

DRAFT

# **Salem Downtown Parking Demand Analysis Summary of Stakeholder Interviews**

Prepared for:

**City of Salem, Oregon**

By:

**Barney & Worth, Inc.**

In association with:

**Rick Williams Consulting**

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## I. Executive Summary

### Salem Downtown Parking Demand Analysis

The City of Salem has commissioned a new parking study – the *Salem Downtown Parking Demand Analysis* – to examine the current parking situation in the downtown. The study will analyze demand for customer and employee spaces throughout the downtown core. This will be the most comprehensive exploration of downtown parking conditions conducted to date.

Key questions to be answered by the *Salem Downtown Parking Demand Analysis*:

- How many parking spaces remain vacant during the peak hour?
- Are downtown customers' needs being met?
- Where do downtown employees park – and where should they park?
- What are the options for improving parking in the downtown?

A day-long survey of downtown parking activity was conducted in early June. On-street parking spaces and off-street lots were surveyed from 7:00 a.m. to 7:00 p.m. on a typical weekday to determine how Salem's parking resources are currently being utilized.

A number of downtown groups are participating in the parking study: the Downtown Advisory Board, CAN-DO, Salem Downtown Association and Chamber of Commerce.

The *Salem Downtown Parking Demand Analysis* is scheduled to be completed in September. Results of the analysis will contribute to finding solutions that improve parking in the downtown.

To conduct the study, the City of Salem commissioned a consultant team led by Barney & Worth, Inc. and Rick Williams Consulting. The consultants' assignment is to work with the City and its partners to compile comprehensive data on parking utilization in the downtown, then update the existing parking management plan. The *Salem Downtown Parking Demand Analysis* will involve stakeholders and the public in re-shaping the parking system to meet future needs, assure the downtown's continued vitality, and enhance community livability.

### Stakeholder Interviews

As an early step in the parking study, the consultant team interviewed downtown business operators and other employers, property owners, developers, neighborhood leaders, City of Salem staff, parking enforcement personnel and other key stakeholders. Interviews were conducted in-person and by telephone with more than twenty-five persons who are involved or have an interest in decisions surrounding the future of parking in downtown Salem. Many of these participants have taken part in previous Salem parking studies.

Interviewees were asked to share their perceptions related to the current parking situation in the downtown, along with their vision and suggestions for the future.

This report reflects the advice, feelings and attitudes of the individuals interviewed. It is not intended to provide a scientifically valid profile of community opinion as a whole.

## Summary of Findings

The following findings highlight the main points offered by key stakeholders and other observers who were interviewed for the *Salem Downtown Parking Demand Analysis*.

Key findings:

1. *Parking is a growing problem in Salem's downtown.* Stakeholders concur the situation is worsening. Turnover isn't what it should be. Parking for employees and other non-customers is cited as one contributing factor, but its prevalence is hotly debated. All participants agree that pressure on downtown parking is increasing, however, due to a stronger economy, population growth and increased business, impact of the Conference Center and other new development in the CBD, higher traffic counts on the state highway running through the downtown, and more evening and weekend events and activities.
2. *How congested is downtown parking? That depends on your point of view.* About half of participants say conditions aren't too bad, rating current parking congestion at about "4" on a scale of one (not congested) to ten (highly congested). The other half of persons interviewed, including many downtown business operators, rate the current conditions as much worse – at about "6" or "7." Many participants say parking problems are concentrated in the retail core centered near Court and Liberty, and around the Courthouse.
3. *The status quo is no longer an option.* While there's no consensus yet on solutions, nearly all participants agree changes must be made in the current downtown parking system.
4. *The two-hour parking limit has improved the situation in that zone.* The time limit has generally been deemed a success, reducing employee parking and boosting turnover. Some observers worry, though, that more parkers have been forced into the core area. Others are not convinced the two-hour limit is the best solution for the rest of downtown, and many prefer moving to paid on-street parking.
5. *The current parking system is ad hoc and inconsistent.* Stakeholders report that Salem's downtown parking has evolved over the years, leaving it without a consistent approach or pattern across the CBD. One result is that customers don't fully understand how it works; some may be confused and stay away.
6. *Salem – unique, or like every other downtown?* Some downtown business leaders think conditions in Salem's downtown are unique, and warrant one-of-a-kind parking solutions. Others disagree, and believe that lessons learned in other mid-size cities can be applied successfully to Salem: "Almost every other city our size has paid on-street parking."
7. *Top priority for downtown parking should be meeting customers' needs.* The system should be convenient, customer-friendly, and put customers first. Parking is an important tool to support a positive downtown customer experience. Customers should be given first priority for on-street parking and the most convenient off-street spaces.
8. *Salem's downtown parking system needs to be centrally managed.* As the parking system becomes more complex, participants point to a growing need for ongoing

management. Observers note that as many as seven or eight City departments are involved, as well as Salem's top managers and elected officials. "There's no management whatsoever," observes one policymaker. Some stakeholders see a need for a "parking czar" who would oversee and coordinate all aspects of downtown parking. "It's high time for Salem to have a managed parking system."

9. *Parking revenues should be earmarked for use in the downtown.* If Salem moves to paid on-street parking, members of the downtown business community and some other stakeholders want to see parking revenues earmarked for the downtown. The new revenue stream would replace the parking tax and help pay to maintain and upgrade the Parkade garages. The added funds could also be used for marketing and maintenance of the downtown.
10. *Most wanted – leadership!* One key to finding workable solutions, participants say, will be emergence of an entity to take ownership for the updated parking management strategies in the downtown, provide strong leadership, and become a unifying force.

The next sections provide a more detailed discussion of the results of the 30+ stakeholder interviews conducted in May-June 2006 for the *Salem Downtown Parking Demand Analysis*. A list of persons interviewed and discussion questions appear in an appendix.

## II. Salem Downtown Parking Demand Analysis

At the opening of each interview, participants were asked to describe their personal involvement in Salem's downtown and in parking issues.

### Personal Involvement in Downtown Parking Issues

*How are you and your organization affected by parking in the downtown?*

Most of the stakeholders interviewed say they are actively involved in downtown parking issues. Persons interviewed represent a wide span of tenure in the community: from those who have spent less than one year in the downtown, to other observers who have been involved in downtown parking for over two decades.

The range of interview participants includes:

- Downtown business operators, property owners and developers
- Other downtown employers and institutions
- Downtown employees and area residents
- Board members of the Downtown Advisory Board, CAN-DO, Salem Downtown Association, Salem Area Chamber of Commerce and other Salem associations, commissions and committees
- Local parking enforcement staff
- Other City staff who are involved in parking issues
- Members of Salem City Council

### Awareness / Involvement in the Parking Study

*Have you been involved in any recent discussions about downtown parking? (Explain) What questions about downtown parking would you like this study to answer?*

About half of the interview participants are aware of, and/or have been involved in, the current effort to evaluate parking conditions and update the parking management plan for downtown Salem.

Nearly all interview participants say they are interested in the topic and expect they and their organizations will want to be involved in future stages of the *Salem Downtown Parking Demand Analysis*.

### III. Current Parking System

#### The Current Parking Situation

*What's your impression of how well parking is working now in the downtown? Which parkers are using most of the parking in the downtown?*

Many participants rate the parking situation today in downtown Salem as fair to good – especially when compared to other communities. These key stakeholders don't yet see a serious problem. A sampling of their personal assessments:

- “The system works fairly well – not in crisis yet.”
- “Most parkers are customers.”
- “Works 80% of the time.”
- “Pockets of problems – no big issues.”
- “Two hour limit is great.”
- “I can still park for free, close to my destination.”

Other observers disagree strongly. In their view, “the system is broken.” A sampling of their concerns:

- “Parking management problems have been deferred too long.”
- “It's not working well and hasn't for some time.”
- “Very constrained – not enough parking for customers.”
- “Limping along; dysfunctional.”
- “Chronic parking problems are hampering the downtown's vitality.”
- “Working poorly – on-street parking is totally full, while garages are 80% empty.”

Much debated is the role of downtown employees in contributing to parking congestion. Some observers report “rampant abuse of free customer parking.” Others consider employee encroachment to be a minor factor. Other non-customers are also thought to be adding to a shortage of on-street parking: police officers, jurors, witnesses, attorneys and construction workers.

Many stakeholders would agree: “It's high time for Salem to have a managed parking system.” As one participant stated, “The system we created years ago has become obsolete.”

*What are the successful features of the current parking system?*

Successful features of Salem's downtown parking system cited most often are:

- Free parking, which has traditionally been a “source of pride” for Salem. Some say this is a key incentive to shop downtown, essential for the survival of retail businesses.

Others agree, but think free on-street parking is outdated, impossible to enforce and no longer viable.

- The Parkade garage, conveniently located, offering abundant free parking.

Other plusses of the current parking system cited by interview participants:

- 2-hour parking limit
- 30-minute meters
- Diagonal parking that maximizes the number of stalls
- “Friendly” enforcement
- “Works for customers”

## Issues / Concerns / Complaints

*Do you have any complaints about the current parking system?*

The chief complaints about downtown parking are:

- Employee abuse of the free parking area. At least some employees are said to be flaunting the system, perhaps ignored – or even encouraged – by their employers, few of whom provide off-street employee parking.
- Other non-customers are also placing pressure on the system: police officers, jurors, witnesses, attorneys, agency volunteers, trade school students, construction workers.
- Parking enforcement – said to be aggressive, heavy-handed (“parking Nazis”), and/or inconsistent.

Other concerns mentioned by several interviewees:

- Inadequate parking signage and wayfinding
- Growing Parking District costs, inadequacies and inequities
- 30-minute spaces: time limit too short, too many spaces, underutilized

Additional complaints / concerns / needs mentioned by one or more participants:

- Too many studies; not enough implementation
- Wee mix of retail businesses
- “A few loud business owners” dominate the parking discussions. “We need to focus on the common good, not individual agendas.”

*How would you rate current parking congestion on a scale of one to ten, with one being not congested to ten highly congested?*

There is a wide range of opinions on the severity of parking congestion. However, the majority of participants rate parking congestion as six or above (i.e., congested) on a one to ten scale. The median value given is six. Among the participants, downtown business operators tend to

consider the problem more severe. For most others, downtown parking seems to be working fairly well, with congestion limited to peak hours and only a few locations.

*What area(s) of the downtown experience the most parking congestion? What areas are least congested?*

There's general agreement the most congested areas for on-street parking are:

- The retail core: boundaries are usually identified as High, State, Commercial and Marion Streets, with "ground zero" being near the Reed Opera House
- The Courthouse area
- The Conference Center area

Less congested areas are generally thought to be the streets east of High Street, west of Commercial, south of Ferry, and north of Marion.

## **Where Employees and Customers Park**

*Where do you / your employees park most often when you travel to the downtown?*

Without exception, downtown stakeholders report they own off-street parking resources, or purchase permit parking in the Parkades. However, their employees' parking circumstances are less certain. Employees are said to be parking in company-owned / leased spaces, in the Parkades, outside the Parking District – or on-street: "We have access to the Marion Parkade, but, of course, our employees park on-street."

Several employers report their employees have difficulties parking downtown on their off-days and off-hours. The enforcement program, they say, has been overly tough and inflexible for downtown employees who are also customers.

*What about employees of other businesses?*

The persons interviewed say that other downtown workers park "all over," and admit that some employees of other businesses are abusing the rules. Most of the abusers are thought to be low wage employees of restaurants and retail establishments, and "volunteers" who are "employed" by social service agencies – some for long hours.

*Where should employees be allowed to park?*

Consensus among interview participants is that downtown employees should park in the Parkades and other off-street facilities. For this system to work, the price will need to be practical and affordable for all employees – including part-time and low-wage workers.

Other appropriate options currently include:

- City-owned surface lots
- Riverfront
- Rite-Aid lot (spaces are available for rent)

- Employer-provided lots

Ideas offered for future parking resources:

- Park-and-ride satellite facilities linked to the downtown by shuttle
- Transit, bicycle, and other alternatives to auto travel and parking

Several participants note that employee parking requires a high degree of diligence by employers to find parking solutions for their staff.

*Who are downtown Salem’s customers? Of the customers you mentioned, who is the “priority customer” for downtown? Does downtown Salem have enough customers?*

Downtown Salem’s priority customers are shoppers and visitors. The customer profile is said to be “an interesting mix”. A key component consists of thousands of central area employees – generally regarded as “a big plus” for downtown businesses. Salem’s downtown benefits from its close proximity to the Capitol Mall, Salem Hospital, Willamette University and other large employers.

Other aspects of the customer profile offered by interviewees: middle class; more than 50% female; 30 to 60 years old, with a solid youth / young adult contingent on evenings and weekends; West Salem residents who have few shopping options; and residents of small towns around Salem. Regular customers are also said to include those area residents who are fans of the downtown, people who don’t like malls and are seeking unique shopping experiences.

There’s also uniform agreement: “We always wish we could have more customers.”

## **Two-Hour Time Limit**

*Are you familiar with the two-hour time limit area in the downtown core? How well is parking working there? Are the time limits helping alleviate congestion?*

All of the interview participants say they are familiar with the two-hour zone, and more than half say the time limit is working well, as intended – making a visible improvement in parking congestion, generating turnover and revenues. While the time limit appears to be working, a few observers are concerned that employees and other non-customers have merely been driven into other areas of the downtown where there are no time limits.

Some other stakeholders are concerned the two-hour time limit is too inflexible. It doesn’t meet the needs of some businesses, they believe, and may need adjustment.

*How about the areas of the downtown that offer free parking with no time limit. How is that working?*

Interview participants are evenly divided on how well the free parking areas are working. About half think the parking situation is fine in the areas without time limits. Most of the time, there’s no problem. The other half of participants complain the free parking arrangements are no longer working: “The system is broken.” These downtown stakeholders report the free park areas are filled with downtown employees, jurors, “volunteers”, trade school students, contractors, and other non-customers. The free parking and unlimited time stay, the observers

say, encourage abuse and inhibit the parking turnover that is crucial to support a vital mix of retail businesses.

A few participants think free parking is an important marketing tool for the downtown, an essential part of its identity.

## IV. Future Parking System

### Long-Range Vision for Salem's Parking System

*How would you like to see the downtown parking system work in the future? What changes would attract more customers?*

Key elements of stakeholders' shared vision for downtown parking:

1. Better parking turnover, achieved through time-limited parking covering the entire downtown core – or – paid on-street parking, using pay-and-display technology
2. Affordable parking solutions for all categories of parkers
3. Improved, upgraded Parkades

Additional elements of personal visions for downtown parking:

- A more vibrant and attractive downtown
- New parking features that appeal to customers: merchant validation, directional signage
- Better customer information and promotion of downtown parking

### Key Values / Guiding Principles

*What key values or guiding principles should shape Salem's downtown parking system in the future? For on-street parking? For off-street parking?*

The leading values suggested by participants to guide Salem's downtown parking system:

- Customer-friendly, customer convenience, customers first. Ensure there is adequate parking to meet customers' needs. Make sure the downtown remains an attractive destination.
- Provide adequate, affordable parking for all categories of parkers (including part-time and low-wage employees).
- Dedicate downtown parking revenues for downtown operations. Ensure downtown parking solutions are financially sustainable.

Additional values / principles offered by the interviewees:

- Adopt the 85 percent rule. Promote turnover.
- Consistency: same approach applied all across downtown.
- Manage parking centrally.
- Treat downtown parking as a valuable resource: "Parking is a community asset, not just for merchants."
- Parking education: keep business owners and citizens informed about parking, and make them aware of any changes in the system.

- Promote alternatives to single occupant vehicle travel, especially for employees.
- Develop practical, effective solutions.

## Parking Management Options

*On-street spaces are the most popular parking option. How should this scarce resource be managed?*

More than one-third of the stakeholders interviewed suggest moving to paid on-street parking as the best way to manage on-street spaces and promote turnover.

Additional strategies identified by participants:

- Extend the time limit to a wider area; consider increasing the limit to three hours.
- Provide more parker education, marketing, signage.
- Strengthen enforcement; hold employers accountable for their employees' parking.
- Adopt the 85% rule to manage turnover.
- Create practical, affordable options for employees.

*What is the appropriate time limit for on-street parking that would most benefit adjacent businesses? If customers stay longer than that time, where should they park?*

There is little consensus on the right time limit. Answers range from 90 minutes to unlimited. The most common response offered by participants is two hours, but many others suggest a three hour limit.

Stakeholders do agree, however, on where customers should park if they want to stay longer than the time limit – the public Parkade garages.

*Can you think of other ways, beyond time limits, that Salem could lessen parking congestion in the downtown?*

The method suggested most often to address parking congestion is paid on-street parking. A number of participants recommend adopting the pay-and-display technology already in place in Portland and Seattle.

Additional strategies named by several interviewees include:

- Actively manage the off-street garages and lots, offering incentives to park there.
- Provide signage, customer information, and branding for downtown parking.
- Improve mass transit service and/or initiate trolley service connecting the parking garages with downtown destinations.
- Open new parking structures and surface lots to plug the gaps.

*Should all options be considered to lessen parking congestion, or are there some options you wouldn't favor?*

Many interviewees respond they are willing to consider a wide range of possible solutions – except the *status quo*.

Several stakeholders emphasize they would reject solutions that involve privatizing the Parkade garage operations, or charging for short-term customer parking there.

A few participants say they remain opposed to either time limits, or paid parking, or both.

## Peer Communities

*Which cities should Salem look to as its peers for purposes of examining parking solutions in other communities?*

There's little agreement on which cities may serve as useful models for Salem's updated parking system. Many participants think Salem's downtown parking situation is unique, with no model available elsewhere.

Cities mentioned most often as models by other stakeholders are Portland, Eugene, and Pasadena (CA). Multiple mentions are also given to Corvallis and Seattle.

Other Oregon cities named as possible counterparts include: Bend, Dallas, Lake Oswego, McMinnville, Medford and Silverton. Cities elsewhere in the U.S. also cited as peers: Austin (TX), Boise (ID), Olympia (WA), Salt Lake City (UT), San Diego (CA), Santa Barbara (CA), and other state capitols.

## V. Public Involvement

### How to Involve Citizens and Build Public Support

*What steps are needed to maintain / build public support for the downtown parking system?  
What is the best way to involve interested citizens in the study?*

Stakeholders' main message on public involvement: there needs to be a community education process about parking. Their recipe for success? First, evaluate current conditions and discuss the problems. Save the discussion about solutions until later. This study is a good start, some participants note.

Other suggestions offered most frequently:

1. Convene a representative group. Salem needs to form a downtown parking organization with credible leadership.
2. Conduct outreach to downtown businesses.
3. Hold public forums.

Additional advice for public involvement offered by the interview participants:

- Provide better customer information, signage and branding.
- Publicize parking solutions at the popular First Wednesday events.
- Reach customers using newspaper, television, radio and billboards.

With all the divergent views on parking, a number of observers aren't hopeful about the outcome. "There are too many cooks in the kitchen." For some, their degree of frustration is apparent: "I have no idea – good luck!"

### Additional Participants

*What interested persons or groups do you recommend we contact to seek their advice at this early stage of the Downtown Parking Demand Analysis?*

The most frequent suggestions are to contact the organizations that are already directly involved in downtown parking, especially downtown merchants and other business operators, property owners, and key downtown business groups: Chamber of Commerce, Salem Downtown Association, Salem Convention & Visitors Association, CAN-DO and Downtown Advisory Board.

Another suggestion offered by several participants is to involve a good cross-section of downtown interests, including those who represent extreme views.

Other persons and organizations nominated include:

- City policymakers

- Parking enforcement staff
- Other key City staff
- Neighborhood associations
- Downtown residents
- Commercial real estate brokers
- Developers
- Elsinore Theater and other visitor attractions
- Salem transit agency
- Marion County
- Council of Governments
- Downtown employees
- Customers
- Downtown managers in other communities

## VI. Final Advice

*If you were asked to provide a “single most important piece of advice” for the Salem Downtown Parking Demand Analysis – what would it be?*

The advice offered most often: *first, gain a good understanding of the problem.* Get good information and data first, and use these documented facts as the basis for an updated parking plan. Place Salem in the context of “best practices” borrowed from successful programs in other cities.

Five more central themes emerge from participants’ collective advice:

1. *Don’t expect consensus.* There’s no single vision, no unifying voice, no central spokesperson for downtown parking.
2. *Develop a comprehensive, forward-looking plan.* Consider on-street and off-street, public / private parking, and provide for the needs of different types of businesses and all categories of parkers. Anticipate and address public / private parking and impact of future changes – such as new residential development, growth of events, and expansion of Conference Center use in the CBD.
3. *Go to paid parking, now, as a management tool:* “It’s only a matter of time.” Don’t waste time on interim measures: “Everyone understands pay-to-park.” “It’s the fairest solution.”
4. *Form an entity to take ownership for parking solutions in the downtown,* providing strong leadership, and a unifying voice. Consolidate management of Salem’s downtown parking programs.
5. *Get something implemented.* Make sure solutions deal with real parking issues, are implementable, and can deliver early results.

Other advice:

- Develop guiding principles that “allow us to move forward together”.
- Do what’s best for customers.
- Involve the downtown business community – and keep them involved. Genuinely listen to their views.
- Educate the community about parking. Promote the downtown: it’s very accessible, and has abundant free parking.

*Any additional comments or suggestions?*

Further observations, advice and questions offered by interview participants:

- Don’t be timid. “City Council shouldn’t be afraid of ruffling feathers.”
- Replace the parking tax. Dedicate parking revenues to the downtown. Provide funding to pay for deferred garage maintenance.
- Ensure good parking turnover, which best facilitates strong retail activity.
- Evaluate the relationship between parking in the downtown and Capitol Mall areas.

- Explore TDM (transportation demand management) strategies – hardly used by downtown employers / employees.

## VII. Appendices

### Stakeholder Interviews

#### Downtown Stakeholders

Nikki Bachman	Serendipity Salon
Jim Bauer	Willamette University
Wes Bouche	Pioneer Trust, Downtown Advisory Board
Sylvia Dorney	Greenbaum Quilted Forest
Bill Foster	State of Oregon Department of Administrative Services
Cori Frauendiener	MAPS Credit Union, Salem Downtown Association
Chuck Jacobson	Historic Landmarks Commission, realtor
Kevin Lafky	Lafky & Lafky Attorneys, downtown resident, developer
John Lattimer	Marion County
Scott McKinney	Developer
Mike McLaren	Salem Area Chamber of Commerce
Hazel Patton	Property Owner
Mark Shipman	Downtown Advisory Board
Tim Sly	<i>Statesman Journal</i>
Carole Smith	CAN-DO
Ray Teasley	Mid-Willamette Valley Council of Governments
Dana Vugteveen	Salem Center Mall
Roger Yost	Reed Opera House
Dennis Young	Coldwell Banker, DID Steering Committee
Mary Lou Zeek	Zeek Gallery

#### City of Salem

Jeff Datwyler	Salem Urban Renewal Agency
Brent DeHart	Salem City Council
Jim Randall	Salem City Council
Mayor Janet Taylor	City of Salem
Paul Thornton	Salem Community Enforcement
Julie Warncke	Salem Public Works
Bob Wells	Salem City Manager
Marcus Williams	Salem Community Enforcement

# Salem Downtown Parking Demand Analysis Stakeholder Interviews

## DISCUSSION GUIDE

Name: \_\_\_\_\_ Phone: \_\_\_\_\_

Organization: \_\_\_\_\_ E-Mail: \_\_\_\_\_

Address: \_\_\_\_\_

The City of Salem and the downtown community are conducting a study to update Salem's downtown parking management plan. At this early stage of the study, we are asking downtown employers and other community leaders to share their views on parking issues. Your responses are important and will be kept confidential.

### Introduction

1. How are you and your organization affected by parking in the downtown?

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2. Have you been involved in any recent discussions about downtown parking? (Explain) What questions about downtown parking would you like this study to answer?

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### Current Parking System

3. (a) What's your impression of how well parking is working now in the downtown? Which parkers are using most of the parking in the downtown?

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(c) Where should employees be allowed to park?

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6. Who are downtown Salem's customers? Of the customers you mentioned, who is the "priority customer" for downtown? Does downtown Salem have enough customers?

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7. (a) Are you familiar with the two-hour time limit area in the downtown core? How well is parking working there? Are the time limits helping alleviate congestion?

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(b) How about the areas of the downtown that offer free parking with no time limit. How is that working?

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**Future Parking System**

8. What key values or guiding principles should shape Salem's downtown parking system in the future? For on-street parking? For off-street-parking?

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9. How would you like to see the downtown parking system work in the future?  
What changes would attract more customers?

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10. On-street spaces are the most popular parking option. How should this scarce resource be managed?

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11. What is the appropriate time limit for on-street parking that would most benefit adjacent businesses? If customers stay longer than that time, where should they park?

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12. Can you think of other ways, beyond time limits, that Salem could lessen parking congestion in the downtown?

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13. Should all options be considered to lessen parking congestion, or are there some options you wouldn't favor?

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14. Which cities should Salem look to as its peers for purposes of examining parking solutions in other communities?

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**Public Involvement**

15. What steps are needed to maintain / build public support for the downtown parking system? What is the best way to involve interested citizens in the study?

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16. What interested persons or groups do you recommend we contact to seek their advice at this early stage of the Parking Study?

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**Wrap Up**

17. If you were asked to provide a “single most important piece of advice” for the Salem Downtown Parking Study – what would it be?

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18. Any additional comments or suggestions?

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