
CITY OF PENSACOLA

PARKING CONSULTATION 2023

Phase 1 Report

SUBMITTED TO:

PENSACOLA
FLORIDA'S FIRST & FUTURE

 **OLIVE TREE**
CONSULTING



2023

CONTENTS



Executive Summary

Section 1 Contextual Studies

Section 2 Analysis & Recommendations

- 2.1** Technology
- 2.2** Parking Zones
- 2.3** Policy
- 2.4** Pricing

Section 3 Parking Benefits Area

Section 4 Recommended Implementation Timeline

Conclusion





BACKGROUND |

In recent years, Pensacola has undergone significant transformations in its parking policies, software, and management. This consultation seeks to enhance the user experience of citywide parking options, harmonizing the social, environmental, and economic priorities of both the city and its residents. Our focus includes a comprehensive review of software for parking management, a rejuvenation of the pricing model for both short-term and extended parking, adjustments to area where paid parking is in effect and how these initiatives can improve the community and advance the local economy.

PAID PARKING |

Paid parking in downtown areas is indispensable for several compelling reasons. First, by promoting parking turnover, paid parking bolsters local businesses. It ensures patrons find convenient spots near establishments, augmenting foot traffic and revenue, and thus invigorating the city's economic heartbeat. Next, it provides a valuable revenue stream for the city, which can be funneled back into enhancing infrastructure and augmenting public services, elevating the overall living experience for its residents. Furthermore, it effectively manages traffic congestion by moderating vehicle flow, preventing downtown spaces from being saturated with vehicles and preserving efficient transportation routes. In essence, paid parking is a cornerstone in urban planning, contributing substantially to traffic management, city revenue, and local business prosperity.

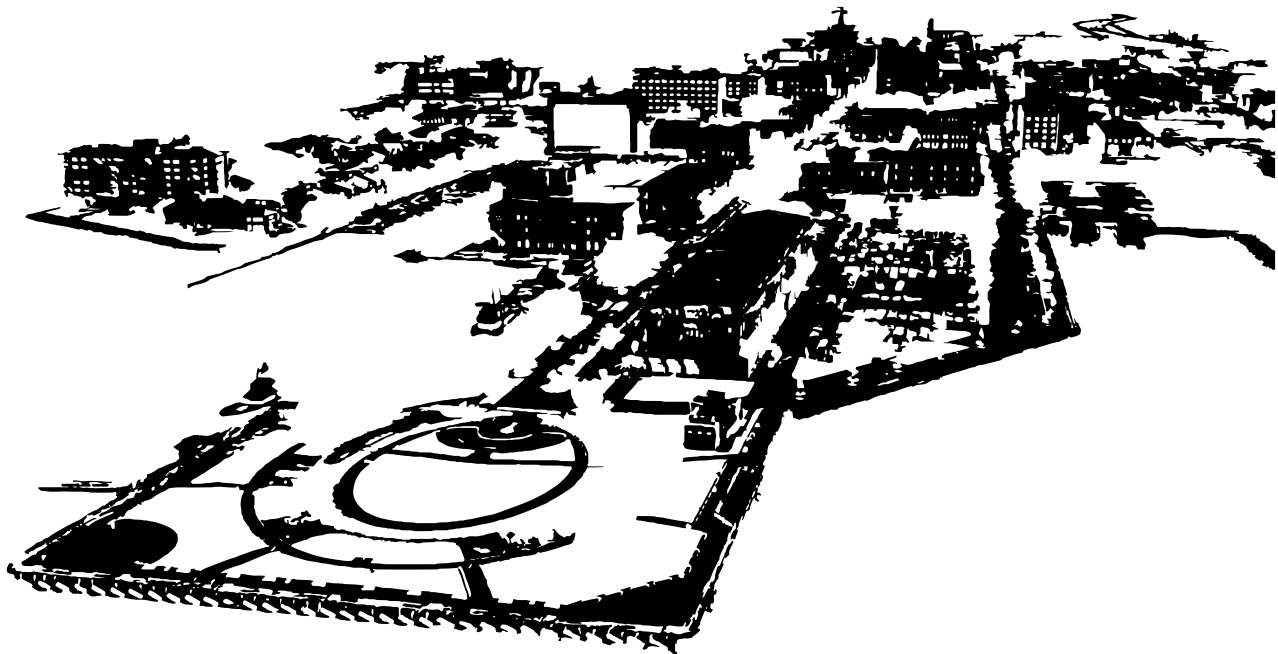




OBJECTIVES OF PHASE 1 REPORT

This consultation seeks to transform parking in the City of Pensacola, by elevating its operational procedures and strategies, ensuring fair distribution of parking revenues for community benefit, and amplifying the city’s capacity to provide a consistent parking experience for all.

In Phase 1, we chart the foundational steps crucial for paving the way for nuanced refinements in subsequent phases. By executing these initial recommendations, the City will be poised to integrate forthcoming suggestions, culminating in a holistic overhaul of the parking system.



EXISTING CONDITIONS |

The City of Pensacola has made commendable strides in its parking infrastructure with its present technology, operational tactics, and policies. Yet, there remains ample scope for enhancement, particularly in refining in-house operations to pave the way for a more user-friendly and cohesive downtown parking experience. Downtown Pensacola's parking landscape revolves around two principal asset categories:

1. Privately-owned properties managed by independent parking operators.
2. Public properties under the City of Pensacola's jurisdiction, marked by straightforward pricing and conventional municipal enforcement.

The dichotomy in operational strategies between the two main asset classes results in a fragmented and unpredictable parking journey for the average patron. There is growing concern within the City of Pensacola that such inconsistency may deter frequent downtown visitations, gradually diminishing the vitality of the city center.



DOWNTOWN PARKING SURVEY: PERSPECTIVES FROM THE COMMUNITY



SURVEY

Travel

79%



Of respondents travel downtown via personal vehicle or motorcycle.

Where



68%

park on-street when visiting downtown for recreation.

Finding Parking

HARD



73%

stated it is somewhat difficult or extremely difficult to find a parking space downtown.

Price

\$1+

56%

chose \$1-\$4 or more as the price they would be willing to pay per hour for a perfect parking experience.

88%



find the most challenging time to find parking is in the afternoons or evenings.

Concern



#1

the most common concern when parking downtown is the limited availability of spaces.





CONTEXTUAL STUDIES |

To create better aligned strategies and to advance the City of Pensacola's parking landscape, we review and analyze Urban Planning leaders and other Municipalities that have refined the key role of parking in an Urban Environment. The following section outlines contextual information of public knowledge and events that inspire the recommendations set forth herein. They are not official recommendations of Olive Tree Consulting, but rather the supporting ideas that are driving the recommended changes to the City of Pensacola's parking operations.



Context 1

Donald Shoup:
How to get parking right



Context 2

Study: City of Sacramento



Donald Shoup: How to get parking right



CIVICCON

In October 2018, Donald Shoup, an Urban Planning professor at UCLA and a well-known authority on parking, delivered a guest lecture at CivicCon in Pensacola. He discussed the topic of "how to get parking right" and shared his viewpoint on enhancing parking by following three essential principles, which he had initially outlined in his 2005 book titled *The High Cost of Free Parking*. The following are actionable takeaways from this event.



1. Variable Pricing for Optimal Occupancy: The professor emphasized the importance of utilizing variable pricing for parking. The strategy involves setting parking prices at the lowest feasible level while aiming to always maintain an 85% occupancy rate. This approach ensures that parking spaces are efficiently utilized without causing overcrowding or underutilization.

2. Revenue Allocation for Community Benefits: The revenue generated from paid parking should be directed towards enhancing the community. This involves using the funds to cover the costs of implementing various community benefits in the specific streets and blocks where paid parking is in effect.

3. Community Benefit Options: The lecture highlighted a range of community benefits that have proven successful in other cities and could be considered for implementation in the City of Pensacola. These benefits include free Wi-Fi, better lighting, heightened security measures through cameras or patrols, increased greenery and landscaping, subsidized public parking or transit passes for downtown workers, and improved street and sidewalk maintenance.



4. Outcome-Driven Pricing: The professor advocated for determining parking pricing based on the desired outcome rather than relying on decisions by the City council. For instance, the goal of achieving an 85% occupancy rate on each block or parking area should guide the pricing strategy. By setting prices in a manner that aligns with this occupancy target, the city can effectively manage parking demand and supply.

Overall, the lecture underscored the significance of adopting a flexible pricing strategy, using parking revenue to enhance the local community, and aligning pricing decisions with specific occupancy goals to create a more efficient and beneficial parking system in downtown areas.



Study: City of Sacramento

SacPark

The City of Sacramento has pioneered an approach to parking management through the implementation of advanced technology and strategic partnerships. By investing in modern equipment and systems, the city has not only efficiently managed its own parking assets but also extended its services to private properties through innovative Certified Partner Programs. This analysis delves into the key details of the program and its implications.



One of the cornerstones of the City's approach is the establishment of the "Certified Partner" programs, which exemplify a collaborative effort between public and private entities. This initiative allows private property owners to leverage the City's expertise in parking management while maintaining control over certain aspects of their property. This arrangement is a testament to the City's commitment to scaling operations and maximizing the benefits of their investments.



PROGRAM 1

Under the "POMA" (Parking Operations Management Agreement) framework, the "SacPark" program assumes a comprehensive role akin to a property manager. By taking charge of payment collection, enforcement, and maintenance, "SacPark" provides a holistic solution to parking asset management. This approach is advantageous for property owners who wish to offload the administrative burden while focusing on their core interests.





PROGRAM 2

The "Enforcement Only Agreement" serves as another avenue for private property owners and parking operators to tap into the City's parking management prowess. This arrangement allows these entities to benefit from "SacPark's" enforcement services by leveraging the power of municipal collection capabilities, streamlining operations and enhancing compliance. The retention of enforcement revenue by "SacPark" establishes a clear incentive for effective enforcement practices. One requirement for entities to be eligible for this program is the use of the same credentialing systems as the City to maintain efficiency in the enforcement and management process.



PROGRAM 3

The "Monthly Parking Management Agreement" allows private properties and operators to leverage the robust permit management system and administration that SacPark has already built. This is best for a property that has routine users but is not available for hourly or daily use by the general public.



The success of the Certified Partner Programs underscores the City of Sacramento's commitment to innovation and collaboration in the realm of parking management. By offering various levels of partnership, the city has created a dynamic ecosystem where both public and private stakeholders can mutually benefit. This approach not only optimizes revenue streams but also enhances operational efficiency, cleanliness, and overall user experience within the managed parking locations.

The City of Sacramento's innovative parking programs, as exemplified by the Certified Partner Programs, represent a forward-thinking approach to parking asset management. Through these programs, the city has effectively combined advanced technology, strategic partnerships, and revenue-sharing mechanisms to create a win-win scenario for all stakeholders involved. This approach sets a compelling example for other municipalities seeking to modernize their parking management practices while fostering collaborative growth.



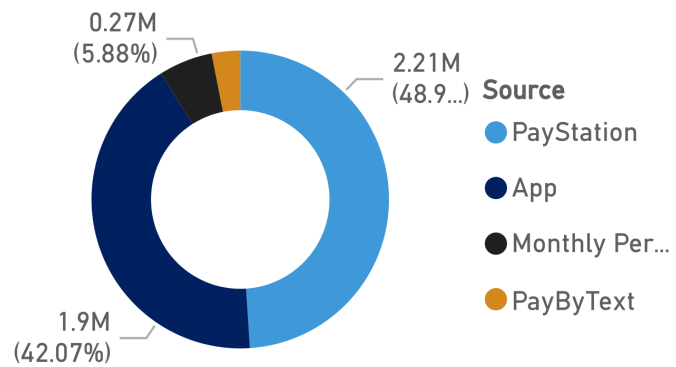
Current Technology

Mobile Payment Provider: Parkeon Inc. DBA Flowbird

Flowbird offers a “white-label” version of their mobile payment app to the City of Pensacola. This rebranded app is what residents call ParkPensacola. The ParkPensacola app has received mixed reviews since it’s implementation and has been found in the recent parking survey to be a potentially problematic component of the parking experience in Downtown Pensacola.

Examinations of other municipalities reveal that mobile app usage for parking payments in the City of Pensacola is comparatively low. Generally, mobile apps offer a more streamlined user experience by allowing payment and license plate information to be stored, thereby simplifying and expediting the purchase process. Nonetheless, the prevalent use of pay meters for parking in the city suggests that our current app may not be providing the desired level of user-friendliness.

Transactions by Source



This graphic displays source of transactions represented as a percentage of all transactions. The data set is all transactions city wide from August 1st, 2022 to July 31st, 2023.



Mobile Payment Providers Comparison

	PAYBYPHONE	PARKMOBILE	FLOWBIRD	PASSPORT
FUNCTIONALITY RATING	90.71%	95%	88.57%	91.05%
CAPABILITY RATING	96%	99%	93%	94%
MUNICIPALITIES IN FLORIDA	15	23	11	25
YEAR 1 TXN FEE	.25	.25	.16	.35
APP STORE RATINGS	4.8 / 507,000	4.8 / 1,200,000	4.2 / 8,100	4.8 / 97,000
NATIONAL USER BASE	30M	50M	1M	26M
FLORIDA USER BASE	1M	7.8M	150K	1.3M

This chart is based on information provided by each named vendor as well as data collected by Olive Tree Consulting LLC. Ratings are opinion of Olive Tree Consulting LLC.



Mobile Payment Provider

Recommendation: ParkMobile

For the City of Pensacola's quest to revamp its parking system, ParkMobile emerges as the preeminent choice among mobile payment providers. One of ParkMobile's most compelling strengths is its extensive integration in Florida, being contracted with an impressive 23 municipalities. This dense network provides a testament to its reliable service and local expertise. In addition, ParkMobile's App Store rating stands at an outstanding 4.8, backed by an overwhelming 1,200,000 reviews, signaling a consistent and satisfying user experience. While Paybyphone also boasts a 4.8 rating, it's reinforced by fewer ratings and is contracted with fewer municipalities in Florida. Furthermore, the incumbent provider, Flowbird, trails behind with a lower App Store rating of 4.2 and is contracted with only 11 municipalities. What sets ParkMobile distinctly apart is its robust user base: a staggering 7.8 million active users in Florida and an enviable 50 million users nationwide. This dense user base not only indicates trust and adaptability but also suggests a potential ease of transition for users migrating or interfacing with different cities in the state or nation. In summary, ParkMobile's proven usability, advanced functionality, and extensive user network make it the optimal choice for the City of Pensacola.



Paid Parking Zones

In response to the evolving dynamics of downtown Pensacola, the proposed expansion of paid parking within the urban core represents a forward-thinking initiative aimed at addressing the complex needs of our vibrant city. With the existing parking infrastructure stretched to its limits and the demand for downtown access growing steadily, it has become imperative to transition from a system reliant on free, time-limited parking to a more sustainable paid parking model. This strategic shift will drive equitable access to parking spaces and businesses situated along the newly designated streets. By introducing this expansion, we aim to create an environment that fosters economic vitality, encourages a thriving local business community, and facilitates convenient access for residents and visitors alike, all while promoting efficient parking management in downtown Pensacola.



The downtown parking survey revealed that the primary concern among respondents regarding parking downtown is the limited availability of spaces. In addition, 73% found locating a parking space to be difficult or extremely difficult. Expanding the scope of paid parking enables the city to manage downtown spaces more broadly and precisely, enhancing the likelihood of finding available spots throughout downtown Pensacola.

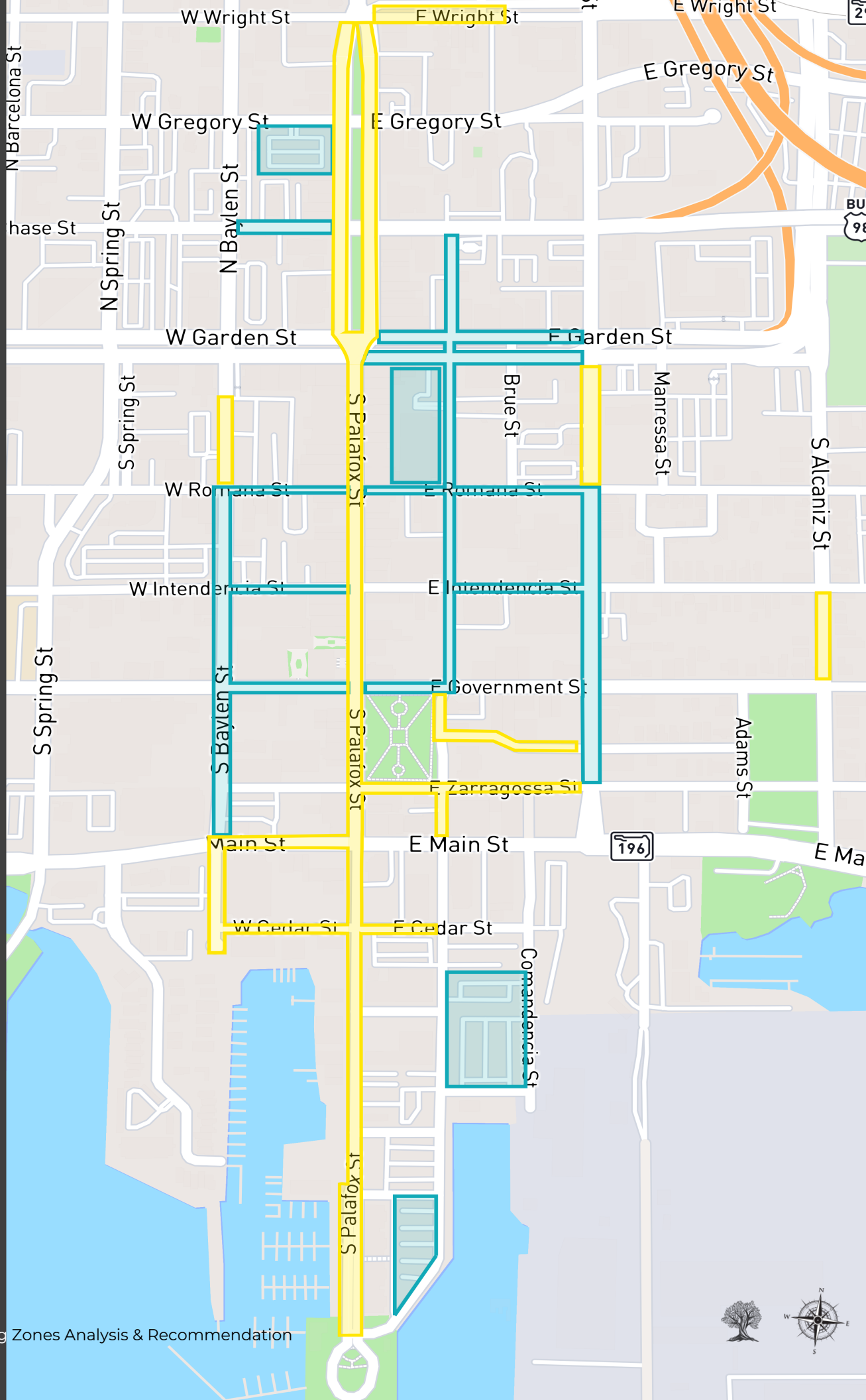


Current

CURRENT
PAID
PARKING



2 Hr (Free)
PARKING



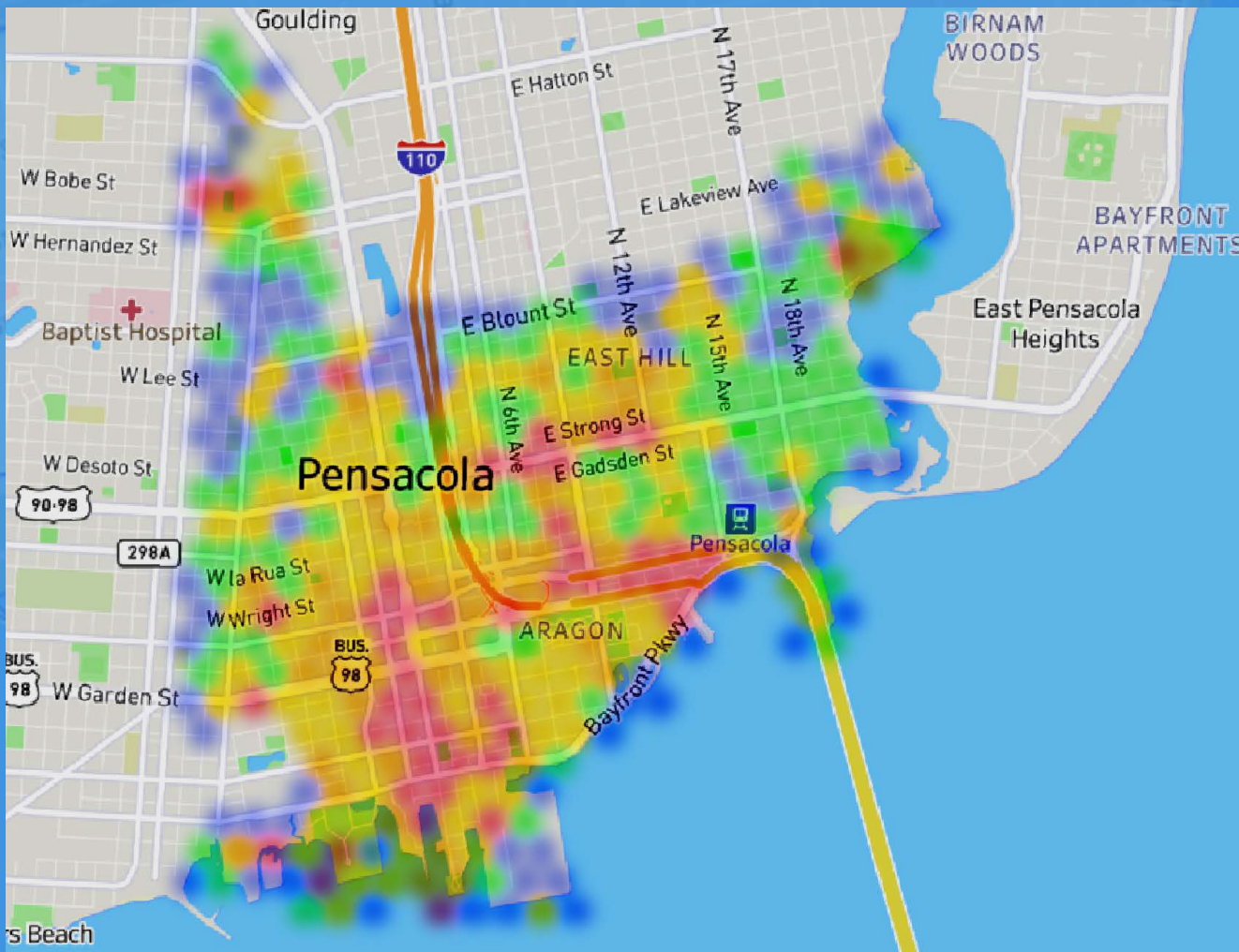


Haas Center

UNIVERSITY of WEST FLORIDA

Visitor Volume to District 6 by location.

Data sampled from 3/1/2023 – 8/31/2023



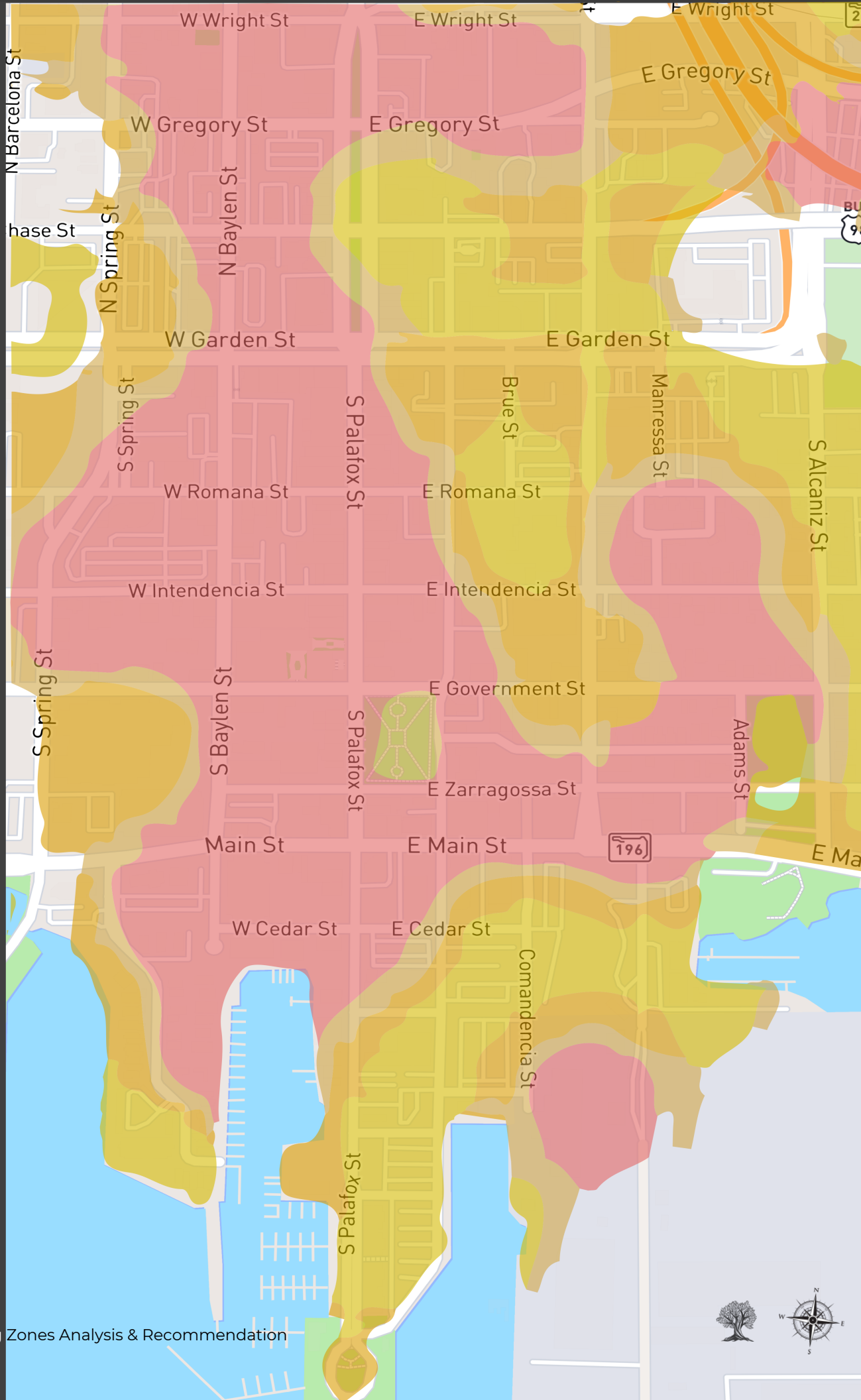
Inner Harbor Channel





Haas Center
UNIVERSITY of WEST FLORIDA

Density Overlay

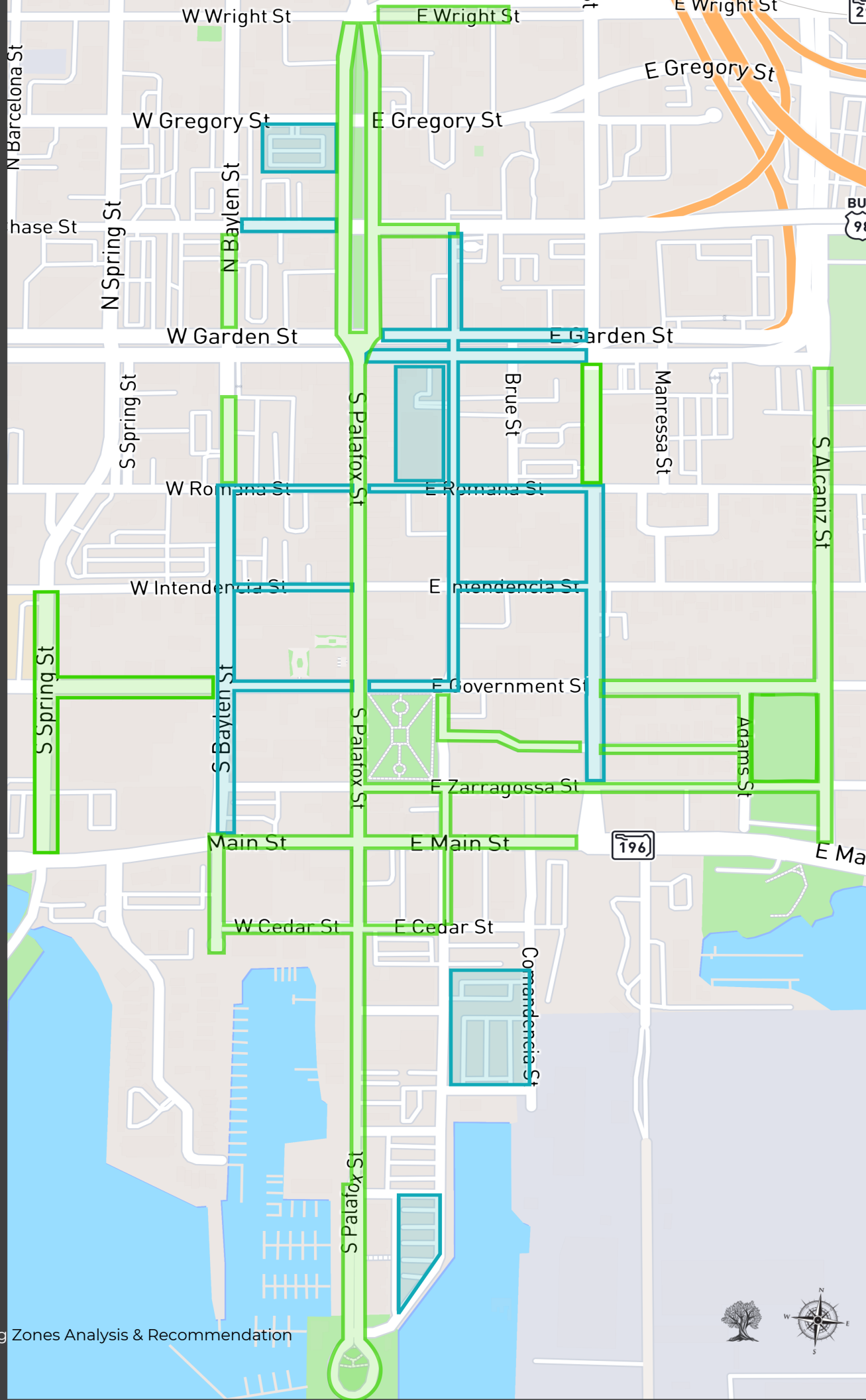


Recommended

CURRENT PAID PARKING



PROPOSED ADDITIONAL PAID PARKING



Parking Hours Analysis

Expanding the on-street paid parking hours from 8am-7pm to 8am-12am is a pragmatic decision grounded in observed demand patterns. On-street parking spaces are indisputably the most sought-after parking solutions in urban settings. Their convenience and accessibility make them prime assets for residents, commuters, and visitors alike. Contrary to traditional belief, demand for these spots does not wane after 7pm. Given the vibrancy of the city's nightlife, commercial activities, and evening events, it's arguable that demand intensifies post 7pm. By extending the paid parking hours to midnight, the city would be addressing this ongoing demand, ensuring that these premium spots do not remain occupied by the same vehicles for extended durations. Instituting a payment system during these peak evening hours will promote turnover, ensuring that more people have access to convenient parking. This rotation is not just a revenue-generating measure but also a tool to foster equitable access to prime parking spots, especially during times when demand might outstrip supply. As Pensacola evolves and nightlife remains a significant aspect of urban life, adjusting parking policies to mirror these shifts is both necessary and logical.

CURRENT PAID PARKING HOURS



RECOMMENDED PAID PARKING HOURS



The downtown parking survey revealed that 88% find the most challenging time to find parking is in the afternoons or evenings.





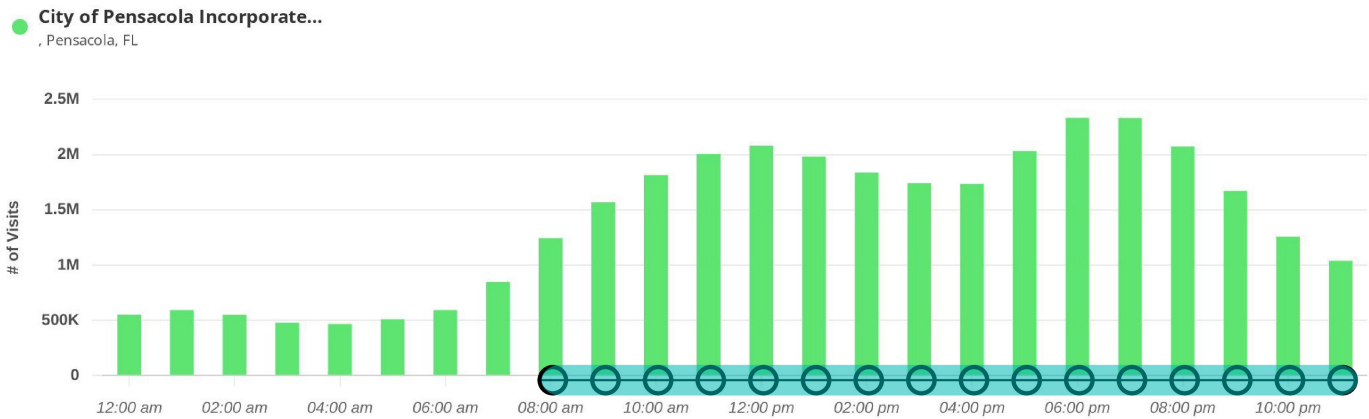
Haas Center

UNIVERSITY of WEST FLORIDA

Visitor Volume to District 6 by hour.

Data sampled from 3/1/2023 – 8/31/2023

Hourly Visits



Visits | Mar 1st, 2023 - Aug 31st, 2023
Data provided by Placer Labs Inc. (www.placer.ai)



Overlay

Recommended paid parking hours.



Parking Pricing: Existing Conditions and Vision

Existing Conditions

1. Insensitive to user behavior: The existing parking pricing scheme remains largely unchanged, regardless of whether a parking facility is on-street or off-street and fails to account for significant differences in how people utilize these spaces.

2. Uniform but not always fair: Parking rates are consistent throughout the city, meaning that individuals seeking high-demand, high-value parking spaces pay the same fees as those seeking lower-demand, lower-value spaces. Furthermore, the existing parking system has limited opportunities to provide discounts to frequent and budget-conscious parkers, such as employees of retail and dining establishments.

3. Effective as a parking management tool, but with room for improvement: The existing pricing strategy promotes turnover and somewhat redistributes parking demand to less congested areas of the city at current rates. However, there is potential to enhance turnover rates and improve the distribution of demand to facilities that are underutilized compared to others.

Vision

1. Establish prices that consistently align with the expenses associated with the services and programs it funds.

2. Focus on being proactive rather than punitive in its approach.

3. Adapt to changes in user behavior by remaining responsive to evolving patterns.

4. Encourage and facilitate alternative travel choices beyond personal vehicle use.



Parking Pricing: Objectives

- **Acknowledge the value of the right-of-way** by employing parking utilization data to guide pricing decisions
- **Ensure equity** through predictability and transparency
- **Generate requisite revenue** to facilitate cost recovery and cater to emerging community needs
- **Adapt** to user patterns and varied business and customer requirements in commercial areas
- **Foster efficient parking management** and customer adherence
- **Promote environmental and sustainability objectives** by endorsing transportation alternatives beyond personal vehicles



Establishing a Base Parking Rate

In an effort to establish a balanced and equitable approach to parking pricing, it is recommended to consider a base price for parking that takes into account the median income of similar cities and their respective average parking rates. By benchmarking against comparable urban centers, this approach seeks to strike a harmonious balance between generating necessary revenue for infrastructure and services while ensuring accessibility and affordability for residents and visitors. Analyzing the parking pricing models of cities with analogous demographics and economic landscapes can offer valuable insights into tailoring parking fees that align with Pensacola's unique characteristics, contributing to a more inclusive and sustainable transportation strategy.

In this analysis we determine and utilize a "Parking Cost-to-Income Ratio." This term reflects the comparison between the average hourly parking rate and the city's median per capita income, providing a measure of how affordable parking is relative to the income levels of residents.

Comparable Cities:

City of Savannah, GA

Savannah, GA, serves as a comparable city to Pensacola, FL, due to its similar population size, both boasting mid-sized communities in the southeastern United States. Additionally, both cities share geographical proximity to coastal areas, enjoying picturesque waterfronts and a median income range that aligns with their regional economic profiles.

Per Capita Income (2021) : \$27,952

Average Parking Rate (Hour) : \$2.00

Parking Cost to Daily Income Ratio : 2.61%



City of Charleston, SC

Charleston, SC, presents a comparable city to Pensacola, FL, given their close population sizes and demographic makeup, both falling within the mid-sized category. Furthermore, they share coastal geography along the southeastern United States and have median income levels that are indicative of their respective regional economic characteristics.

Per Capita Income (2021) : \$50,240
Average Parking Rate (Hour) : \$2.00
Parking Cost to Daily Income Ratio : 1.45%

City of Greenville, SC

Greenville, SC, stands as a comparable city to Pensacola, FL, as they share mid-sized population ranges and demographic characteristics. Additionally, both cities are situated in southeastern regions of the United States, showcasing similarities in their geography and median income levels that reflect their regional economic contexts.

Per Capita Income (2021) : \$48,837
Average Parking Rate (Hour) : \$1.00
Parking Cost to Daily Income Ratio : 0.75%

City of Mobile, AL

Mobile is a neighboring city located just across the state line from Pensacola. It shares a similar Gulf Coast location, size, and population range. The median income in Mobile is also comparable to Pensacola.

Per Capita Income (2021) : \$28,905
Average Parking Rate (Hour) : \$1.00
Parking Cost to Daily Income Ratio : 1.26%



City of Sarasota, FL

Sarasota is located on the west coast of Florida and has some similarities in terms of population size, median income, and coastal geography.

Per Capita Income (2021) : \$48,380
Average Parking Rate (Hour) : \$1.50
Parking Cost to Daily Income Ratio : 1.13%

City of Galveston, TX

Galveston is a coastal city in Texas with a similar geographical setting to Pensacola. While it might be a bit larger in terms of population, it still shares some similarities in terms of lifestyle, climate, and income levels.

Per Capita Income (2021) : \$33,645
Average Parking Rate (Hour) : \$1.50
Parking Cost to Daily Income Ratio : 1.63%

City of Wilmington, NC

Wilmington is a coastal city in North Carolina that shares similarities in terms of size, population, and coastal geography. It is not a perfect match, but it is one of the cities that can be considered in terms of lifestyle and regional characteristics.

Per Capita Income (2021) : \$38,890
Average Parking Rate (Hour) : \$2.50
Parking Cost to Daily Income Ratio : 2.35%

City of Pensacola, FL

Per Capita Income (2021) : \$38,656
Average Parking Rate (Hour) : \$0.50
Parking Cost to Daily Income Ratio : 0.47%



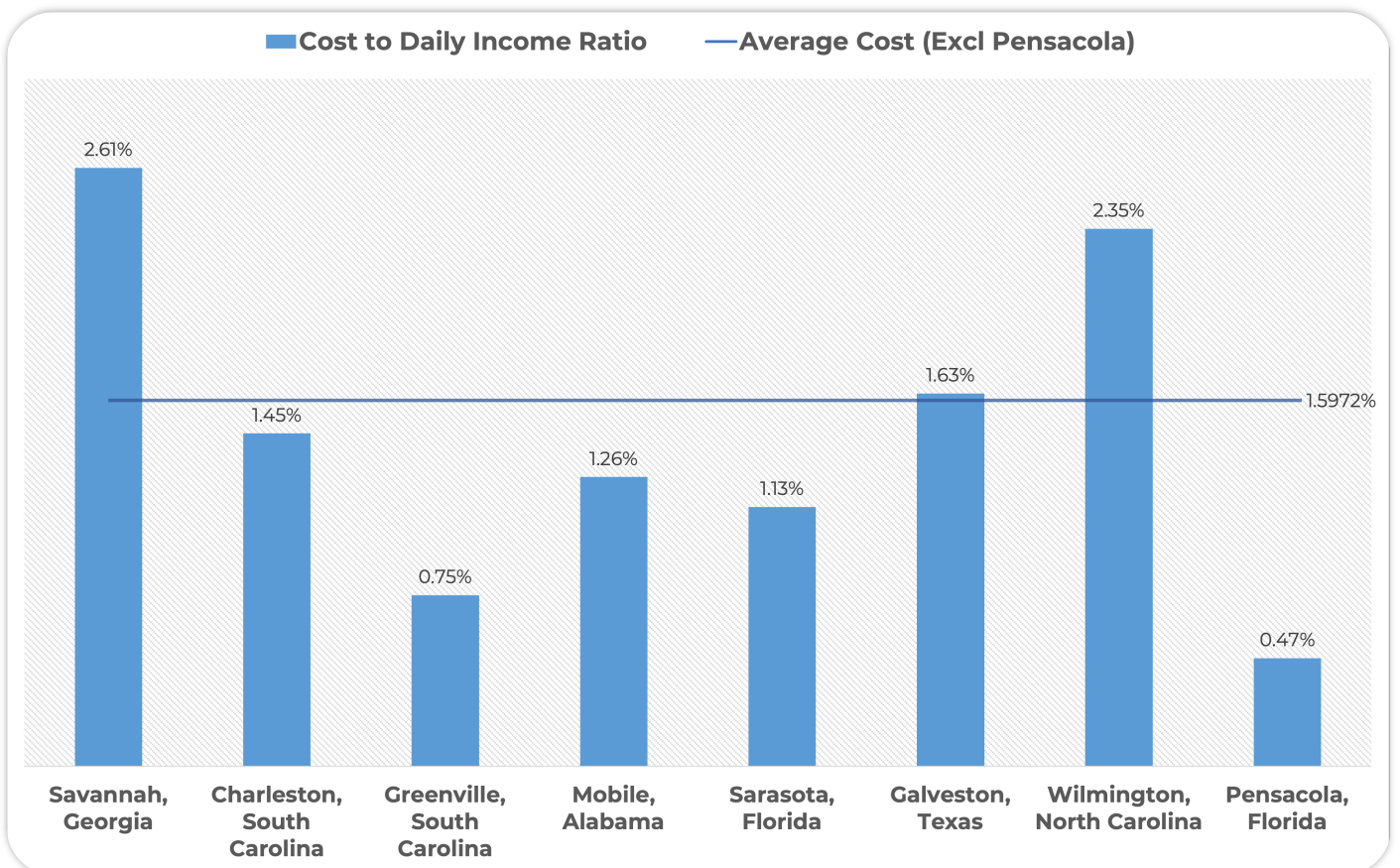
HOW DOES PENSACOLA COMPARE?

Pensacola’s “Parking Cost to Daily Income Ratio” is currently **30%** lower than the average among comparable cities.

Per Capita Income (2021) : \$38,656

Average Parking Rate (Hour) : \$0.50

Parking Cost to Daily Income Ratio : 0.47%

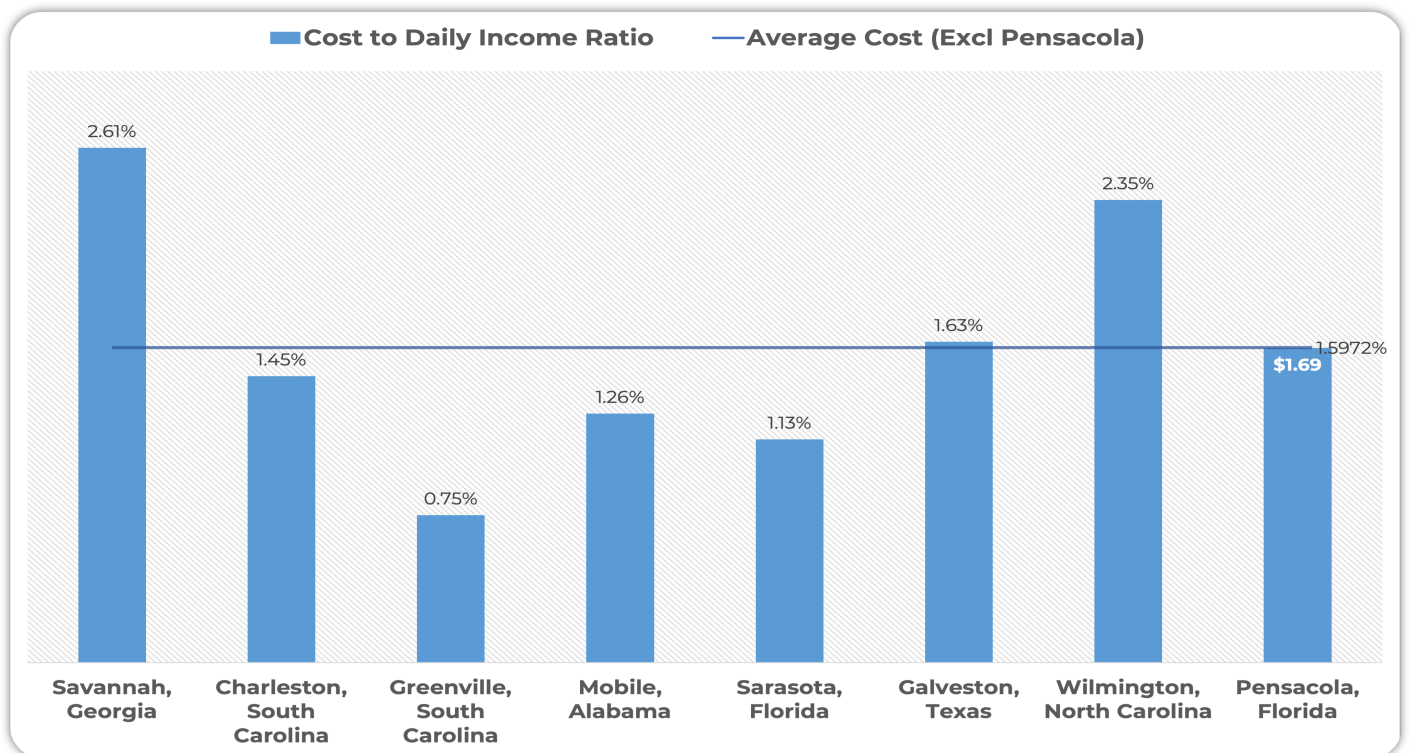


Base Parking Price Recommendation

It is recommended to adjust the City of Pensacola’s parking rates to be more aligned with the Average Parking Cost to Daily Income Ratio. In our calculation we apply the Average Parking Cost to Daily Income Ratio to Pensacola’s Daily Per Capita Income. While the calculation results in a parking rate of \$1.69, we recommend taking a more incremental approach by increasing the base parking price to **\$1.00/hour**.

Average Parking Cost to Daily Income Ratio
(Among Comparable Cities) : **1.5972%**

Aligned Parking Rate (Hour)
(City of Pensacola) : **\$1.69**



56% of respondents chose **\$1- \$4 or more** as the price they would be willing to pay per hour for a perfect parking experience.



Pricing Strategy

While the establishment of a unified base parking price is advised, we advocate for this price to serve merely as a foundation. As indicated in the contextual study, we perceive variable pricing for optimal occupancy to be the most effective pricing strategy. This method entails determining parking prices at the most affordable viable level while striving to consistently maintain an 85% occupancy rate, ensuring efficient utilization of parking spaces without precipitating overcrowding or underutilization. However, this strategy necessitates precise and regular occupancy recording, typically derived from intelligent sensor or visual occupancy counters.

Until the city can secure and implement such expensive occupancy systems, an alternative pricing strategy, Demand-Based Pricing, is recommended. Simply put, this approach adjusts pricing according to demand, elevating prices for high-demand spaces and reducing them for low-demand ones. This method is more practical for the City of Pensacola as it merely necessitates a thorough analysis of raw data stemming from parking credential channels. Although utilizing transactional data instead of occupancy data—which is challenging and expensive to acquire—this strategy aims for the same outcome as the previously mentioned Occupancy-Based pricing.



Enhancing Pensacola's Downtown with a Parking Benefits Area

The City of Pensacola is on the cusp of a significant transformation, one that has the potential to revitalize its downtown core, foster economic growth, and improve the overall quality of life for its residents and visitors alike. This transformation centers around the establishment of a Parking Benefits Area, a forward-thinking initiative that utilizes the revenue generated from paid parking to fund a wide range of enhancements and improvements within the area. This innovative approach promises to usher in numerous benefits, making downtown Pensacola an even more attractive destination. In this document, we will explore the compelling reasons behind the creation of a Parking Benefits Area and the potential benefits it could bring to the city.

Establishing a Parking Benefits Area in the city of Pensacola represents a progressive step towards the transformation and revitalization of its downtown core. By harnessing the revenue generated from paid parking, the city can fund a range of enhancements and improvements that will elevate the area's appeal, safety, and overall quality of life. From free Wi-Fi to better lighting, green spaces to subsidized public transit, and support for local businesses, the benefits are manifold. This initiative is not just about parking; it's about creating a dynamic and thriving urban hub that Pensacola's residents and visitors will cherish for generations to come.

Other Cities that have developed similar Parking Benefits Areas:

Pittsburgh, Pennsylvania
Austin, Texas
Boulder, Colorado
Brookline Village, Massachusetts
Kansas City, Missouri

Los Angeles, California
Old Pasadena, California
Washington, D.C.
San Diego, California



Potential Benefits

Funded by parking



Downtown Employee Parking Program

Strategically utilize upper levels of downtown garages to provide close-proximity, affordable parking solutions for downtown employees, ensuring safe and easy access to work while optimizing the use of existing low-demand urban spaces.

Pedestrian Infrastructure

Increase walkability through improvements such as urban greenery, sidewalk repair and widening, “Shadeways” (covered sidewalks), implementation of more public spaces, traffic calming measures, etc. The increased foot traffic as a result of these improvements will help the local businesses and boost the local economy.



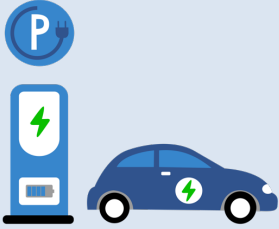
Structured Parking

As Pensacola undergoes further expansion and development, the demand for additional structured parking solutions is likely to emerge. Given the substantial financial investment required for such construction, parking funds can play a vital role in supporting this initiative.

Safety Improvements

Enhance downtown safety by implementing a robust lighting system, ensuring well-lit streets and public spaces, deploying additional surveillance cameras to augment security monitoring across key areas, and bolstering police presence to provide immediate assistance and deter undesirable activities, thereby fostering a secure and lively urban environment for residents and visitors alike.





Electric Vehicle Infrastructure

Implementing an Electric Vehicle (EV) charging infrastructure in downtown Pensacola could serve as a pivotal move towards sustainable urban mobility, incentivizing the adoption of eco-friendly transportation among residents and visitors while simultaneously future-proofing the city. This infrastructure not only underlines a commitment to environmental stewardship but also enhances the city’s appeal to environmentally-conscious individuals and businesses, potentially stimulating economic activity, reducing carbon emissions, and ensuring Pensacola is positioned as a forward-thinking, green city amidst urban centers.

Enhanced Cleaning Program

Implementing frequent sidewalk washing, meticulous trash pickup, and the installation of additional waste bins, can significantly uplift the aesthetic and sanitary condition of the area, thereby fostering a cleaner, more welcoming environment for residents, businesses, and tourists. Such initiatives not only contribute to a positive public image and heightened civic pride but also potentially stimulate local economies by attracting more visitors and investors who prefer to establish in well-maintained, vibrant urban centers

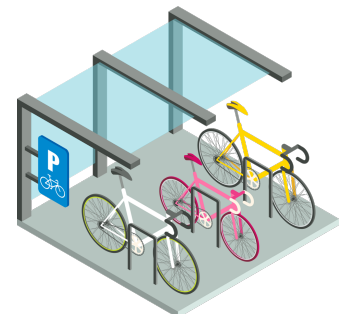


Urban Greenery Program

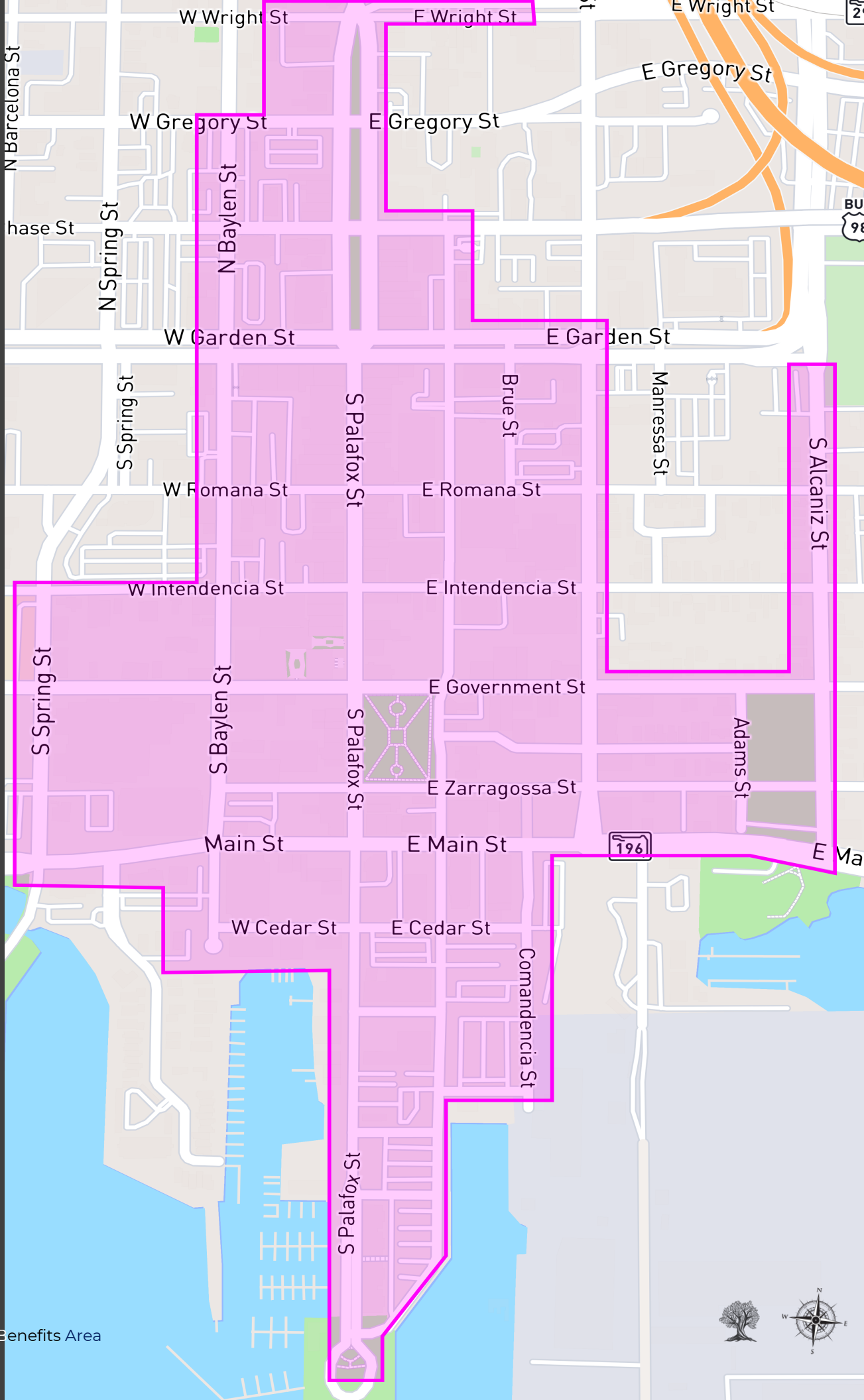
Integrate lush landscapes, tree-lined streets, and vibrant public spaces that offer both aesthetic and ecological benefits, promoting biodiversity while creating serene, attractive environments for residents, businesses, and visitors alike. This program aligns with sustainability goals and aims to improve air quality, provide natural shade, and foster community interaction.

Bicycle Infrastructure

The City of Pensacola can foster a healthier, more sustainable, and accessible urban environment, facilitating eco-friendly transport options and connectivity for both residents and tourists, thereby potentially reducing traffic congestion and pollution. The expansion of bike lanes and bike racks have been found to stimulate local businesses by increasing accessibility and turn, and thereby increasing volume of visitors.



Recommended Parking Benefits Area



Implementation Timeline

Parking Policy and Procedure Changes



Implementation Timeline for Parking Policy and Procedure Changes:

Phase 1 Planning and Approval (October - November 2023):

Month 1: Project Initiation (October 2023)

- Week 1: Kick-off meeting with key stakeholders, including Olive Tree Consulting, City Council, and parking department staff.
- Week 2: Assign roles and responsibilities within the project team and establish communication protocols.

Month 2: Review and Approval (November 2023)

- Week 1-2: Review the consultant report outlining Phase 1 recommendations.
- Week 3: Present Phase 1 recommendations to staff for review and approval.
- Week 4: Staff approval and authorization to proceed with Phase 1 implementation.

Phase 1 Preparations (December 2023):

Month 3: Negotiate and finalize agreements with technology vendor(s) and other relevant partners. Execute necessary contracts and agreements.

Phase 1 Implementation (January 1st, 2024):

Month 4: Technology Transition (January 2024)

- Week 1-2: Begin the implementation of all approved recommendations from Phase 1 report.
- Week 3-4: Monitor progress and resolve any issues that arise during the transition.



Phase 1 Evaluation and Preparation for Phase 2 (January - February 2024):

Month 4: Phase 1 Evaluation (January 2024)

- Week 1-2: Evaluate the effectiveness of Phase 1 implementations, gather feedback from stakeholders.
- Week 3-4: Identify any necessary adjustments based on the evaluation.

Month 5: Phase 2 Preparations (February 2024)

- Week 1-2: Reevaluate existing policies and procedures in preparation for Phase 2.
- Week 3-4: Gather stakeholder input and public feedback on proposed Phase 2 changes.

Phase 2 Implementation (March 1st, 2024):

Month 6: Phase 2 Implementation (March 2024)

- Week 1-2: Implement approved Phase 2 changes, including adjustments to paid parking hours and pricing.
- Week 3-4: Monitor the impact of Phase 2 changes and make real-time adjustments as needed.

Month 7: Final Testing and Adjustment (April 2024)

- Week 1-2: Conduct thorough testing of the Phase 2 changes to ensure a smooth transition.
- Week 3-4: Make any necessary adjustments based on testing results and stakeholder feedback.

Month 8: Evaluation and Reporting (May 2024)

- Week 1-2: Evaluate the overall effectiveness of Phase 1 and Phase 2 changes.
- Week 3-4: Compile a comprehensive consultation report summarizing all findings and recommendations.

Month 9: Conclusion and Review (June 2024)

- Week 1-2: Conduct a project review meeting with the City to assess the success of the parking policy and procedure changes and discuss any additional considerations for future improvements.

By following this timeline, Phase 1 of the parking policy and procedure changes will be implemented on January 1st, 2024, and Phase 2 will be fully in effect by March 1st, 2024, as recommended by Olive Tree Consulting. This schedule allows for thorough planning, approval, and evaluation to ensure a successful transition.

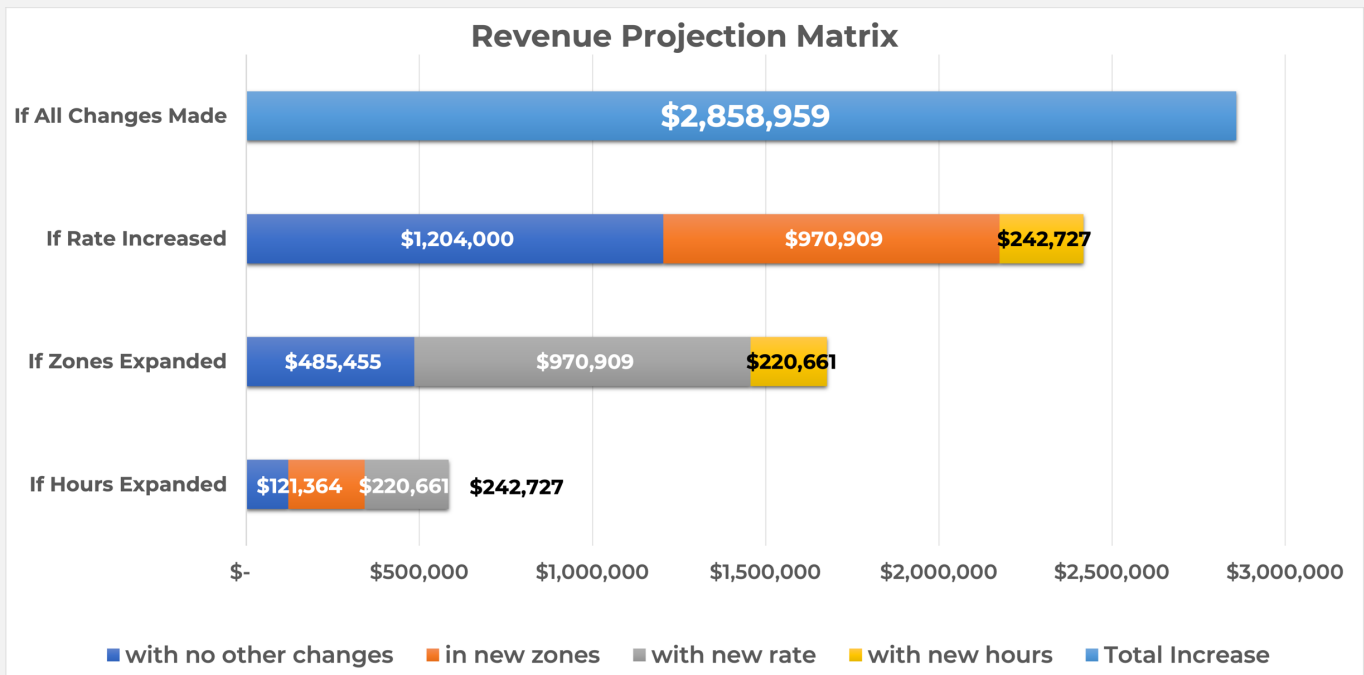


Conclusion

By employing a data-driven parking management strategy, bolstered by community input, Pensacola has the potential to markedly enhance the downtown parking experience through implementing user-friendly payment options, expanding parking space availability, and launching initiatives centered on equity.

Projected Revenue Lift

The following calculations are projections in Gross Revenue, assuming recommendations are adopted as presented and the changes are inelastic. If all Recommendations are adopted, the projected revenue is **\$2,858,959**



THANK YOU

PHILIP OLIVIER
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