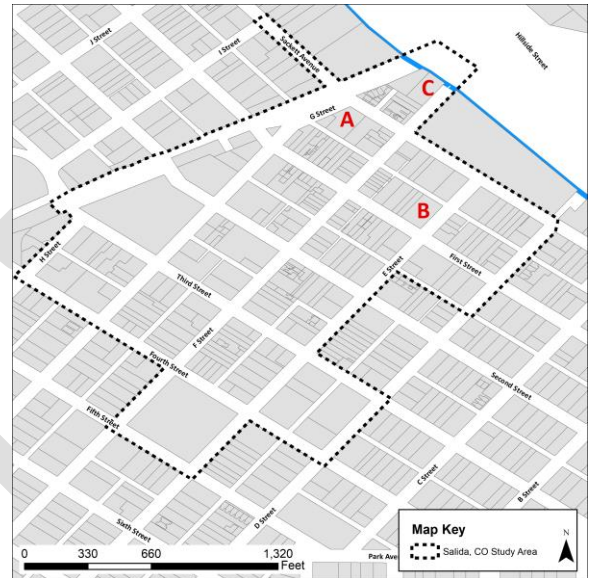
During peak conditions, midday on Saturday as observed during data collections, these developments are anticipated to contribute approximately 100 additional spaces of parking demand to the study area in 2022. Another 90 to 237 spaces of parking demand are projected due to growth in population and visitors. This represents a total growth in parking demand of approximately 23.4 to 41.6%.

With the assumed loss of approximately 63 spaces in 2021, the system is anticipated to operate slightly above effective capacity in the conservative scenario at approximately 86% in 2022, as shown in **Figure 13**. However, as shown in the results of the more aggressive model, should visitor growth continue to grow at 8% each year, the parking system may approach its total operating capacity by 2022. In this scenario, an additional 186 spaces would be needed to effectively accommodate parking demands at a peak operating occupancy of 85%.

Figure 13. 2022 Model Results, Population & Visitor Growth + Development Projections

Source: Walker Consultants, 2019

The Future of Public Parking: In the Next 3-5 Years

Four projects are anticipated to be completed within the Study Area by the end of 2025. These developments, as provided by City staff, are summarized in **Table 10**, with their locations shown on the corresponding map.

Table 10. Summary of Developments Included in Model, 2025

Site	Land Use Type	Intensity
A	Restaurant Office Multifamily Residential Retail, Specialty	$3,696 \text{ ft}^2$ 765 ft^2 7 dwelling units 778 ft^2
B	Brewery, taproom	$1,800 \text{ ft}^2$
C	Retail Hotel Conference Rooms Office	$1,084 \text{ ft}^2$ 5 rental units $1,379 \text{ ft}^2$ 768 ft^2
Aggressive Model Only		
D	Hotel Coffee / Bar	14 rental units $2,000 \text{ ft}^2$

Source: City of Salida, 2019

During peak conditions, midday on Saturday as observed during data collections, these developments are anticipated to contribute approximately 7 additional spaces of parking demand to the study area in 2025. However, 105 to 128 spaces of parking demand are projected due to growth in population and visitors. This represents a total growth in parking demand of approximately 37.2 to 58.2% over existing parking demands.

As shown in **Figure 14** summarizing the results of the modeling scenarios, parking demands are anticipated to approach total capacity even under conservative estimates by 2025 and exceed capacity under aggressive growth assumptions. Under conservative estimates, an additional 144 spaces are needed to operate at effective capacity, versus an additional 474 spaces under aggressive conditions.

Figure 14. 2025 Model Results, Population & Visitor Growth + Development Projections

63 spaces lost from 1st Street Lot

130 spaces lost from F Street Lots

Source: Walker Consultants, 2019
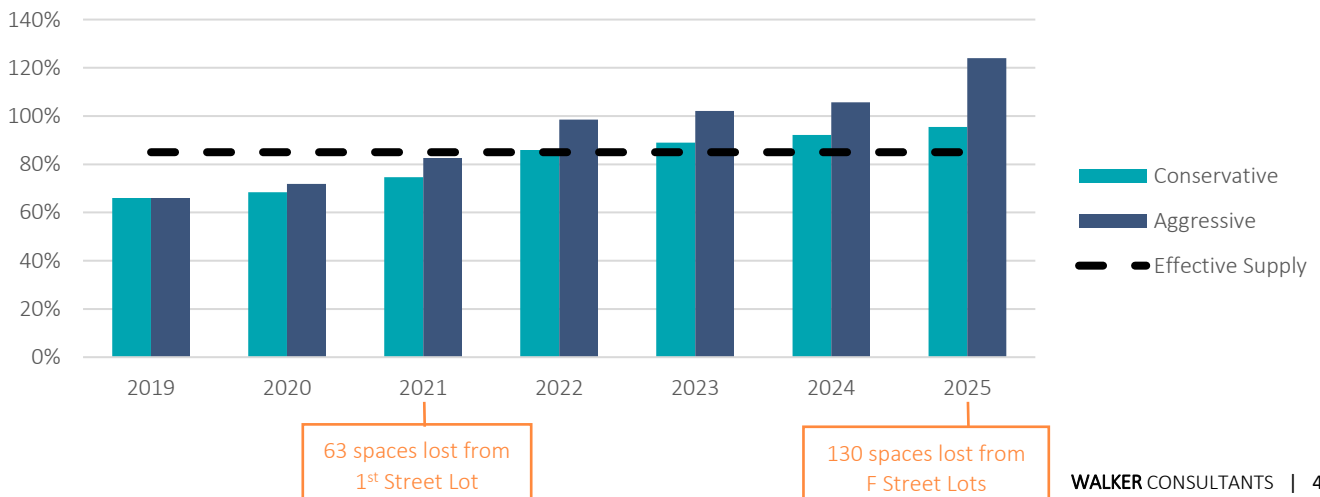
The Future of Public Parking: In the Next 5-10 Years

Eight projects have potential to be completed within the Study Area in the next ten years. These developments, as provided by City staff, are summarized in **Table 11**, with their locations shown on the corresponding map.

Table 11.   Summary of Developments Included in Model, 2030

Site	Land Use Type	Intensity
A	Restaurant	3,696 ft^2
	Office	765 ft^2
	Multifamily Residential	7 dwelling units
	Retail, Specialty	778 ft^2
B	Brewery, taproom	1,800 ft^2
C	Retail	1,084 ft^2
	Hotel	5 rental units
	Conference Rooms	1,379 ft^2
	Office	768 ft^2
Aggressive Model Only		
D	Hotel	14 rental units
	Coffee / Bar	2,000 ft^2
E	Grocery	-39,482 ft^2
	Parking	-114 spaces
E	Retail	100,000 ft^2
	Office	50,000 ft^2
	Multifamily Residential	150 dwelling units
F	Restaurant	4,000 ft^2
	Retail	6,000 ft^2
	Multifamily Residential	20 dwelling units
G	Retail	6,000 ft^2
	Multifamily Residential	12 dwelling units
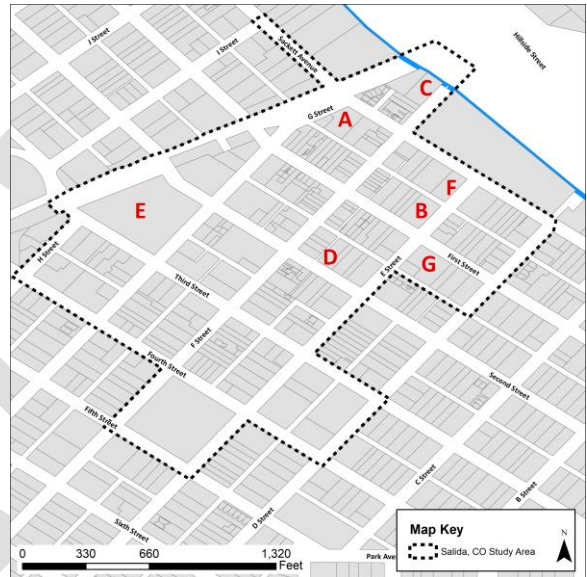
Source: City of Salida, 2019

During peak conditions, midday on Saturday as observed during data collections, these developments are anticipated to contribute approximately 785 additional spaces of parking demand to the study area in 2030. However, and additional 252 to 716 spaces of parking demand are projected due to growth in population and visitors. This represents a total growth in parking demand of approximately 63.5 to 171.9% over existing parking demands.

While a shortage of parking supply is projected in the extended future, based on the provided build out scenario and growth assumptions for population and visitors, there are other tangible benefits to not requiring new small scale developments to provide off-street parking supply. In addition to maximizing the highest and best use of limited infill sites, waiver of parking minimum requirements also reduces potential removal of historic buildings to accommodate surface parking. Surface parking can be detrimental to street vibrancy, breaking up activated street frontage. Rather than encourage small surface lots in high traffic areas, consideration should be given to

identifying shared parking opportunities and potential public-private parking partnerships to create right-sized solutions that fit the character of Downtown Salida. To facilitate this, staff will need to perform ongoing monitoring of supply and demand.

As shown in **Figure 15**, conservative development projections and anticipated growth in population and visitors is expected to exceed available parking supply in all scenarios beyond the 2027 horizon. Consistent growth in population and visitors and the additional developments on the E, F, and G sites are expected to push parking demands to more than double the existing parking system. By conservative estimates, the parking system will need an additional 395 spaces to operate at effective capacity. Under aggressive modeling assumptions this need grows to 1,673 spaces.

Figure 15. 2030 Model Results, Population & Visitor Growth + Development Projections
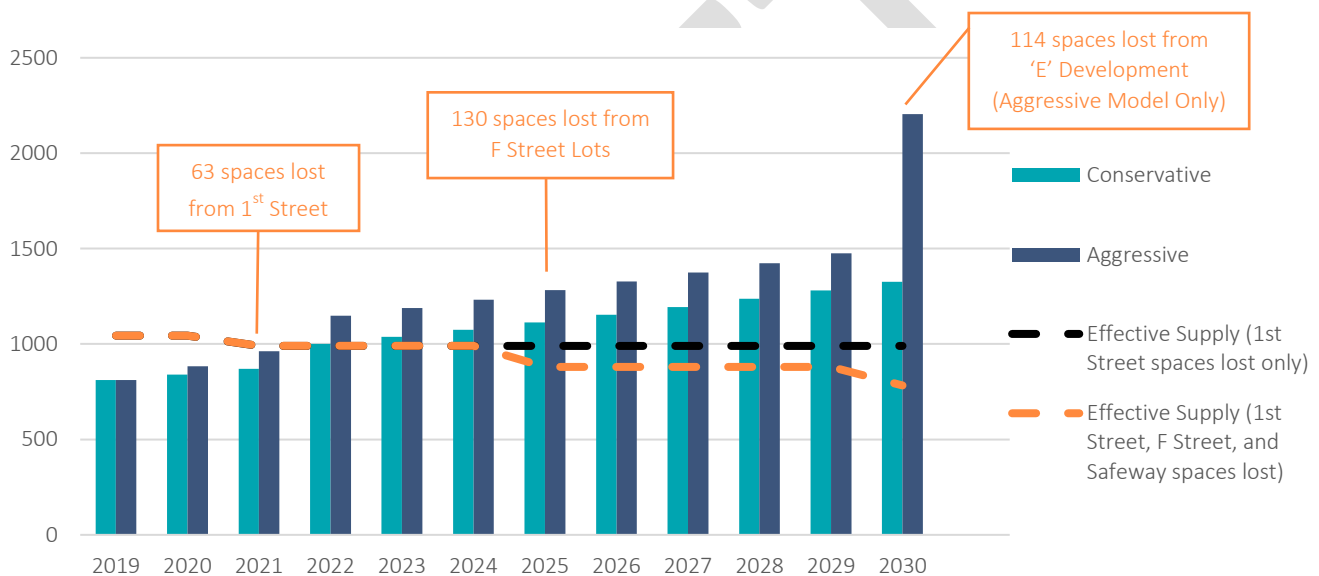
Source: Walker Consultants, 2019

As demonstrated in the scenarios above, consideration should be given to the long-term impacts of development and the potential loss of public parking supplies. Based on the modeling, known developments and conservative growth estimates anticipate parking demands will exceed available total supplies as soon as 2023.

As development occurs, the City should work with private developers to identify opportunities to incorporate additional public parking supplies into private facilities. These public-private partnerships will aid in alleviating public parking supply shortages, reduce parking requirements for private developers through the use of and access to shared facilities, as well as providing the City the opportunity to distribute costs associated with parking supply additions over a longer period and in lower amounts.

When to Add Parking Supply

The following are a summary of potential events that may indicate a need to acquire additional parking supplies:

- New developments contribute additional parking demand to the system without adding supply
- Loss of any existing off-street supplies at the F Street or 1st Street surface lot locations in conjunction with continued, consistent growth in population and visitors
- Total parking supplies consistently observed at or near 85% occupied

03 Parking Management

Parking Management: Key Takeaways

Parking Strategy	Existing Conditions	Short-Term Recommendations	Long-Term Recommendations
Curb Lane Management	The City uses various colors for curb lane markings, red for no parking zones, blue for accessible parking zones, and yellow for an undetermined classification.	• Review curb markings and driveway closures to identify potential opportunities to create additional parking • Review and clarify curb markings.	• Develop and implement a curb lane management program • Consider limiting and increasing the cost for on-street café leases to reflect market value of the lost parking supply.
Paid Parking	On- and off-street parking is free.	• Develop ordinance that defines parameters for implementation and rate setting of paid parking. • Issue RFP for operator and technology to manage the parking system.	• Implement time limited and paid on-street parking. • Implement paid parking in F Street, 1st Street, Sackett Avenue and adjacent off-street facilities. • Evaluate parking system during peak and off-peak seasons and adjust fees as needed to manage parking demands and generate revenue needed to administer parking program.
Parking Enforcement	The City stopped enforcing time limits follow the 6th Circuit Court's decision regarding tire chalking. ADA, compact vehicle and other restrictions are still enforced by Salida Police Department.	• Utilize first offense warnings for all new parking management regulations implemented. • Provide enforcement information, including common violations and their associated fines and information regarding the appeals and adjudication	• Consider implementation of a formal Parking Ambassador program • Implement a graduated fine structure to discourage repeat offenders • Ongoing evaluation of enforcement needs and adjustments as necessary
Parking Permit Program	None.	• Develop a program with specific requirements for neighborhoods to request a City administered Residential Parking Permit Program. • Develop a permit program for employees of the downtown area.	• Offer annual permits for residents providing proof of residency within program boundaries exempting resident permit holders from posted time restrictions within a specified zone. • Offer monthly permits for employees providing proof of employment within the program boundaries exempting employee permit holder from time restrictions within a specified zone.

Parking Management

Curb Lane Management

At 820 spaces, on-street parking spaces comprise approximately two-thirds of the Downtown public parking system. These spaces are preferred by visitors for their visibility, by commercial freight and delivery services for their location, and by all system users for their convenience. This section discusses parking and curb lane management strategies to balance the needs of commercial and passenger loading, ADA accessibility, customers, employees and residents, in on-street spaces.

Curb Cuts and Space Delineation

Unnecessary curb cuts and marked spaces can limit on-street parking supplies. Curb cuts provide access to properties via the public right-of-way. As development and changes in land use occur, access needs change and these access points may no longer be necessary. In areas where cuts are not necessary, curb should be installed, or the curb cut chained off. If associated yellow or red curb is no longer necessary, the area reclaimed may provide sufficient space for additional parking supply.

Delineation of parking stalls entails marking the boundaries that vehicles must park within along the curb. Delineation supports enforcement of time limited parking, clearly marking the space from which the vehicle must vacate at the end of a time limitation. As the City considers moving toward paid parking and a multi-space payment system, consideration should be given to removing space delineations. Vehicles range significantly in length. For instance, a 250-foot stretch of curb can accommodate up to 16 Toyota Priuses providing one foot between each vehicle or 11 Ford F250s. When spaces are delineated, they are generally marked for 22- to 25-foot stalls with additional buffering space between each stall. As such, delineation of parking stalls can effectively reduce potential inventory, and is unnecessary when paid parking and zone-based rather than space-based enforcement is utilized.

Curb Lane Management

As the City's parking program continues to develop, Walker recommends development of a curb lane management policy and program to clearly establish requirements and priorities for use of the public right-of-way. A defined program provides the City with a clear and actionable tool that supports larger community goals, such as economic vitality, sustainability, and accessibility.

Like many municipal policy and programming initiatives, it is important to ensure the plan provides a balance of direction for consistent decision making with flexibility for future issues related to the curb. As shown in **Figure 16**, unstructured curb lanes are less efficiently used, with approximately 25% of the space dedicated to transit that may use that space only 2 to 3 minutes each hour, ADA parking midblock where signage and curb marking are likely less visible from a moving vehicle, and commercial loading and passenger loading separately incorporated despite considerable sharing potential. The structured curb lane on the right combines commercial and passenger loading spaces into a single active loading space. Active loading encourages higher turnover of loading spaces

than traditional 20 minute loading areas, or loading spaces signed without time limits where users may leave their vehicle after finishing loading or unloading.

The structured curb lane also utilizes space used less frequently and for shorter periods, such as transit dedicated and active loading spaces, to maximize visibility near intersections for turning vehicles, drivers scanning for signed spaces such as ADA space, as well as visibility of and for pedestrians that may utilize a crossing at the intersection.

Figure 16. Example of Unstructured and Structured Curb Lanes
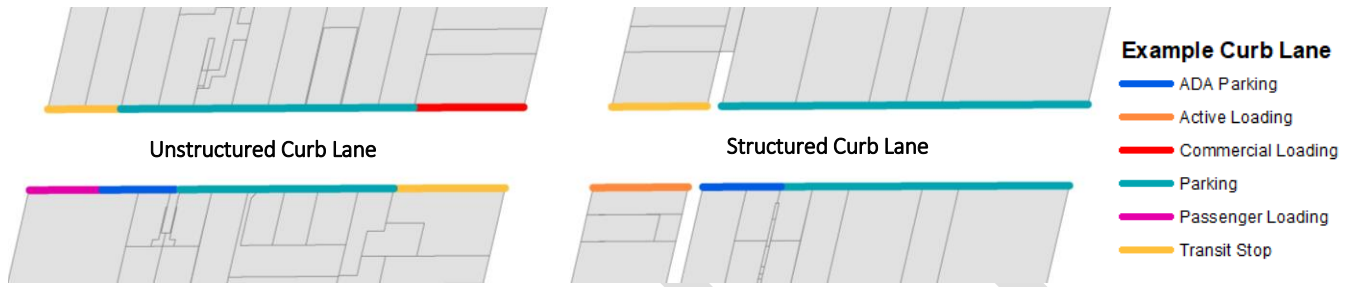
Source: Walker Consultants, 2019

The purpose of condensing and structuring curb lane uses is to increase the predictability of parking and other curb lane uses for drivers and improve overall mobility throughout the area. Users are more easily able to locate appropriate facilities for their needs, reducing conflicts with pedestrians and cyclists, as well as reducing circulation and improving access to area businesses.

Curb lanes should be clearly marked via signage and by painting the curb. Inconsistent curb markings are confusing for drivers who may be unsure what uncommon color designations mean. For instance, in some areas, intersections and curb cuts are painted yellow, which may indicate a no parking area; however, in other areas the yellow curb is paired with time limited signage indicating it is available public parking. In the images below, the curb markings are the same, but parking is likely not permissible along the yellow curb in the right image.

Source: Walker Consultants, 2019

Downtown Street Patios

In areas with on-street parking, the City provides businesses the opportunity to lease Downtown Street Patios. The first patio was leased by Currents in 2015 at $3.00 per square foot or $816 on an annual basis[12]. The economic growth and economic vitality offered by the patio program is a major benefit, and as such, the City is interested in its sustainable continuation. Walker does recommend that moving forward, particularly as available parking becomes more scarce, the City pay close attention to any potential impacts of these patios on parking demand and available inventory, and disallow any exceptions to the program's requirement that an off-site space be located to replace the space lost. In addition, leases for street patios should also reflect the market value of the space utilized, and associated parking revenues lost as paid parking is implemented in the area.

Pricing Parking

Pricing parking is a highly effective tool in managing parking demands. Parking utilizes space otherwise available for other land uses such as expanding existing commercial establishments to provide increased floor space for retail sales, or development of new residential properties. In short, parking has not only a direct cost in terms of the land it occupies, and the maintenance and operations associated with enforcing and striping, but an opportunity cost as well. Parking is never provided without cost-someone is always paying for it. In a municipal setting, that cost can be passed along directly to those utilizing the resource, covered by all residents through taxation and funding through the General Fund, to area shoppers through a special tax, perhaps by property owners in the district through a business improvement district who then passes that cost on through their goods and services, or some combination of these sources.

Pricing parking provides the user to choose an option that best meets their unique needs. They may elect to pay more for a convenient space close to their destination, opt for a lower cost space a little further away, or utilize an alternative mode of transportation. Providing parking options aids in redistributing parking demands for a more balanced parking system that more effectively meets the needs of all users.

To accomplish this, communities throughout the Front Range, region, and country have implemented a variety of pricing strategies. Many destination communities experience seasonal peaks in parking demands related to influxes in visitors. Some use a single peak season with an off-season, while others use two peak seasons with shoulder seasons. Table 9 provides a summary of seasonal parking fees utilized in two nearby destination communities.

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[12] Green, Cynda. *Survey on Downtown Street Patios is Food for Thought-Part Two*, Salida Daily Post. October 19, 2015.

Table 12. Summary of Seasonal Parking Fees Charged in Peer Communities

Community	Peak Season	Off-Season
Manitou Springs, CO	15 minutes free Hours 1-3: $1.00 each hour Hours 4-5: $2.00 each hour Hours 6+: $3.00 each hour	3 hours free Hours 1-3: $1.00 each hour Hours 4-5: $2.00 each hour Hours 6+: $3.00 each hour
Aspen, CO	First Half Hour: $0.50 Hour 1: $3.00 Hour 2: $4.50 Hour 3: $6.00 Hour 4: $7.50	First Half Hour: $0.50 Hour 1: $2.00 Hour 2: $3.00 Hour 3: $4.00 Hour 4: $5.00
Breckenridge, CO Friday-Sunday (M-Th rates decrease in both peak and off) On-Street charged year-round Off-Street charged winter peak	On-Street Off-Season at right Off-Street: 　Hour 1: $0.50 　Hour 2: $1.50 ($2.00 total) 　Hour 3: $2.00 ($4.00 total) 　Hours 4-5: $4.00 each hour 　Daily Max: $12.00	On-Street, Main Street 　First 15 minute Free 　Hour 1: $0.50 　Hour 2: $1.50 ($2.00 total) 　Hour 3: $2.00 ($4.00 total) 　Hours 4+: $5.00 each hour Off-Street: Free

Source: Walker Consultants, 2019

Laying the Groundwork

Prior to implementation of paid parking, it is recommended that the City develop ordinance language that not only provide authority for the City to collect revenues from the provision of parking on publicly controlled lands but establish the parameters for the program, as well as review applicable language with the City Attorney to ensure leases on the 1st Street and F Street lots does not prevent the City from collecting revenues for parking at these locations. Preliminary review of the leases appears to provide clear intent for the City to utilize these facilities to provide publicly accessible parking. Language in the lease for the 1st Street does not appear to limit the activities of the City related to how public parking is managed, including priced, for the facility. The language for the F Street lots does prevent the City from subletting the facilities in whole or in part. While the intent of the language does not appear to prohibit collecting revenues for parking at the location, it could be argued that charging for the use of a parking stall for any period of time creates a sublet agreement of that space.

In drafting the ordinance, language used should be worded as such to promote decision making related to the program based on data, as well as establish program goals to guide future decisions. For instance, many programs establish occupancy targets related to effective capacity, or at 85 percent, to consider when setting time limits and rates. They also provide a range in which rates may be set by the program's managing authority. This range provide greater flexibility in market reaction to maintain program goals without the need to rewrite ordinance.

Ordinance language should be cautious not to limit the means by which parking revenues are charged and collected. For instance, language specifically referencing meters limits the ability to utilize mobile phone applications. Rather than referencing a "parking meter" consider "parking payment device" or "approved payment method." Given how quickly the parking and mobility industry is changing, it is important to use inclusive language that does not limit future options.

Bridgeport, Connecticut utilizes the definitions section of their ordinance to update what may be considered a "parking meter" throughout their ordinance by update the definition: *Parking device" or "parking meter", as the context requires, means a single or multi-space meter, kiosk, pay station, pay-by-space, pay-by-plate, pay-by-card or other future payment system or methodology for the parking of vehicles.*

In Manitou Springs, parking fees are established by resolution of the city council, providing the city pricing decision making control over their private operator, as well as providing for payment "by any method allowed by the city." The full language concerning parking fees reads, *Parking fees shall be set by resolution of the city council, and all required fees shall be paid by any method allowed by the city, which may include bills, coins, credit cards, smart cards, or other technology methods such as pay by cell phone, online prepaid parking, and validations.*

On-Street

In the context of Downtown Salida, where land resources for expanding parking supplies are scarce and there is little incentive for private development to provide parking, the goal is to price on-street parking to promote turnover and encourage long-term users to use off-street facilities. Not only does this provide appropriate value for the most in demand parking supply, but it frees up the more convenient curbside spaces for customers, which in turn leads to increased sales revenues for area businesses in many communities. Adding time limits and prohibiting reparking within a given area further discourages long-term parkers from "feeding the meter."

In August 2019, weekday and Saturday parking occupancies were observed for 820 on-street spaces. Of these, 266 were observed to be consistently highly utilized and not reserved for specific users. Using this data, as well as rate information for nearby and peer communities, on-street rates should be set reflecting the following guiding objectives:

- Ensure on-street rates are greater than nearby off-street public facilities to incentivize the use of off-street facilities and encourage turnover of on-street parking
- Utilize $0.25 increments for customer convenience
- Establish minimum rates that provide for the cost of program administration and operations

Initial implementation of paid parking should include those block faces consistently observed to operate near or above 85 percent occupied, as shown in **Figure 17**. Ongoing analysis of parking utilization should be performed at a minimum of a bi-annual basis for peak season and off season to appropriately adjust rates and monitor potential spillover effects. As parking demands spread outward from the core into areas that remain free and time limited, paid parking should be expanded to manage those area that grow to higher levels of utilization near or above the 85 percent range.

Figure 17. On-Street Paid Parking Implementation Recommendation Map
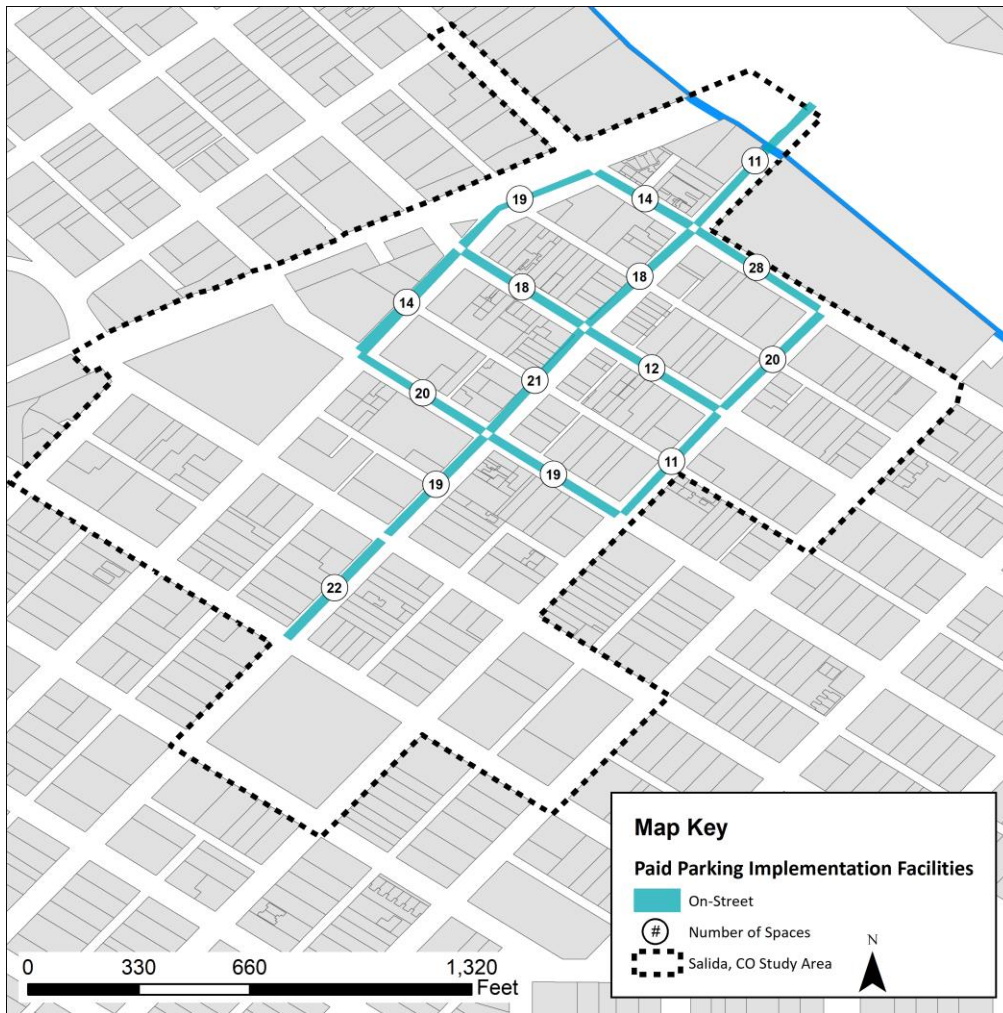
Source: Walker Consultants, 2019

A common concern among business owners in areas during initial implementation of paid parking, is that customers will stop patronizing the area in favor of businesses that provide "free" parking by including the cost of providing and maintaining parking within the cost of their goods and services. Studies completed by Victoria Transport Policy Institute show a generally positive correlation between parking pricing and economic productivity as shown in **Figure 18**.[13] To aid in alleviating these concerns, The City may opt to provide an initial period of free parking and/or a validation program for businesses to subsidize customer parking.

In considering a validation program, to maintain the intended impacts of paid parking in encouraging turnover of on-street spaces, the City should consider capping each validation for on-street facilities. It is recommended that cap of 15 to 30 minutes be considered for the Downtown Salida parking system for parking validations.

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[13] Liman, Todd. *Parking Pricing Implementation Guidelines*, Victoria Transport Policy Institute, April 11, 2018.

Figure 18. On-Street Parking Rates Versus Regional GDP
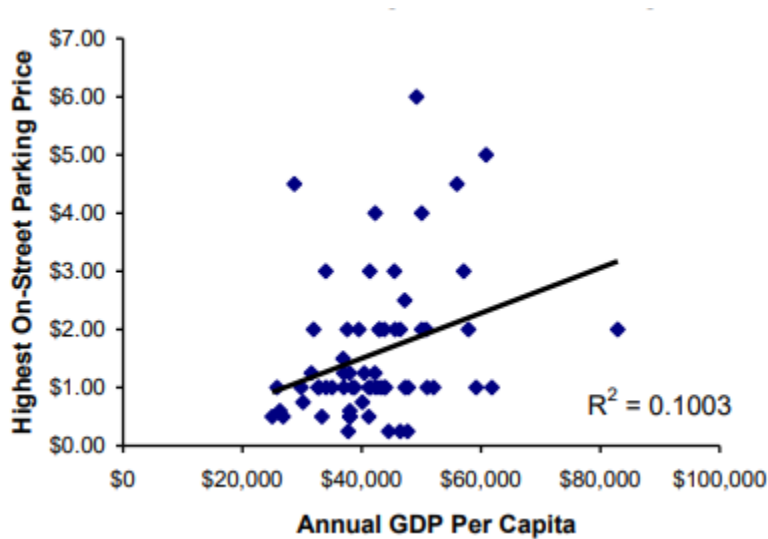
Source: Victoria Transport Policy Institute, 2018

Ann Arbor, Michigan

The validation parking program implemented in Downtown Ann Arbor is set up in much the same way as a monthly contract parking program except the amount of the validation parking account may change each month. Using a revenue management system, validation tickets are recorded as a negative amount when collected. At the end of each 30-day period, the parking accounts receivable information system generates an invoice of all validation charges that have occurred throughout the month based on tickets collected. Once the invoice has been paid it is recorded as positive revenue in the RMS and applied to the appropriate parking accounts receivable information system account.

Businesses participating in the Ann Arbor parking system validation program are responsible for completing a validation account application before utilizing this service. Validations may take the form of a pre-printed 'chaser ticket' assigned to the validation account number or the form of a pre-paid parking coupon (stamps). Patrons may purchase both types of parking validations through the Maynard garage office. The pre-printed chaser tickets have no monetary value until utilized at the garage exit station. The pre-paid coupons however have immediate value as books of 100 stamps merely require affixing a stamp to the front of the parking ticket.

Communities Providing Time Limited Free Parking with Pay-to-Stay

Several communities throughout the region utilizing paid parking to manage on-street parking demands also employ a period of free time limited parking. Table X provides a summary of several communities providing time limited free parking with the option to pay to stay an extended period. Where applicable, the table also notes where time limits are utilized to limit the total duration of stay.

Table 13.   Sample of Communities Using Time Limited Parking in Conjunction with Pay-to-Stay

Community	Duration of Free Parking
Breckenridge, CO	15 minutes
Greeley, Co	2 hours
Manitou Springs, CO	30 minutes
Boise, ID	20 minutes

Off-Street

Weekday and Saturday parking demands were observed for 294 spaces in 6 City-managed off-street parking facilities in August 2019. Of these, five facilities comprising 231 spaces were observed to consistently operate at or above 85 occupied. Using this data, as well as rate information for nearby and peer communities, off-street rates should be set reflecting the following guiding objectives:

- Ensure on-street rates are greater than nearby off-street public facilities to incentivize the use of off-street facilities and encourage turnover of on-street parking
- Utilize $0.25 increments for customer convenience
- Establish minimum rates that provide for the cost of program administration and operations

Initial implementation of paid parking should include those facilities consistently observed to operate near or above 85 percent occupied, as shown in **Figure 19**. Ongoing analysis of parking utilization should be performed at a minimum of a bi-annual basis for peak season and off season to appropriately adjust rates and monitor potential spillover effects. It is likely that off-street parking demands will expand into the public facility near Safeway quickly. This lot should be closely monitored while the system settles.

Figure 19. Off-Street Paid Parking Implementation Recommendation Map

Map Key

Paid Parking Implementation Facilities

Public-Off-Street

Number of Spaces

Salida, CO Study Area
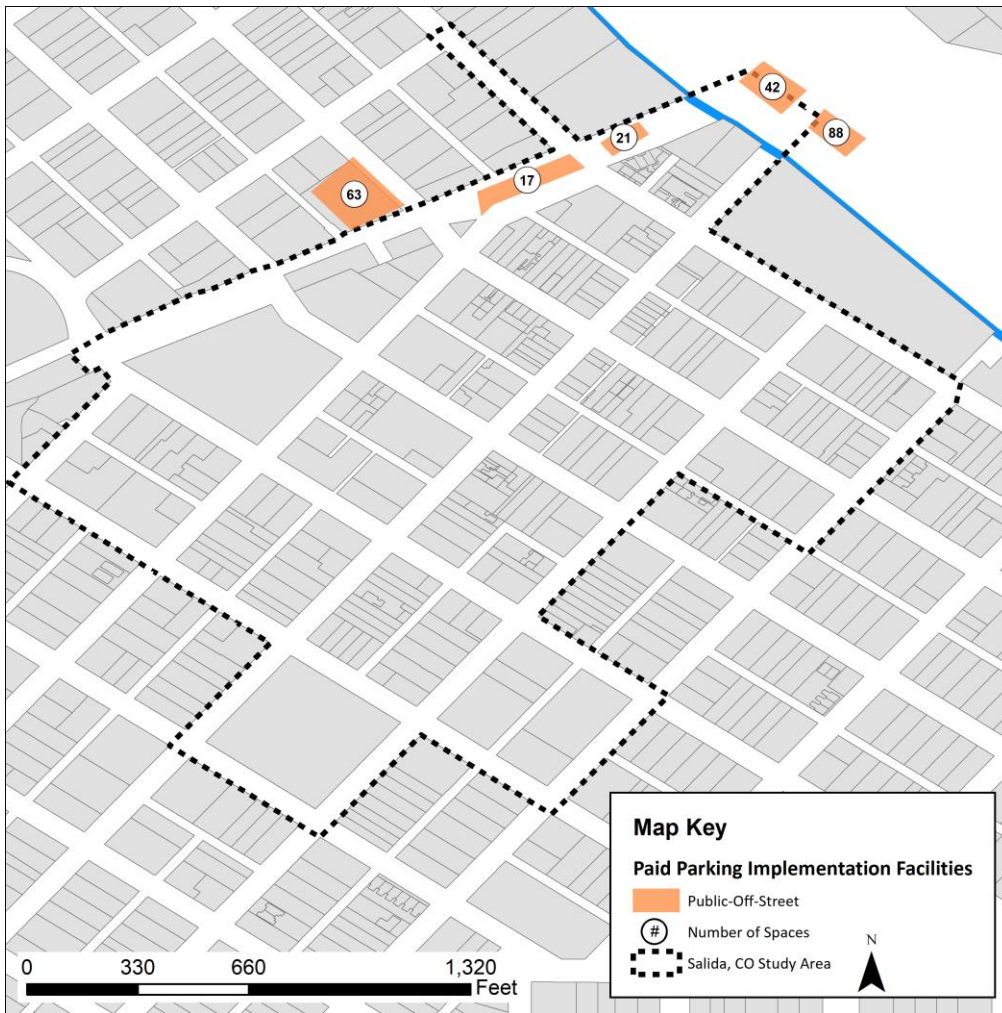
Source: Walker Consultants, 2019

Technology

This Plan recommends that the City utilize multi-space meters with multiple payment capabilities (cash, credit card, and debit card) and offer a Pay-by-Phone option. Additionally, the City could offer a validation system for retailers in the form of a code (given to customers) that could be integrated into the meter system. Note that the validation system would not excuse payment entirely—rather, it would allow merchants to pay for parking, or a portion thereof, on behalf of their customers.

A growing trend for municipalities is to move away from the use of traditional parking meters and replace them with multi-space meters. There are three main types of multi-space meters: Pay and Display, Pay by Space, and Pay by Plate. Numerous companies manufacture variations of multi-space meters; however, most of the kiosks are solar powered, equipped with wireless software to allow for real-time monitoring and integration between several kiosks, and accept coins, dollars, credit cards and smart cards.

Multi-Space meters have numerous advantages over traditional parking meters including:

- Increased revenue (between 20-40%) without increasing parking rates

- When paying with a credit card, customers often pay for the maximum amount of time

- Systems where the customer pays for an amount of time and displays a receipt in his or her dash do not allow for another car to take advantage of pre-paid time as can occur with meters

- Can easily accommodate a variable rate structure thereby improving turnaround by encouraging short stays and reducing the number of all-day parkers

- Provides instructions in multiple languages

- Use of Pay and Display and Pay by Plate multi-space meters does not require individually marked spaces; therefore, a standard city block can generally accommodate at least one extra car when compared to Pay by Space and individually metered spaces

- Integrated software that allows for real-time monitoring, communication of data between kiosks and a central command station which allows for enhanced enforcement, collection, auditing and maintenance while greatly reducing operating costs

- Increases ticketing accuracy, resulting in fewer traffic court challenges

- Improves aesthetics of city streets because there are far fewer kiosks compared to single space meters

- Lower installation fee because less kiosks are required, and they are a self-sufficient unit not requiring wiring or concrete

- By being wireless, each kiosk can be installed in one hour by a single person

- Online credit card authorization allows the operator to accept payment only from valid credit cards, drastically reducing fraud that results from bad, or expired credit cards

- Manufactures can tailor kiosks to meet municipalities' individual needs

- Easily upgradeable, eliminating the need to replace the kiosks when new technology becomes available

- Various flexible financing options exists, and in some cases tax-exempt leases are available

Disadvantages of multi-space meters include:

- Higher initial cost to purchase each kiosk

- Some users find the kiosks difficult or confusing to use

- Cities that have not properly educated and informed the public about the transition to multi-space meters have experienced a high rate of failure in terms of patrons accepting the systems. In some cities, the multi-space meters were actually removed in response to customer complaints.

The following are a few "Best Of" examples of U.S. cities currently using multi-space meters.

- Columbia, Missouri – The City created a website with detailed instructions for using the multi-space meters. The website includes a FlashPlayer Slideshow showing how to use the meters.

- Oklahoma City, Oklahoma – The city installed six multi-space meters at various downtown sites for a three-month trial period. The trial period will allow for the evaluation of a large-scale replacement of the city's 1,400 aging meters. The pay stations have capabilities that allow patrons to pay by their cell phone, receive additional payments from cell phones and place a warning call to the parker when time is nearing expiration.

- Cedar Rapids, Iowa – ParkCR created a series of informational and entertaining videos to introduce the community to LUKE multi-space meters that replaced single space, coin only meters. Videos demonstrated how to operate the kiosks and provided advantages of the new system, such as no longer needing to carry change.

Source: parkcedarrapids YouTube

Enforcement

To accomplish the desired effects of the parking management program, a robust enforcement program is a critical component. This section provides a brief summary of items to consider in developing a parking enforcement program, as well as a comparative summary of neighboring and peer communities.

With the recent ruling out of the US Sixth Circuit Court of Appeals finding the practice of physically chalking tires unconstitutional, many communities in the Front Range, and indeed throughout the country, have scrambled to find alternative means to enforce parking regulations. In communities such as Salida, Colorado, all enforcement efforts related to compliance with posted time limits for on-street parking in the core business district have stopped. This has led to issues with a noticeable decrease in turnover of on-street stalls and frustrated customers and business owners wondering where their customers will park – worried they will bypass the district in favor of big box stores with seemingly endless supplies of parking.

Table 14.   Summary of Peer and Neighboring Community Enforcement Practices

Community	LPR	Graduated Fines	Service Provider
Arvada, CO	✔		Third-Party Operator
Golden, CO	✔		Police Dept.
Longmont, CO	✔		Community Services Dept.
Castle Rock, CO			Police Dept.
Broomfield, CO			Police Dept.
Greeley, CO	✔	✔	Code Compliance Dept.
Boulder, CO	✔		Access & Parking Services
Fort Collins, CO	✔	✔	Parking Services
Missoula, MT	✔	✔	Missoula Parking Commission
Carlsbad, CA			Police Dept.

Source: Compiled from each municipality's municipal code, parking information websites, and interviews with City staff

As shown above, license plate recognition (LPR) in some form is one option quickly growing in popularity among municipal parking programs. While LPR allows enforcement officers to essentially apply a digital chalk mark to each vehicle, it is a significant investment. Handhelds units for officers on foot generally run $5,000-6,000 per unit, whereas a vehicle mounted unit starts around $25,000 per vehicle (exclusive of the vehicle). However, the efficiencies that LPR provide quickly make up for the initial investment. LPR allows parking enforcement officers to capture an image of each vehicle plate that is tagged with the date, time, GPS coordinates, and often also takes a context image of the vehicle showing its location relative to the surrounding area. Not only does this provide enforcement in a manner in which to demonstrate that a vehicle has not moved from a specified location without physically touching the vehicle, but often times, LPR enforcement equipment will communicate with the system's parking access and revenue control systems (PARCS) and police systems. For instance, in a community with paid parking that utilizes pay-by-license plate kiosks, the kiosks communicate expired plates with the mobile LPR software to alert officers to vehicles that have overstayed their paid time. In areas with neighborhood parking permit programs permits may be plate based, allowing officers to drive or walk the zone without need to see inside a vehicle to locate a placard or sticker. Additionally, vehicles reported stolen or as having an excessive number of outstanding violations may be located during routine enforcement routes for police response. Furthermore, as communities move from managing through time restrictions to paid parking, the equipment will adapt to the new needs. Or, in communities that employ multiple management

strategies based on their various neighborhoods and unique needs, the equipment can be used across zones to enforce multiple regulations.

License plate-based enforcement technologies decreases staff hours over traditional foot patrols and cannot only save consideration payroll costs in expanding the coverage area or frequency of patrols per person but can increase revenues in citations through those same gains in efficiencies. A mobile LPR setup can patrol more than 1,500 parking spaces per hour.[14]

Another consideration in enforcing time limits and paid parking is how far a vehicle must move upon reaching the limit of the parking regulations. In Golden, a vehicle may leave and return to the same space. If the LPR hits on a vehicle but the context image appears to show the tire has changed position, no matter how slightly, no citation is issued. Boulder, on the other hand, limits the time one can park at a meter over the course of a full day. If the meter still has paid time on it, for instance if the driver added time to the meter, but the vehicle has exceeded the maximum time limit for that space they will receive an overtime parking citation regardless of the remaining balance on the meter.

Parking Violation Fees

As previously mentioned, a common concern of business owners is their customers' perceptions of paid parking and overzealous enforcement. To address these concerns, support a customer service focused parking program, and provide adequate incentive for true parking scofflaws to comply with regulations, many communities are moving toward a graduated fine structure. As shown in the table below, Greeley, Fort Collins, and Missoula all utilize a graduated fine structure.

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[14] License Plate Recognition ROI, Operations Commander, accessed September 24, 2019.

Table 15.   Summary of Peer and Neighboring Community Fines for Common Violations

Community	Overtime Parking	Improper Parking[1]	Parking in a Disabled Space without a displayed placard
Arvada, CO	$25	$25	$25
Golden, CO	$30	$30	$75
Longmont, CO[2]	$20	$25	$100
Greeley, CO	1st Citation: warning 2nd Citation: $15 3rd Citation $30 4th Citation or More: $45 each		$100
Boulder, CO	$15	$50	$112
Fort Collins, CO	1st Citation: warning 2nd Citation: $10 3rd Citation: $25 4th Citation or More: $50 each	$25	$100
Missoula, MT	1st Citation: warning 2nd Citation: $5 3rd Citation: $10 4th Citation: $15 5th Citation or More: $20 each	$20	$100

[1] Improper parking is a generalized term intended to represent not parking in a valid space, parking over the line, or similar violation
[2] Longmont, Colorado is exploring implementation of a graduated fine structure as a result of recent surveys of downtown parking behaviors
Source: Compiled from each municipality's municipal code, parking information websites, and interviews with City staff

Implementing a graduated fine schedule does require use of electronic handheld ticket writers that are capable of maintaining or communicating with a database of vehicle license plates and associated violations. These units then notify the enforcement officer of previous violations so that the correct fee can be applied to each citation issued.

Warning Citations

A common practice among destination towns and resorts that do not want to risk offending an occasional visitor who made an honest mistake, is to provide a warning citation. This allows the first violation to automatically be issued as a warning to educate the driver of the parking policies and avoid a potentially negative last impression on a visitor or customer. Like graduated fine structures, providing a warning as the first citation requires the use of an electronic ticket writer as well, in order to track or communicate with a database of vehicle and license plate information.

AMBASSADOR APPROACH TO ENFORCEMENT
The perception of parking enforcement is often negative, and the manner in which enforcement is presented to the public is frequently the reason. Enforcement is seen as punitive, which in many cases it is. For this reason, Walker recommends the "Ambassador Approach" model for the Downtown Salida as used successfully in Louisville and Estes Park, Colorado and Hartford, Connecticut.

The mission of the Ambassador Program is to provide hospitality, tourism, and public safety services to local citizens, businesses and visitors, in addition to enforcing parking regulations, Ambassadors are required to complete a multi-faceted training in hospitality and customer service, emergency response and first aid, as well as public transportation and City services. They should work directly with transportation and parking managers within the City, local businesses, and professional agencies.

The primary goals of an Ambassador program are to promote the area, resolve concerns, deter criminal activity, and help make the downtown area a better, safer and friendlier place to live, visit, shop and conduct business. Ambassadors should initiate personal contacts with the parking public (known as "touches"), issue more warnings and slightly fewer citations, and interact with visitors and citizens in a positive manner. The vision of the program is to help promote a progressive, dynamic, customer service focused downtown experience. Ambassadors may accomplish these goals while providing parking management by monitoring public safety, extending a helping hand in emergency situations, and calling on area merchants on a regular basis. Beyond enforcing parking regulations, the following are examples of appropriate behaviors of Ambassadors:

- To greet visitors and offer customer service
- To be a friendly face in response to what is many people's initial or final interaction with the City
- To give accurate directions to visitors
- To provide information and explain local traffic and parking regulations to seek voluntary compliance
- To distribute City brochures and maps
- To deter criminal activity by their presence

It should be noted that current enforcement operated under the police department provides many similar benefits to the Parking Ambassador program. Deb, the parking enforcement officer, is well known in the community. She regularly interacts with business owners and visitors while in a highly recognizable and approachable uniform. Should parking operations move to another department, including enforcement, the effectiveness and existing relationships that she has established should be considered and maintained.

As shown in the table below, parking regulations are generally enforced 9 to 11 hours per day. Because most core districts experience their typical peak parking demand midday on a weekday, they generally base their enforcement resources around this time. Based on the characteristics and types of land uses within the district, enforcement may begin earlier in the day or extend into the evening as needed. In areas such as Boulder and Arvada, enforcement resources are allocated to extend later into the evening due to a large presence of restaurants, breweries, taverns and entertainment destinations that drives their peak parking demand period later in the day or generates a secondary peak in the evening. The intent is not only to manage peak parking demands, but to also have Parking Ambassadors available to the public when they are most frequently needed.

Table 16.   Summary of Peer and Neighboring Community Enforcement Hours

Hours of Enforcement	Arvada, CO	Golden, CO	Longmont, CO	Castle Rock, CO	Broomfield, CO	Greeley, CO	Boulder, CO	Fort Collins, CO	Missoula, MT	Eugene, OR	Carlsbad, CA
12:00am – 5:00am											
6:00am											
7:00am		X				X				X	
8:00am	X	X		X		X		X	X	X	
9:00am	X	X	X	X		X	X	X	X	X	
10:00am	X	X	X	X	By request / complaint	X	X	X	X	X	By request / complaint
11:00am	X	X	X	X		X	X	X	X	X	
12:00pm	X	X	X	X		X	X	X	X	X	
1:00pm	X	X	X	X		X	X	X	X	X	
2:00pm	X	X	X	X		X	X	X	X	X	
3:00pm	X	X	X	X		X	X	X	X	X	
4:00pm	X	X	X	X		X	X	X	X	X	
5:00pm	X		X				X	X		X	
6:00pm	X						X				
7:00pm											
8:00pm											
9:00pm											
10:00pm											
11:00pm											
Days of Week	M-Sa	M-F	M-F	M-F		M-F	M-Sa	M-Sa	M-F	M-Sa	

Parking Permit Program

With implementation of paid parking, it is important to provide equitable options for frequent parking systems users such as residents and employees. This is accomplished by providing lower cost parking options in lower demand facilities for those who park for longer periods on a less than daily basis, for instance part-time employees of area businesses or residential visitors. Alternatively, for those who park for longer period on a regular basis, a parking permit program is an economical option that incentives compliance with parking regulations while providing the user a lower cost and predictable parking solution. Parking permit programs are a common tool for managing parking demands throughout the country and Colorado both in conjunction with paid parking and time limits.

To provide insight into the various alternatives related to a parking permit program, Walker evaluated the permit programs of peer and neighboring cities. Cities included in the analysis include:

- Boulder, Colorado
- Fort Collins, Colorado
- Aspen, Colorado
- Denver, Colorado
- Golden, Colorado
- Longmont, Colorado
- Missoula, Montana
- Eugene, Oregon

It should be noted it is possible that costs, fees, and other characteristics of the parking permit systems in these cities may have changed since this research was conducted; the information contained herein is current as of the beginning of 2019.

Permit Program Types

Of the eight cities included in the analysis, all but one had a permit program specifically for residents. One city modelled its permit program on a neighborhood-by-neighborhood basis, with the same type of permit being available to residents, guests, and employees/business owners. Aspen had a separate permit program dedicated to high-occupancy vehicles, which was recently expanded to include electric vehicles. Denver's parking program for residents, apart from two formally-designated areas, allows resident permit holders to park anywhere within a designated radius of their registered home address, exempting holders from posted time restrictions. Golden has a downtown permit zone with a universal permit available to residents, guests, and employees, in addition to its resident-specific permit program for other zones.

The table below compares permit program types for the municipalities studied.

Table 17.   Permit Program Types by Municipality

	Boulder, CO	Fort Collins, CO	Aspen, CO	Denver, CO	Golden, CO	Longmont, CO	Missoula, MT	Eugene, OR
Resident Parking Permit		✓	✓	✓	✓			✓
Neighborhood Parking Permit	✓			✓				
High-Occupancy Vehicle Parking Permit			✓					
Downtown Parking Permit Only					✓			
Employee Parking Permit		✓	✓					
Commuter Parking Permit		✓						
Facility Specific Permit						✓	✓	

Source: Walker Consultants

Time Limits

Most communities included in the analysis utilized two-hour time limits to manage on-street parking within permitted zones. Parking for the first two hours was generally free in all resident areas for any user group, with Golden enabling paid parking beyond two hours within the downtown zones. The one special zone in Boulder had no time limit, and Boulder featured five zones that had three-hour limits.

Figure 20. Time Limits in Permitted Zones by Municipality

PUBLIC PARKING 2 HOURS	PUBLIC PARKING 3 HOURS	PUBLIC PARKING 1 - 4 HOURS
Boulder **Fort Collins** **Aspen** **Denver** **Golden** **Longmont** **Eugene**	**Boulder** **Longmont**	**Denver**
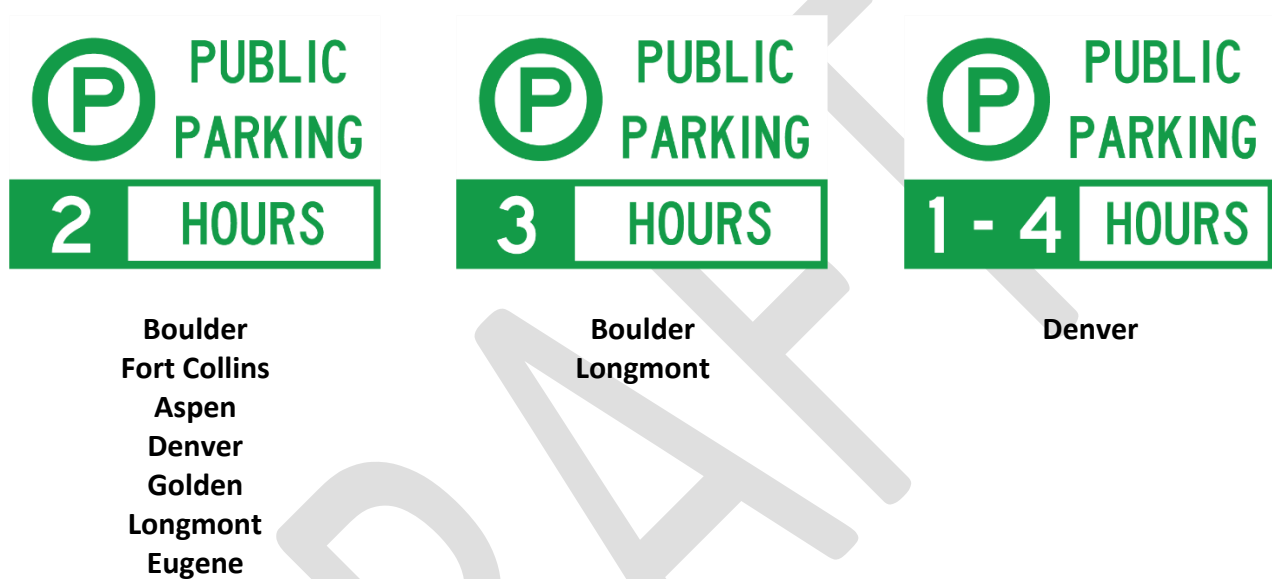
Source: Walker Consultants, 2019

Permit Enforcement

All cities analyzed had enforcement periods during typical business hours on weekdays, though the start and end times varied by up to two hours. Boulder had one residential neighborhood that featured evening enforcement during weekends. Golden and Fort Collins did not enforce during summer months for zones within their respective college campus areas, and Fort Collins has some areas with Saturday enforcement.

Data on enforcement methods were not available for all communities. Boulder currently has 10 full-time parking enforcement officers that oversee parking enforcement city-wide in all zones there. Fort Collins's enforcement is conducted by its Parking Services department using license plate reader (LPR) technology, with enforcement runs conducted every two hours during the enforcement period. Denver, Aspen, Longmont and Missoula also use LPR technology for their enforcement process.

Cost to Park without Permit

In most permit zones across the cities studied, there was no method to allow for payment for additional parking past two hours if a driver does not possess a valid permit. In Boulder's one special zone, unpermitted vehicles are

charged $2.50 per hour to park with no limit. In Golden's downtown zone, unpermitted vehicles are charged $2 an hour, up to an $8 daily maximum.

Cost to Park with Permit

Costs and cost structures to purchase permits varied widely. Boulder employs a flat fee per permit for all user types but limits residential permits to two per household. Boulder issues permits annually at a minimal cost meant to cover only cost of the permit's administration. All permit types are free upon proof of residency, tenancy, employment, or business ownership in Golden and Denver. Fort Collins uses a graduated cost scale for all residents and business permit holders, with commuter permit holders paying a flat $40 per month. Aspen has a graduated scale for residents, with up to 4 permits allowed per household. Aspen charges businesses $600 every six months for a permit (that covers all vehicles and employees per business) and $8 for day passes (HOV vehicles qualify for a free HOV Vehicle day pass).

Eugene employs a market demand-based model for its permits, where cost varies by density and centrality to the city center. The lowest-density permit zone allows for up to two vehicles free and $40 for each vehicle thereafter. The highest-density permit zone, however, is $150 per vehicle per quarter, or $600 per year. Similarly, but at a more granular level, Longmont and Missoula provide permits for off-street facilities priced per facility based upon demand. Rates and reviewed bi-annually in conjunction with area occupancy information and adjusted accordingly.

The charts below compare the flat and tiered rates for permits all the Colorado cities studied and shows the market-rate-based tiered cost structure for resident permits in Eugene.

Figure 21. Annual Permit Costs for Residents in Boulder, Fort Collins, and Aspen
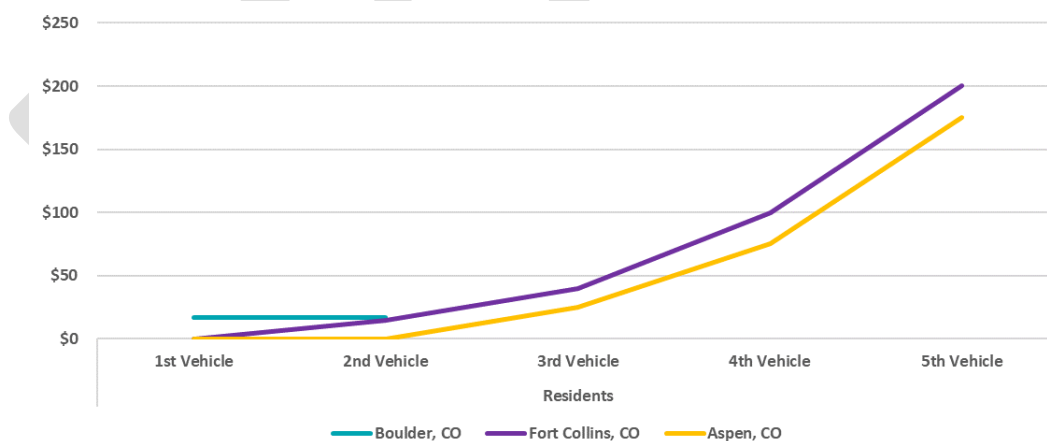
Source: Walker Consultants, 2019

Figure 22. Annual Permit Costs for Businesses and Employees in Boulder, Fort Collins, and Aspen
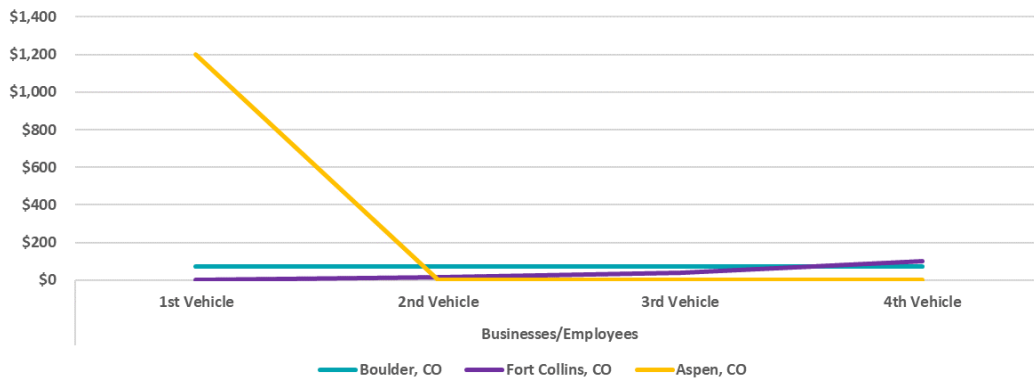
Source: Walker Consultants, 2019

Table 18.   Market-Rate-Based Tiered Permit Costs in Eugene, OR

Zone	Monthly	Quarterly	Annually	Equalized (annual)
A			$40	$40
B		$99		$396
C		$99		$396
D	$75			$900
E			$40	$40
F			$40	$40
H		$150		$600
J			1st two free, then $40 each	$0

Source: City of Eugene, Oregon, 2019

Figure 23. Market-Rate-Based Tiered Permit Costs in Eugene, OR
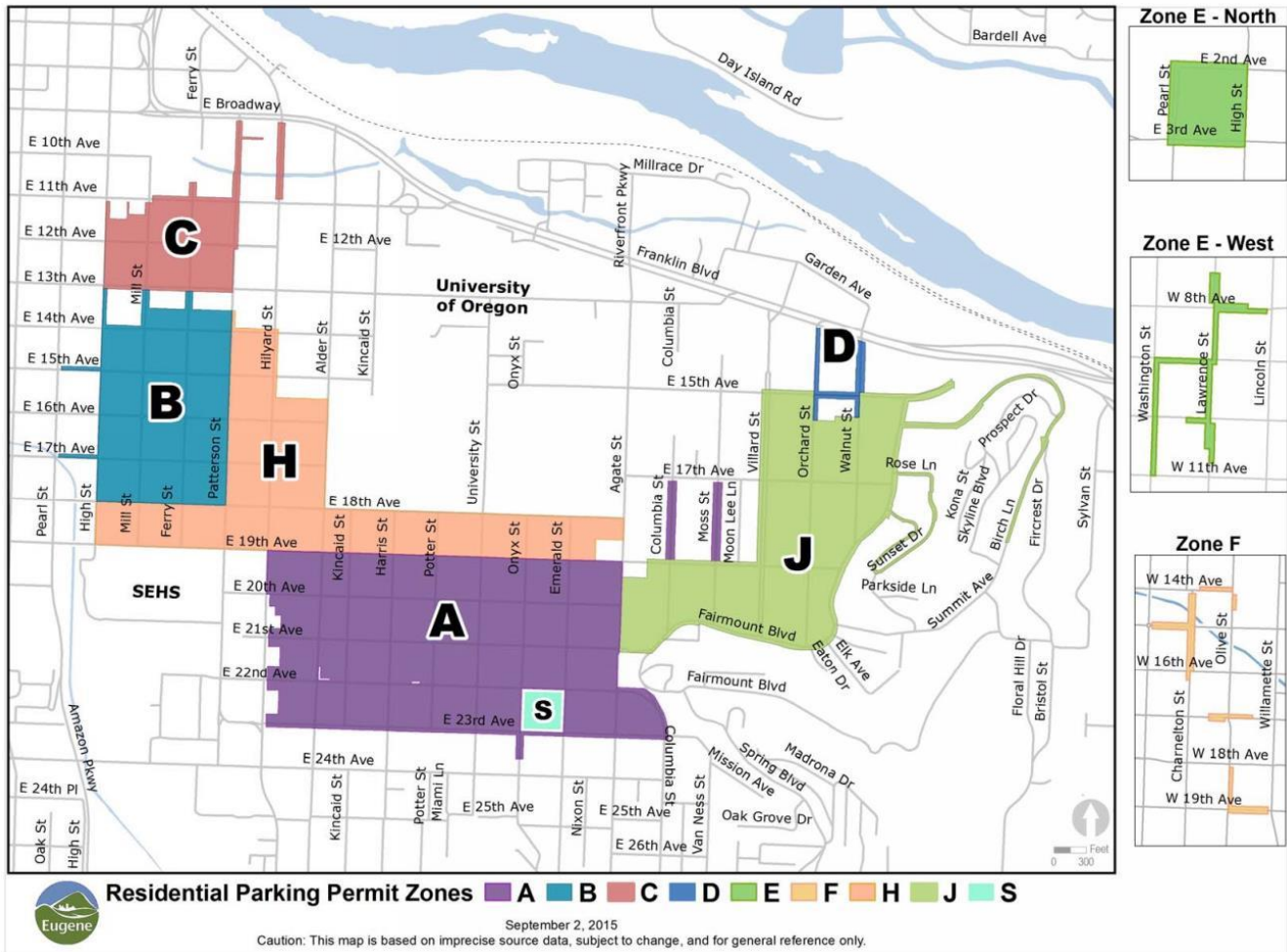
Source: City of Eugene, Oregon, 2019

Online Renewal of Permits

As of 2019, all cities studied enabled applying for and renewing permits of all types online, except Missoula and Longmont. Some cities had smartphone apps for their parking systems in addition to a web-based portal, though Fort Collins's app can only be used for non-residential paid parking. Aspen provides the option for all user groups to purchase permits at a pay-on-foot kiosk.

04 Special Events

Special Events: Key Takeaways

January	• New Year's Day 5K • Salida Chamber of Commerce Annual Community Awards • Annual Bridal Show/Open House
February	• Annual Chocolate Lover's Fantasy Fundraiser
March	• Monarch Mountain's Town Challenge Race & Awards Ceremony
April	• Kayaks on Snow • Salida Kick-Off to Summer • The Chaffee Home and Garden Show
May	• Salida Chamber Golf Scramble • Bluegrass on the Arkansas Festival
June	• FIBArk • Salida Artwork • Harriet Alexander Airport Fly-in and Airshow • Salida Arts Festival
July	• July Fourth • Colorado Brewers Rendezvous • Salida Riverside Art & Music Festival • Chaffee County Fair and Rodeo
August	• Angel of Shavano Car Show • Salida Winefest
September	• Hometown Picnic • Fiber Arts Festival • Salida Bike Festival • Crest Crank Bike Ride
October	• Heart of Colorado FiberArts Guild Fashion Show
November	• Christmas Moutai Lighting and Parade of Lights
December	• Salida Holiday Festival • Santa Skis Monarch • Monarch Torchlight Parade

The permit application process for the City of Salida currently does not provide any guidance on or require planning for potential impacts to parking and circulation of traffic. During large events, this may include street closures or significant increases in traffic in residential neighborhoods, creating additional stress in already high demand areas and safety issues for pedestrians, cyclists, and motorists. Based on feedback from the community, more than half of survey respondents identified special event parking as inadequate.

Although a "simple" solution frequently offered to accommodate special event parking demands, Walker does not recommend building additional supply for event parking. Available land within the study area is scarce, especially in the areas of highest demand. Where potential land banks exist parking demands are low and a surplus of parking supply already exists. Alternatively, it is recommended that the City include parking and transportation planning requirements with special event permit applications along with providing event organizers with a menu of suggested options to accommodate the additional traffic and parking demands generated by their event. Suggested elements to include in a suite of recommended strategies for event organizers to include in their permit application:

- Planned locations for accessible parking
- Shuttle service to remote parking facilities
- Shared parking locations with complimentary hours to the event
  - Religious congregation centers
  - Schools
  - Municipal facilities
- Vehicle and/or bike valet services
- Premium loading and unloading locations for rideshare services

Special Events

Throughout the course of the year, Downtown Salida hosts large events, which can place demands on parking beyond what is typical. Though we do not recommend planning additional parking supplies specifically for special events, unless they occur during typical peak periods and at regular intervals that would classify them as "typical conditions" for the area, we do take special event demand into account when evaluating a potential need for additional future parking supplies for Downtown.

Many events that occur in Downtown Salida occur in or near the Arkansas River banks and Riverside Park. Limited access to this area and the equipment and vehicles brought in by visitors present unique challenges for accommodating parking demands in this area. The largest event is perhaps the FIBArk Festival, but the community hosts several large events throughout the year, including Bluegrass on the Arkansas, the Salida Art Walk, and Holiday Park & Christmas Mountain.

Special events are an important part of the character and economy of Salida. With the frequency and size of events growing due to the success of these events, demand on parking and transportation resources will continue to grow and strain existing assets. Planning for the parking and transportation needs of each event is not only important for event goers, but also for the long-term health and maintenance of the parking system. Early on during event planning stages, it is recommended that the City require event organizers to submit and parking and transportation plan with their event permit. Typical components of a plan provide not only for the parking location(s) and minimizing traffic impacts, but also for temporary, event specific wayfinding and signage, parking for peak demand during the event and potential overflow, traffic and parking reduction or distribution strategies such as shuttle programs, ADA parking accommodations, and sustainability initiatives or alternative transportation promotion requirements such as bicycle parking and micro transit services.

Current Event Permitting Process

Currently, special event permitting with the City of Salida does not include any requirement for considering of parking to serve the event or potential impacts to the public parking system beyond potential street closures. In the event of a requested street closure, the applicant is required to collect signatures and votes of support from residents and businesses impacted. Reviewers include representatives from the Public Works, Police, and Fire Departments. Each of these should be concerned with event parking, from maintenance and maintaining to public right-of-access to impacts on enforcement activities to providing convenient ADA and first responder access.

Example Communities

Many communities host special events, and special events figure prominently in the character and economic health of communities. However, there are many impacts to the community that event organizers should account for in planning their events. Recognizing this, several communities have implemented guides to ensure event organizers anticipate and plan for such event components as safety and emergency access, noise and environmental impacts to the community and immediate area of the event, as well as parking and transportation

impacts of the event and how attendees and impacted residents and other stakeholders will be accommodated. The following case studies summarize event permit application and planning considerations required in the permit application processes.

Breckenridge, Colorado

The Town of Breckenridge requires Special Event Permits for any publicly accessible gathering of 50 or more intended to provide entertainment and in any way disrupts the normal routine of the community or neighborhood where the event is to be held. The Town also requires a permit in any event involving filming, but exempts indoor events, events permitted through the Recreation Department that constitute "normal" use of those facilities, and events protected by the First Amendment.

As part of the Breckenridge permit application process, a site map of the location of the event is to be provided as an attachment. In addition to emergency access, trash and recycling receptables, and other event elements, the site plan must indicate all parking areas serving the event, along with applicable letter from property owners if using private property for any portion of the event. The application process also requires a written narrative detailing the event parking plan. Suggested elements by the Town include vehicle parking, bike parking, transportation to and from parking, and overflow parking.

Colorado Springs, Colorado

The City of Colorado Springs has very similar process, taking it a bit further than the Town of Breckenridge with their requirements concerning parking and transportation impacts. Each special event permit requires a parking plan identifying private and public parking facilities to used for event parking and detailing VIP and handicap parking locations. Events relying on private parking facilities need to provide copy of written permission from the property owners with the application.

Promoting alternative transportation options for events is important to the City, with applicants strongly encouraged to include information regarding public transit and Mountain Metro bus service for their event. Biking is also encouraged with the City providing bike valet equipment free (with refundable deposit) for event organizers to deploy.

Additionally, event organizers are required to notify impacted residents and businesses of their events, including providing full impacts on traffic, parking and noise provided at a minimum of three weeks before the event date with a copy to the City's Office of Special Events.

Special Event Transportation Options

Ideally, event-related parking demands will have minimal impacts on existing Downtown activities and parking demands. A highly effective strategy to accommodate event parking is to provide remote parking with shuttle connections. Utilizing temporary signage to direct event goers to specific parking facilities can be highly effective to prevent a large portion of traffic from entering the already high demand areas. During the U.S. Senior Open in Colorado Springs, variable messaging signs on I-25 directed event goers to specific remote parking facilities promising free parking and shuttle connections. Off the highway and along the route to these facilities, event

organizers utilized variable messaging signage typically used for construction to continue to inform event goers of the free parking facilities' locations.

In Salida, utilizing existing remote, large parking facilities during their off-peak times could considerably offset parking demands in high demand areas. Facilities such as schools, churches, and City Hall have large parking surface lots that sit relatively empty during popular weekend event periods. Event organizers should be encouraged to explore shared-use parking opportunities at these and similar venues to accommodate their event's parking needs.

To facilitate these requirements and promote consistency among events that attendees can come to rely on, the City should provide a suite of predetermined options for event organizers to consider, such shuttle provider and shared use facility contact information, recommended shuttle routes, bicycle infrastructure for rent, etc.

In the past, experimentation with shuttle services have not had promising results. While shuttles are highly effective in many locations for moving people through systems, ridership is typically low during initial implementation. Shuttles, and transit in general, are most effective in environments where service is highly reliable and predictable. Shuttle service should be widely promoted – through event advertisements and media, along routes, through social media, by the primary event organizer and by event partners. The route should be shared with headways and stop times provided. Stops should be signed clearly with event and shuttle information. A route connecting the core area of downtown with remote parking facilities and key areas in the vicinity of popular lodging destinations along Highway 50 would well serve residents, day trip visitors, and extended stay visitors for events.

The use of bicycles is prominent in the City of Salida by area residents. Expansion of bicycle infrastructure to accommodate not only residents, but visitors can reduce daily and special event parking demands. Bicycle share near popular visitor lodging locations provides visitors the opportunity to explore Salida like a local and at a slower pace. Bicycle valet can be a cost-effective way to promote sustainability and reduced cost transportation at special events, while reducing parking demands. Bicycle valet can be accomplished internally with modest investment in infrastructure that setups and tears down quickly. Valet services could be provided by event organizer staff or volunteers or through

Special Event Transportation

RiNo District eTuk Tours
Denver, Colorado
Provides brewery and historical tours throughout the River North Arts District. eTuks are also available for private events.

Aspen Carriage & Sleigh
Aspen, Colorado
Provides connector service between parking lot shuttle buses and the Rock Bottom Ranch via 4-22 person carriages, wagons, and sleighs (varies by ground conditions).

Heated Sidewalks
Breckenridge, Colorado
Recognizing the impact of winter weather on the pedestrian experience, Breckenridge began heating sidewalks as part of their efforts to improvement walkability in high traffic areas.

Free Trolley
Estes Park, Colorado
Throughout their peak summer season and during Fall events, the Town of Estes Park provides a trolley circulator service connecting remote parking with Downtown Estes Park and Rocky Mountain National Park.

Honorable Mentions:
- University of Arkansas free game day bike valet
- University of Iowa Hawkeye Express train to the game from remote parking facility

05 Communication

Communication: Key Takeaways

CURRENT COMMUNICATION PRACTICES

Challenges:

- City does not provide information for visitors regarding parking and getting around prior to their arrival.
- Curb markings are inconsistent and confusing even for City staff
- Lack of regulations concerning décor and landscaping in the public right-of-way blocks existing signage in several locations
- Existing wayfinding signage text is not appropriately sized for drivers viewing distance, speed and reaction time to process information safely in a pedestrian dense environment

Strengths:

- Use of standardized signage (i.e. ADA and parking signage) is familiar to visitors
- Downtown's compact nature and relaxed environment promotes a walkable environment

OPPORTUNITIES:

On-the-Ground Communications

- Clarify messaging intended by curb marking and apply consistently throughout the City
- Limit what can be placed in the public right-of-way and where to decrease visibility conflicts, accessibility of the pedestrian environment and decrease hazards
- Separate parking from destination wayfinding using standardized signage and imaging to convey messaging

Digital Communications

- Create a "Downtown Parking" section of the City's website to include a map of locations for public parking with applicable time limits and rates, permit information, information concerning fines and the citation appeals process, special event updates with links to the permit application process and information on recommended considerations and strategies for event organizers, and contact information for customer support
- Regularly update promotional and information materials for inclusion in business development packets, fact sheets, and the City website.

- Partner with area organizations to link to the City Downtown Parking web page to encourage growing use by visitors, residents, employees and event attendees for accessing parking related information.
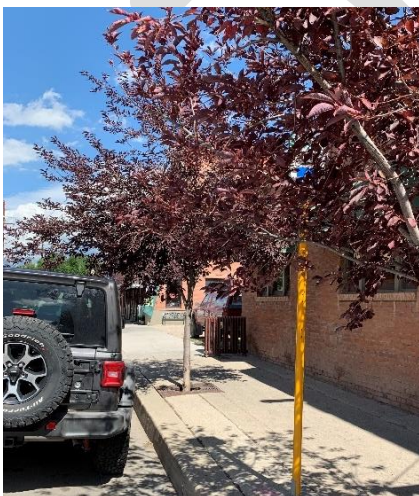

Source: Walker Consultants, 2019

Communication

Drivers in Downtown Salida tend to gravitate toward the central area around the north end of the Study Area along F Street and its immediately adjacent off-streets. For those unfamiliar with the area, following their navigation system to the core area, then scanning the landscape for available parking, they find themselves dumping into the lots at the north end of F Street by default. While the opening of the newly leased surface lot has alleviated some parking demands in this area, it has quickly become highly occupied and often operates at 100% utilization during peak periods. Utilizations this high contribute to an increase in circulating vehicles in an area, and in this case an area that otherwise already experiences high vehicular and pedestrian traffic. Traffic congestion, as well as frustration for drivers trying to find parking, could be minimized if visitors to downtown were more aware of the location of off-street parking facilities and the ample supply of available parking in those facilities.

On the Ground: Signage & Wayfinding

There are two families of wayfinding signage observed within the Study Area: primary signage with multiple destinations (left top), and secondary signage located near the facility itself (left middle). While primary signage incorporates City branding, the font size and angle at which these signs are placed make them difficult for drivers to read from a moving vehicle. Secondary signage, while easily read from moving vehicles, because it is located near the facility it is not visible from main roads to provide direction to its location.

In addition to wayfinding, Downtown Salida utilizes standard ADA signage, as well as signs to designate reserved spaces, and color-coded curb markings. Utilizing standard signage for ADA designated spaces and spaces with time restrictions provides clear direction for parkers. However, these signs must be visible to be effective. As shown in the images below, several signs throughout the Study Area were observed to be obscured by foliage and streetscaping. Analysts observed décor placed on sidewalks that obstructed visibility of street signage.

Source: Walker Consultants, 2019

At present, Salida's parking system is challenging to navigate—first-time users are not sure where public parking is located, and typically end up in the F Street surface lots as they naturally dead-end there via F Street, exacerbating current demand patterns in the immediate area and falling into typical parking patterns, where they park in well-known areas in high-demand locations because they are unsure of where else they can park.

To remedy these issues, the Plan recommends the following interventions related to on-the -ground signage and wayfinding:

- Expand usage of existing wayfinding branding, to be used on signage dedicated to parking and mobility, as well as in all programmatic literature and communication.

- Develop a signage plan incorporating signage at three distinct levels:

    o *Vehicular Directional Signage:* Wayfinding signage at key decision points throughout the downtown directing users to appropriate parking locations and assisting users with travel through multiple decision points/intersections.

    o *Destination Signage:* Brief and precise signage demarcating publicly available parking, with a sign stating, "Public Parking" or "P" in the same theming as other wayfinding signage.

    o *Information Signage:* On-location signage clearly stating any applicable restrictions, including hours open, applicable time limits, parking rates, and other restrictions, etc.

Digital Communications

Parking location and real-time parking availability services are becoming more common and widely utilized where parking resources are strained, difficult to find, or heavily utilized. The purpose of these systems is to inform parkers where parking facilities are, but more importantly if open parking spaces are available. While the technology methods to collect and provide this information varies, it is the consumer experience that is important. These systems use technology to monitor the parking spaces, either on-street or off-street. This information is aggregated, then disseminated via mobile applications, websites, digital sign boards, and community wayfinding. The aggregated data and ultimately the real-time parking availability information once processed can easily be integrated into the City's website or any future mobile applications the City may create. The cost to implement these strategies varies depending on the level of technology that is deployed; however, monitoring a single off-street parking facility can range in cost between $20,000 - $50,000.

Communication with users is integral to the success of any parking system—and a lack of communication is a major issue the Brighton parking system suffers from today, resulting in demand crunches in immediately visible parking areas while harder-to-find parking facilities go underutilized.

Communication in a strong parking system is two-fold: prior to arrival, and on the ground. This section discusses both forms.

Communication Prior to Arrival

Prior to arrival, the key method to engage with users is through an information-packed, well-publicized digital presence. The Plan recommends the following interventions to facilitate communication with users before they even arrive in Downtown Salida:

- Include a comprehensive "Downtown Parking" City web page, to include a parking map and brochure detailing time limits and locations, permit opportunities, pricing, fine information, and contact information for customer support and citation appeals.

- Respond to questions and requests from the general public for locations of parking facilities, pricing, and availability via a dedicated e-mail address, e.g. parkinginfo@cityofsalida.com.

- Regularly update Downtown parking promotional materials, and provide parking maps, business development packets, and fact sheets.

- Provide day-to-day media relations and generate press releases as needed.

- Provide public relations and assistance to other Downtown events as needed.

- Enlist the Salida Business Alliance and other relevant organizations in advertising the web page and encouraging customers, event attendees, and employees to use it to find parking and learn more about the parking system.

Additionally, local businesses are often willing to provide parking information and links to additional parking resources from their website's homepage. This can be very helpful in catering specific location data to their customers, while also providing a free portal to market parking services to potential patrons. Further, the City may consider facilitating an online Parking Exchange, where private parking lot owners could post parking availability and leasing opportunities and communicate with those in need of parking solutions.

06 Funding

Funding: Key Takeaways

Current Annual Parking-Related Expenditures: $188,509 (estimated based on General Fund allocations)

Projected Annual Parking-Related Expenditures and Capital Costs (assuming implementation of parking management recommendations):
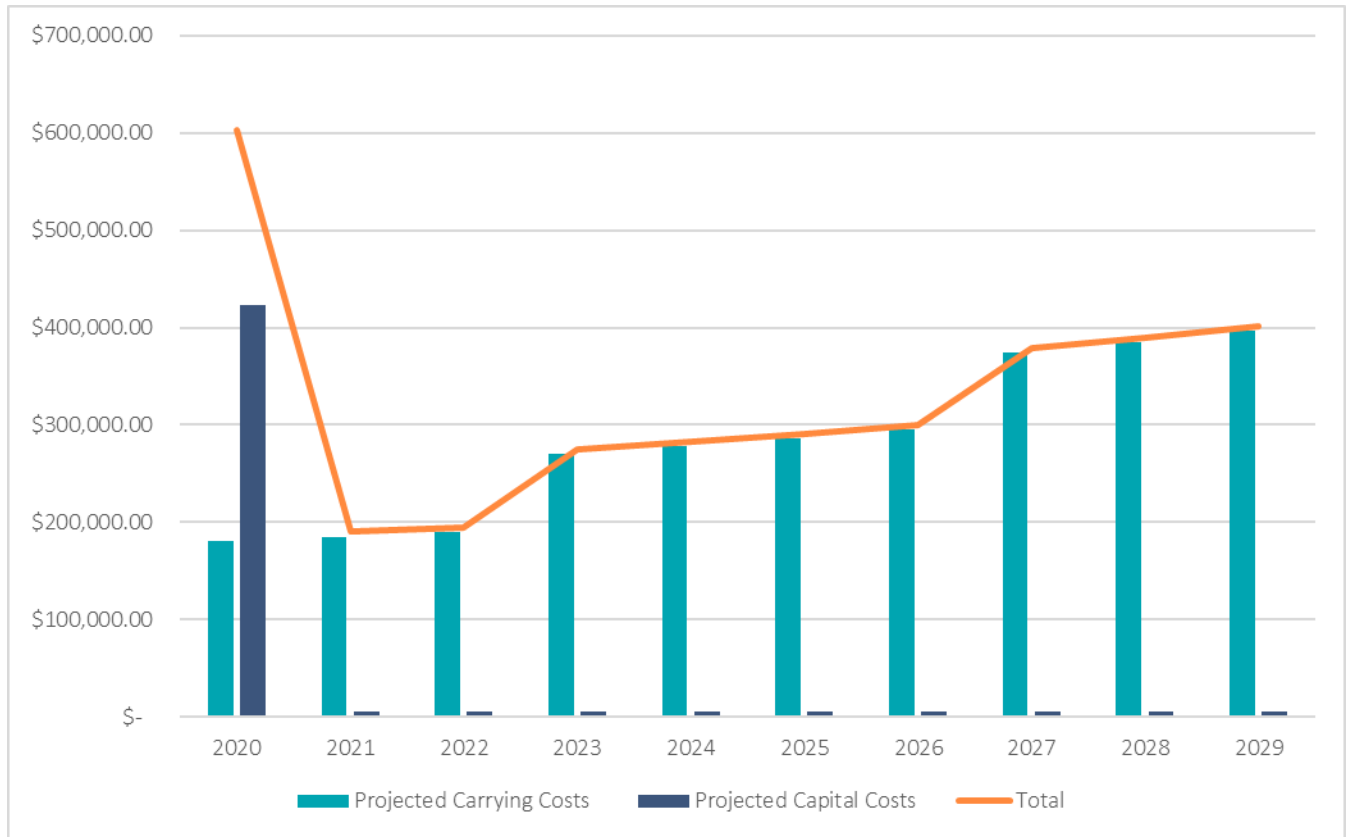
Note that while a significant overall capital cost is projected in Year 1 of comprehensive parking management is projected to procure LPR and multi-space parking meter technology, most vendors allow municipalities to procure technology with little to no upfront cost, with a payment plan wherein the municipality would pay back the capital cost over time with revenue collected through the meter system. Specific terms of such an agreement, such as amortization, will vary depending on the vendor.

Funding the Parking System: In Walker's opinion, an in-lieu fee program isn't the best option for the City given a wide variety of factors—namely pace and scale of development, and public parking resources available to accommodate new demand. However, there are a wide variety of funding options that do make sense for the City of Salida—such as a parking assessment/business improvement district, or a sales tax allocation (particularly if sales tax continues to grow at its current pace).

Funding

Existing Parking System Costs

Like many communities, the City of Salida spends a significant amount of money on parking each year—over $180,000 across multiple departments for a range of needs and services—directly from the General Fund, with little tracking nor return on investment. The following figure (Figure x) depicts ongoing costs to operate the parking system by category, based on a review of the 2019 Budget and, in some cases, estimated percentage allocations from total department funds.

Table 19.   **Summary of Annual Parking Expenditures**

Item	Annual Cost
Parking Area Leases	$70,000
Policy / Development Review (Comm Dev)	$13,645
Enforcement (Police)	$42,659
Maintenance (Public Works)	$26,205
Maintenance (Streets)	$6,000
Lot Reapir / Maintenance (Econ Dev)	$30,000
Total	**$188,509**

Source: Walker Consultants, 2019

In addition to these ongoing operations and maintenance expenditures, the City has spent roughly $180,000 in capital expenditures related to parking over the last three years.

FUTURE PARKING SYSTEM COSTS

Moving forward, annual ongoing (operations and maintenance) and capital costs to run the parking system are dependent on the parking management decisions made by the City and the relative time taken to implement parking management initiatives. For the purposes of this report, we have developed a prospective parking system cost model to show both annual carrying costs (operations and maintenance of the system) as well as capital costs based on inventory needs and purchases of parking management materials (namely multi-space meters and license plate recognition equipment in Year 1, with annual fees for equipment in subsequent years). **Table 19** depicts annual expenses over a 10-year period in terms of carrying costs, capital costs, and total. **Figure 24** depicts the same information graphically. Note that given inventory needs, we have assumed that additional leases are procured in 2023 and 2027. Further, it is worth noting that most parking payment equipment vendors offer municipalities the option of paying off the cost of equipment and installation over time (generally a 8-10 year period) using revenues. While we recommend that a full financial model be developed to more accurately project potential paid parking income in the downtown core, we assume that given tourist and special event activity, as well as document performance from other municipalities, Salida would be well-positioned to cover both carrying and amortized capital costs over a 10-year period.

Table 20. **Summary of Projected Annual Parking Expenditures**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Carrying Costs	$180,000	$185,000	$190,000	$270,000	$278,000	$286,000	$295,000	$374,000	$385,000	$397,000
Capital Costs	$422,750	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000
Total	$602,750	$190,000	$195,000	$275,000	$283,000	$291,000	$300,000	$379,000	$390,000	$402,000

Source: Walker Consultants, 2019

Figure 24. Graphical Summary of Projected Annual Parking Expenditures
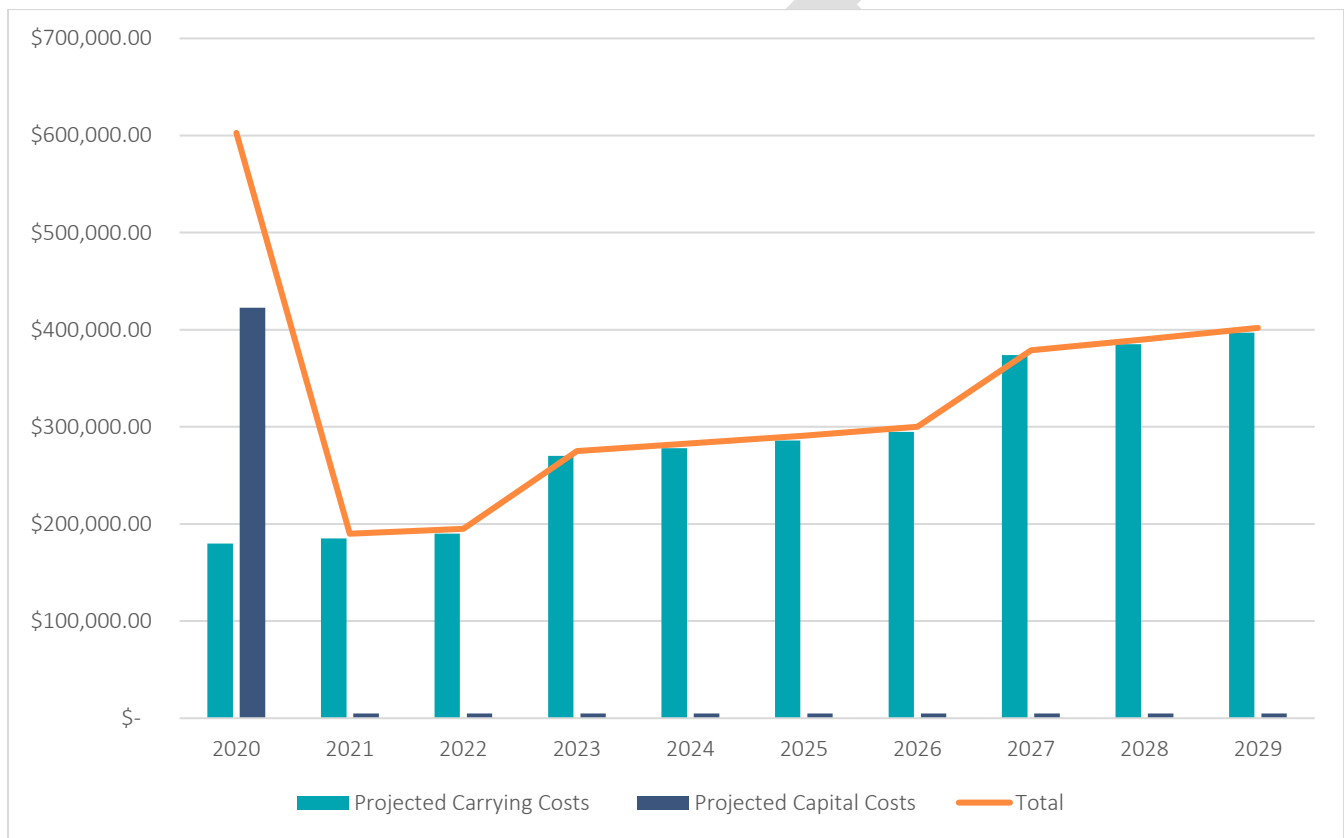
Source: Walker Consultants, 2019

FUNDING THE PARKING SYSTEM

The City of Salida is interested in pursuing an in-lieu fee program—an opportunity for developers to pay into a fund for downtown-wide parking amenities in lieu of providing on-site parking. In-lieu fees work best when:

1. **They are consistently utilized.** A successful and robust in-lieu fee program generally requires a strong clip of new development in a community, or a given area within a community. Beyond that, a successful

program requires consistency—meaning that many developers opt for the in-lieu fee program rather than constructing their own parking.

2. **The City is prepared to manage, or is already managing, the majority of public parking resources.** With traditional parking provision, wherein individual developments are required to provide their own parking, said parking resources are managed by those private entities. However, in-lieu fee programs necessitate publicly-managed parking, generally operated by the City itself or through a contract executed and paid for by the City.

3. **There are sufficient public parking resources to accommodate demand.** Even with an in-lieu fee program, new development will still add significant demand to the parking system. As such, it is essential that the parking system have enough space to accommodate new demand, and that there is a clear plan for adding new inventory to the system as development and demand increase.

Setting an In-Lieu Fee

Parking in-lieu fees are frequently tied to the "replacement cost" of a parking space in the associated community—meaning the actual labor and material cost to construct. However, setting an in-lieu fee is a quite complex and often political process, including the following components:

1. **Replacement Cost:** The first step in evaluating an appropriate in-lieu fee is to identify the construction cost per parking stall within the community. While parking construction costs vary widely based on the type of parking constructed and other architectural and structural decisions made by the community, they generally range from $8,000-$12,000 per space for surface parking, $18,000 - $25,000 for above-grade structured parking, and $28,000 - $32,000 for below-grade surface parking, excluding land acquisition costs. For construction in the City of Salida, we would generally expect a significant premium on top of these base costs due to the geographic isolation of the community.

2. **Subsidization Rate:** If a community were to charge actual replacement costs as the in-lieu fee without any adjustments, it is very unlikely that any developers (and particularly smaller developers, like those generally building in Salida) would opt to participate. Furthermore, if the in-lieu fee were a requirement rather than an option, too high of a fee can deter development entirely. As such, it is essential for a community to consider an appropriate subsidization rate of replacement cost based on development pace and the goals of the Salida community. For example, if the goal were to deter or slow the pace of development, the community might choose to subsidize replacement cost at a low rate, or even not subsidize at all. Conversely, if the goal were to fundraise for capital improvements or O&M costs, or to encourage the use of public parking resources over adding more private resources to the parking system, the community might choose to heavily subsidize (generally at a rate of 20% to 50% of replacement cost).

3. **Boundaries:** Especially in communities with a range of development patterns, in-lieu fees rarely apply to an entire City—rather, they are a requirement or an option for development within a specific boundary. This boundary typically correlates with a City's zoning map, wherein development within certain zoning designations (or, in some cases, a "downtown zone) would be deemed eligible. In the City of Salida, this might include zoning designations that exclusively occur within the downtown core, such as the Central Business (C-2) zone.

4. **Capital and Ongoing Priorities:** Intuitively, a fee must also relate to its associated costs. In this case, those costs would primarily include parking operations and maintenance, but could also include prioritized capital costs, or even comprehensive mobility and transportation demand management (TDM) initiatives, such as shuttling programs.

Is an In-Lieu Fee Program the Best Option for Salida?

In Walker's opinion, an in-lieu fee program is not the best option for Salida for the following reasons:

1. **Pace and scale of development.** As discussed previously, a robust in-lieu fee program requires a fairly consistent clip of new development occurring within the community. The City of Salida—and particularly the downtown core where an in-lieu fee would likely apply—experiences a very low level of new development, or even expansion of existing development, each year, due to the limited amount of undeveloped land. As such, it is unlikely that an in-lieu fee program would collect sufficient funding to cover operations and maintenance expenses for a managed parking program, let alone fundraising for future capital expansion.

2. **Available public parking resources.** The City of Salida currently manages roughly 1,120 public parking spaces in the downtown core, many of which are part of short-term lease agreements with external entities. An in-lieu fee program requires the availability of stable, public (in perpetuity or at least long-term) parking spaces to accommodate demand incurred by new development. It is unlikely that the City's existing resources—and particularly the resources it actually owns or has long-term access to—could accommodate this demand, even when considering the amount of development projected to occur downtown.

3. **Utilization of existing public parking resources.** A successful in-lieu fee program not only requires sufficient public inventory, but also sufficient available inventory to accommodate demand. If an in-lieu fee program is exacted without available supply, it is unlikely that developers will take advantage of the program, or if they do voluntarily (or by requirement), demand will eventually exceed supply to an unacceptable level. The City's downtown core already experiences a peak occupancy of 86% among publicly-owned and operated parking facilities, and as such is ill-equipped to invite absorption of additional demand.

WHAT FUNDING MECHANISMS ARE APPROPRIATE FOR SALIDA?

While in-lieu fee programs are increasingly common, there are many other options for equitably and effectively funding parking systems while also not requiring or relying on private development to provide parking, given that Salida has embraced smart growth in its historic downtown wherein the highest and best uses for each available property will be prioritized above relatively inactive uses, such as parking. For Salida, beyond revenues generated from paid parking, we envision a system that benefits from the very economics that make the downtown core vibrant—a sales tax allocation, and/or a parking assessment district. These funding mechanisms, which have been successfully implemented in other communities, are discussed below.

PARKING ASSESSMENT/BUSINESS IMPROVEMENT/GENERAL IMPROVEMENT DISTRICTS

Some municipalities and county governments use business improvement districts ("BIDs") and parking assessment districts as a means to generate income to fund parking facility capital improvements and operating expenses. Both business improvement districts and parking tax districts can be used to finance the acquisition of land; the construction, operation, and maintenance of surface parking lots and parking structures; as well as the costs of engineers, attorneys and other professionals needed to complete infrastructure projects.

Over 1,200 BIDs have been implemented in the U.S. BIDs, which are most often formed at the request of their member businesses, typically address a wide variety of issues, not all related to parking. Common issues addressed include marketing, transit, beautification, signage, lighting, parking, street and public space maintenance, unarmed security patrols, "customer service representatives" or "ambassadors" to provide information and assistance to tourists and shoppers, etc. The collection of assessments tend to be applied uniformly on a square foot, gross receipts, or assessed value basis because benefits are universally recognized by all property owners. Typically, no exemptions or tax credits are provided to property owners who provide all or a portion of their required parking.

A smaller number of communities have implemented parking tax districts, which are more narrow in focus. Walker identified two active, long-standing examples of these districts- one in Olympia, Washington and another in Tualatin, Oregon- as case studies for this financing option.

Olympia, Washington

The City of Olympia, Washington enacted a Parking and Business Improvement District in 2006. The District, encompassing the entirety of the City's downtown, levies special assessments to fund downtown parking improvements, including administrative costs, construction, operation, and maintenance costs. The assessments also fund a number of other aesthetic and beautification projects throughout the District.

Quick Facts	
Population Size	48,941
Median Income	$53,617
Car Ownership	96.0%

Source: U.S. Census Bureau, 2019

Figure 25 shows an overview of parking within the district boundaries; metered areas are highlighted in yellow, purple, green, and grey; time-limited areas are shown in orange; and parking facilities are lettered and highlighted in blue. In addition to maintenance and operation of existing facilities and existing and future capital expenditures, the special assessments have also paid for an "Oly Smartcard" program, which retrofits the City's outdated coin-operated meters to be paid for with a debit "smartcard" purchased from the City.

Figure 25. Parking Business Improvement Area – Olympia, WA
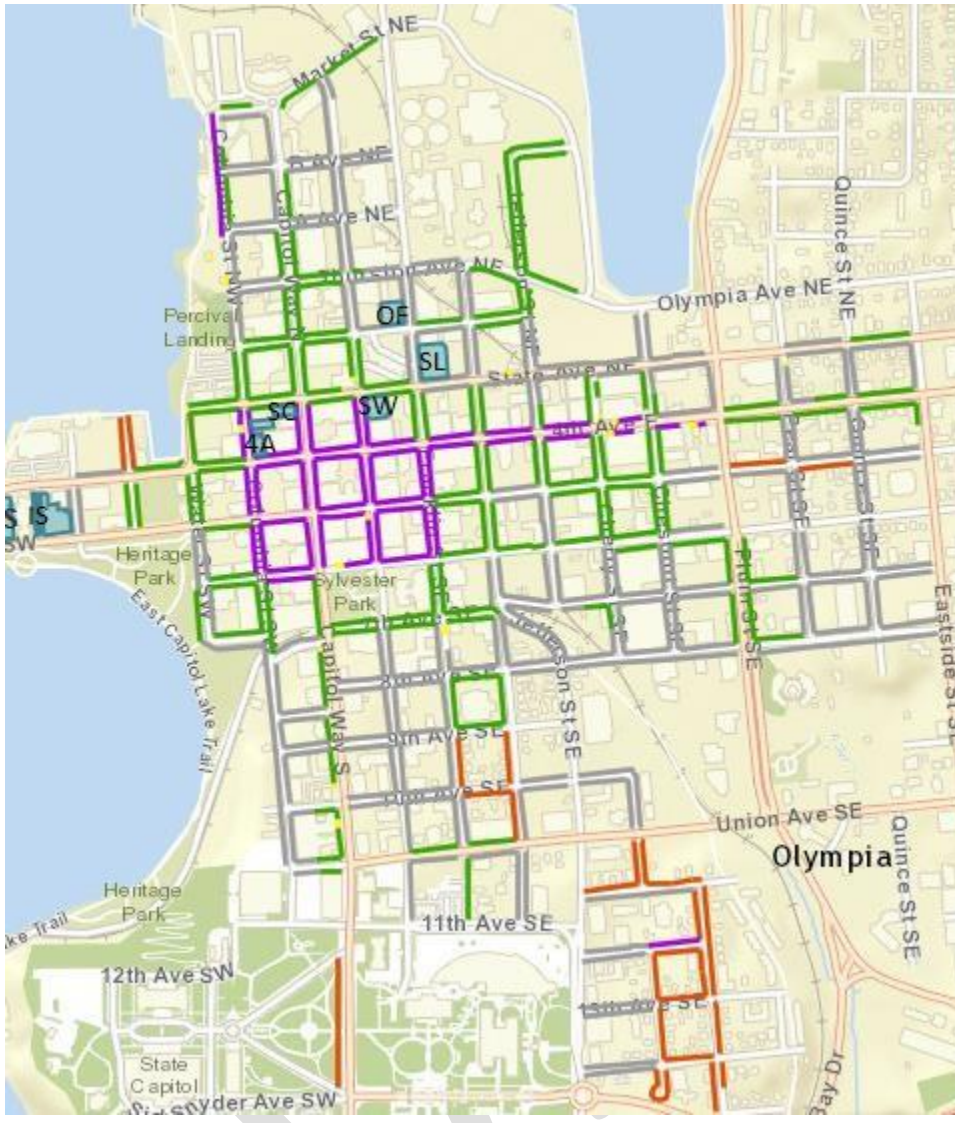
Source: City of Olympia

Assessments are levied upon business owners and multi-family residential owners/operators within the district boundaries. They are calculated annually based on the property's use and intensity. The following table is an assessment matrix showing how a particular property's annual assessment is determined.

Table 21. **Parking Business Improvement Area Assessment Schedule**

Business Type	Zone A			Zone B			Zone C		
	Large	**Medium**	**Small**	**Large**	**Medium**	**Small**	**Large**	**Medium**	**Small**
Restaurant / Retail	$750	$500	$250	$600	$400	$200	$300	$200	$150
Professional / Srevice	$400	$300	$200	$300	$200	$150	$200	$150	$150
Financial Institutions	$750			$600			$300		
Lodging / Apartments	30 or less rooms = $200 31 – 50 rooms = $300 51+ rooms = $400								
Personal Care Services	Minimum $150 plus $75 per station Above 2 stations with a cap of $500								

Source: Walker Consultants, 2019

Tualation, Oregon

The City of Tualatin, Oregon established its Core Area Parking District in 1979; fees levied by the district have supported construction, operations, and maintenance of the district's public parking facilities, paid for parking analysis and studies, and aided in other functions aimed to ensure efficiency of the district's parking system. The District covers 24 acres of downtown property, in which there are five public surface lots with 386 spaces in total. The following figure (**Figure 26**) provides an overview of the district and shows the locations of the surface lots.

Quick Facts	
Population Size	26,806
Median Income	$66,384
Car Ownership	96.8%

Source: U.S. Census Bureau, 2019

Figure 26. Core Area Parking District Downtown Parking – Tualation, OR
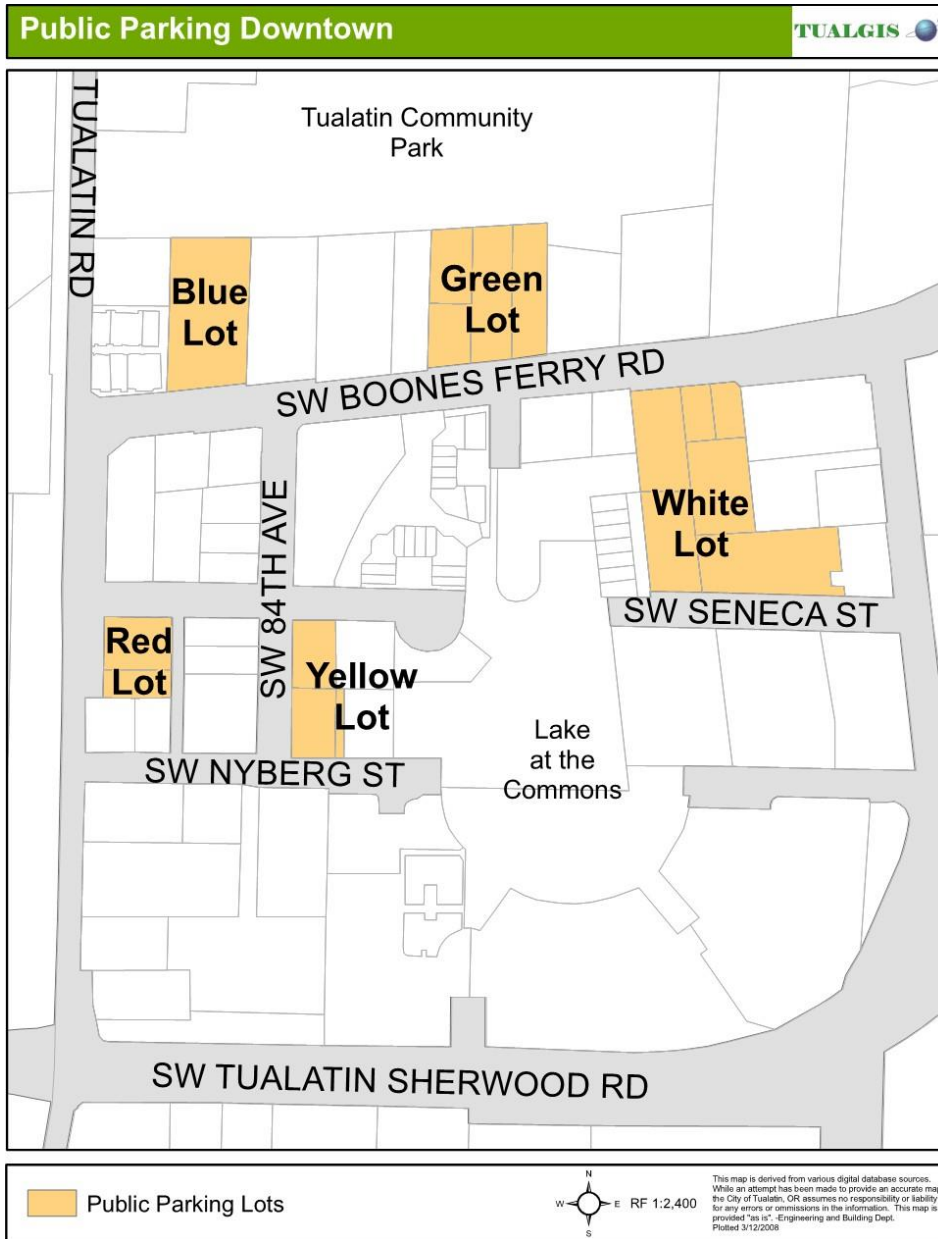
Source: City of Tualation

The District's activities are overseen by a Board comprised of five members, each required to be an owner of a business located within the District boundaries. This Board serves in an advisory capacity to City Council, aiding in decisions regarding the location and design of new parking facilities, type and scope of improvements, amount of fees and taxes levied, and other policy and procedural matters.

The annual tax levied for a particular land use in the district is computed by multiplying the use's gross leasable area (GLA) by the minimum number of spaces required for that land use (space factor) by the annual tax rate ($170 in 2016), then dividing the resulting number by 1,000. For example, a restaurant with 15,000 square feet of GLA would use the following calculation:

$$\text{Annual Tax} = 15,000 * 5.00 \text{ (space factor)} * 170 / 1,000$$
$$\text{Annual Tax} = \$12,750$$

The full municipal code chapter governing the Core Area Parking District Board has been included as an attachment.

Sales Tax Allocation

Financing via sales tax allocation requires that a certain percentage of municipal sales tax revenue be allocated specifically to a particular expenditure (in this case, operation, maintenance, and capital expense repayment for the proposed parking structure).

In many cases, jurisdictions (including both municipalities and counties) choose to implement this financing option through an increase in sales tax via voter referendum (e.g. a "one-cent" or "penny" sales tax increase). This method ensures that an allocation of sales tax revenue will not impact projects and services already being funded by this revenue source. Such "one-cent" sales tax allocations are commonly tied to infrastructural improvements, though in general potential uses are broader than parking alone, and may include public park maintenance, transportation infrastructure improvements like road widening, sidewalk or bike lane installation, or utility improvements. Lake County, Florida has successfully passed a voter referendum for a one-cent sales tax allocated towards a variety of transportation, parking, utility, and community resource improvements three times- in 1988, in 2001, and in 2015.

Other communities have leveraged business sales by increasing tax levy on the gross receipts of a business within a particular district while maintaining consumer sales tax rates, thereby avoiding a voter referendum. WALKER located one successful example of this mechanism in Alhambra, California.

Alhambra, California

Downtown businesses in Alhambra, California are assessed an additional tax based on gross receipts, used to pay for operations, maintenance, and capital costs for downtown parking lots, and support beautification and aesthetic projects in the district. **Figure 27** and **Figure 28** show the district map in which the fee is levied, and the public parking structures and lots made available to businesses within the district.

Quick Facts	
Population Size	84,782
Median Income	$53.582
Car Ownership	96.5%

Source: U.S. Census Bureau, 2019

Figure 27. Parking Sales Tax Area Boundaries – Alhambra, CA
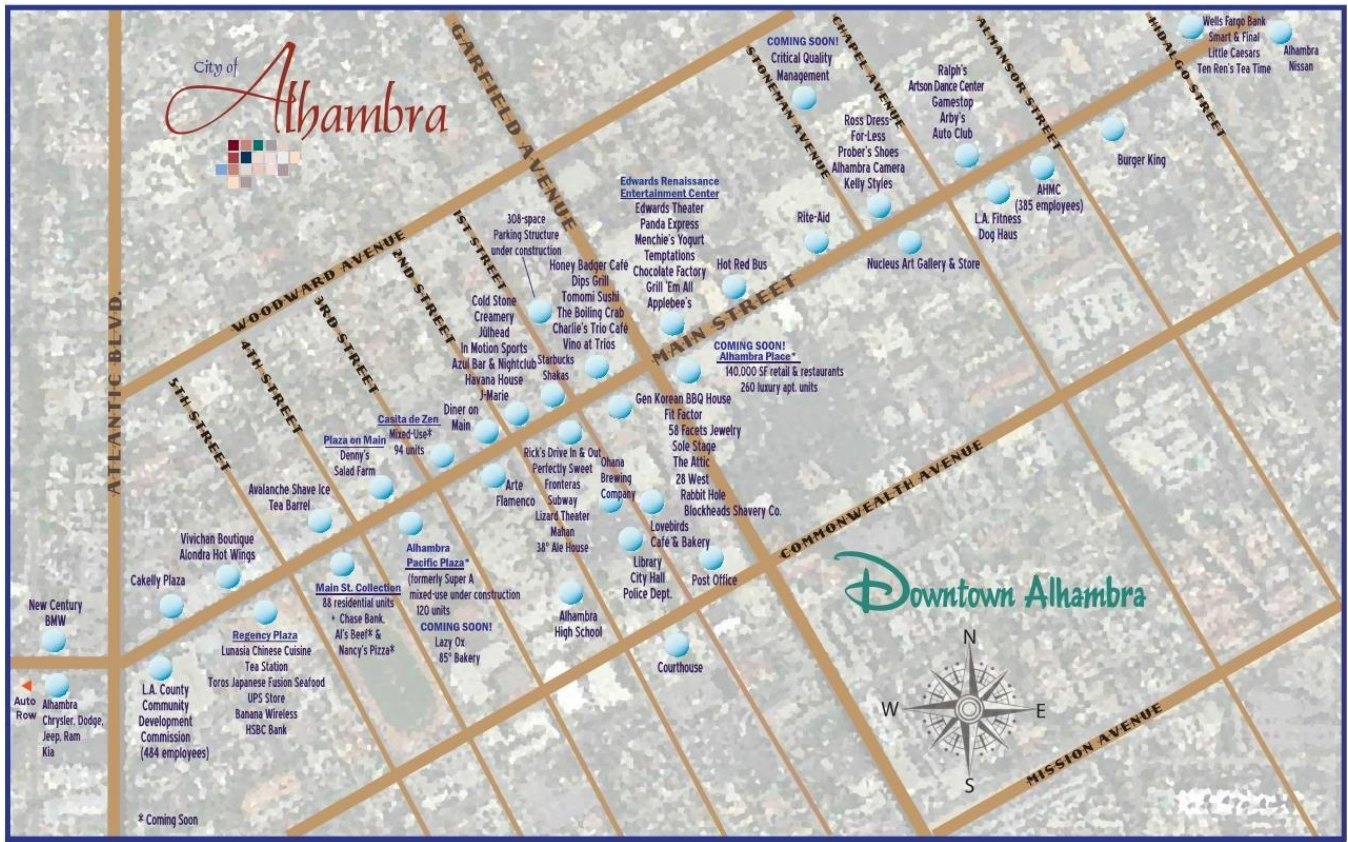
Source: City of Alhambra

Figure 28. Parking Sales Tax Area Boundaries – Alhambra, CA

Source: City of Alhambra

07 Study Conclusions

Study Conclusions

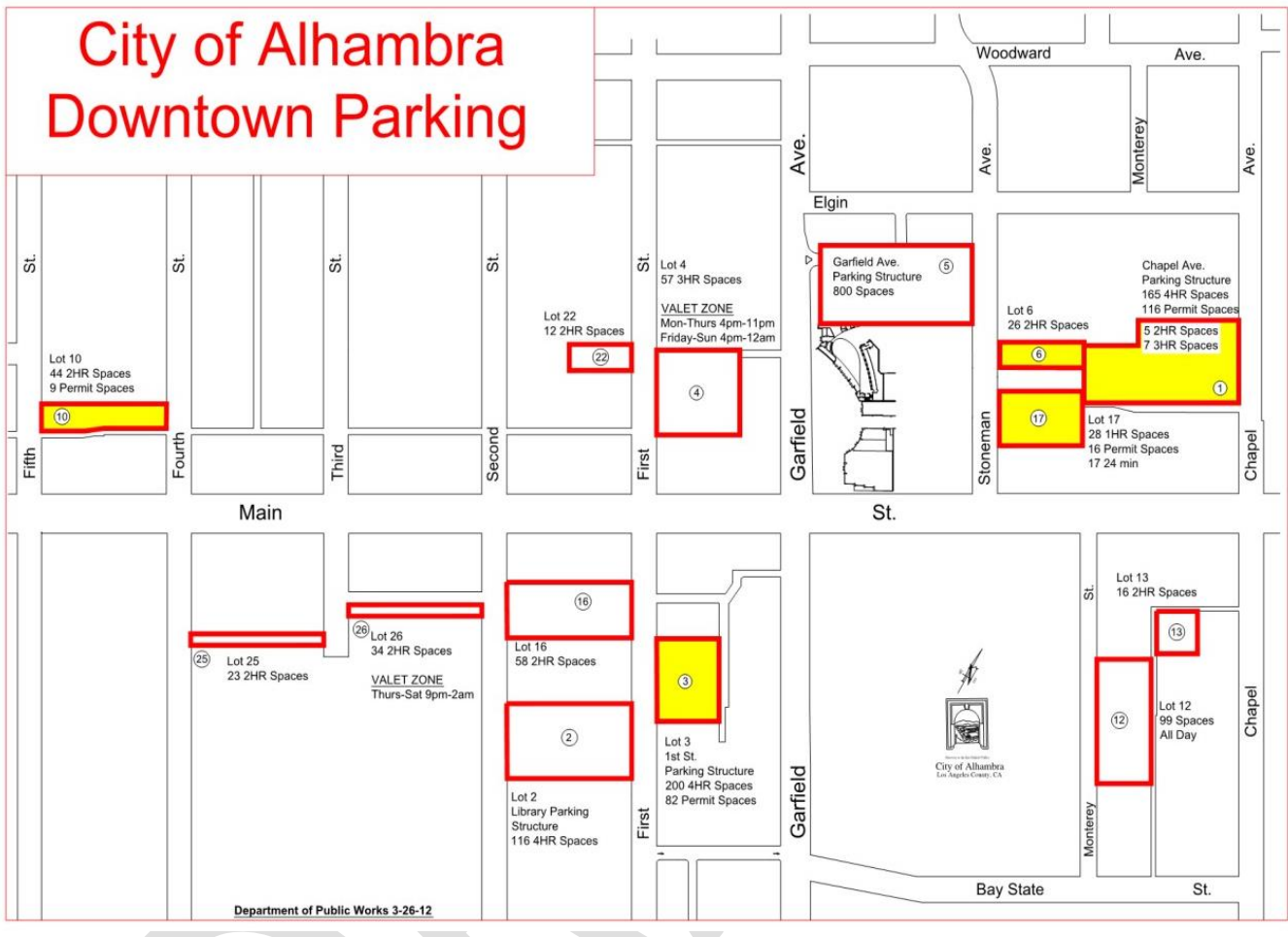While Downtown Salida does currently has sufficient supply to meet parking demands, lack of enforcement and wayfinding leads many visitors to park at the north end of F Street where the path dead ends. This is also a high demand area due to the concentration of high demand generating land uses in the area including Riverside Park and its many events, popular restaurants, and access to the Arkansas River.

In the case of Salida, doing nothing is not a good option. Per conservative estimations, parking demands are anticipated to exceed effective supplies by 2025. Implementation of paid parking today will not address current goals to increase on-street turnover and customer access to Downtown businesses but will aid in building a reserve of funding toward parking solutions for the future.

In planning for the future, the following recommendations are made for the City:

- **Sustainable, Gradually Expanded Inventory to Accommodate Growth:** The City is likely to lose access to a significant portion of its publicly-available inventory in the next few years. Walker recommends that the City seek out long-term parking leases in the near future, with the goal of gradually expanding public inventory by 2025 to a total of 1,150 – 1,200 spaces.
- **Curb Management:** Review and clarify existing curb markings alongside traffic engineering standards and identify opportunities to add formal on-street parking in areas where the curb is currently striped for no parking.
- **Paid Parking:** Develop an ordinance to define parameters and rate-setting for paid parking, and implement paid parking in high-demand areas along F-Street, 1st Street, and Sackett Avenue, as well as adjacent off-street facilities. Consider seasonal rate setting and rate setting for special events.
- **Enforcement:** Enforce two-hour time-limited parking where applicable using a digitized License Plate Recognition (LPR) system and implement a graduated fine structure to focus on repeat offenders.
- **Permit Programs:** Develop and implement permit programs for residents and downtown employees.
- **Special Event Planning:** Require a parking- and transportation-focused permit application for special event organizers and develop a suite of mobility options for event organizers to opt into and cover costs related to/generated by their event.
- **Wayfinding:** Review and improve existing wayfinding throughout Downtown to be more easily read from a moving vehicles and utilize technology to promote wayfinding prior to trip origination. Technologies may include parking guidance mobile applications or inclusion of parking location and rate information on the City's website, with area organizations, businesses, and event organizers encourage to link to that central page for the most current information.
- **Funding:** At present, Walker estimates a total of roughly $200,000 per year is spent on the parking system in upkeep and maintenance, lease costs, administration, and other associated items, through the General Fund. Should the City choose to implement a managed, growth-focused parking system, these costs are expected to increase (including both annual and carrying costs), with a projected carrying cost of $200,000 to $260,000, and capital costs ranging from $400,000 for equipment to $4,000,000 in new inventory construction. While the City has expressed interest in an in-lieu fee program to fund the parking system, this option may not serve the City well due to the pace and scale of development and public parking resources readily available to accommodate demand. However, there are several funding sources

that do suit the City and its economic framework, including a parking assessment/business improvement district or a sales tax allocation.

05 Appendices

Appendices

A. Detailed Occupancy Counts by Collection Period

Thursday, August 8, 2019

Facility	Spaces	8:00 AM	11:00 AM	2:00 PM	5:00 PM	11:00 PM
1st Street (D-E)	20	9	12	17	14	9
1st Street (E-F)	12	12	13	14	10	5
1st Street (F-G)	18	9	14	18	18	2
1st Street (G-trail)	6	0	3	0	3	1
2nd Street (E-F)	19	7	16	18	16	0
2nd Street (F-G)	20	4	16	17	14	2
2nd Street (G-trail)	25	7	17	16	16	2
3rd Street (D-E)	20	4	6	4	3	4
3rd Street (E-F)	14	6	8	7	8	0
3rd Street (F-G)	17	2	13	10	15	2
3rd Street (G-H)	24	5	10	8	9	3
3rd Street (H-trail)	4	0	0	0	0	0
4th Street (D-E)	22	6	12	11	10	5
4th Street (E-F)	31	6	7	10	9	4
4th Street (F-G)	24	18	15	15	14	15
4th Street (G-H)	26	6	14	14	9	5
5th Street (E-F)	27	0	1	5	1	3
D Street (1-Alley)	10	11	11	10	9	9
D Street (3-4)	27	0	8	2	5	0
D Street (Sackett-1)	20	12	11	14	13	12
E Street (1-2)	11	7	10	11	7	5
E Street (2-3)	23	11	10	10	11	9
E Street (3-4)	27	8	8	10	7	7
E Street (4-5)	29	4	9	11	11	3
E Street (Sackett-1)	20	11	12	13	12	7
F Street (1-2)	21	9	20	18	17	4
F Street (2-3)	19	8	0	17	14	6
F Street (3-4)	22	3	7	12	11	2
F Street (4-5)	27	2	7	5	4	3
F Street (F-Sackett)	11	12	13	11	13	7
F Street (Sackett-1)	18	5	17	17	17	10
G Street (1-2)	14	3	12	5	8	1
G Street (2-3)	17	3	9	0	7	1
G Street (3-4)	26	11	11	0	6	7
G Street (Sackett-1)	19	8	19	21	12	5

Facility	Spaces	8:00 AM	11:00 AM	2:00 PM	5:00 PM	11:00 PM
H Street (3-4)	23	2	5	9	3	1
Lot A	63	14	20	18	8	3
Lot B	63	3	10	15	18	2
Lot C	17	4	11	14	15	5
Lot D	21	9	15	21	15	6
Lot E	42	3	16	35	40	9
Lot F	88	5	8	26	42	10
Sackett (D-E)	35	7	23	13	28	8
Sackett (E-F)	28	4	28	28	29	10
Sackett (F-G)	14	2	7	8	8	7
Sackett (G-I)	30	23	25	27	19	4
Safeway	114	29	63	66	65	4

Saturday, August 10, 2019

Facility	Spaces	8:00 AM	11:00 AM	2:00 PM	5:00 PM
1st Street (D-E)	20	10	8	12	13
1st Street (E-F)	12	9	9	12	13
1st Street (F-G)	18	8	16	18	16
1st Street (G-trail)	6	2	2	6	6
2nd Street (E-F)	19	2	12	19	15
2nd Street (F-G)	20	3	11	18	9
2nd Street (G-trail)	25	2	8	12	10
3rd Street (D-E)	20	8	6	6	5
3rd Street (E-F)	14	1	5	12	7
3rd Street (F-G)	17	2	3	13	17
3rd Street (G-H)	24	5	3	1	4
3rd Street (H-trail)	4	0	2	0	0
4th Street (D-E)	22	4	15	8	8
4th Street (E-F)	31	8	19	9	11
4th Street (F-G)	24	11	14	11	12
4th Street (G-H)	26	6	11	12	8
5th Street (E-F)	27	18	24	3	0
D Street (1-Alley)	10	10	10	10	10
D Street (3-4)	27	1	5	2	4
D Street (Sackett-1)	20	12	11	12	10
E Street (1-2)	11	6	9	10	10
E Street (2-3)	23	10	7	15	10
E Street (3-4)	27	7	7	6	5
E Street (4-5)	29	13	26	4	6
E Street (Sackett-1)	20	9	13	19	16

Facility	Spaces	8:00 AM	11:00 AM	2:00 PM	5:00 PM
F Street (1-2)	21	4	14	20	15
F Street (2-3)	19	7	16	17	15
F Street (3-4)	22	1	17	19	16
F Street (4-5)	27	12	22	9	7
F Street (F-Sackett)	11	7	9	12	13
F Street (Sackett-1)	18	4	15	20	17
G Street (1-2)	14	2	9	14	12
G Street (2-3)	17	3	8	6	9
G Street (3-4)	26	9	11	12	8
G Street (Sackett-1)	19	7	18	20	20
H Street (3-4)	23	2	3	12	3
Lot A	63	11	20	14	8
Lot B	63	2	18	44	25
Lot C	17	7	17	18	18
Lot D	21	13	21	23	19
Lot E	42	6	34	43	42
Lot F	88	7	27	88	52
Sackett (D-E)	35	8	15	27	23
Sackett (E-F)	28	6	24	30	29
Sackett (F-G)	14	3	10	13	11
Sackett (G-I)	30	14	26	33	32
Safeway	114	30	64	67	50

B. Online Inventory Complete Response Report

City of Salida Downtown Parking Study Survey

Q1 What is your most common reason for visiting downtown Salida?

Answered: 54   Skipped: 0
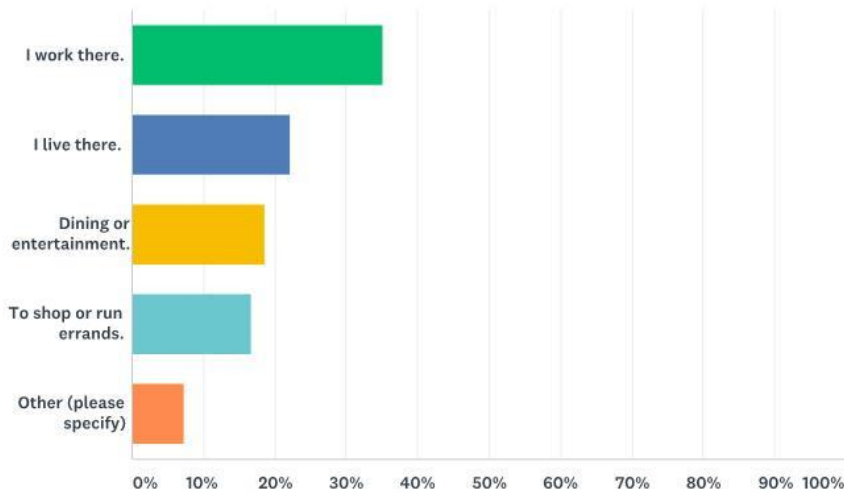
ANSWER CHOICES	RESPONSES	
I work there.	35.19%	19
I live there.	22.22%	12
Dining or entertainment.	18.52%	10
To shop or run errands.	16.67%	9
Other (please specify)	7.41%	4
TOTAL		54

#	OTHER (PLEASE SPECIFY)	DATE
1	Healthcare appointments	8/30/2019 3:43 PM
2	We own a home downtown without parking.	8/27/2019 8:19 AM
3	divided equally between dining/entertainment/recreation/exercise, appointments and shopping/errands	8/25/2019 5:22 AM
4	I have property there	8/20/2019 2:50 AM

City of Salida Downtown Parking Study Survey

# Q2 How do you typically get to downtown Salida?

Answered: 54   Skipped: 0
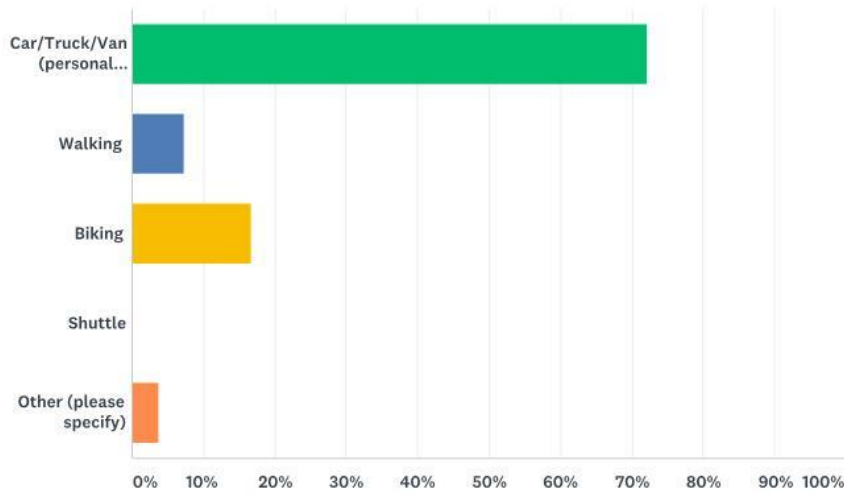
ANSWER CHOICES	RESPONSES	
Car/Truck/Van (personal vehicle)	72.22%	39
Walking	7.41%	4
Biking	16.67%	9
Shuttle	0.00%	0
Other (please specify)	3.70%	2
TOTAL		54

#	OTHER (PLEASE SPECIFY)	DATE
1	park close by our house (if there's a spot) and walk	8/27/2019 8:19 AM
2	I walk because it is too hard to find parking	8/5/2019 9:27 AM

Q3 On average, how much time do you spend looking for a parking space downtown on a typical (non-event) day?

Answered: 53   Skipped: 1
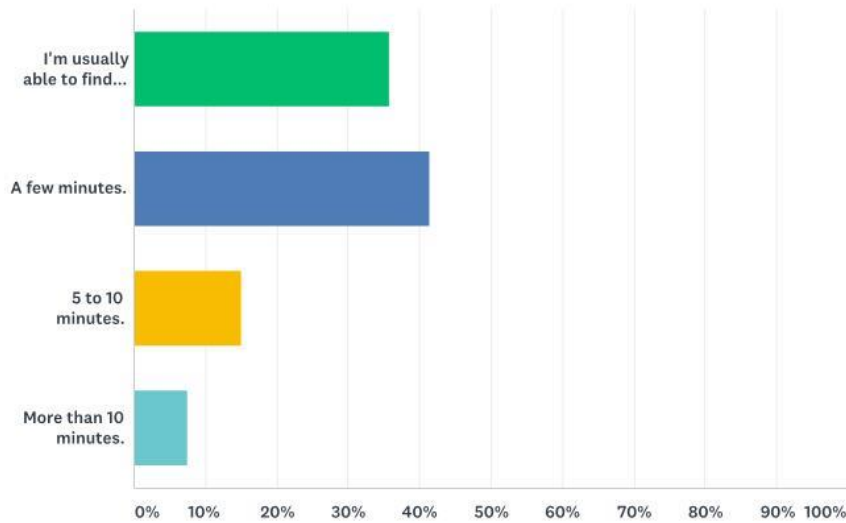
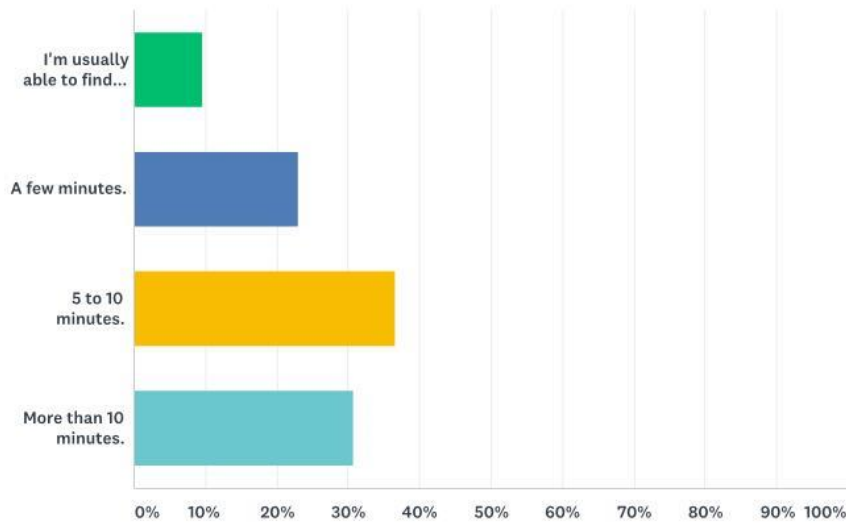| ANSWER CHOICES	RESPONSES	
I'm usually able to find parking immediately.	35.85%	19
A few minutes.	41.51%	22
5 to 10 minutes.	15.09%	8
More than 10 minutes.	7.55%	4
TOTAL		53

Q4 On average, how much time do you spend looking for a parking space downtown on an event day?
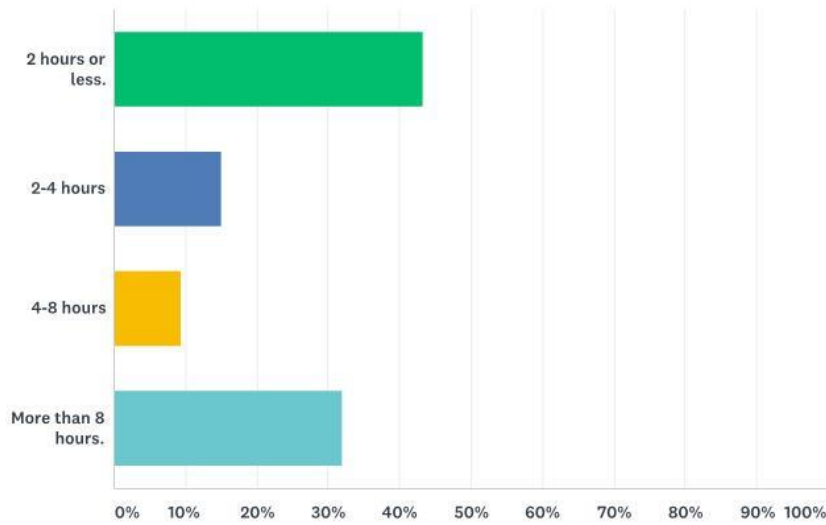
Answered: 52   Skipped: 2

ANSWER CHOICES	RESPONSES	
I'm usually able to find parking immediately.	9.62%	5
A few minutes.	23.08%	12
5 to 10 minutes.	36.54%	19
More than 10 minutes.	30.77%	16
TOTAL		52

Q5 On average, how long do you typically stay downtown on a typical (non-event) day?

Answered: 53   Skipped: 1

ANSWER CHOICES	RESPONSES	
2 hours or less.	43.40%	23
2-4 hours	15.09%	8
4-8 hours	9.43%	5
More than 8 hours.	32.08%	17
TOTAL		53

Q6 On average, how long do you typically stay downtown on an event day?

Answered: 52   Skipped: 2
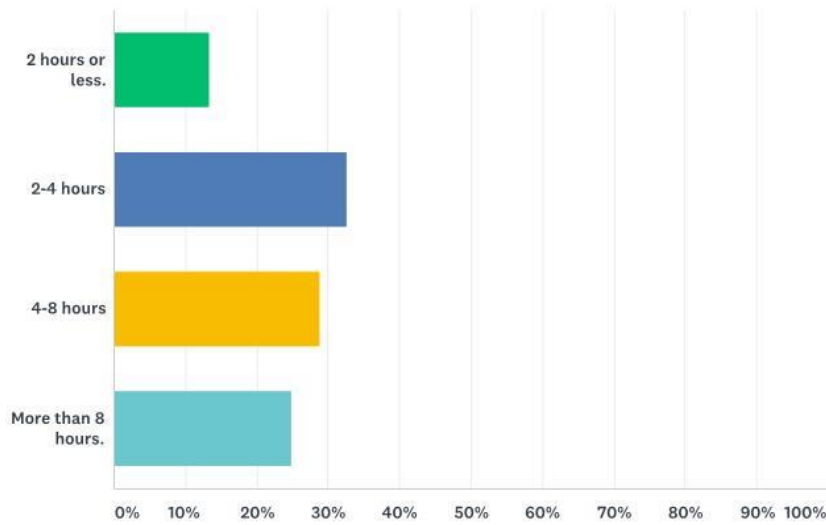
ANSWER CHOICES	RESPONSES	
2 hours or less.	13.46%	7
2-4 hours	32.69%	17
4-8 hours	28.85%	15
More than 8 hours.	25.00%	13
TOTAL		52

Q7 How close to your destination are you typically able to park on a typical (non-event) day?

Answered: 53   Skipped: 1
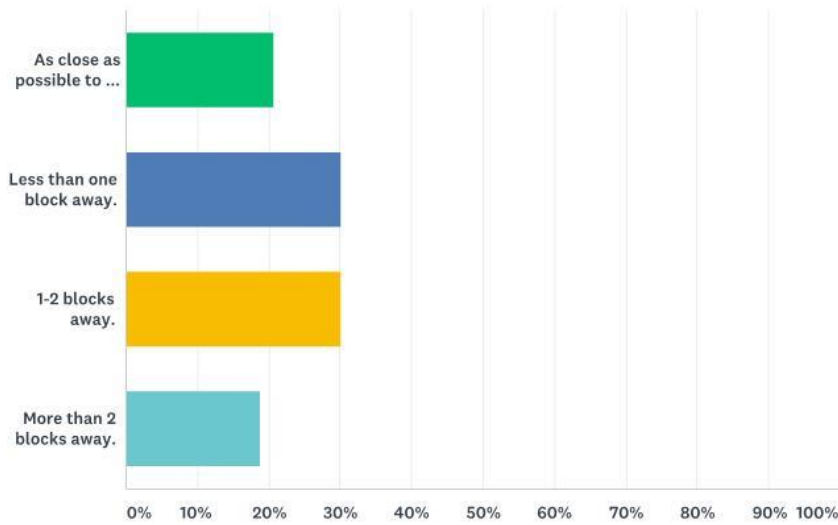
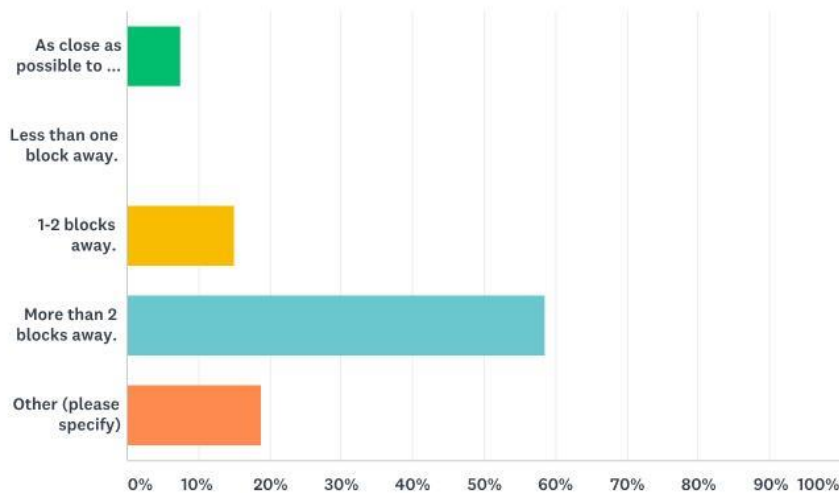| ANSWER CHOICES	RESPONSES	
As close as possible to my destination.	20.75%	11
Less than one block away.	30.19%	16
1-2 blocks away.	30.19%	16
More than 2 blocks away.	18.87%	10
TOTAL		53

Q8 How close to your destination are you typically able to park on an event day (e.g. FIBArk, Brewers Rendezvous)?

Answered: 53   Skipped: 1

ANSWER CHOICES	RESPONSES	
As close as possible to my destination.	7.55%	4
Less than one block away.	0.00%	0
1-2 blocks away.	15.09%	8
More than 2 blocks away.	58.49%	31
Other (please specify)	18.87%	10
TOTAL		53

#	OTHER (PLEASE SPECIFY)	DATE
1	I usually walk or ride on event days	9/3/2019 1:41 AM
2	I bike and always am able to find somewhere to lock my bike easily closer than the nearest available parking space	8/30/2019 6:40 AM
3	I ride a bike on event days	8/25/2019 3:43 PM
4	It varies...if on our motorcycle, closer; but normally more than 2 blocks away	8/25/2019 5:22 AM
5	I don't even try during events.	8/22/2019 1:20 AM
6	I almost always bike	8/20/2019 9:24 AM
7	I can park in my office parking lot, which is usually full by the time I go to work on weekdays (non-event days) but is more open on weekends (event days) unless visitors fill up the lot, which is marked for employees only.	8/18/2019 10:30 AM
8	Event days we bike downtown because we know parking will be hard to find.	8/14/2019 7:20 AM
9	walk there - no parking	8/5/2019 9:27 AM
10	I have a parking spot	7/16/2019 5:18 PM

Q9 Which factor is most important to you when parking on a typical (non-event) day?

Answered: 54   Skipped: 0
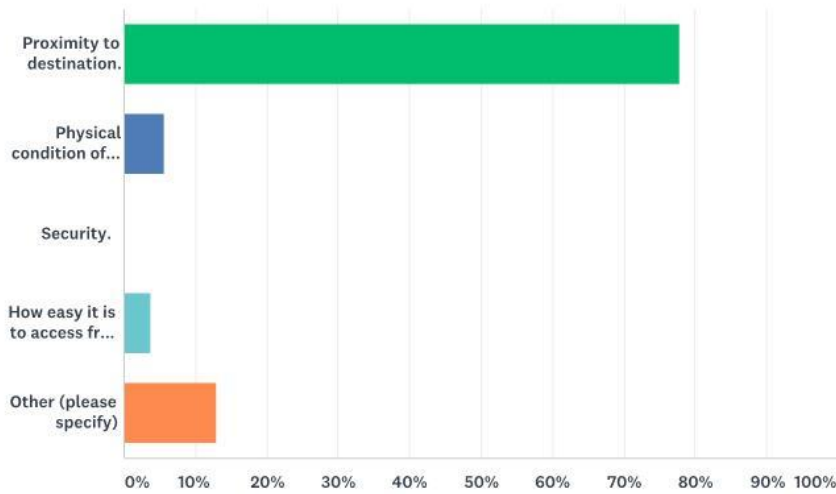
ANSWER CHOICES	RESPONSES	
Proximity to destination.	77.78%	42
Physical condition of the parking area.	5.56%	3
Security.	0.00%	0
How easy it is to access from main roads.	3.70%	2
Other (please specify)	12.96%	7
TOTAL		54

#	OTHER (PLEASE SPECIFY)	DATE
1	Handicapped parking	8/30/2019 3:43 PM
2	nice walk to my destination with good street frontages	8/30/2019 6:40 AM
3	My work provides parking for me	8/27/2019 9:20 AM
4	how long you are able to leave your car once parked. With a residence in downtown, I want to be able to leave my car parked for more than 2 hours.	8/27/2019 8:19 AM
5	all of the above; often there are multiple trips in one day	8/25/2019 5:22 AM
6	amount of traffic in area	8/20/2019 9:24 AM
7	again - too hard to park	8/5/2019 9:27 AM

Q10 Which factor is most important to you when parking on an event day?

Answered: 53   Skipped: 1
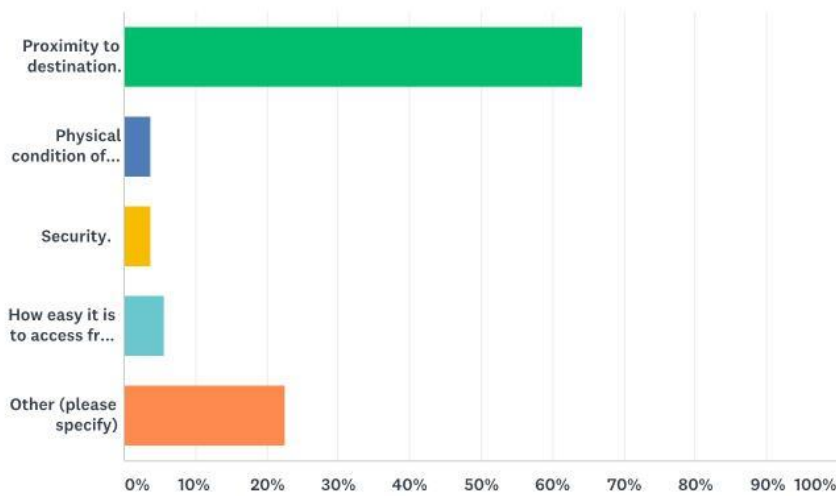
ANSWER CHOICES	RESPONSES	
Proximity to destination.	64.15%	34
Physical condition of the parking area.	3.77%	2
Security.	3.77%	2
How easy it is to access from main roads.	5.66%	3
Other (please specify)	22.64%	12
TOTAL		53

#	OTHER (PLEASE SPECIFY)	DATE
1	I walk or ride on event days	9/3/2019 1:41 AM
2	Handicapped parking	8/30/2019 3:43 PM
3	nice walk to my destination with good street frontages	8/30/2019 6:40 AM
4	My work provide parking for me although, outsiders (non-patrons) ignore the parking signs	8/27/2019 9:20 AM
5	time able to park at the event	8/27/2019 8:19 AM
6	I bike on event days	8/25/2019 3:43 PM
7	All of the above	8/25/2019 5:22 AM
8	I don't even try to park then	8/22/2019 1:20 AM
9	bike security	8/20/2019 9:24 AM
10	We bike to events	8/14/2019 7:20 AM
11	to hard to park	8/5/2019 9:27 AM
12	I don't typically drive on event days	7/29/2019 7:29 AM

Q11 Availability of parking spaces

Answered: 53   Skipped: 1
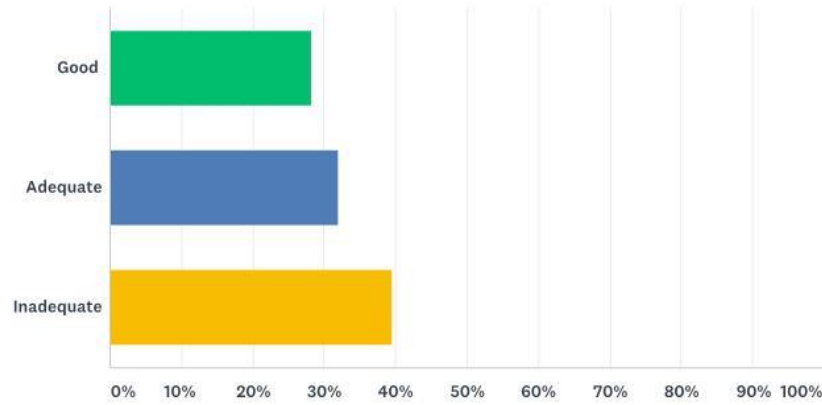
ANSWER CHOICES	RESPONSES	
Good	28.30%	15
Adequate	32.08%	17
Inadequate	39.62%	21
TOTAL		53

Q12 Convenience of parking spaces

Answered: 53   Skipped: 1
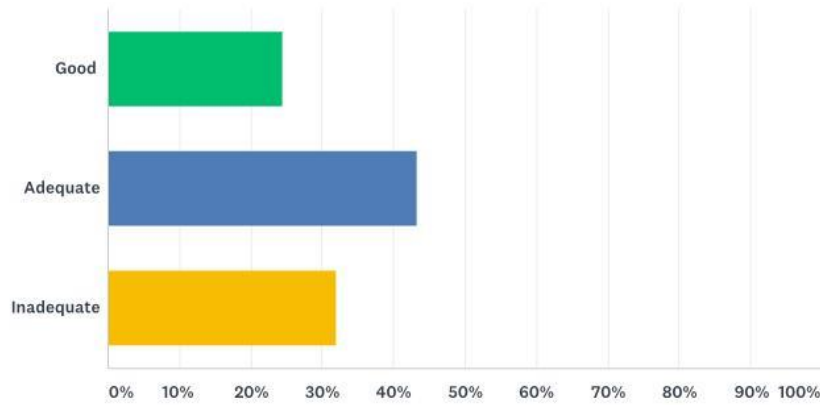
ANSWER CHOICES	RESPONSES	
Good	24.53%	13
Adequate	43.40%	23
Inadequate	32.08%	17
TOTAL		53

Q13 Signage and wayfinding

Answered: 53   Skipped: 1
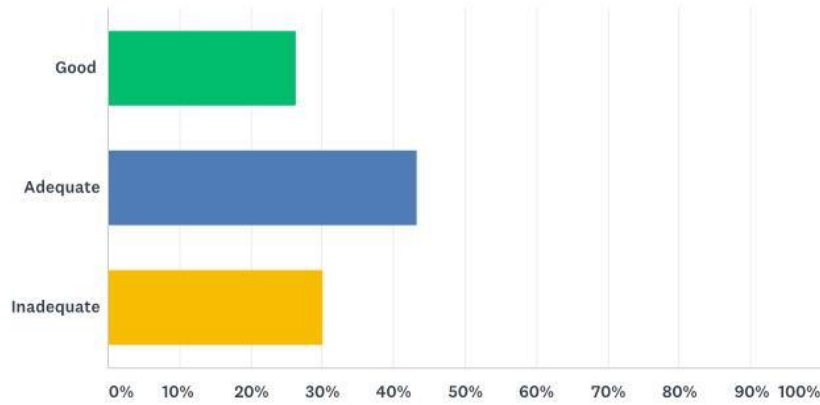
ANSWER CHOICES	RESPONSES	
Good	26.42%	14
Adequate	43.40%	23
Inadequate	30.19%	16
TOTAL		53

Q14 Parking facility appearance

Answered: 53   Skipped: 1
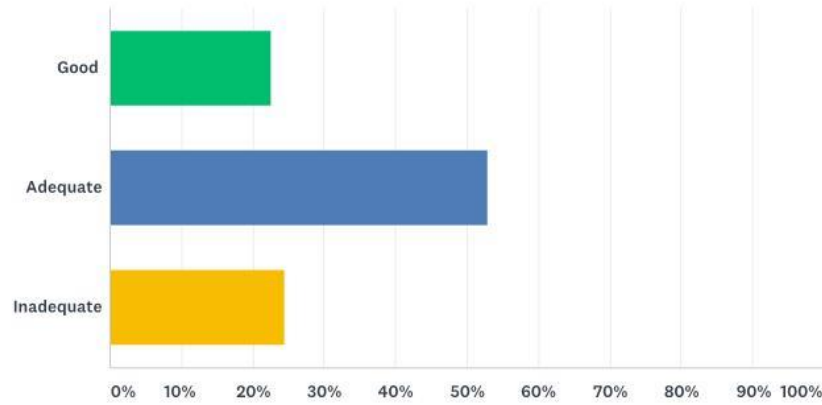
ANSWER CHOICES	RESPONSES	
Good	22.64%	12
Adequate	52.83%	28
Inadequate	24.53%	13
TOTAL		53

Q15 Parking enforcement

Answered: 52   Skipped: 2
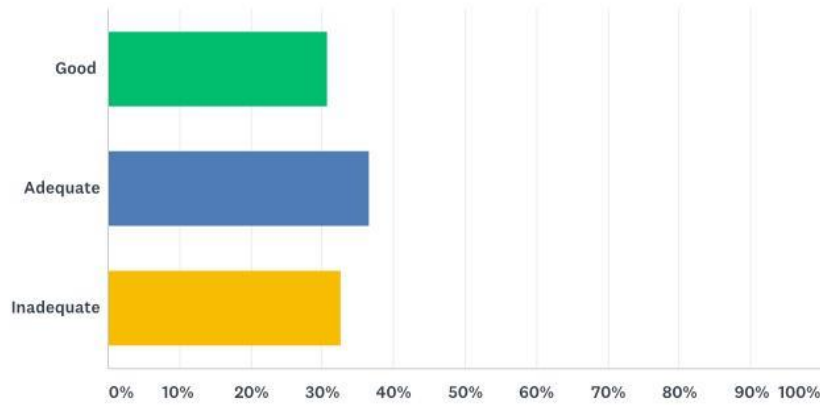
ANSWER CHOICES	RESPONSES	
Good	30.77%	16
Adequate	36.54%	19
Inadequate	32.69%	17
TOTAL		52

Q16 Parking for special events

Answered: 53   Skipped: 1
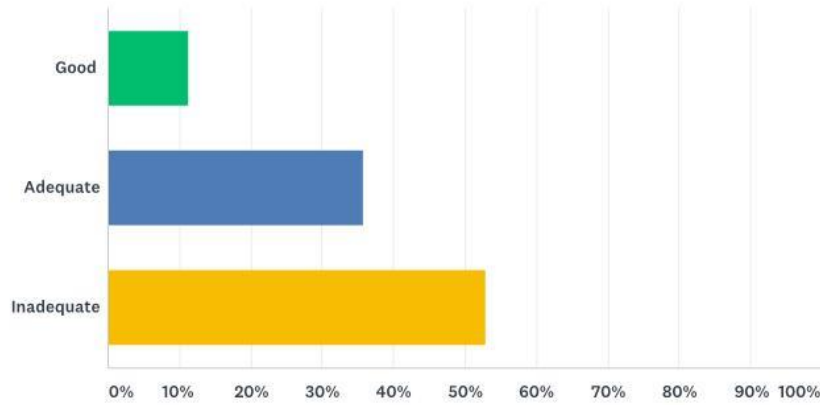
ANSWER CHOICES	RESPONSES	
Good	11.32%	6
Adequate	35.85%	19
Inadequate	52.83%	28
TOTAL		53

Q17 Bike/pedestrian infrastructure

Answered: 52   Skipped: 2
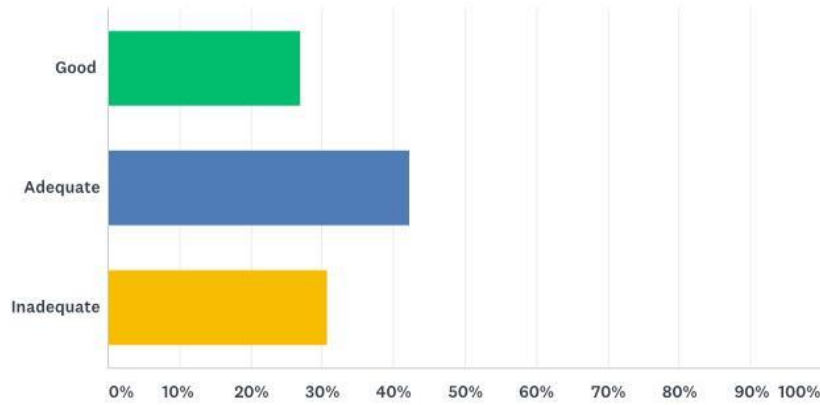
ANSWER CHOICES	RESPONSES	
Good	26.92%	14
Adequate	42.31%	22
Inadequate	30.77%	16
TOTAL		52

Q18 What parking or transportation practices does downtown Salida need more of? Please check all that apply.

Answered: 53   Skipped: 1
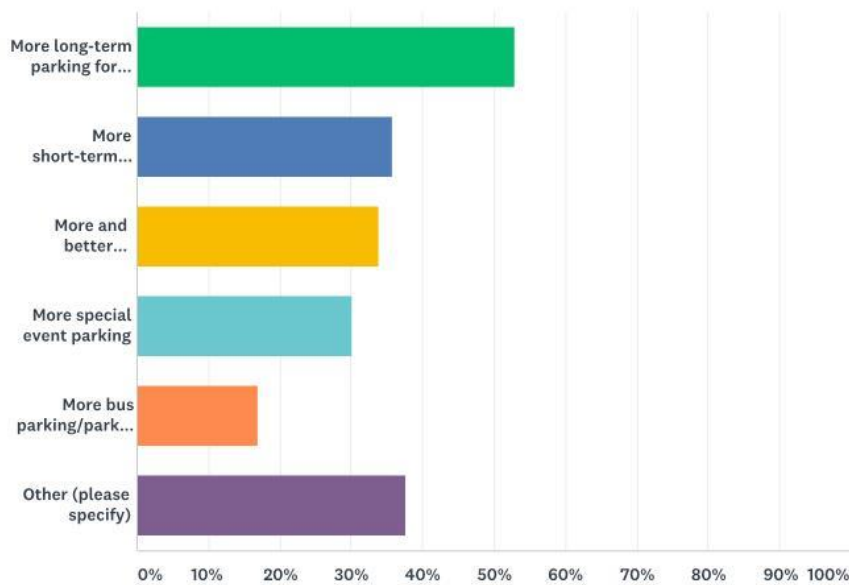
ANSWER CHOICES	RESPONSES	
More long-term parking for employees and residents	52.83%	28
More short-term parking for visitors	35.85%	19
More and better alternative transportation infrastructure, such as bike lanes and paths, public transit, pedestrian infrastructure, etc.	33.96%	18
More special event parking	30.19%	16
More bus parking/parking for specialty vehicles (e.g. RVs)	16.98%	9
Other (please specify)	37.74%	20
Total Respondents: 53		

#	OTHER (PLEASE SPECIFY)	DATE
1	Plenty of parking if you don't mind walking a few blocks.	9/5/2019 5:46 AM
2	Totally frustrated with buses and campers parking in town for an allowed period of time. One of the campers consistently pulls up on the sidewalk. The converted school bus parked on W Sackett is a nuisance.	9/2/2019 10:20 AM
3	Closing F Street to passenger cars would help ease traffic and make the city more pedestrian/bike friendly. Also think it would increase traffic to downtown biz'es.	8/31/2019 2:10 AM
4	Taxi's, shuttle	8/30/2019 3:50 PM
5	Handicapped parking especially for special events	8/30/2019 3:43 PM

City of Salida Downtown Parking Study Survey

6	Emile patios. They have seasonal use but year round use of space that should be for parking. They also make driving round and parking next to more difficult.	8/30/2019 8:26 AM
7	More downtown (remove off-street parking minimums for all buildings downtown, not just the ones that exist currently, and for at least 3 blocks any direction from downtown)	8/30/2019 6:40 AM
8	Less events. We keep trying to bring the whole front range to the area. Thats why we moved here, to get away from traffic and crowds. All the development will eventually bring houses and stoplights from salida to buena vista. It will no longer be a mountain town, it will be a city. How sad....	8/30/2019 6:34 AM
9	More handicapped spaces	8/29/2019 1:53 PM
10	Do not allow business and/or apartments/condos/other (new construction) to pay off the city for not allowing to follow code. example Boat House Cantina and no parking for their new Air BnB hotel. This should not be allowed.	8/27/2019 9:20 AM
11	parking passes made available for downtown residents that don't have parking	8/27/2019 8:19 AM
12	metered parking and STOP street camping!!!	8/26/2019 1:03 AM
13	As more ppl try to cram into downtown, there is less parking for visitors, . if the new residents don't work they cannot help but push out the employees needed to serve them. Please eliminate all new housing downtown for tourists. Salida must help steer the new housing dev'ps AWAY from VRBO's and Air BnB's, second homes, or there will be no employees left in the service industry. Every small businessman and retailer is short-handed this year, and the issue isn't improving in Salida. Parking solutions will hopefully reflect this concern.	8/25/2019 3:43 PM
14	Going to some appointments (hair/massage; library and post office; farmer's market, music & art and shops is more difficult because it is a mix of residential and non-residental/businesses in same area, which results in less street parking by businesses, often with RV's and trailers taking up the space; the mixture and diversity adds to the appeal of our city; however, some practices and signage by businesses may allow for more locals to do local business (i.e., Natural Grocers, etc.); the choice I left unchecked is also important but I would rate it as less so that the four I checked	8/25/2019 5:22 AM
15	If you want people to shop and eat downtown you must have parking. Suggest one way streets on 1st and 2nd with angled parking to maximize spaces.	8/20/2019 3:12 PM
16	More parking spaces per block, less "no parking" space at corners & alley ways	8/20/2019 8:38 AM
17	Working downtown I have heard lots of complaints of lack of handicap parking	8/20/2019 7:54 AM
18	Highway 50 parking with shuttle to downtown	8/20/2019 2:50 AM
19	make the RR parking lots paid parking areas - charge so much per day	8/5/2019 9:27 AM
20	Better ease of parking. Parallel parking on a 2 lane highway is tough	7/16/2019 5:18 PM

Q19 What parking practices have you seen and liked in other communities?

Answered: 38   Skipped: 16

#	RESPONSES	DATE
1	Cities similar in size have similar parking issues. You just have to be prepared to walk several blocks. A shuttle to downtown on event days helps from hotels and areas too far to walk. (ie Hwy 50).	9/5/2019 5:46 AM
2	streets closed to vehicles (Aspen), bike parking in alleys, one-way streets	9/3/2019 1:41 AM
3	We have an RV and yet appreciate the fact that many other communities in most states post signs that RVs and buses are not allowed to park within city limits overnight. We frequently have RVs park overnight in front of our houses on Sackett. Once, an RV owner was jailed and his RV sat out front of our main house on E Sackett for weeks. The enforcement officer seems powerless to do anything.	9/2/2019 10:20 AM
4	Big metered parking lots.	9/1/2019 3:16 AM
5	Please do not put in parking meters it will ruin Salida image of a friendly small mountain town.	9/1/2019 2:40 AM
6	No parking meters	9/1/2019 2:36 AM
7	I like a town that has free parking, it says "welcome to our town" Paid parking has no bearing on available spots (there are still the same number of spots). It does say though, "we want your money"	8/31/2019 6:06 AM
8	Streets closed to make pedestrian walkways are very inviting. Parking garages to warehouse lots of cars. Parking on the outskirts of town and shuttles. Have to limit/discourage cars in certain areas or it becomes a grid-locked mess.	8/31/2019 2:10 AM
9	Covered parking garages- paid parking. City should have bought old pueblo bank and trust building and put in a parking garage.	8/30/2019 3:50 PM
10	10% handicapped parking spaces, complying with ADA case law. Not being forced (court action) to provided handicapped access & parking, doing it as right thing to do. Salida is remiss in nearly 0% van accessibility handicapped spaces in downtown.	8/30/2019 3:43 PM
11	Diagonal parking where possible. Fines for people making u-turns to score a parking spot. Prohibit the parking of oversized vehicles/rv's on primary streets.	8/30/2019 8:26 AM
12	Donald Shoup's three recommendations: remove requirements for off-street parking; charge the right prices for on-street parking (hit 85% occupancy); and spend parking revenue to improve public services on metered streets.	8/30/2019 6:40 AM
13	Underground garage, shuttles to events	8/29/2019 1:53 PM
14	The Business/apartment/hotel/Air Bnb should have mandatory parking for their patrons and not pay off the city (what is it $8,000 for space forever!)	8/27/2019 9:20 AM
15	parking passes for residents	8/27/2019 8:19 AM
16	A great way to create additional parking and not create at the same time a sea of parking lots is to sell the air rights above the parking lot or a parking structure so that a developer can produce a revenue generating project to pay for the rights and posibly a portion of the parking facility. This has more than a few advantages. Less need for street parking enforcement. Additional revenue from a paid facility, less need for alternative transportation because the proximity can be very close to the downtown area, additional tax revenue from the buisnesses above and occasionally in front of the facility(or lot), improves the vitallity of the city by adding structure and less heat generating paved open space. Stuctures or facilities placed stratgically can also generate pathways between the "anchors" that improves revenue for those buisness' that need foor traffic. Forming partnerships with a buisness or organization such as an education facility can garranty income for future maintenence and reduce the lif cycle costs of the facility.	8/27/2019 5:11 AM

17	metered parking no overnight parking around our parks...the park across from the courthouse has become a campsite in the summer	8/26/2019 1:03 AM
18	covered parking garages. my email is laughingladiesATmsn.com if you have followup.	8/25/2019 3:43 PM
19	More dispersed public parking lots; and some communities/cities have other options that Salida may not have as far as underground/above ground, trolley/shuttle; I do think that we need to continue to monitor patios on streets as they do impact parking space...for example, Amica's spot behind patio is quite unsafe to access (so it takes more space); perhaps look at second story patios or alley ones as some communities have. Yes, outside dining is great, but how does it impact parking and safe passage for pedestrians and bicycles. In the future, I think we'll need to continue to educate around safety for all...bicycles are not tending to use hand signals and be hands-free and aware drivers on some of our narrow streets where cars are parked and traffic is increasing; I see this issue as very related to our increased tourism. Perhaps the Visitor's Center, Chamber of Commerce, and county should also be a part of the solution. Do we want to continue to spend additional dollars on promotion of tourism without having all of the groups also envisioning an answer to parking, affordable housing, maintaining a quality of life and preserving our lands/natural resources? How can we work together on each of the pieces/issues?	8/25/2019 5:22 AM
20	BV has convenient parking at both ends of Main Street and a very wide street. It makes it easy to park and shop. The south main area is too "tight" and parking is shrinking as the area builds out so I avoid that area. Think convenience.	8/20/2019 3:12 PM
21	walking streets	8/20/2019 9:24 AM
22	I actually love Salida for how easy it is to park. We bike to get downtown on event days. Bike rack could be much better recommend the wave racks because sizes of bikes vary greatly. Many of the local bike racks are difficult to park in.	8/20/2019 9:14 AM
23	Uniform parking space lengths. A few 15-minute parking spaces for quick in & out errands.	8/20/2019 8:38 AM
24	Telluride, Idaho springs, Colorado springs and many other areas have a pay for parking kiosks in the downtown areas.	8/20/2019 6:33 AM
25	Off site parking with shuttle service	8/20/2019 2:50 AM
26	credit card meters to encourage turnover yet be convenient	8/19/2019 3:02 PM
27	I like a paved parking area. Often our open lots are muddy.	8/19/2019 10:21 AM
28	Most cities have parking meters and people are used to paying for parking so the City should implement parking meters	8/15/2019 9:25 AM
29	I am glad you extended the F street parking. It is a huge help for visitors.	8/14/2019 7:20 AM
30	Other mountain communities have parking meters on streets and in lots. Most lots charge by the day (8 to 24 hours) for one amount. I don't like the 24 hr thing but paid parking could defray city costs	8/5/2019 9:27 AM
31	Pedestrian zone and shuttle for special events	7/25/2019 7:19 AM
32	I don't think Salida has a big problem. Maybe more accessible handicapped parking would be nice for those that can't walk.	7/24/2019 1:25 AM
33	Bus	7/19/2019 8:05 AM
34	The 2 hour parking limit is tough for my staff. I would really like to see it increased to 3 hours. Thanks for taking the time to listen !	7/15/2019 8:38 AM
35	.	7/15/2019 7:51 AM
36	I think we could use peripheral parking lots with a shuttle for big events. If parking becomes more of an issue in downtown Salida in the future, this practice could be used more often.	7/15/2019 7:22 AM
37	Residential/employee vouchers annually.	7/15/2019 4:35 AM
38	Parking payment kiosks and phone aps.	7/10/2019 11:48 AM