



PARKING & MOBILITY ACTION PLAN

CITY OF TAMPA PARKING MASTER PLAN

AUGUST 2025

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The City of Tampa's Parking & Mobility Action Plan outlines a comprehensive strategy to modernize and integrate parking with broader mobility goals, focusing on curb management, access, parking systems, and enforcement. Through data-driven policies, infrastructure investments, and community engagement, the plan aims to enhance the customer experience, support economic development, and promote sustainable urban growth.

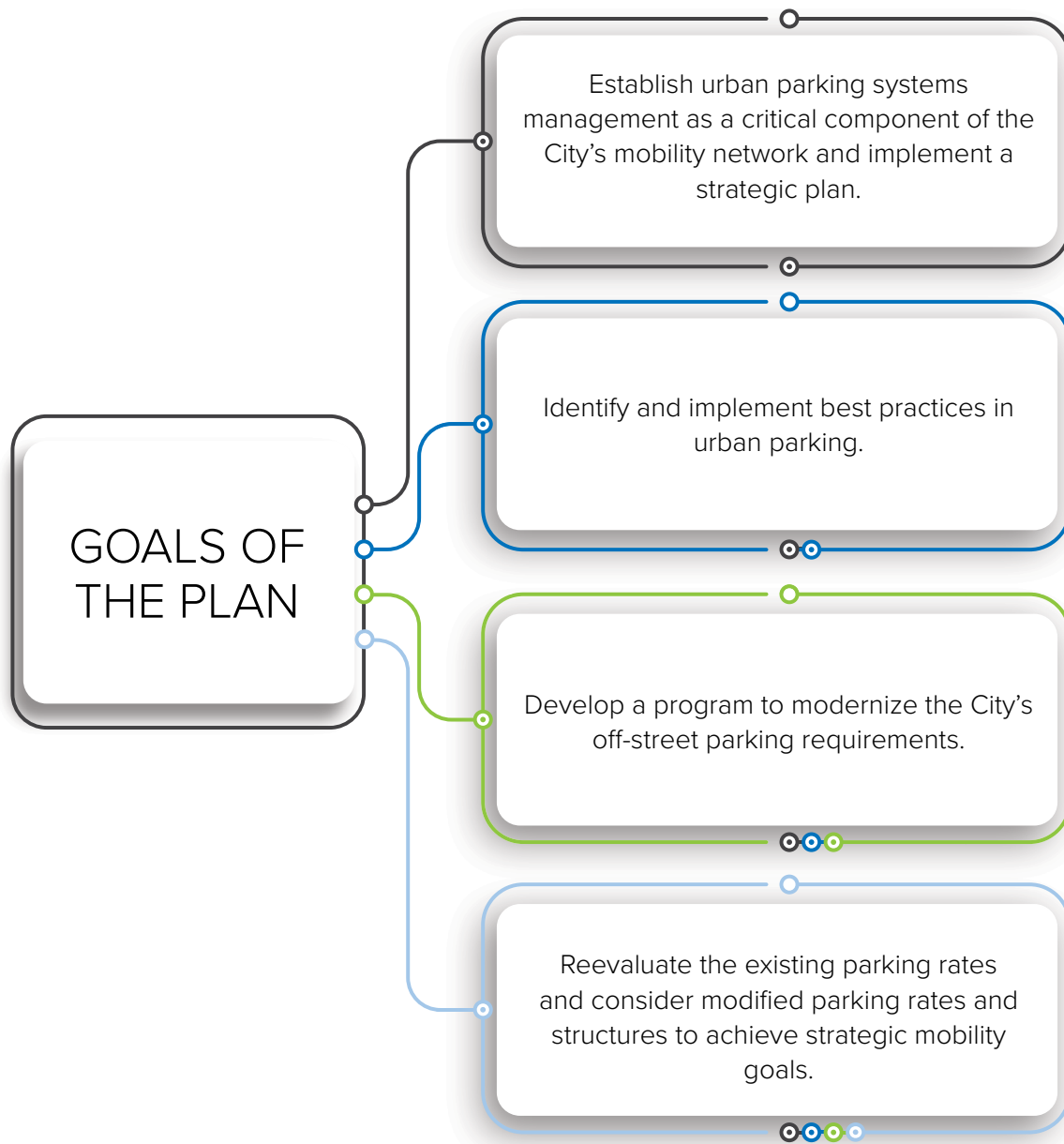
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INTRODUCTION

Purpose of the Plan

The City of Tampa has embarked on a journey to reshape its approach to parking. As highlighted in Mayor Jane Castor's Transforming Tampa's Tomorrow (T3) vision, parking is a key piece of the transportation network, and parking policies must support transit, urban development, and affordable housing. The Tampa Parking Master Plan was sparked by the Parking Division's call to action through T3 to Reinvent Urban Parking. Through this planning process, the City focused on four recommended action items established by the Transportation Advisory Team. These overarching goals will shape the City's approach to addressing future parking needs, as well as assist in accomplishing six objectives for Tampa's Parking Master Plan.



Plan Objectives



How the Action Plan fits into other Tampa planning efforts

Transforming Tampa's Tomorrow (T3)

Led by a Transportation Advisory Team, the Transforming Tampa's Tomorrow (T3) plan recommends approaches to address several long-standing as well as emerging mobility-related issues facing Tampa and its surrounding areas. The T3 calls to Reinvent Urban Parking and Mobility by taking a data-driven, performance-based approach to managing urban parking. The Parking Master Plan establishes this strategic vision for urban parking systems management, and the Action Plan outlines strategies to implement this vision.



Tampa Moves

The Tampa Moves Plan provides the City with an equitable, data-driven approach to making the transportation system better and safer than ever before. The Tampa Moves Policy Framework recommends managing transportation demand through policies and strategies, including Parking reform. Enhancements to the transportation and mobility system should be integrated with parking, including pursuing additional revenues for improvements through a review of mobility and parking fees.



Resilient Tampa

An outcome of the T3, Resilient Tampa lays out a tactical roadmap to address the City's most pressing challenges to provide opportunities for all Tampanians, create thriving neighborhoods, develop climate-ready infrastructure, and connect a growing city. The Plan outlines 58 initiatives to create a more resilient Tampa. Parking specific recommendations include increasing Green Infrastructure by Leveraging Downtown Parking and reexamining off-street parking requirements. Implementing new micro-mobility solutions that expands multimodal options supports a connected and growing city, as does fleet electrification to support carbon reduction.



Vision Zero Action Plan

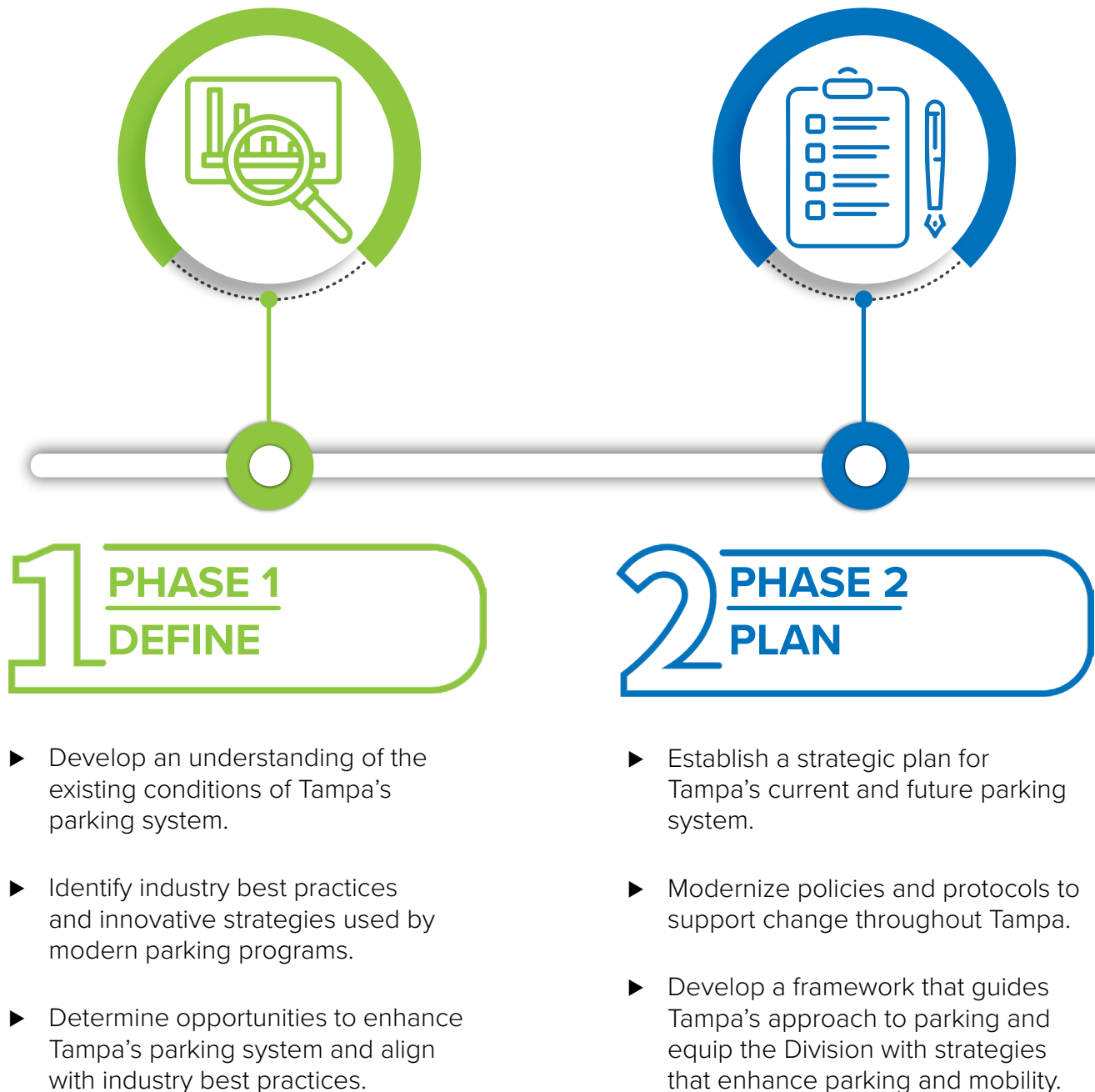
Deadly and life-altering injury roadway crashes cause significant harm to individuals, families, first responders, and countless others. The Vision Zero Action Plan is Tampa's roadmap to help reach the goal of zero deaths and serious injuries on the City's road network. Strategies that intersect with the curbside include expanding the City's walk, bike, and transit network, expanding and elevating the role of public transit in creating a safer transportation system, and leveraging technological innovations in mobility and micromobility by continuing to implement and evaluate a curb management program.

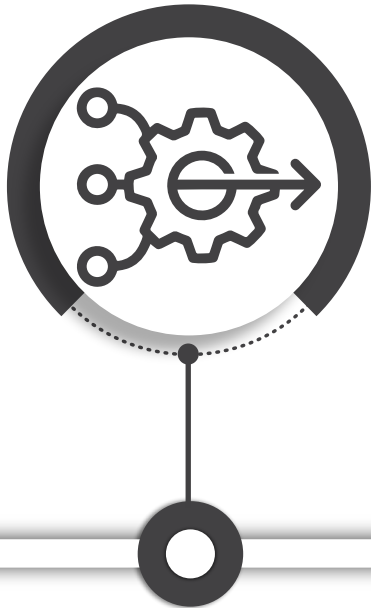


How the Action Plan fits into the Parking Master Plan

The Process

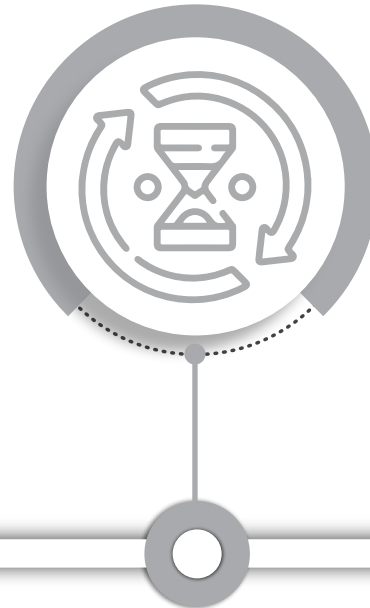
The Tampa Parking Master Plan is a multi-phased process that will transform the City's parking system.





3 **PHASE 3 IMPLEMENT**

- ▶ Spearhead changes to the parking and mobility system through the introduction of best practices, curb space reallocation, and updates to off-street parking facilities.
- ▶ Enhance the customer experience by launching pilot programs and new technology that provide insight into the parking system and expanded mobility offerings.
- ▶ Routinely engage customers and stakeholders to assess their needs and the impact of programmatic changes on their parking and mobility experience.



4 **PHASE 4 SUSTAIN**

- ▶ Invest in technology and infrastructure that support the long-term success of Tampa's parking system.
- ▶ Perform annual evaluations of system performance, measure performance against key performance indicators and industry best practices, and report findings to the public.
- ▶ Maintain a financially sustainable system by streamlining expenses, automating manual processes, and monitoring system performance.

How the Plan will be used by City Staff

The Tampa Parking Master Plan: Action Plan should be used as a guide for City staff to inform future parking and mobility management and operations decisions. The Plan should be used in the following ways:

Priority Setting

The Plan should be used to set Division priorities for the next five years. These Plan priorities will have implications for needed staffing levels and resources to implement action plan recommendations.

Strategic Investments

Implementing recommended Plan Actions will require financial investments on the part of the Parking Division and Mobility Department. The Plan should be used to inform the annual budget process and ensure the Division has adequate funds to implement action plan recommendations.

Decision-Making Processes

Many of the actions identified in this Plan outline a set of frameworks to aid management in the decision-making process. These performance-based and data-driven processes provide transparency to internal and external stakeholders as to how parking and mobility decisions are made.

Stakeholder Collaboration

The Action Plan highlights tools and processes to actively communicate, engage, and collaborate with Tampa residents, businesses, and visitors. Staff should use the Plan to deepen its engagement with Division and Department staff, partner City agencies, and the general public.



HOW TO READ THIS ACTION PLAN

Each section in this report has been designed to serve as a stand-alone guide that enhances the Parking Division's ability to improve the parking and mobility experience in Tampa. There are four overarching sections in this report: Curb Management, Mobility and Access, Parking Management, and Operations and Enforcement. Action items and implementation strategies are provided to serve as a practical guide to making real change in Tampa.

Background Context

Description

In this section, a brief description of the recommended action will be found. It will provide the reader with background context, as well as highlight how this recommendation aligns with industry best practices.

Case Study

Within the Case Study section, examples of real-world implementations and outcomes of the recommended action item will be provided. This section will also highlight any national standards or key principles as they relate to the recommended action item.

Resources

This section provides links to relevant material and additional information that can be used during the implementation of an action item.

Policy Alignment

This section highlights (with a green check mark) the overlap between the proposed action item and recommendations identified in previous planning efforts. Building off of previous guidance and recommendations will support the Parking Division in implementing strategies that will cohesively accomplish the City's goals.



Implementation

Implementation Steps

For each Action Item, Implementation Steps are provided within this section to guide the Parking Division's successful implementation. A detailed description of each Implementation Step is provided to define future activities that should be performed by the Parking Division. Implementation Steps should be performed in the order detailed in this section.

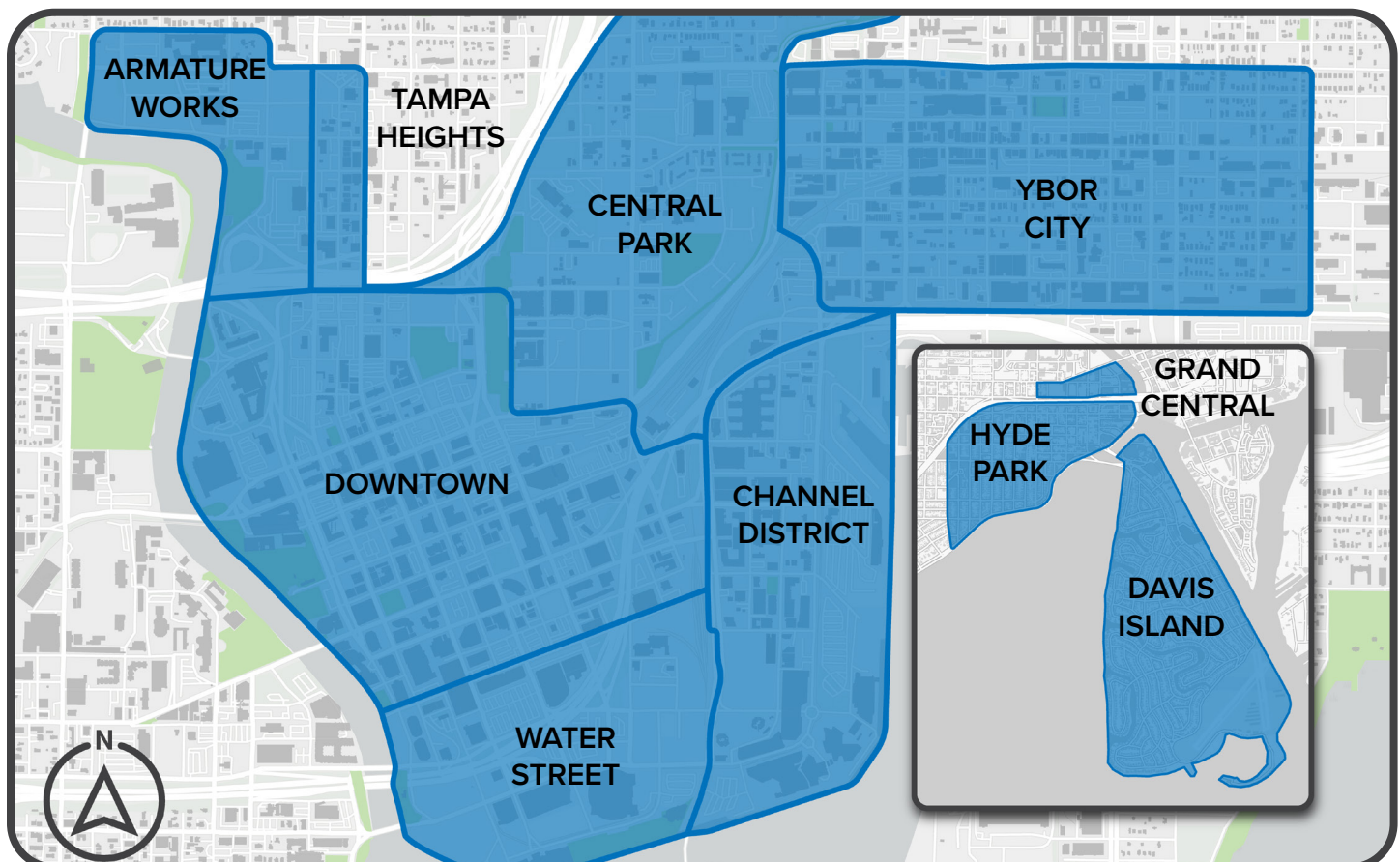
Implementation Timeline

A recommended Implementation Timeline is provided in this section. Performing the Implementation Steps in accordance with this timeline will help the Parking Division make progress in the execution of this Action Plan. This timeline includes four categories - Immediate: to be completed in less than 1 year, Short-term: completed within one to two years, Mid-term: completed within three to five years, and Long-term: completed in more than five years. The expected implementation timeline is indicated by a green box and check mark.



Implementation Areas

The Parking Division should take a strategic approach to implementing this Action Plan with an understanding that neighborhood-specific improvements will be needed. This section highlights the recommended implementation areas for an Action Item. Areas highlighted in the map are the areas where the item is intended to be implemented.

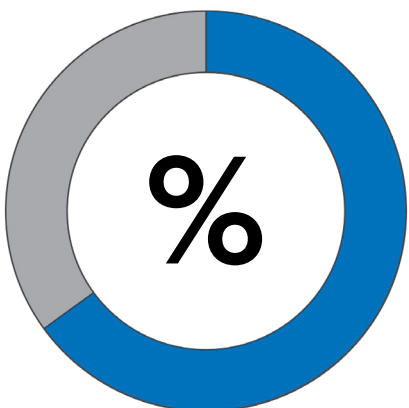


Champions/Partners

Identifying who will be responsible for implementing the recommended Action Items and ensuring collaboration across stakeholders is critical for the plan's success. This section highlights "Champions", parties responsible for the implementation of an Action Item and "Partners", critical stakeholders that should be involved in the process.

Key Performance Indicators (KPIs)

Key Performance Indicators (KPIs) are an essential performance threshold defined for each Action Item in this section. The Parking Division should use KPIs to assess its progress towards meeting or exceeding the goals identified for the recommended item.



% of Performance

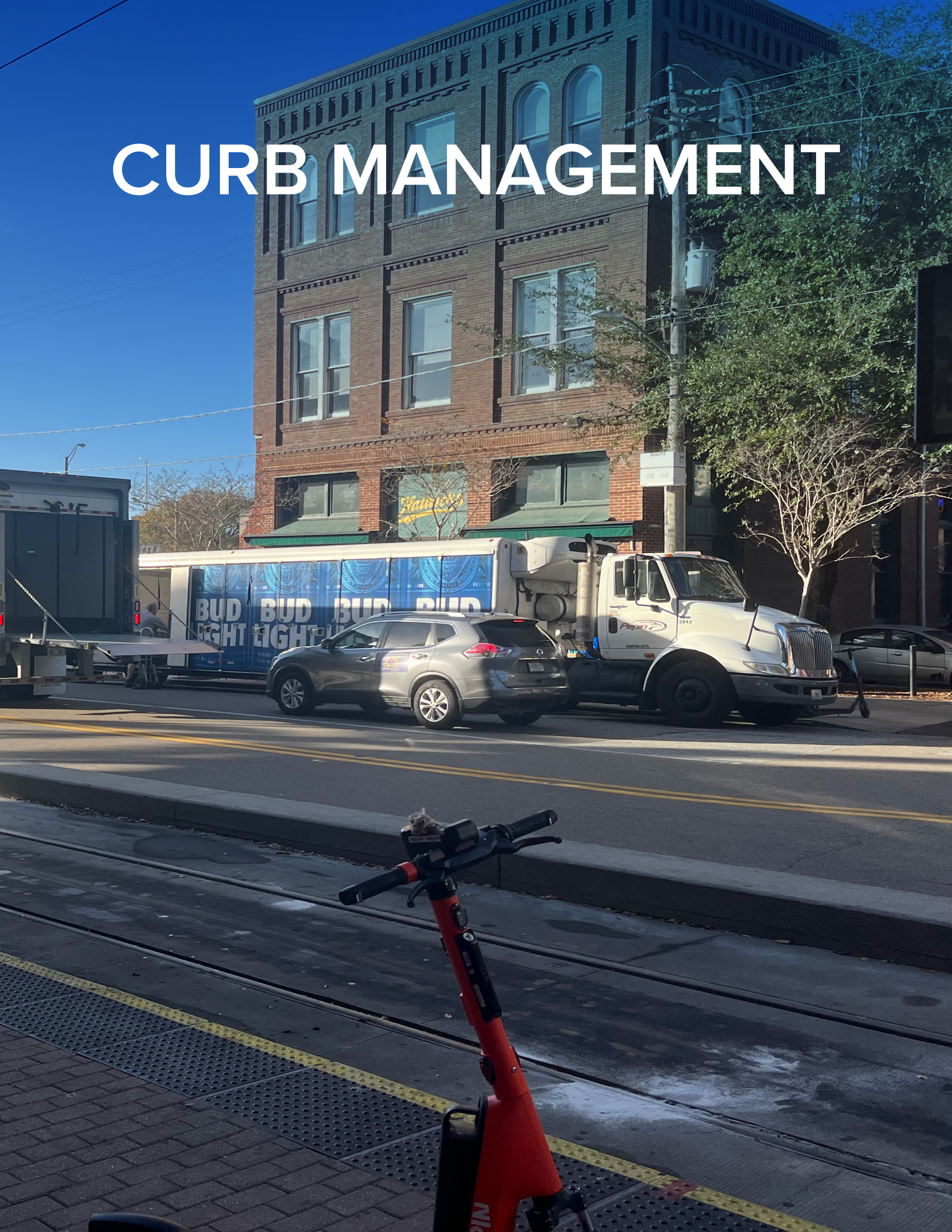


of Items Completed

Key Performance Metrics (KPMs)

Key Performance Metrics (KPMs) are performance factors that should be tracked over time. KPMs can be tracked monthly, quarterly, or annually to assess the Parking Division's progress towards meeting KPIs and the overall performance of the parking system. KPMs can be a result of the Parking Division's performance or behavioral factors outside of the Division's control.

CURB MANAGEMENT



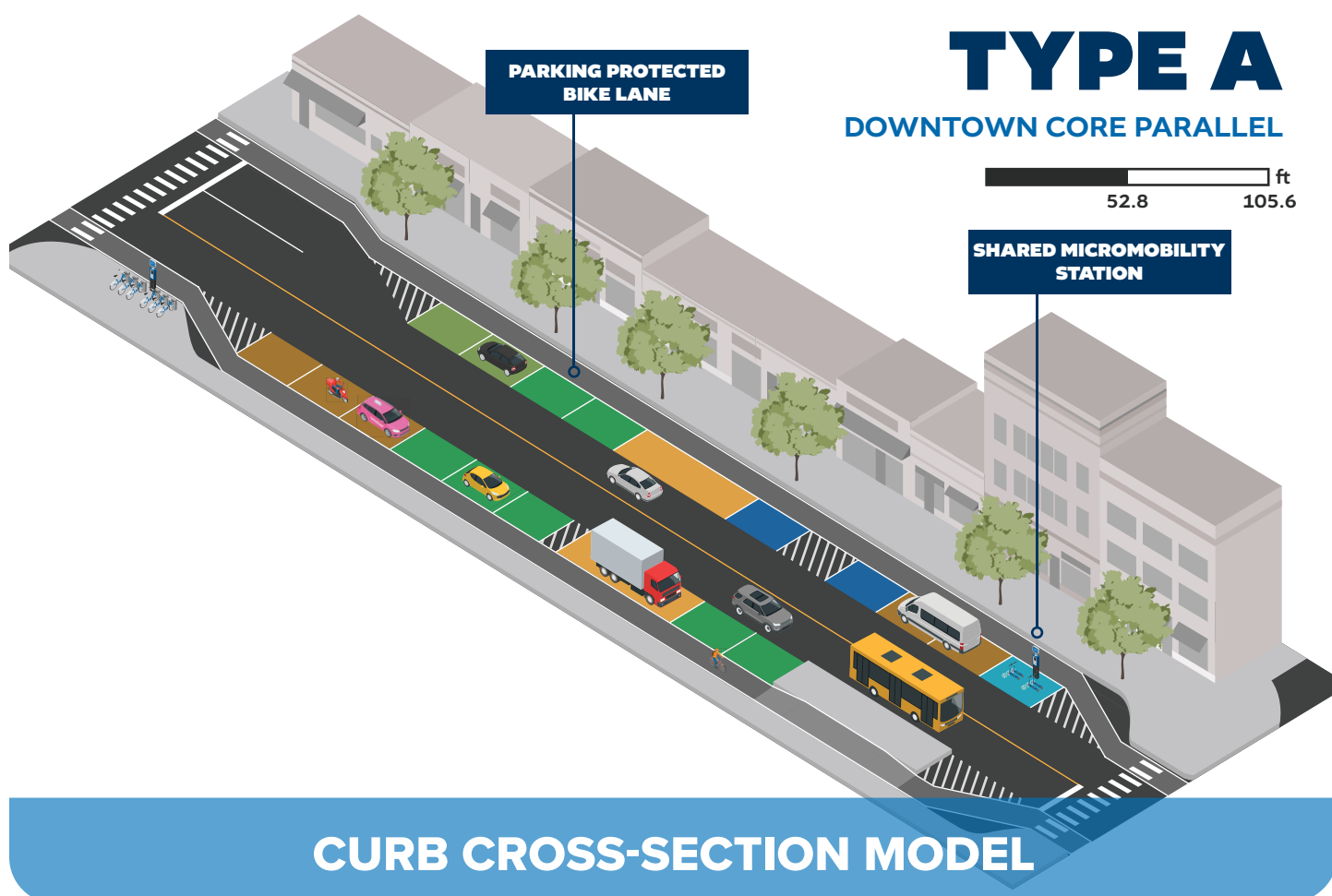
1. CURB MANAGEMENT

Overview

According to the International Parking and Mobility Institute (IPMI), curbside management is defined as the development, implementation, management, and enforcement of policy, assets, and technology governing the uses that interact with the curb lane, curb space, or curbside. Demand for our curb space has been changing and increasing due to the dramatic growth of e-commerce package, meal/grocery deliveries, and app-based ride-hail services causing higher demand by more people and vehicles for short curb stays. Our curbs must be designed and repurposed to remain accessible for these diverse customers, leveraging technology and industry best practices to make our curb space perform at a high level.

The following action items will support the City's goals of creating a dynamic, safe, and accessible curbside for its constituents, while establishing a data-driven approach to parking management and fully integrating data into the decision-making process:

- Develop a Curbside ADA Compliance Audit
- Develop a Curb Performance Index
- Implement Smart Loading Zones



1.a. Develop a Curbside ADA Compliance Audit

Description

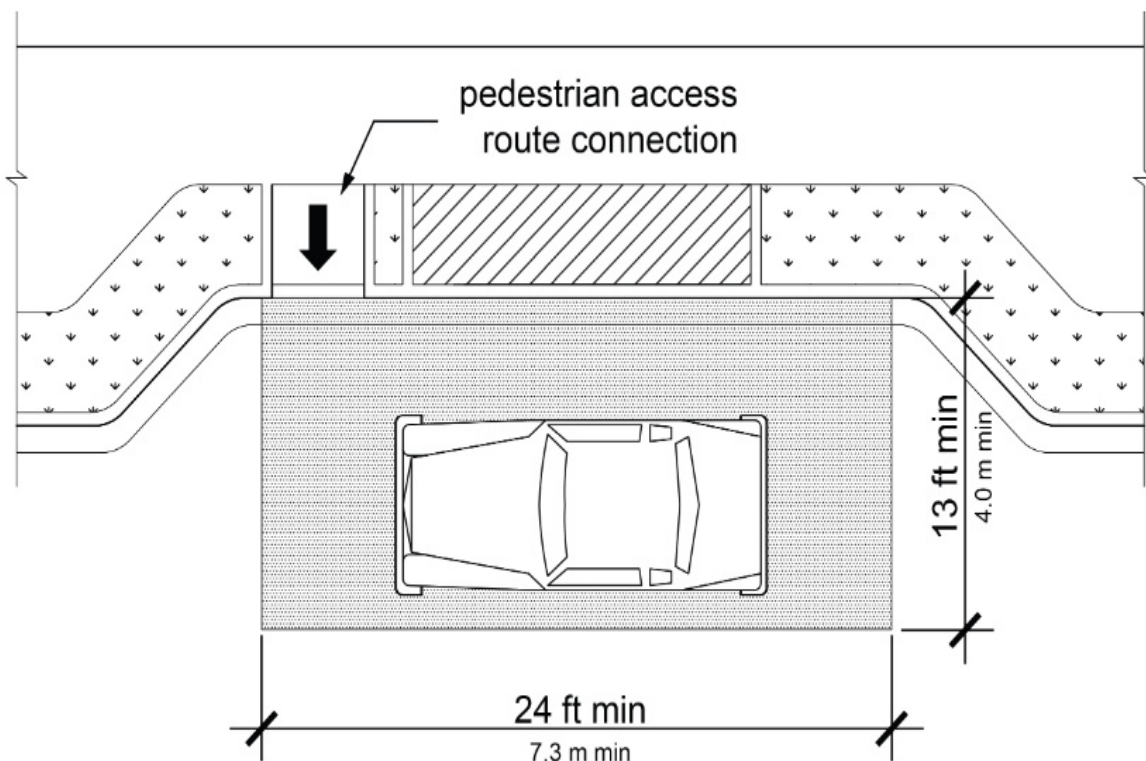
The U.S. Access Board published Public Right of Way Accessibility Guidance (PROWAG) in summer 2023. The PROWAG falls under Americans with Disabilities Act (ADA) requirements and addresses access to sidewalks and streets, crosswalks, curb ramps, pedestrian signals, on-street parking, and other components of public right-of-way. PROWAG should be incorporated into Tampa's parking and mobility decision-making processes moving forward to increase access for its citizens. The Parking Division should perform a Compliance Audit that provides a comprehensive review of existing curb lanes to determine if ADA parking spaces meet national ADA standards.

Case Study

PROWAG provides examples of ADA curb standards for on-street parking and passenger loading zones. [R310 On-Street Parking Spaces](#) and [R311 Passenger Loading Zones](#) provide design and technical requirements for implementing accessible on-street parallel, angled, perpendicular parking spaces and accessible loading zones in the curb lane, respectively. Additionally, the [Accessible Parking Coalition](#), founded by the International Parking and Mobility Institute (IPMI), provides resources and guidance to eliminate disabled placard and plate abuse and improve access to parking for people with disabilities.

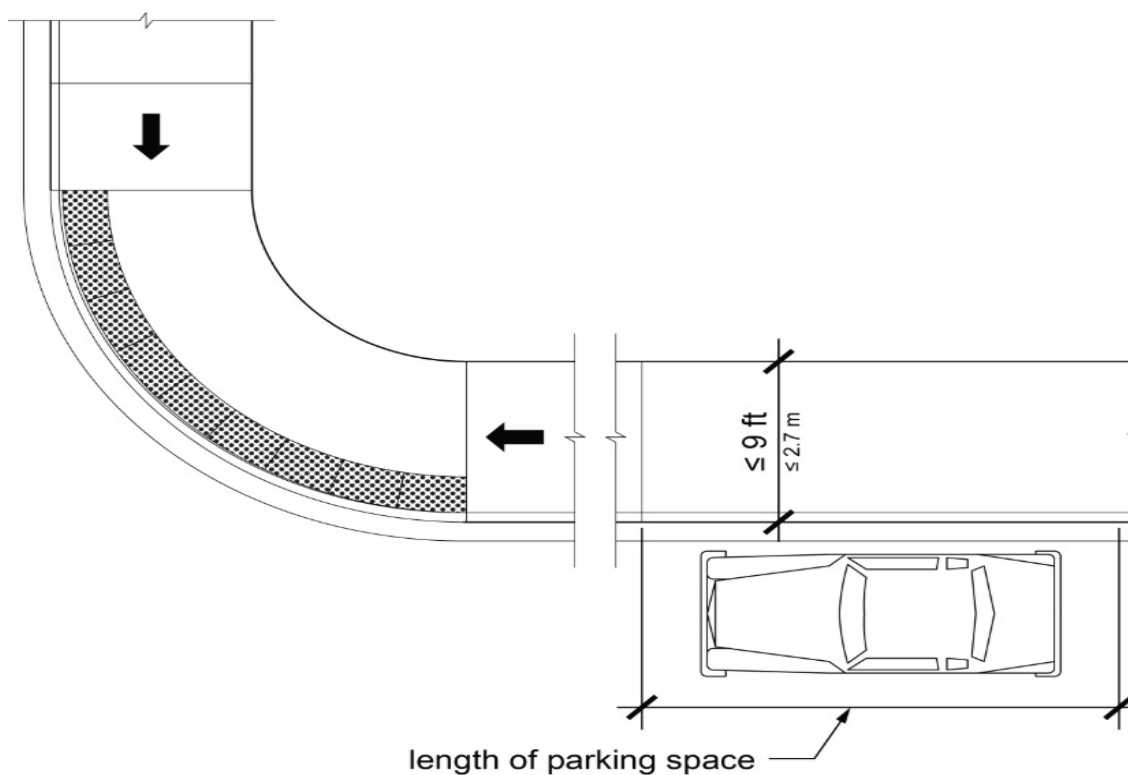
On-Street Parallel ADA Parking Space Dimensions.

Space Size: 24 feet long and 13 feet wide.



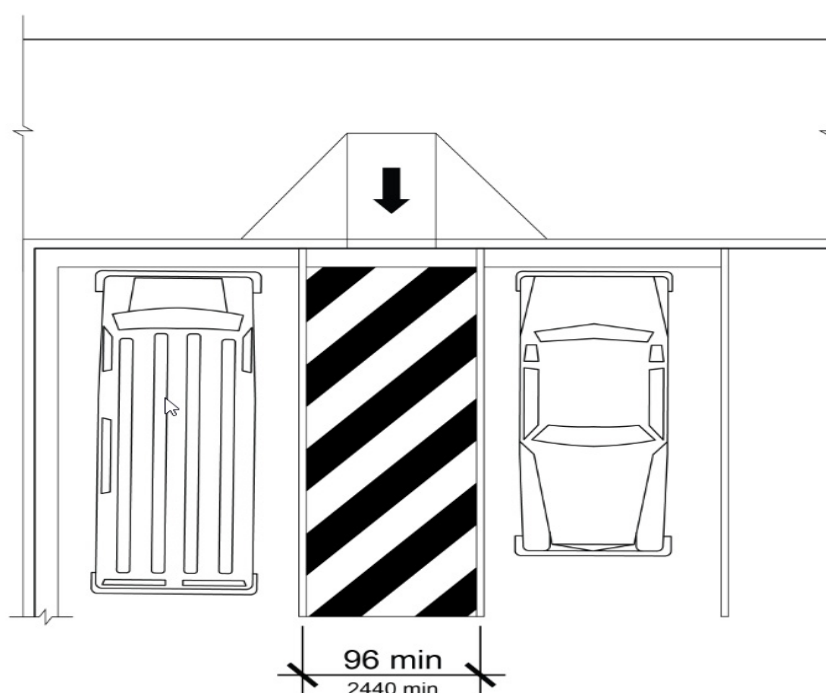
On-street Parallel ADA Parking Space Dimensions.

Where parallel on-street parking spaces are provided but a pedestrian circulation path isn't available, the ADA parking space should be provided at the end of the block nearest the cross walk or at a mid-block crossing. There should be a curb ramp or blended transition present.



On-street Perpendicular ADA Parking Space Dimensions:

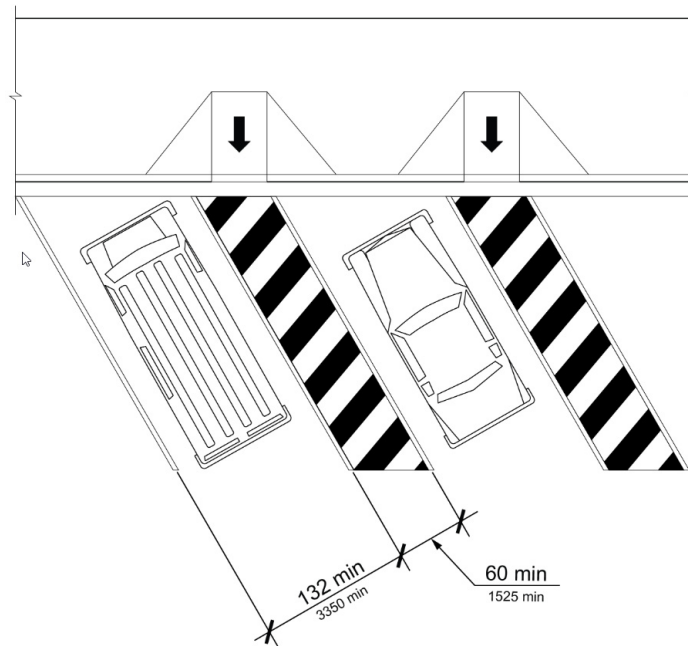
Access Aisle: At least 96 inches wide.



On-Street Angled ADA Parking Space Dimensions.

Space Size: At least 132 inches wide.

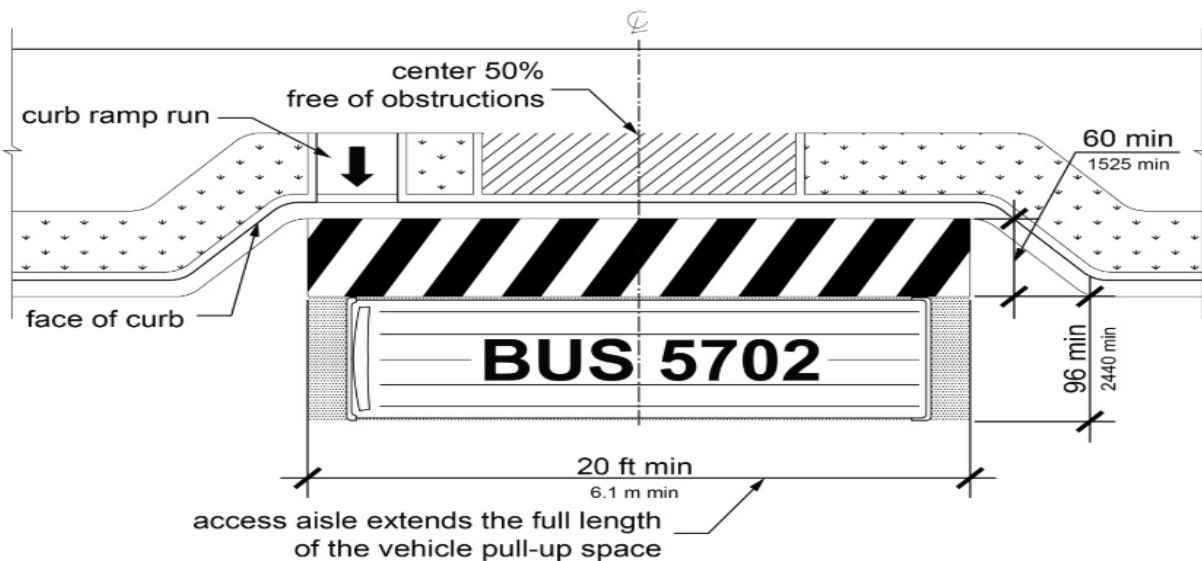
Access Aisle: At least 60 inches wide.



Passenger loading zone:

Loading Zone Size: at least 20 feet long and at least 96 inches wide.

Access Aisle: At least 60 inches wide.



Resources

- [R310 On-Street Parking Spaces](#)
- [R311 Passenger Loading Zones](#)
- [Accessible Parking Coalition](#)

Policy Alignment



Implementation Steps

1. Inventory Existing Curbside ADA Parking Spaces and Loading Zones

Existing ADA curbside parking spaces and loading zones should be located and inventoried as part of the ADA compliance audit. Each located space and zone should be mapped using GIS and include a photo of current conditions. Attributes related to the physical condition of the space, signage, and surrounding context should be included in this inventory. Wherever possible, measurements should be collected on location attributes.

2. Identify System Deficiencies

Once a complete curbside ADA inventory is established, a comparison of existing conditions to current ADA and PROWAG requirements should be conducted. Where space/zone signage, markings, and overall physical conditions deviate from federal requirements, a location should be classified as having ADA deficiencies. When identifying system deficiencies, locations should be classified as having either space/zone deficiencies, sign deficiencies, or a combination of deficiencies.

3. Develop Investment Prioritization Criteria

Often ADA Compliance Audits generate project lists that require capital investment needs beyond the ability of the City to correct in one year. In this situation, identified system deficiencies should be corrected utilizing investment prioritization criteria. Prioritization criteria should be coupled with a geographic component that achieves the PROWAG requirement that 4% out of 25 curbside spaces must be accessible. Prioritization criteria should include the following factors:

- Deficiency significance and required investment
- Proximity to available off-street ADA parking/loading options
- Adjacent land use/traffic generator accessibility needs

Investment Prioritization Matrix

Investment Prioritization	Required Investment	Off-Street ADA Proximity	Land Use/Traffic Generator Accessibility Needs
High	Limited	Not Proximate	High accessibility needs
Low	Significant	Proximate	Low accessibility needs

Deficient locations that require limited investment, are not proximate to available off-street ADA parking/loading options and are adjacent to land uses/traffic generators with high accessibility needs should receive a high investment priority. Deficient locations that require significant investments, are in close proximity to available off-street ADA parking/loading options or are adjacent to land uses/traffic generators with lower accessibility needs should receive a lower investment priority.

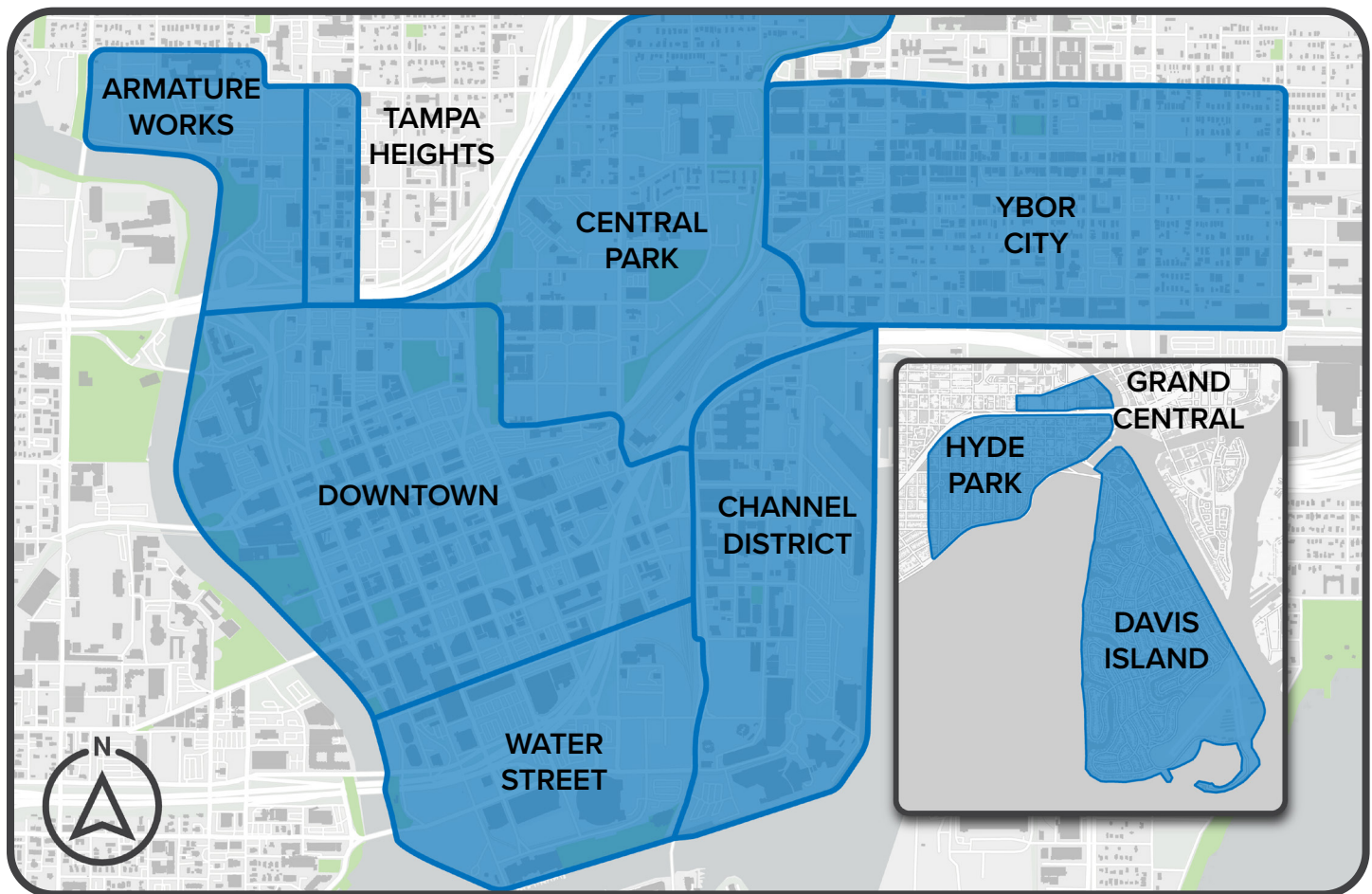
Implementation Timeline



ADA parking improvements such as striping and signage can be completed within the mid-term timeframe. However, ADA improvements such as ADA ramps and sidewalk improvements will likely lag as a result of available funding and sidewalk/roadway construction priorities.

Implementation Areas

The Action Items detailed in this section should be implemented city-wide.

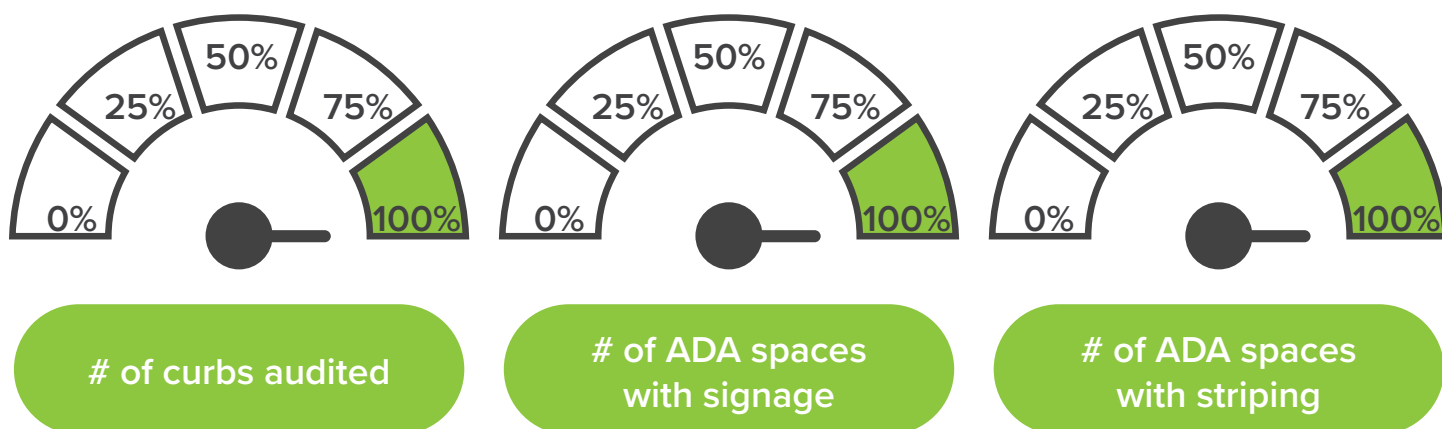


Champions/Partners

- Mobility Department
- Chief of Staff: ADA Coordinator

Key Performance Indicators (KPIs)*

KPIs for ADA compliance include auditing 100% of curbs in Tampa system, ensuring 100% of ADA spaces have signage that meets national standards, and ensuring that 100% of ADA spaces meet national standards for striping.



*Indicated Metrics to be achieved in a phased approach over the implementation period.

Key Performance Metrics (KPMs)

- # of on-street ADA parking spaces
- # of ADA parking violations
- # of ADA parking installation requests



1.b. Develop a Curb Performance Index

Description

Curb space is a limited public asset that is in high demand. This demand is generated by diverse user groups vying for parking, loading, and mobility spaces. To measure the effectiveness of curb space and assess the number of user groups that can be accommodated at the curb, the Parking Division should develop a curb performance index. A curb performance index helps to manage the curb to its highest and most productive use to facilitate access to adjacent land uses by scoring each curb use by linear foot and measuring the utilization of curb space against performance standards.

Case Study

As part of its [Curb Reimagined](#) planning effort, the City of Hoboken NJ developed a curb performance index to better manage limited and highly sought after curb space. The curb performance index was built upon a comprehensive curb digitization exercise and analysis that mapped every curb use in the City and analyzed revenue generation and access to each curb use. The curb performance index measured a variety of curb uses by performance and revenue generation to compare parking, loading, mobility, and other non-vehicular curb uses to each other. The curb performance index will be used to diversify curb space in the City to better meet current and future customer needs. Early findings from the Curb Reimagined highlight increased curb efficiency by allocating curb space to accommodate a diverse range of users rather than allocation 100% of the curb to on-street parking.

Resources

- [Curb Reimagined](#)

Policy Alignment



Implementation Steps

1. Digitize the Curb

Existing curb uses should be digitized utilizing the Curb Data Specifications (CDS) developed by the Open Mobility Foundation (OMF). A digital curb will provide the City the needed foundation to develop a curb performance index. The digital curb will provide the City an accurate account of the amount of curb space dedicated to various uses (paid parking, permit parking, loading zones, no parking zones, etc.). When assigning curb use scores, the digital curb will be the supply portion of the curb performance index equation.

2. Develop a Performance Measurement Methodology

Utilizing the digital curb inventory, the City should develop a performance measurement methodology. Each curb use should be assigned a standard unit size. For parking spaces, this should be a 20 x 7.5-foot area. For loading spaces, this should be a 30 x 7.5-foot area. For mobility or non-vehicular curb uses, the unit size should correspond to a single usable entity such as a car share vehicle, EV charging port, or single dock at a bikeshare station. Once curb uses are assigned a standard unit size, the City may decide to value each use by calculating a per square foot (PSF) value or by a per space equivalent performance (PSEP) value. PSF is represented in a dollar amount, while PSEP is represented as a non-monetary ratio. It may benefit the City to generate both values for each curb use to better understand the monetary and non-monetary value of its diverse curb uses.

3. Assign Curb Use Scores

Assigning curb use scores includes an analysis over a defined time period (i.e. one year) of transaction level data corresponding to each curb use. For on-street parking, this entails aggregating transaction and revenue data from relevant vendors. For EV charging stations, analyze charging session data. For non-revenue generating curb uses such as loading zones or parklets, assumptions on the number of transactions or activities occurring in these spaces should be developed absent accurate activity information for each use. In some cases, guidance from organizations such as the National Association of City Transportation Officials (NACTO) can be utilized to develop per-unit valuations for non-monetized curb uses. The following equation can be used to assign curb scores:

Per Space Equivalent (PSE) Value

$$\text{PSE Value} = \text{IPD} / \text{Total CZSE}$$

IPD = Interactions per Day

CZSE = Curb Zone Space Equivalent

Per Square Foot (PSF) Value

$$\text{PSF Value} = \text{PUDV} / \text{Total CZA}$$

PUDV = Per Unit Daily Value

CZA = Curb Zone Area

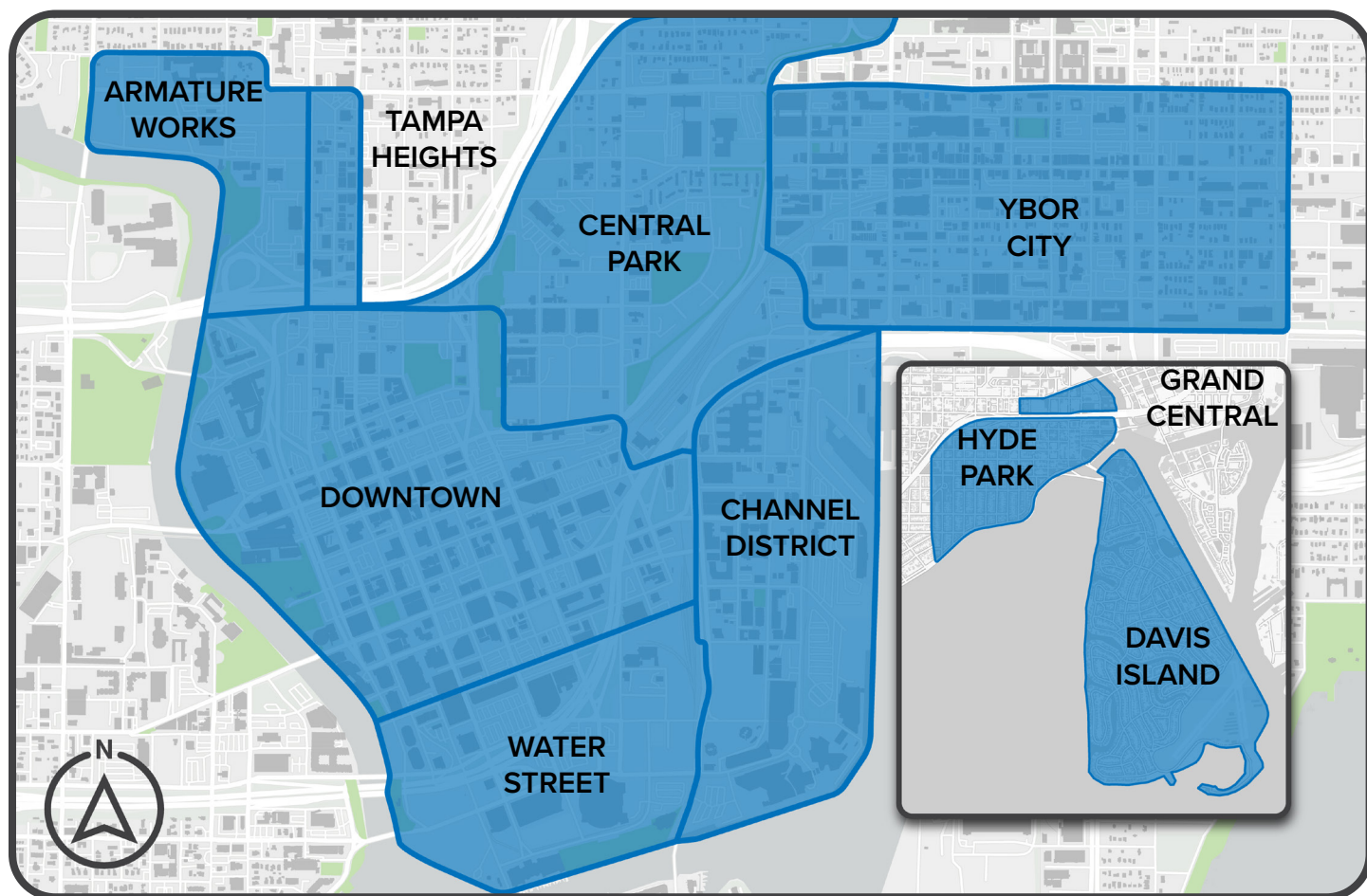
Once each use has been assigned a total study period revenue, value per unit and per day can be calculated. For assigning a PSF value, divide the per unit per day value by the assigned curb use spatial area. For assigning a PSEP value, divide the number of transaction or interactions per day by the total per space equivalent sum for the specific curb use. The resultant calculations will provide the City a curb use index by revenue and by performance to inform curb use diversification and management.

Implementation Timeline



Implementation Areas

The Action Items detailed in this section should be implemented city-wide.

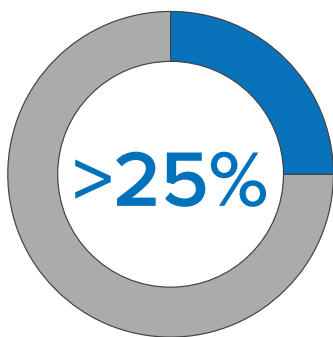


Champions/Partners

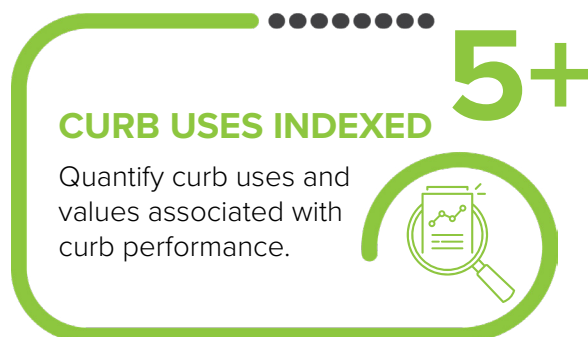
- Mobility Department

Key Performance Indicators (KPIs)

KPIs for ADA compliance include digitizing greater than 25% of curbs and indexing at least 5 curb uses.



% of curbs digitized



of curbs uses indexed

Key Performance Metrics (KPMs)

- # spaces by curb use
- # of linear feet by curb use

1.c. Implement Smart Loading Zones

Description

Smart Loading Zones in an urban environment are designated areas where delivery vehicles, service trucks, and other commercial vehicles can park temporarily to load and unload goods. These zones are enhanced with technology to improve efficiency, promote safety, and reduce congestion. Additionally, Smart Loading Zones support resident and business loading and unloading needs in high-demand areas.

Case Study

[Pittsburgh Parking Authority](#) implemented Smart Loading Zones using CurbPass, a fully automated technology solution that allows delivery drivers to access loading zones without interacting with mobile apps or prescheduling loading access. Zones are managed utilizing license plate reading technology with a maximum loading time of 2 hours. There is a 15-minute grace period for all users, with rates ranging from 100% to 300% the surrounding hourly metered parking rate over the 2-hour period. The program has increased vehicle turnover by nearly 25% and reduced the instances of double parking upwards of 30%. In Florida, the [City of Miami](#) through the Miami Parking Authority recently began piloting digital loading zones and facilitating payment through its mobile payment provider, enabling the City to digitally communicate loading locations and rules to connected fleets.

Resources

- [Pittsburgh Parking Authority](#)
- [City of Miami](#)

Policy Alignment



**Transforming
Tampa's
Tomorrow (T3)**

**Tampa
Moves**

**Resilient
Tampa**



**Vision Zero
Action Plan**



MIAMI DIGITAL SMART ZONES

Implementation Steps

1. Select the Locations

Document and digitize loading zones to develop a comprehensive loading zone network. This step can be performed in conjunction with the Parking Division's general curb digitization effort.

2. Choose Technology and Infrastructure

Select the technology solution that best meets the objectives and needs of the Smart Loading Zone program. If automated enforcement is a desired component of the program, using camera technology that can monitor loading zones, automatically charge for access, and issue citations based on non-compliance is the ideal technology solution. Smart Loading Zone programs should be integrated with mobile app payment platforms and data analytics software to optimize customer interaction and provide insights into system utilization.

3. Establish Regulations and Policies

Implementing automated enforcement at loading zones may present a regulatory challenge. As a part of establishing regulations and policies associated with Smart Loading Zones, Tampa should define time limits and pricing models for loading zone access, create a system for managing who can use the Smart Loading Zones, issue permits to registered businesses and delivery services, and modernize local and state regulations to allow for invoice-by-mail for non-compliant loading zone sessions. Florida Statutes: [§ 316.1945 Subsection \(3\)\(b\)](#) and [§ 316.650](#) should be considered for updates and applicability.

4. Design the User Experience

Integrating Smart Loading Zones into mobile apps and online platforms can make it easy for customers to navigate the smart zone system. A public awareness campaign should be implemented to educate businesses, drivers, and the public about the new system. This can help ensure users understand how to navigate mobile apps, register their vehicles, adhere to regulations, and receive the full benefits of the smart loading zone system.

5. Pilot Program

Before full-scale deployment, Smart Loading Zone technology should be tested in a small, manageable area. This allows the city to collect user feedback, address unexpected hurdles, analyze data, and refine the smart loading zone system. Fine-tuning the Smart Loading Zone system during the pilot program is critical before full-scale deployment.

6. Full-Scale Deployment

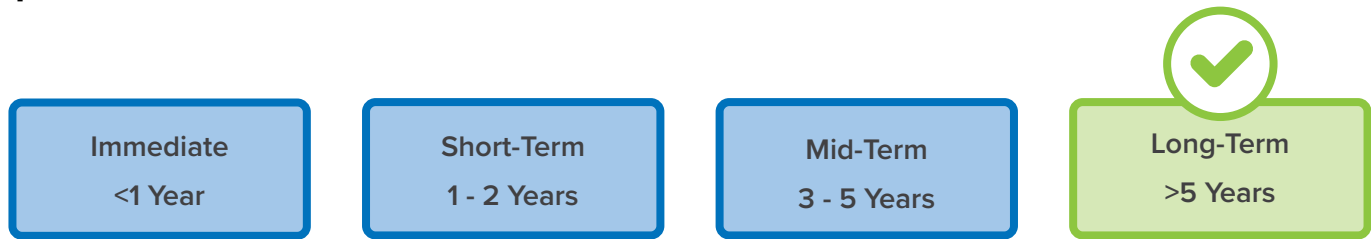
Based on the pilot's success, expand Smart Loading Zone coverage based on the locations identified for the system. This expansion should include deploying Smart Loading Zone technology and signage infrastructure needed to support the system. Full-scale deployment can be performed as a phased roll-out.

7. Continued Monitoring and Optimization

Continuously track data and system performance to ensure the Smart Loading Zone program is working efficiently. This can be performed by customer satisfaction surveys, utilization assessments, and

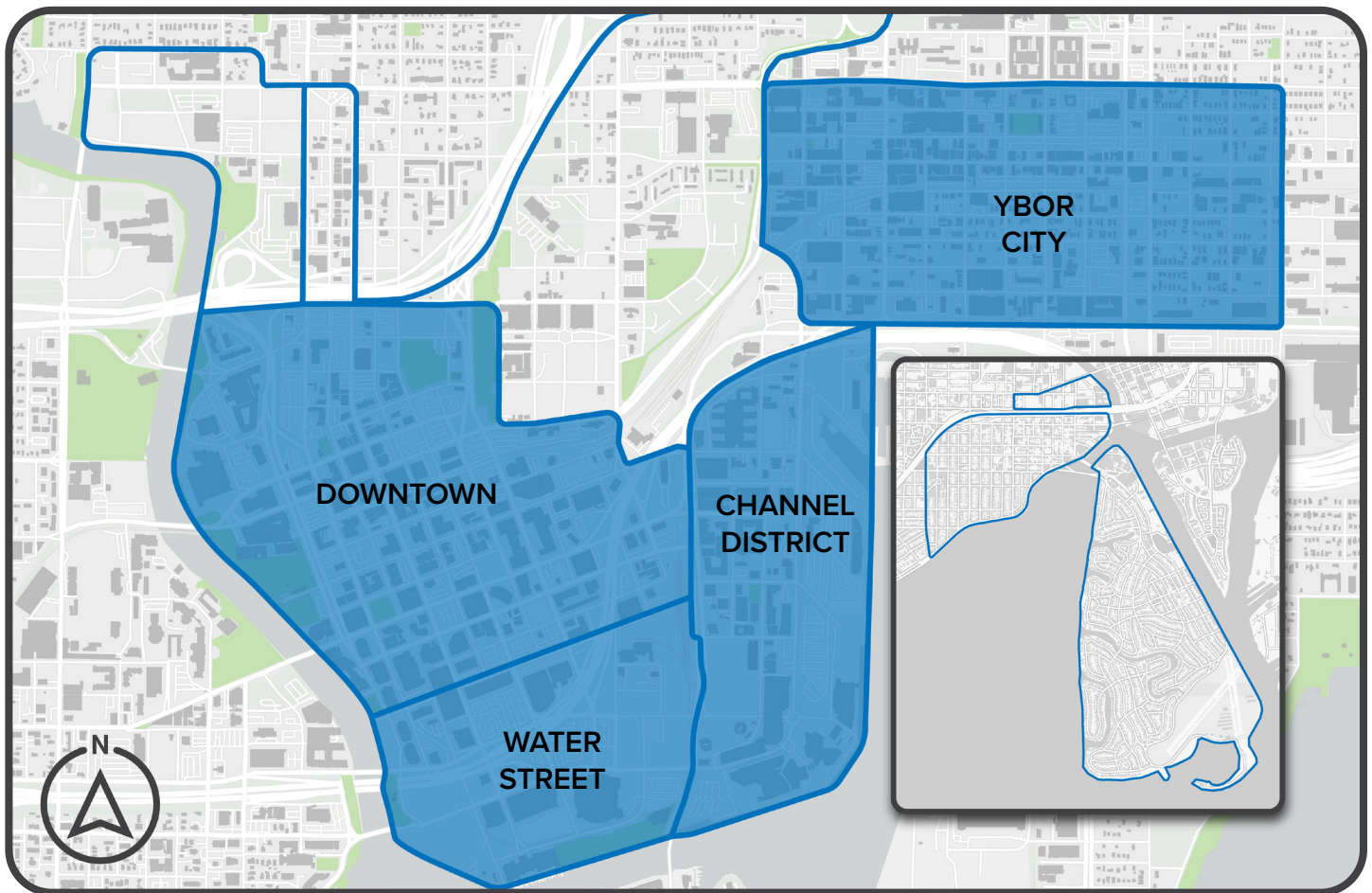
compliance monitoring. System adjustments to time limits, pricing models, and regulations may be needed to ensure the system is easy to navigate and accomplishes the intend goals of the program.

Implementation Timeline



Implementation Areas

The Action Items detailed in this section should be implemented in Channel District, Downtown, Water Street, and Ybor City.



Champions/Partners

- Mobility Department

Key Performance Indicators (KPIs)

KPIs for implementing smart loading zones include installing at least 10 zones and maintaining a loading zone occupancy between 60% - 80%.

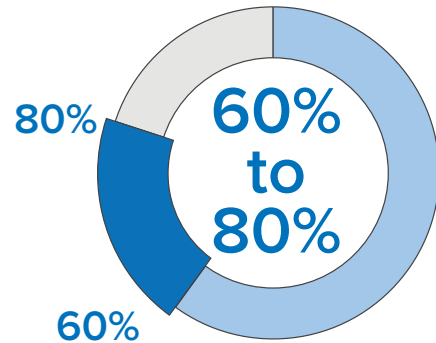
INSTALLED ZONES

Quantify of smart loading zones added to the curb system.



10+

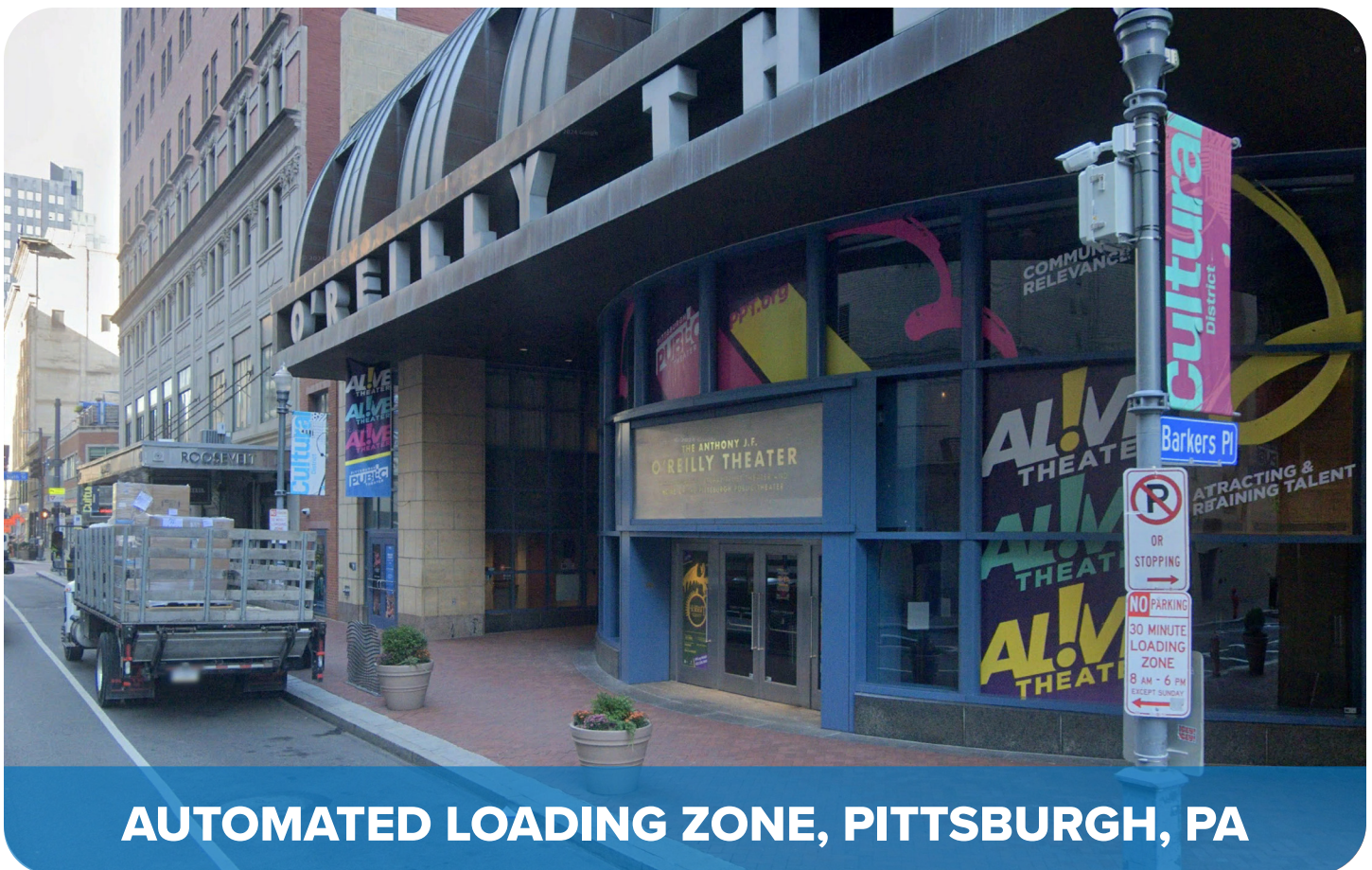
of installed zones



% of average occupancy during peak loading zone periods

Key Performance Metrics (KPMs)

- # of smart loading zones
- Total smart loading zone program revenue
- # of registered fleet accounts



MOBILITY AND ACCESS



2. MOBILITY AND ACCESS

Overview

Tampa has ambitious goals to expand mobility options for its residents and improve safety on city streets. To achieve these goals, the City will make strategic investments in shared micromobility services and infrastructure that support safe access to last-mile solutions. The intersection of parking and mobility funding, programs, and policies enables Tampa to “Reinvent Urban Parking” by leveraging parking revenues to enhance both parking and mobility systems. Reinvesting these revenues in areas like Ybor City and Downtown will promote walkability, accessibility, and sustainability for Tampa residents.

The following action items will support the City’s mode share and transportation goals by creating funding sources, mobility programs, as well as leveraging cutting-edge technology. Implementing these action items will allow parking to be seamlessly incorporated into the broader mobility system:

- Create a Parking Benefit District Program
- Develop a comprehensive shared and micromobility program
- Design a Parking Guidance Wayfinding Plan
- Develop an EV Charging Deployment Plan
- Build a Transportation Demand Management (TDM) Toolbox



SECURE BIKE PARKING WAYFINDING DECAL

2.a. Create a Parking Benefit District Program

Description

A parking benefit district (PBD) is a legislatively enabled funding mechanism to reinvest a portion of parking revenues into transportation and parking infrastructure and programs at a district level. PBDs recognize the link between active parking management and the need to enhance the overall transportation and access experience in high-demand urban neighborhoods. PBDs are a useful mobility and access management tool in areas with significant on-street parking revenues and curbside demands.

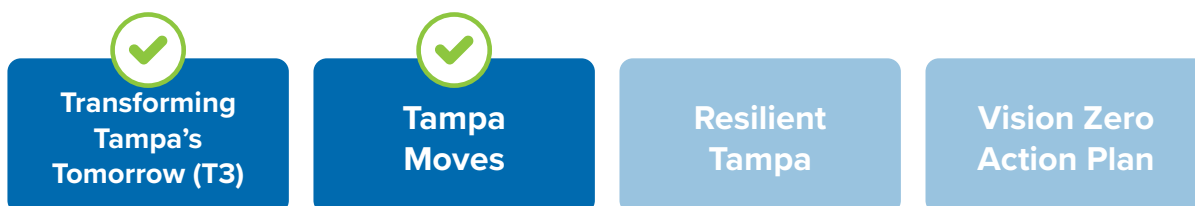
Case Study

Numerous cities have implemented or are exploring the creation of PBDs as a financial mechanism to make strategic investments in transportation and parking infrastructure with portions of net parking revenues. Each city has implemented its PBD program with legislative actions and the development of rules and regulations governing the administration of these new funds. These districts include proactive parking management strategies that mitigate demand and generate revenue. These revenues have funded a wide array of parking and transportation improvements such as mobility wallets, mobility infrastructure enhancements, and parking signage and wayfinding programs. PBDs have been successfully implemented in cities including Austin, TX, Columbus, OH, Houston, TX, Pittsburgh, PA, and Portland, OR.

Resources

- [Austin, TX](#) Funds used for sidewalk and curb enhancements, crosswalks, benches, transit shelters, bike lanes, and promoting alternative transportation options and reducing vehicle miles traveled.
- [Columbus, OH](#) Funds used for enhanced parking enforcement, employee mobility funds, transportation demand management programs, marketing and outreach, and a parking retail validation program.
- [Houston, TX](#) Funds used for parking technology infrastructure enhancements, pedestrian infrastructure, and beautification projects.
- [Pittsburgh, PA](#) Funds used for enhanced late-night parking enforcement, street sweeping services, and rideshare and parking permit management.
- [Portland, OR](#) Funds a transportation wallet that provides residents transportation demand management benefits to reduce parking demand.

Policy Alignment



Implementation Steps

1. Develop legislative framework for the creation of a PBD program

A portion of parking revenues in a defined geographic area are reinvested in the same area for the purposes of improving the transportation and parking system. Chapter 15 of the Tampa City Code should be amended to include language allowing for this type of strategic investment. The code should also require the Mobility Director, or their designee, to develop rules and regulations for the administration of the PBD. These rules and regulations would establish the administrative framework for the PBD program.

2. Develop administrative framework for the creation of a PBD program

Rules and regulations should be developed to establish the administrative framework of the PBD program. This administrative framework should address the following program features:

- Procedure to establish, modify, or remove a PBD
- Revenue allocation methodology
- Use of PBD funds
- Notification and reporting requirements

3. Build financial forecast for each proposed PBD

Based on the revenue allocation methodology established in the administrative framework, the City should build a financial forecast for each proposed PBD. It is recommended that no more than 50% of net parking revenues within the PBD be invested back into the district. The financial forecast should examine current revenues and expenses within the district and look ahead up to ten years to determine the financial performance of the PBD. Expenses to consider as part of the PBD include but are not limited to:

- Administrative costs including data management system contract costs
- Personnel costs including enforcement staff
- Paid parking equipment capital and operating expenses
- Maintenance and enforcement vehicles
- Capital reserve fund totally 25% of overall fund expenses

PBD revenues that should be considered including parking meter revenue and permit revenue. Off-street revenue should not be considered in the PBD, nor should parking citation revenue. The results of the financial forecast should demonstrate the PBD generates meaningful excess revenue to invest in the transportation and parking system.

4. Conduct stakeholder outreach in each proposed PBD

City staff should work with its partners in Development and Economic Opportunity and the Community Redevelopment Agency to engage with Davis Island, Downtown, and Tampa Heights about the creation of PBDs in each area. The stakeholder outreach should focus on the identification of projects and programs that could be funded by the PBD, key stakeholders who would participate in the PBD, and parking management decisions that would take place in tandem with the development of the PBD. This engagement should leverage existing stakeholder networks in each area, and this network's ability to communicate with a broader audience as necessary through the PBD creation process.

5. Establish PBD Investment Menu

Based on stakeholder outreach and an internal assessment of district needs, City staff should establish a PBD investment menu. This investment menu would be included in the PBD administrative framework and inform the financial forecast. The investment menu should focus on transportation and parking infrastructure and programs. Limiting PBD investments to increasing mobility and access will better align parking management decisions with those of the PBD. Investment menu options could include:

- Education and awareness campaigns
- Parking validation programs
- Employee mobility options
- Parking wayfinding and signage
- Parking technology

Setting expectations early with the PBD committee and broader stakeholder group about the revenue share and investment rough order of magnitude amount and possible investment projects and programs is important to the overall success of the program.

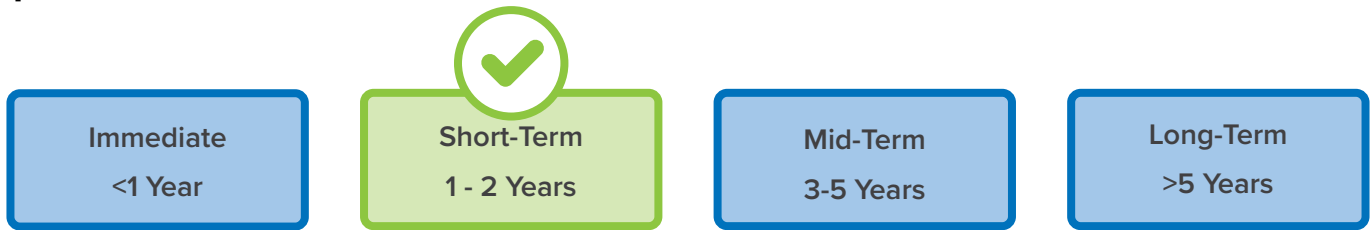
6. Limit Legacy Funding Streams

Currently, the Parking Division allocates a portion of its net revenue to transportation improvements in the City of Tampa. To ensure that net revenues can be accurately tracked and allocated to PBDs, the City of Tampa should maintain all net revenues in the established Parking Enterprise Fund. Removal of revenues from the enterprise fund will diminish the effectiveness of PBDs and lessen the impact parking revenue can have on improving the parking and transportation system.



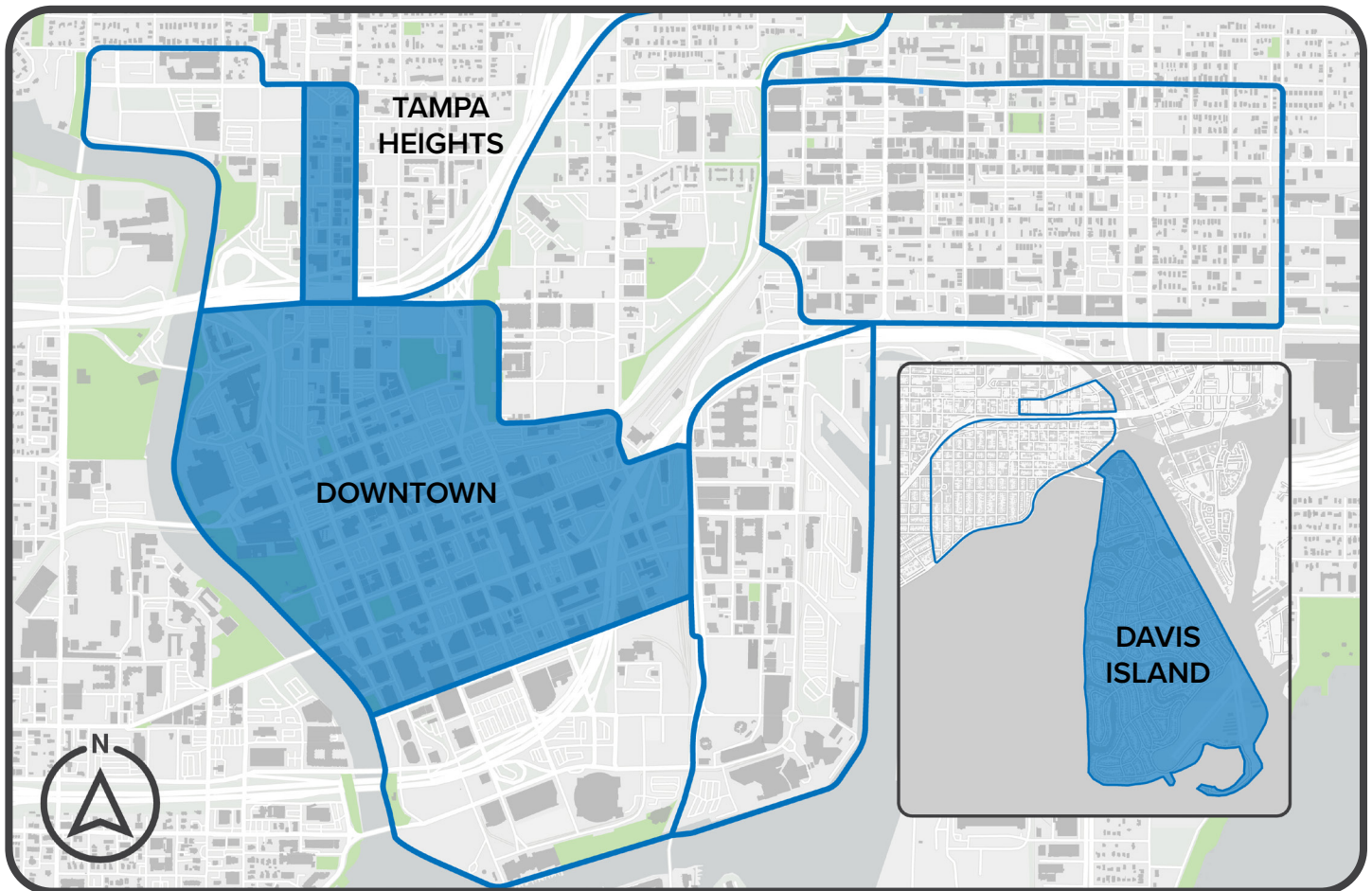
DAVIS ISLAND BUSINESS DISTRICT

Implementation Timeline



Implementation Areas

The Action Items detailed in this section should be implemented in Davis Island, Downtown, and Tampa Heights.



Champions/Partners

- Mobility Department
- Development & Economic Opportunity
- Community Redevelopment Agency

Key Performance Indicators (KPIs)

KPIs for implementing parking benefit districts include establishing at least 2 districts, allocating 25% of the net operating income generated within the benefit district for improvement projects, and implementing at least 3 projects with a portion of the funds coming from the benefit district.

of Districts Established

Establish at least 2 Parking Benefit Districts in Tampa.



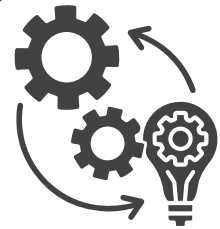
% of Annually Invested by Fund

Invest 25% of Net Operating Income for the District.



of Projects Implemented by Fund

Implement at least 3 improvement projects with District funding.



Key Performance Metrics (KPMs)

- Total annual fund investment
- # of projects implemented annually



AUSTIN, TX STREETSCAPES FUNDED BY PBD PROGRAM

2.b. Develop a Comprehensive Shared and Micromobility Program

Description

Shared and micromobility options provide viable first- and last-mile transportation options that can reduce greenhouse gas emissions, better manage vehicle congestion and parking demand, and support transportation demand management goals. Deploying mobility hubs in strategic locations can enhance shared and micromobility visibility. Personal and shared micromobility options may include, but are not limited to, bicycles, electric scooters, bike-sharing programs, e-scooter sharing services, car-sharing services, and moped or motorcycle rentals.

Case Study

Cities nationally have developed rules and regulations to administer shared and micromobility programs. Initially cities took approaches ranging from banning the use of these first- and last-mile devices in the public right of way to permitting all providers. Recently observed industry trends have included cities contracting with one or more providers to operate a suite of shared and micromobility devices including traditional and e-bicycles and seated and standing scooters. The cities listed below have developed comprehensive contracting and permitting systems to administer comprehensive programs.

Resources

- [Denver, Colorado](#)
- [Portland, Oregon](#)
- [Washington, D.C.](#)

Policy Alignment



Implementation Steps

1. Ensure regulatory framework exists for program success

Safety and enforcement concerns have been prevalent with existing shared and micromobility programs. Tampa should ensure there is proper legislative authority to manage and enforce the program. This authority should include the ability to assess fees on a per device and per provider basis, enforce permit and/or contract conditions, and seize devices as needed if unsafe conditions are observed. The options to enforce parking and lock-to requirements should also be included in this legislative authority.

2. Define program rules and regulations to achieve community mobility goals

Alongside proper legislative authorities, the City should define program rules and regulations to achieve community mobility goals. This should be in tandem with the Build a Transportation Demand Management (TDM) Toolbox recommendation. There is significant policy alignment to develop a comprehensive shared and micromobility program in Tampa. Program rules and regulations should include the following provider requirements:

- Device diversity (e-bicycles, seated and standing scooters, etc.)
- Device minimum technology specifications

- Response time service level standards
- Offering customer equity programs
- Device balancing and locational requirements
- Minimum and maximum device deployment amounts
- Customer education and engagement plan

These program requirements should reflect community mobility goals, local and state regulations, and industry best practices. Defining these requirements ahead of any provider procurement will ensure clear communication to any prospective vendors as to how they would be expected to operate in Tampa.

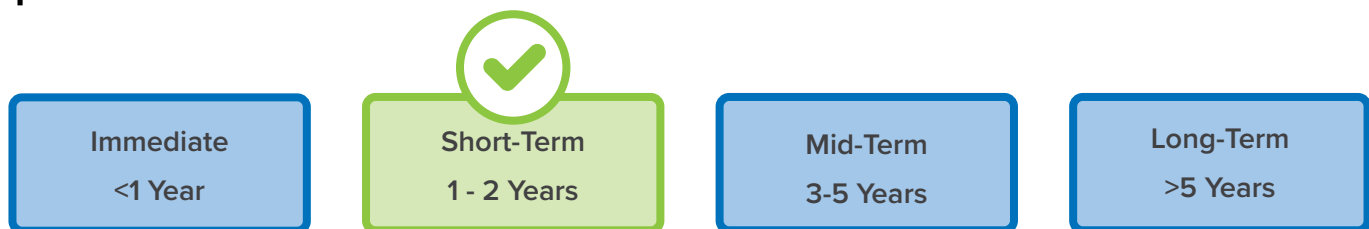
3. Contract with one or more shared and micromobility providers

The City should include the defined program rules and regulations in a solicitation to the vendor market for providing a comprehensive shared and micromobility program to Tampa residents. Based on market response, the City should select one or more providers to ensure there is a diversity of device type in the marketplace. Utilizing a contract as opposed to an annual permit will provide the City greater program oversight and expand opportunities to partner with the selected vendor(s) on innovative shared and micromobility offerings. and parking system.

4. Determine and provide proper resources for program management

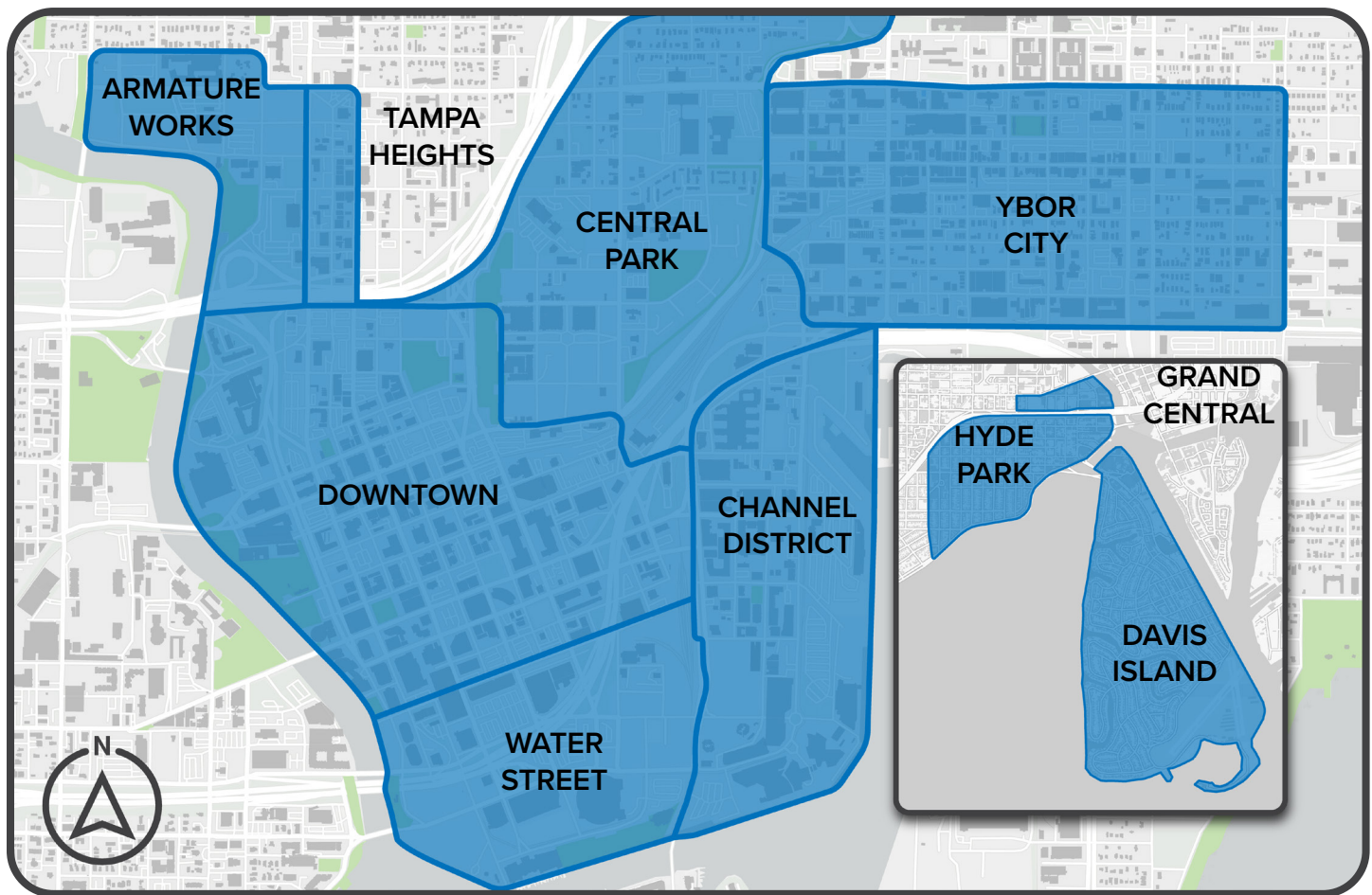
Managing a shared and micromobility program requires the proper resources to ensure compliance with program rules, adherence to contract terms, and ability to meet program goals. Tampa staff should determine if existing staff can assume responsibility for the program, or if staff expansion is needed to actively manage the program. The staff responsible for program management should have the availability to develop reporting metrics and communicate these to the public. Reporting metrics including number of devices, number of rides, ride distance, and number of members should be tracked to determine program growth over time. Staff should also work proactively with contracted provider(s) to mitigate any safety challenges in the field.

Implementation Timeline



Implementation Areas

The Action Items detailed in this section should be implemented city-wide.



Champions/Partners


- Mobility Department

Key Performance Indicators (KPIs)

KPIs for a comprehensive shared and micromobility program include the procurement of one micromobility provider and the implementation of at least 4 micromobility coverage areas.

1 # of Contracted Providers

Contract with a micromobility service provider for system maintenance.

COVERAGE AREAS

Oversee the percentage of micromobility coverage in Tampa by establishing coverage areas.

4+

% of Micromobility Coverage

Key Performance Metrics (KPMs)

- # of total trips taken
- # of miles ridden
- # of active members

2.c. Design a Parking Guidance Wayfinding Plan

Description

A comprehensive vehicular parking guidance wayfinding system can better manage congestion, increase customer service, and increase parking supply utilization by directing customers to available parking with real-time information provided through physical and digital infrastructure. The City should design a parking guidance wayfinding plan to properly implement this comprehensive information system.

Case Study

Several cities have implemented comprehensive vehicular parking guidance wayfinding systems in urban areas to meet transportation and sustainability goals. Implementing these systems can help to reduce cruising for available parking spaces, leading to reduced carbon emissions and safer outcomes for motorists, cyclists, and pedestrians. Cities that have implemented these physical and/or digital systems include San Jose, CA, Savannah, GA, and Bend, OR.

In San Jose, CA, the city provides real-time occupancy information on their website to assist with trip planning and parking facility selection. In Savannah, GA, static signage is placed along key corridors, large intersections, and transit stops to facilitate access to public parking and support transit usage. Lastly, in Bend, OR, digital wayfinding signage is provided on street poles to guide drivers to available on-street parking spaces.

Resources

- [San Jose, California](#)
- [Savannah, Georgia](#)
- [Bend, Oregon](#)

Policy Alignment



Implementation Steps

1. Information Gathering

The first step in designing a parking guidance wayfinding plan is to gather existing conditions information. Information gathering includes assessing common vehicular and pedestrian circulation routes, current wayfinding signage locations, and popular destinations in the area. This data should be collected in GIS format for future analysis.

2. Signage Design

Signage design should incorporate City branding guidelines to create a Tampa-centric parking wayfinding sign package. Signage should emphasize public parking opportunities and provide directions to City-managed facilities and associated major destinations. Major destinations should be identified and confirmed by a stakeholder group including special event venue operators and City agencies. Considerations should be made for sign “families” for distinct districts in the City such as Downtown and Ybor City.

3. Signage Types and Placement

A spatial needs assessment should be conducted, mapping out specific signage requirements. This will include the identification of locations necessitating directional, facility entrance, and internal signage. Signage should be placed along key corridors, roadways that lead up to public parking facilities, and decision points where drivers need additional information to navigate to their destination efficiently. Additionally, gateways (significant intersections, entry points, landmarks, or reference points for navigation) should be identified to ensure drivers are oriented to the local context of the area.

Once all new sign locations have been identified, a wayfinding signage program will be drafted illustrating the updated system via maps, renderings, photos, and text. The wayfinding program will detail sign implementation via a sign “menu”, which will illustrate the unique size, branding, materials, and hardware associated with each sign type. The program will also include a sign inventory, detailing sign counts, locations, costs, and maintenance needs. Expanded wayfinding opportunities will be explored in the plan through the review of digital offerings and the potential for real-time parking applications and signage.

4. Stakeholder Engagement

It is recommended that the City form an advisory committee to review the development of the wayfinding plan. The committee should be represented by City staff in addition to partners such as the Tampa Downtown Partnership. The project team should meet with this committee three times, once at project kickoff, once following signage design, and again following the completion of the draft wayfinding program. The advisory committee will be responsible for revising the draft plan and ensuring the final wayfinding package aligns with community-driven values and goals.

Implementation Timeline



Immediate
<1 Year

Short-Term
1 - 2 Years

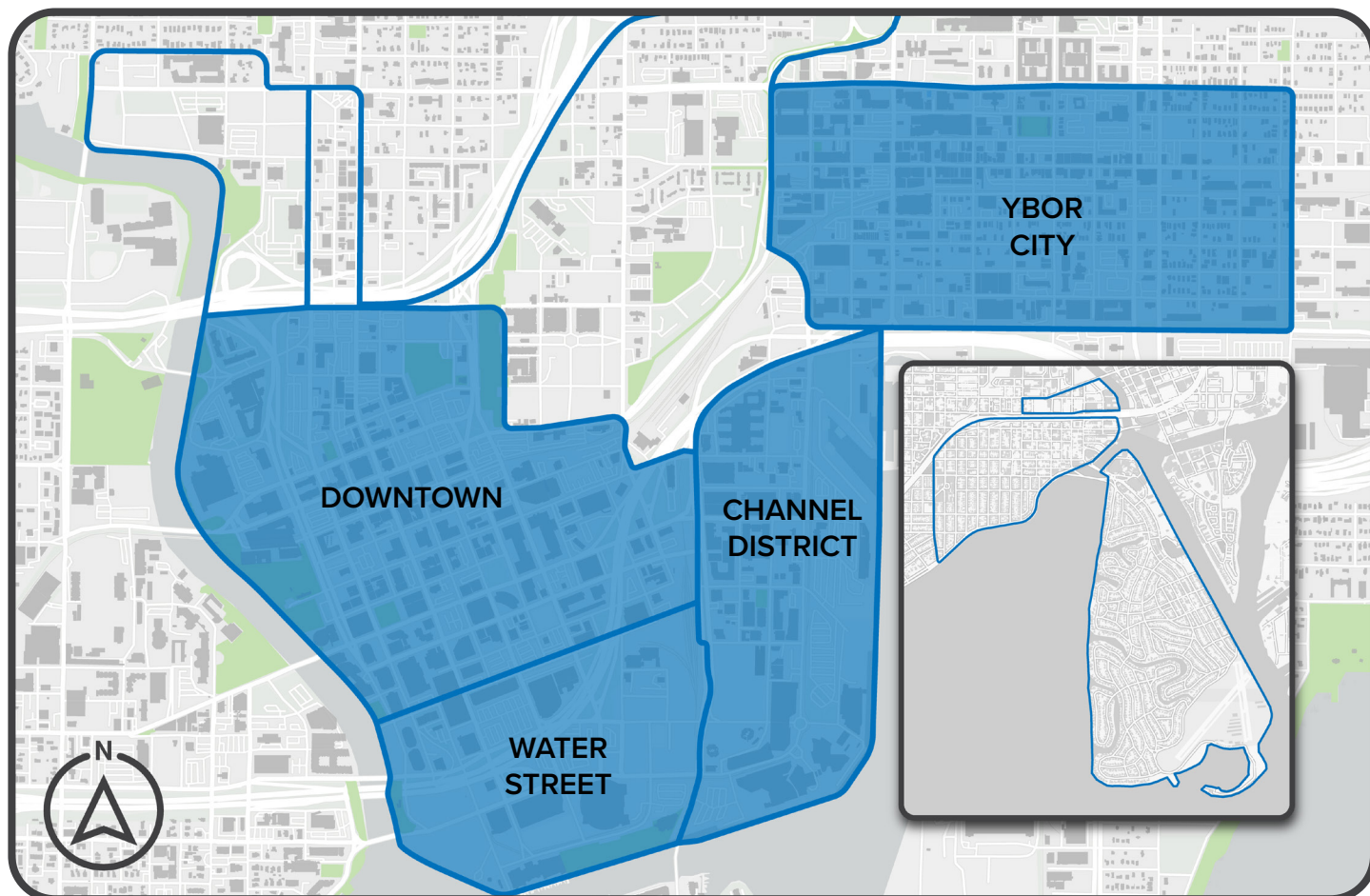
Mid-Term
3-5 Years

Long-Term
>5 Years



Implementation Areas

The Action Items detailed in this section should be implemented in Channel District, Downtown, Water Street, and Ybor City.



Champions/Partners

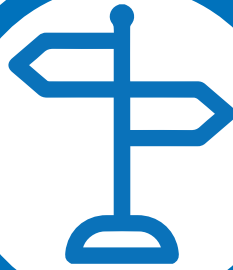
- Mobility Department
- Community Redevelopment Agency
- Tampa Downtown Partnership

Key Performance Indicators (KPIs)

KPIs for designing a parking guidance wayfinding plan include implementing external wayfinding signage for at least 5 parking garages, identifying and implementing signage along at least 5 corridors leading to a public parking facility, and adding wayfinding signage at 10 or more gateway locations.

of Parking Garages with External Wayfinding Signage

Install external signage for at least 5 garages.

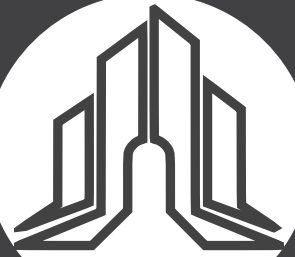


of Key Corridors

Install wayfinding signage along at least 5 corridors.

of Gateway Locations

Install wayfinding signage at 10 or more gateway locations.



Key Performance Metrics (KPMs)

- # of installed signs
- Total investment in signage



DIGITAL WAYFINDING SIGNAGE EXAMPLE

2.d. Design an EV Charging Deployment Plan

Description

Federal, state, regional, and local funding opportunities exist to support the build out full-fledged, reliable public EV charging network. Since these installations often require extensive utility work and are fixed once completed, the City should be careful with its deployment strategies to deliver the most convenience for users and value to the overall system. As demand for electric vehicles and sustainable modes continue to grow, it will be critical for the Parking Division to modernize and expand its electric vehicle supply equipment infrastructure.

Case Study

The International Parking and Mobility Institute, through the development of an [EV Readiness Resource Guide](#), provides foundational information on the process and resources available to create an EV charging deployment plan. [The City of Minneapolis](#) is highlighted in the EV Readiness Resource Guide for their work in deploying a curbside EV charging and car share network in the Twin Cities region.

Resources

- [EV Readiness Resource Guide](#)
- [The City of Minneapolis](#)

Policy Alignment



Implementation Steps

1. Assess current market conditions

The City of Tampa and private parking operators have an existing footprint of EV charging stations that should be assessed. An inventory of the locations, quantities, and types of charging stations should be included in this assessment. Current working conditions of the EV charging stations, rates charged, and utilization if available can help determine the current health and usage of the system. There are currently dozens of publicly available EV charging stations in and around Downtown Tampa with varying levels of access and uptime/reliability.

2. Identify applicable funding opportunities

The City should conduct research to identify the range of funding options available to implement a robust publicly available EV charging program. As a part of this evaluation, the Parking Division should budget a portion of its net revenue to expand EV charging infrastructure. Based on the Tampa Parking Master Plan State of the System and Needs Assessment reports, the City of Tampa should plan to invest ~\$2M in EV charging infrastructure. This investment can be paid for through a combination of grant funding opportunities and internal funding.

3. Conduct robust stakeholder engagement

Existing EV drivers and prospective drivers should be engaged with to better understand local charging habits, and opportunities and challenges with the existing EV charging system.

4. Forecast future EV charging demands

Utilizing the Florida National Electric Vehicle Infrastructure (NEVI) Plan and Plan Hillsborough Electric Vehicle Infrastructure Plan as a foundation, the City should forecast future EV charging demands. According to the Plan Hillsborough Electric Vehicle Infrastructure Plan, in 2023 there were 6,000 registered electric vehicles in Hillsborough County with a forecast of between 90,000 – 300,000 by 2035. A portion of this growth will occur in Tampa managed parking areas and the requisite EV charging infrastructure should be present to support this growth.

5. Identify system gaps and EV charging station locations

Based on the current market condition assessment and future EV charging demand forecast, the City should identify spatial gaps in the EV charging system and begin locating new EV charging locations to address those spatial system gaps. When identifying locations to fill in these gaps, the City should consider these factors:

- Equity
- Safety and resiliency
- Infrastructure limitations
- Shared mobility opportunities

The City should take a parking and mobility management approach to identify these EV charging gaps and identify station locations. This means integrating the EV charging infrastructure with parking and mobility infrastructure to meet current and future charging, parking, and mobility demands.

6. Determine program implementation methods

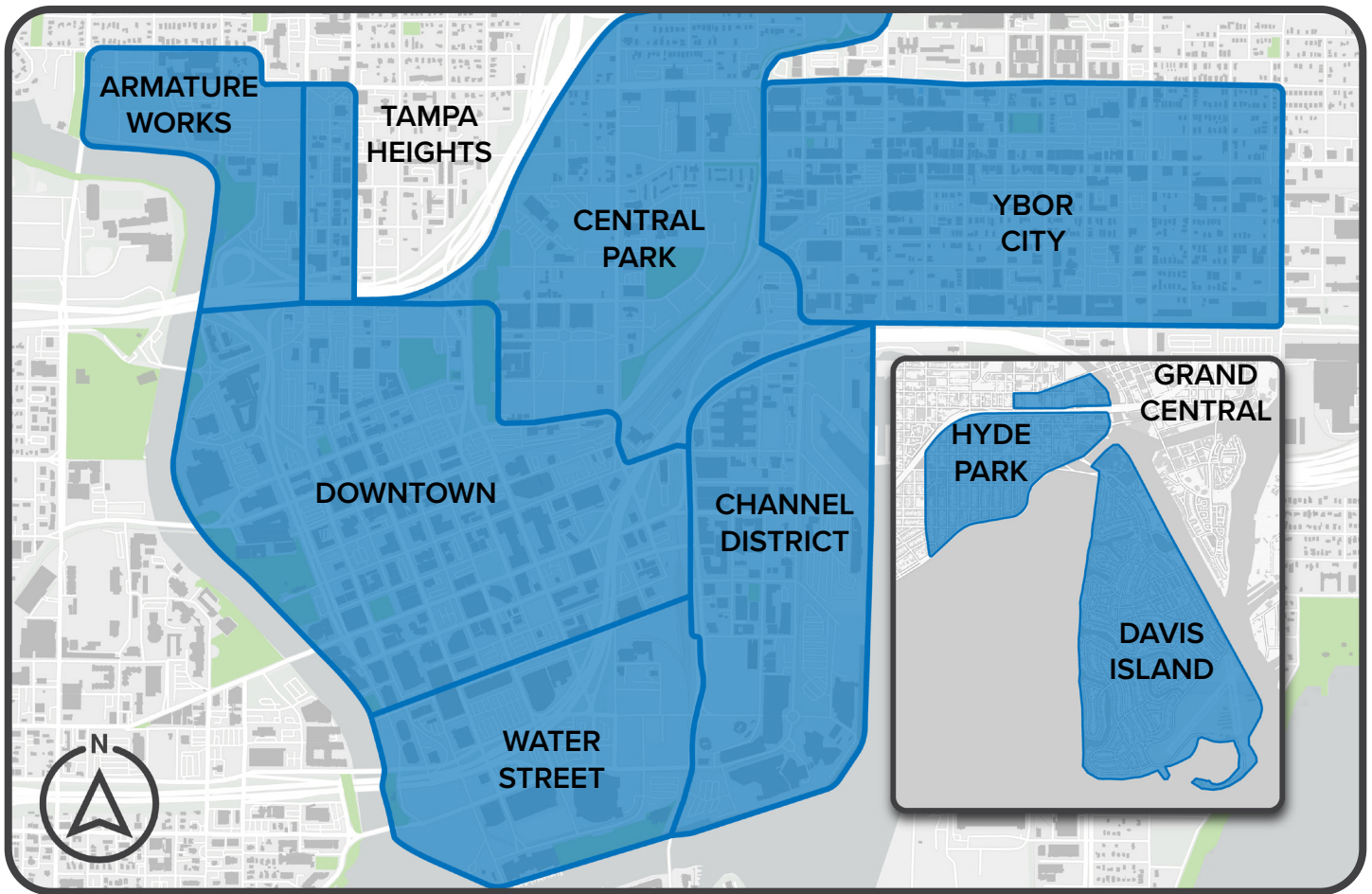
The City should determine how it plans to implement expanded EV charging infrastructure. Historically the City has procured EV charging equipment and managed the equipment internally. Operations and maintenance is conducted by a third-party vendor. The City will need to determine if it continues this service delivery model, or looks to either completely insource maintenance, operations, and administration or solicit the marketplace for a turnkey outsourced program. Cities nationally are examining these various forms of service delivery, that is partially dependent on legislative allowances or restrictions. Regardless of which model is selected, the City should retain control of management and rate charging decision making processes, and clearly define uptime and response time requirements.

Implementation Timeline



Implementation Areas

The Action Items detailed in this section should be implemented city-wide.



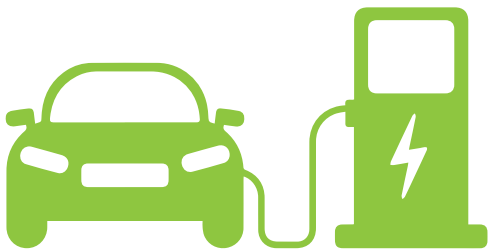
Champions/Partners

- Mobility Department

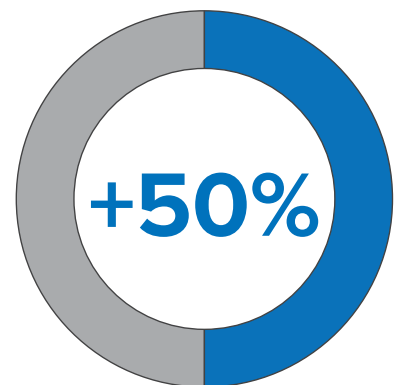
Key Performance Indicators (KPIs)

KPIs for EV Charging Deployment include deploying 50-100 charging ports and an EV Charging Utilization Rate of 50% or more.

**50-100 CHARGING PORTS
DEPLOYED**



of EV Charging Ports Deployed



EV Charger Utilization Rate

Key Performance Metrics (KPMs)

- # of charging hours
- # of sessions

2.e. Build a Transportation Demand Management (TDM) Toolbox

Description

Expanding mobility options for residents and businesses through the development of a Transportation Demand Management (TDM) toolbox can help the City achieve its mobility, safety, and sustainability goals and better manage parking demand in the Downtown and surrounding areas. Transportation demand management is the utilization of strategies and policies to encourage people to use alternative modes of travel rather than driving alone. The City can play an active role in the development of the TDM toolbox, including direct and indirect investments in TDM programs, creating rules and regulations to encourage mobility operations to occur in the public right of way, and through partnerships with strategic stakeholders.

Case Study

Several cities have developed and implemented TDM programs as part of a holistic parking and mobility policy framework through a variety of mechanisms. [Portland, Oregon](#) has developed a Transportation Wallet that offers passes and credits, so people have more choices to get around via transit, bikeshare, e-scooters, and rideshare. The Short North Alliance, in [Columbus, Ohio](#), manages a parking and transit program that includes an employee mobility menu to expand transportation options for businesses in the Short North. The program is funded by a Parking Benefit District. Lastly, [Seattle, Washington](#) manages a Transportation Options Program including a Commute Trip Reduction Program that leverages TDM programs to meet civic mode share goals. In all three instances the City and its partners are taking varying approaches to expanding the TDM toolbox to expand mobility options and meet broader mobility, safety, and sustainability goals.

Resources

- [Portland, Oregon](#)
- [Columbus, Ohio](#)
- [Seattle, Washington](#)

Policy Alignment



Implementation Steps

1. Identify and Evaluate Existing TDM Programs

City staff should identify and evaluate existing TDM programs offered in Tampa. Programs should be included in this audit regardless of affiliation with the City or other partners. Geographic specific TDM programs such as university or agency-based programs should be included in this evaluation. TDM programs may include shared and micromobility, car share, bike share, carpool, employee-based commuter incentives, and ridesharing. Program evaluation including operator information, membership

figures, resource allocation, and service area should be collected. An example of TDM programs that should be included in this evaluation is the Downtown Area Shared Hubs (DASH) program operated by the Tampa Downtown Partnership. Coordination with existing TDM programs should be formalized to ensure that the Parking Division has a clearly defined role in supporting TDM.

2. Identify TDM Program Deficiencies

Once existing TDM programs are identified and evaluated, the City should identify any program deficiencies. These deficiencies may include geographic or spatial deficiencies, operation viability, safety challenges, or regulatory challenges. For example, a TDM program may only be offered in a specific area of the City and is therefore not as impactful as if it was expanded to other parts of the City. Conversely, a program may have an expansive geographic service area but may lack the resources to appropriately serve its membership. Identifying TDM program deficiencies will provide the foundation to determine regulatory and resource needs to build viable mobility options as part of a robust TDM toolbox.

3. Determine Regulatory and Resource Needs

In tandem with the Develop a Comprehensive Shared and Micromobility Program recommendation, the City should determine regulatory and resource needs to resolve program deficiencies. The City should cross reference applicable state legislation as it determines TDM regulatory needs. These regulatory needs could include enabling City legislation, a right-of-way permit allowance, or authority granted to the Mobility Department to enact administrative rules and regulations. In tandem with the Create a Parking Benefit District Program, the City should identify any needed resources to build a TDM toolbox. Revenues could be used to provide baseline program infrastructure, defray or incentivize program use, or assist with program administration and enforcement. During this stage of the process, the City should work with its strategic partners to determine the best course of action to deploy needed resources.

4. Pilot New TDM Programs

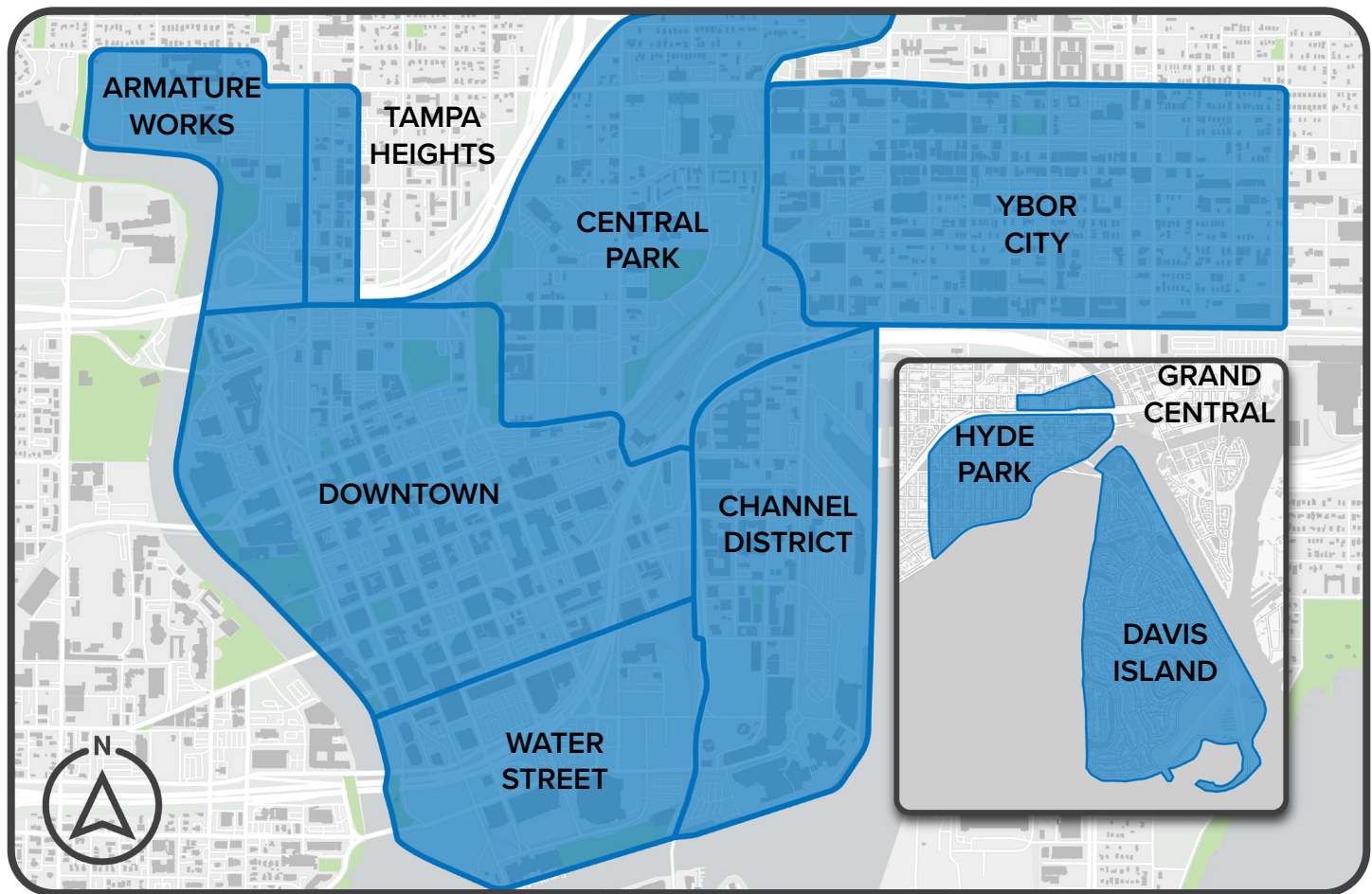
Based on available resources and the ability to provide the regulatory environment for TDM programs to flourish, the City should pilot one to two new TDM programs and evaluate their success for broader implementation. These pilots should be done in tandem with the Develop a Comprehensive Shared and Micromobility Program recommendation. Pilot programs should operate for 9-12 months to allow for program ramp-up and stabilization. The City should take an active role in monitoring and evaluating these pilots and have the needed staff and financial resources to actively engage with mobility providers during this pilot program time period. When piloting new TDM programs, program goals should be articulated and agreed upon with mobility providers. Stakeholders should be engaged along the way and feedback should be requested throughout the pilot program process.

Implementation Timeline



Implementation Areas

The Action Items detailed in this section should be implemented city-wide.



Champions/Partners

- Mobility Department
- Community Redevelopment Agency

Key Performance Indicators (KPIs)

KPIs for building a Transportation Demand Management toolbox include creating two TDM tools.

2

of TDM Tools Created

Create two TDM tools and deploy programs that support sustainable commute options.

Key Performance Metrics (KPMs)

- # of total trips taken
- # of miles ridden
- # of active members

PARKING MANAGEMENT



3. PARKING MANAGEMENT

Overview

Tampa has a robust publicly managed parking system, inclusive of on-street parking and off-street parking garages and surface lots. These public parking assets provide critical access to facilitate economic growth and improve community members quality of life. By embracing industry best practices, new and emerging technologies, and integrating traditional parking demand management principles with mobility demand management tools, Tampa will continue to serve its constituents in an effective, sustainable, and safe manner.

The following action items will support the City's goal of Reinventing Urban Parking and plan objectives to meet and exceed industry best practices to ensure Tampa is an industry leader and create a strategic approach to support economic development and modernize parking policies:

- Expand Public Parking through Public-Private Partnerships
- Explore Special Event Traffic and Parking Management Reform
- Refine Permit Parking Only Zone (PPO) Process
- Expand Paid Parking System Based on Demand
- Develop a Demand-Based On-Street Progressive Pricing Plan
- Develop an Asset-Free Payment Technologies Expansion Plan
- Reposition Existing Off-Street Parking Facilities to Mobility Hubs



3.a. Expand Public Parking through Public-Private Partnerships

Description

Public-private partnerships (P3s) are an increasingly common and mutually beneficial approach for funding public infrastructure. Developers and other private-sector entities have an incentive to provide adequate parking to meet demand at new developments, and the City has an interest in increasing the public shared parking supply to support economic development and access. These partners can focus on new parking assets and existing parking assets using management agreements to operate and enforce parking on behalf of an asset owner.

Case Study

There are many examples of City parking divisions, departments, enterprises, and authorities entering into P3s to expand public parking, where public and private funds are used to develop a parking asset, and the City assumes day-to-day parking management responsibilities. These include:

- [Columbus, Ohio](#)
- [Boise, Idaho](#)

Additionally, there are regional and national examples of established parking agencies entering into management agreements to operate and enforce parking on behalf of an asset owner and/or jurisdiction. These partnerships leverage the expertise of a local parking management agency to make more efficient use out of publicly available parking and create a unified customer parking experience. Examples regionally and nationally include:

- [Doral, Florida's partnership with the Miami Parking Authority](#)
- [Sacramento, California's Parking Client and Business Services Program](#)
- [Philadelphia Parking Authority's management of the airport parking](#)

Resources

- [Columbus, Ohio](#)
- [Boise, Idaho](#)
- [Doral, Florida](#)
- [Sacramento, California](#)
- [Philadelphia, Pennsylvania](#)

Policy Alignment



Implementation Steps

1. Assess demand for additional public off-street parking

The City should assess unmet parking demand needs in the Armature Works, Hyde Park, Tampa Heights, and Ybor City areas to determine if additional public off-street parking is needed. In tandem with this assessment, there should be an inventorying of planned and proposed redevelopment opportunities in these areas to begin identifying possible P3 partners. Identification of existing under-performing or underutilized parking assets not under City operations should be included in this assessment. City agencies such as the Community Redevelopment Agency and Development and Economic Opportunity should also be involved in this process.

2. Engage with private-sector community partners interested in a mutually beneficial P3

Once identified, the City should engage with the private-sector community to determine if there is interest in a mutually beneficial P3. The most likely private-sector partners for co-financing a parking garage will be new property developers and existing land and business owners who have their own vested economic interests in expanding parking options in these areas. This engagement may be informal or through the issuance of a formal request for proposal (RFP) process. For existing parking assets, the City should establish relationships with the owners of assets that are under-performing or underutilized.

3. Utilize an off-street investment scorecard to aid in the investment decision-making process

An off-street parking investment scorecard, illustrated later in this section, provides City staff with a streamlined process for making a more informed decision about parking investment opportunities. A scorecard includes factors that balance the City's desire to support economic development with its own long-term financial stability. The evaluation tool also contemplates various ways the City could invest in off-street parking infrastructure by leveraging P3s and other mechanisms. Along with using a scorecard, a preliminary pro forma should be developed to determine the financial feasibility of the investment opportunity. This off-street investment scorecard can also be used as a guiding document for P3 opportunities for operations and enforcement of existing parking assets.

4. Work with each facility partner to define agreement terms

When a private partner has been selected, the negotiation phase for an investment opportunity will involve such details as:

- Long-term ownership
- Day-to-day management, operational, and maintenance responsibility
- Debt service

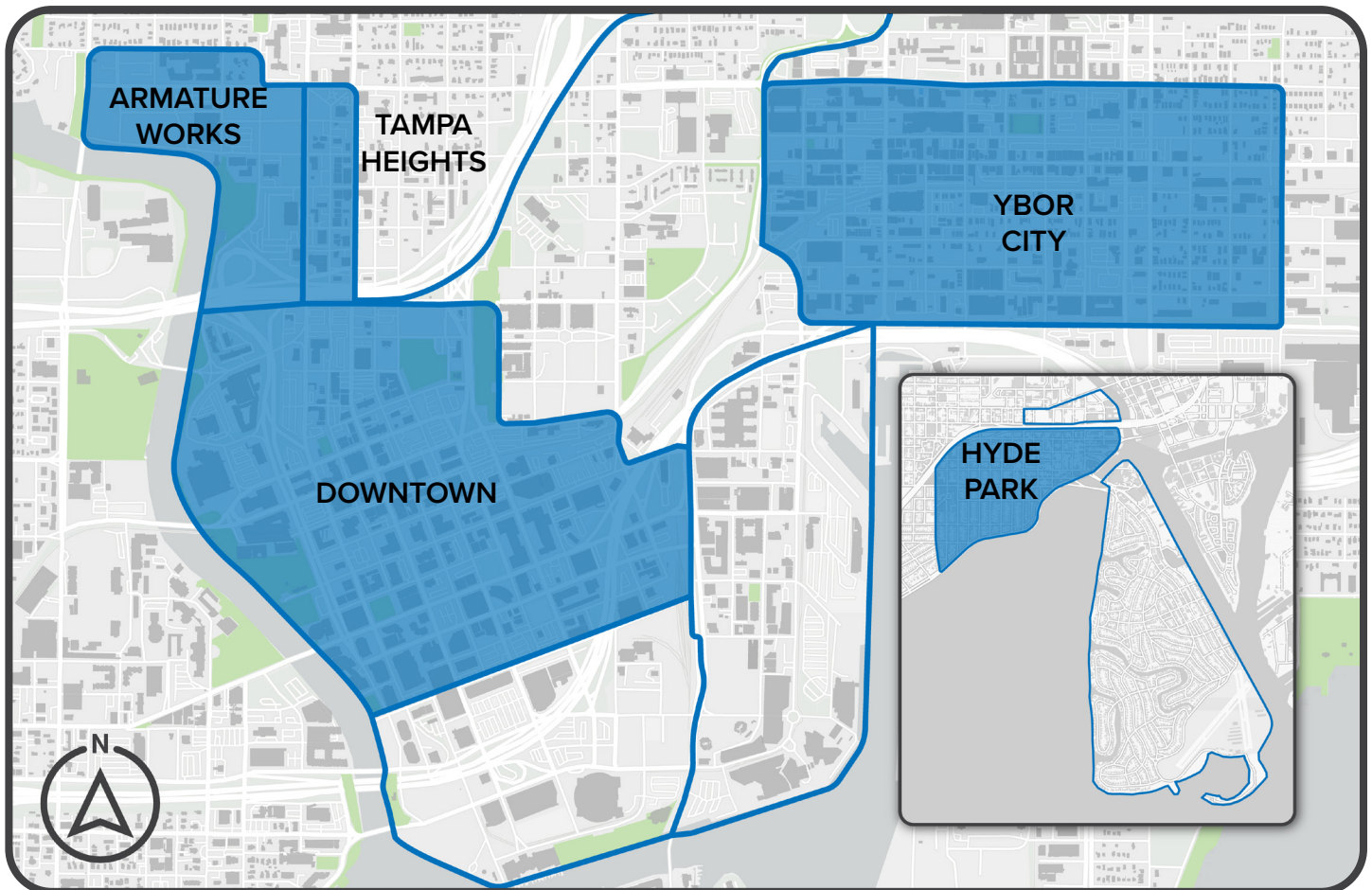
There are many types of P3 structures. The ideal option for the City is one that shares risk and costs between both parties, enables eventual City ownership, and allows the City to handle daily management and operations.

Implementation Timeline



Implementation Areas

The Action Items detailed in this section should be implemented in Armature Works, Downtown, Hyde Park, Tampa Heights, and Ybor City.

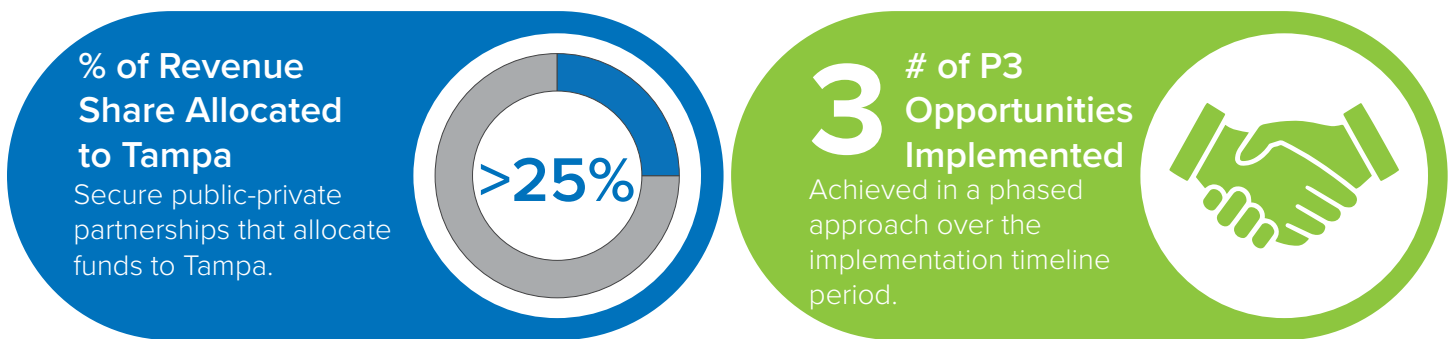


Champions/Partners

- Mobility Department
- Development & Economic Opportunity
- Community Redevelopment Agency

Key Performance Indicators (KPIs)

KPIs for expanding public parking through public-private partnerships include ensuring the City receives a revenue share of at least 25% and implementing at least 3 public-private partnerships.



Key Performance Metrics (KPMs)

- # of public parking spaces created
- Total capital investment
- Total revenue generated

Parking Division Decision Matrix

Factor	Low Score (0 points)	Medium Score (1 point)	High Score (2 points)	Total Score
Location	More than ¼ mile (3-4 blocks) from high demand parking area*	Between 1/8 mile (1-2 blocks) and 1/4 mile (3-4 blocks) from high demand parking area*	Less than 1/8 mile (1-2 blocks) from high demand parking area*	
Multiple Users	Supports demand from associated development only during one-time period (weekday, weekday night, weekend)	Supports demand during two time periods (weekday, weekday night, weekend)	Supports demand during three time periods (weekday, weekday night, weekend)	
Revenue Potential	Does not cover operational costs**	Covers operational costs with little to no excess net revenues**	Covers operational costs plus surplus net revenues**	
Community/ Economic Benefit	Does not meet City development goals	Only meets some City development goals	Meets all City development goals	
Cost Drivers	Significant aesthetic and functional design requirements	Moderate aesthetic and functional design requirements	No aesthetic and functional design requirements	
Public-Private Partnership	Does not include a public/private component	Small number of public spaces in largely private facility	Full shared parking facility in public-private facility	
Management Covenants	Rate and space allocation restrictions	Either rate or space restrictions	No rate and space allocation restrictions	

* high demand parking area defined as a block or group of blocks with 60-80+% average parking demand

** costs include debt service, operations and maintenance, management

- A score of **12 points or greater** would indicate an investment the Parking Division should consider. The assumption here is the facility would be directly City-managed and the Parking Division would take on all financial aspects of the parking facility including servicing debt. This recommendation does not take into consideration the financial position and outlook of the Parking Division at the time of the review and should play a critical role in any final investment decision. *
- A score **between 8 and 12 points** would indicate an investment the City should consider through a public-private partnership and not a direct investment by the Parking Division. The assumption here is the Parking Division may elect to manage day to day operations of the facility, however the Division should not assume facility debt service and would limit its financial exposure to the investment opportunity. *
- A score of **8 points or less** represents an investment that should not be considered by the City or the Parking Division. While the project may have merit and meet several investment factors, the investment opportunity overall would not make financial sense for the City or Parking Division from a direct investment or management perspective. The City may elect to examine this investment opportunity further, however a significant investment in the proposed off-street parking infrastructure is not recommended.

** As part of this scoring process a preliminary pro forma should be developed to determine the financial feasibility of the investment opportunity. It is recommended the facility should have a positive annual net operating income (NOI) by year 5 of operations, after a several year stabilization period, and have accumulated a positive NOI by year 10 of operations. Following year 10 the facility should have a net positive financial impact on the Parking Division. If these assumptions are not met, it is recommended the City explore financial subsidies to make the investment opportunity feasible for the Parking Division, including but not limited to special assessments or general fund contributions.*



3.b. Explore Special Event Traffic and Parking Management Reform

Description

The Water Street District is a must-see neighborhood full of local and regional destinations, including Benchmark International Arena and the Tampa Convention Center. Special events that occur at these major destinations impact normal use of parking, curb space, and the surface roadway and transportation network. A continued balance between special event needs and those of the maturing Water Street District neighborhood is needed to maintain parking and mobility access to this thriving area of Tampa.

Case Study

Over the past decade, cities have made investments in special event venues in urban areas. These special events venues attract a wide audience both locally and regionally. The location of these venues allows special event attendees to access an event via multiple modes when offered in a City. When special event venues are located in dense, mixed-use urban areas, local regulatory agencies have developed special event traffic and parking guides and plan requirements to decrease congestion, increase safety, and create a more efficient ingress and egress process for attendees. Comprehensively examining how existing transportation and parking infrastructure can be leveraged to meet desired outcomes is an important feature of effective special event traffic and parking management.

Resources

- [San Diego, California](#) Special Event Guide
- [Washington, D.C.](#) Special Event Planning Guide
- [Seattle, Washington](#) Climate Pledge Arena Parking Plan

Policy Alignment



Implementation Steps

1. Assess Existing Parking Management Agreements

The City currently has three parking facilities in the Water Street District (Tampa Convention Center, Pam lorio, and Whiting Street). These facilities accommodate parking demand from Benchmark International Arena and the Tampa Convention Center. The City should assess existing parking management agreements for each of these facilities. This assessment should include a review of the terms of these agreements and any financial impacts to the program. The City should have utmost flexibility in how it manages these facilities for special events and be able to reinvest special event parking revenue back into the parking and mobility system.

2. Assess Existing Traffic and Parking Control Plans

City agencies have worked collaboratively to develop traffic and parking control plans to safely move vehicles and pedestrians in and around special event venues in the Water Street District. As the needs of this vibrant neighborhood evolve, City agencies should assess the existing traffic and parking control plans to ensure these plans respond to the day-to-day needs of the neighborhood while meeting special event venue access goals. This assessment should pay special attention to parking, access, and curbside needs of local businesses and residents in the Water Street District.

3. Engage with Water Street District Stakeholders

One way to understand the needs of the neighborhood is to engage with Water Street District stakeholders. A diverse stakeholder group should be assembled, including property owners, business representatives, residents, special event venue operators, and City and regulatory agencies to better understand stakeholder needs. During this engagement process, the City should identify special event tiers or thresholds at which certain traffic and parking control measures are implemented based on projected attendance figures. Acknowledging all special events are different and impact the surrounding area in varying ways is an important aspect of this assessment and modification process.

4. Revise Agreements and Plans based on Neighborhood Needs

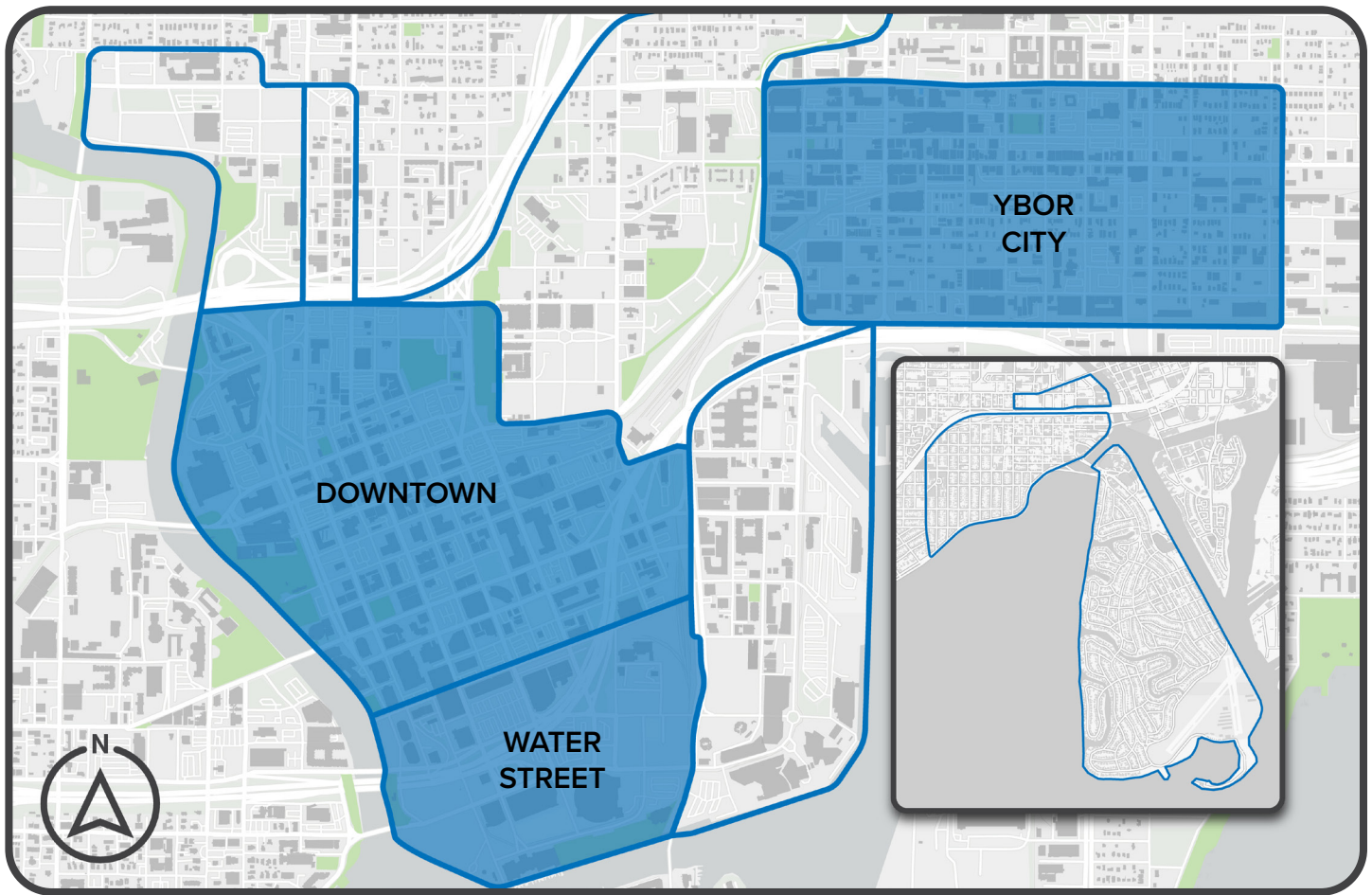
Based on the findings of the assessments and stakeholder engagement, the City should revise the parking agreements and traffic and parking control plans to meet the neighborhood's needs. The City should also define a frequency by which it re-evaluates these agreements and plans to ensure they continue to reflect the needs of the Water Street District. This evaluation frequency may be based on changes to the district, including but not limited to new development, changes to the transportation and mobility system, or changes to the parking system. New and emerging technologies should be incorporated into these future revisions.

Implementation Timeline



Implementation Areas

The Action Items detailed in this section should be implemented in Downtown, Water Street, and Ybor City.



Champions/Partners

- Mobility Department
- Police Department
- Special Event Venues



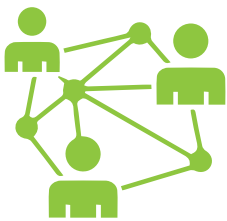
EVENT ENGAGEMENT AT BENCHMARK INTL. ARENA

Key Performance Indicators (KPIs)

KPIs for reforming special event traffic and parking management include engaging with at least 5 stakeholders, maintaining an off-street parking utilization of 75% during special events, and facilitating the egress of public parking facilities in less than 45 minutes after an event.

of Engaged Stakeholders

Engage with at least 5 event-related stakeholder groups.



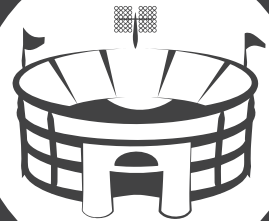
>75%

% Off-street Parking Utilized During Special Events

Maintain a utilization rate of at least 75% during special events.

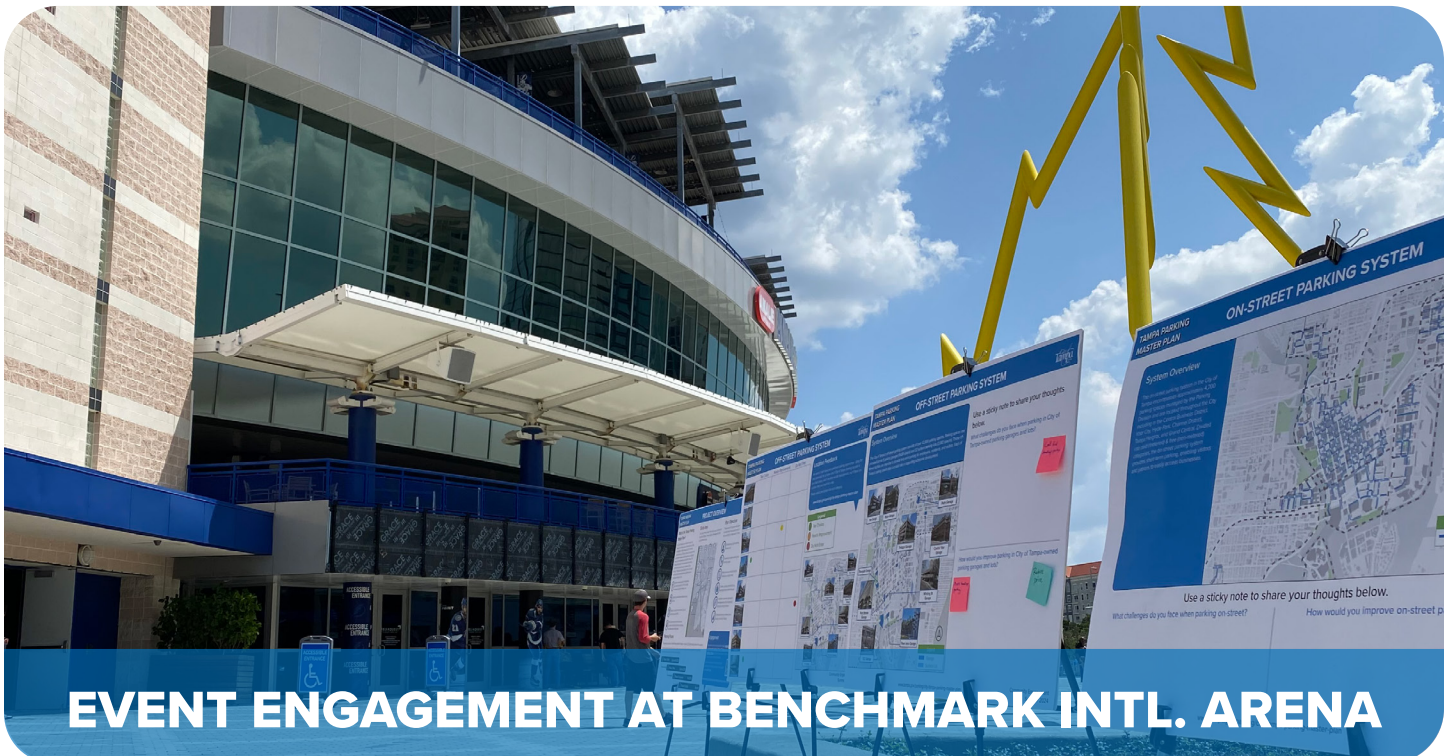
Length of Time to Empty Facilities After an Event

Facilitate the egress of public parking facilities within less than 45 minutes.



Key Performance Metrics (KPMs)

- Total special event parking revenue
- # of parked vehicles
- Quarterly Customer Satisfaction Level Surveys



EVENT ENGAGEMENT AT BENCHMARK INTL. ARENA

3.c. Refine Permit Parking Only Zone (PPO) Process

Description

Permit parking programs are a parking demand management tool employed to prioritize specific user groups over others. Traditionally residential permit parking programs have been established to prioritize resident parking on resident streets and mitigate external traffic and parking generators such as hospitals, special event venues, and educational facilities. As in-town neighborhoods become more mixed-use and density has increased, traditional residential permit parking programs are being modernized to allow for the issuance of other types of parking permits. Establishment of these districts has also started to change, moving from resident or petition-initiated processes to city managed processes through evaluation and study.

Case Study

The evolution of Permit Parking Areas to become more flexible and nimbler is occurring throughout cities large and small. Cities are evolving program administration, eligibility, permit types, and fees through modifications to existing Residential and Neighborhood Parking Permit Programs. This evolution includes transitioning from physical to digital permits, expanding permit types to include neighboring businesses and institutions, offering hybrid permits based on time of day and parking location, and implementing progressive fees for multiple issued permits. Parking agencies on the cutting edge of these changes include Columbus, OH, Austin, TX, and Portland, OR.

Resources

- [Columbus, Ohio](#)
- [Austin, Texas](#)
- [Portland, Oregon](#)

Policy Alignment



Implementation Steps

1. Assess Existing PPO Zoned Blocks

Refining the PPO Zone Process will involve modifications to the existing program. The City should take a first step in assessing the existing PPO Zones to determine each block's characteristics. Block attributes that should be assessed include:

- Permit Parking Restrictions
- Adjacent Land Use
- Issued Permits (Total, Per Household/Address)
- Parking Occupancy (overall vehicle occupancy)
- Permit Utilization (permit utilization as compared to overall parking occupancy)

Results of this assessment will help inform PPO Zone eligibility and permit issuance criteria, and the transition of existing PPO Zones to the new process.

2. Develop PPO Zone Intake, Eligibility, and Permit Issuance Criteria

A modernized PPO Zone program should include administrative flexibility to respond to increased parking demands in Tampa's urban neighborhoods. This administrative flexibility includes the development of intake, eligibility, and permit issuance criteria:

- **Intake:** Requests to establish, modify, or remove a PPO Zone should be allowed by constituents of a block or group of blocks, a recognized neighborhood organization, or City staff. Rules and regulations should be developed to outline the intake process and any necessary application forms that need to be completed to start the process.
- **Eligibility:** Criteria should be established to determine PPO Zone eligibility. A PPO Zone should be established based on observed parking demand creating an undue burden for residents. A parking study should be commissioned to determine if the observed average parking utilization is greater than 80%. If parking utilization meets this threshold, and a majority of that observed parking demand is being created by external traffic generators, a block or group of blocks would be eligible for PPO Zone restrictions.
- **Permit Issuance:** Maximum permit allowances per household/address, permit fees, and permit types should be outlined in program rules and regulations. Maximum permit allowances should be based on parking availability and fees should, at minimum, cover program administrative costs. Permit types may vary depending on land use but should include a minimum of resident and visitor parking allowances. Wherever possible, permit issuance should be virtual in nature utilizing vehicle license plates as the permit credential.

3. Update Regulatory Authority

To modernize the PPO Zone program to allow for more dynamic and proactive parking management tools, the Municipal Code should be revised in locations that provide the authority to establish and issue permits.

The following model code language may be used to update applicable permit parking program authority in Section 15 of Tampa's Municipal Code:

Whenever the Director, or designee, determines that on-street parking congestion in a particular district is such that the restriction or prohibition of parking during certain hours of the day and days of the week is necessary to reduce hazardous traffic conditions and to promote the health, safety, and welfare of the district by providing adequate parking spaces to gain access to residences, businesses, and institutions, permit parking may be authorized in such districts. Such authorization shall be made only after a parking study has been conducted by the Department and shall be implemented by regulations promulgated by the Director. The issuance or renewal of a permit under this section shall not be granted until all outstanding parking infractions under the City Code are paid in full. The establishment of permit parking shall not conflict with any other restrictions contained in this code.

4. Transition Existing PPO Zones to New Process

Existing Residential Permit Parking areas should be transitioned to the new PPO Zone Program process. During this transition period, the City should determine if any existing zones should be removed from the program if they do not meet revised program criteria. A two-year phase out period should occur for the block or group of blocks that do not meet the new program criteria.

5. Implement New PPO Zone Process

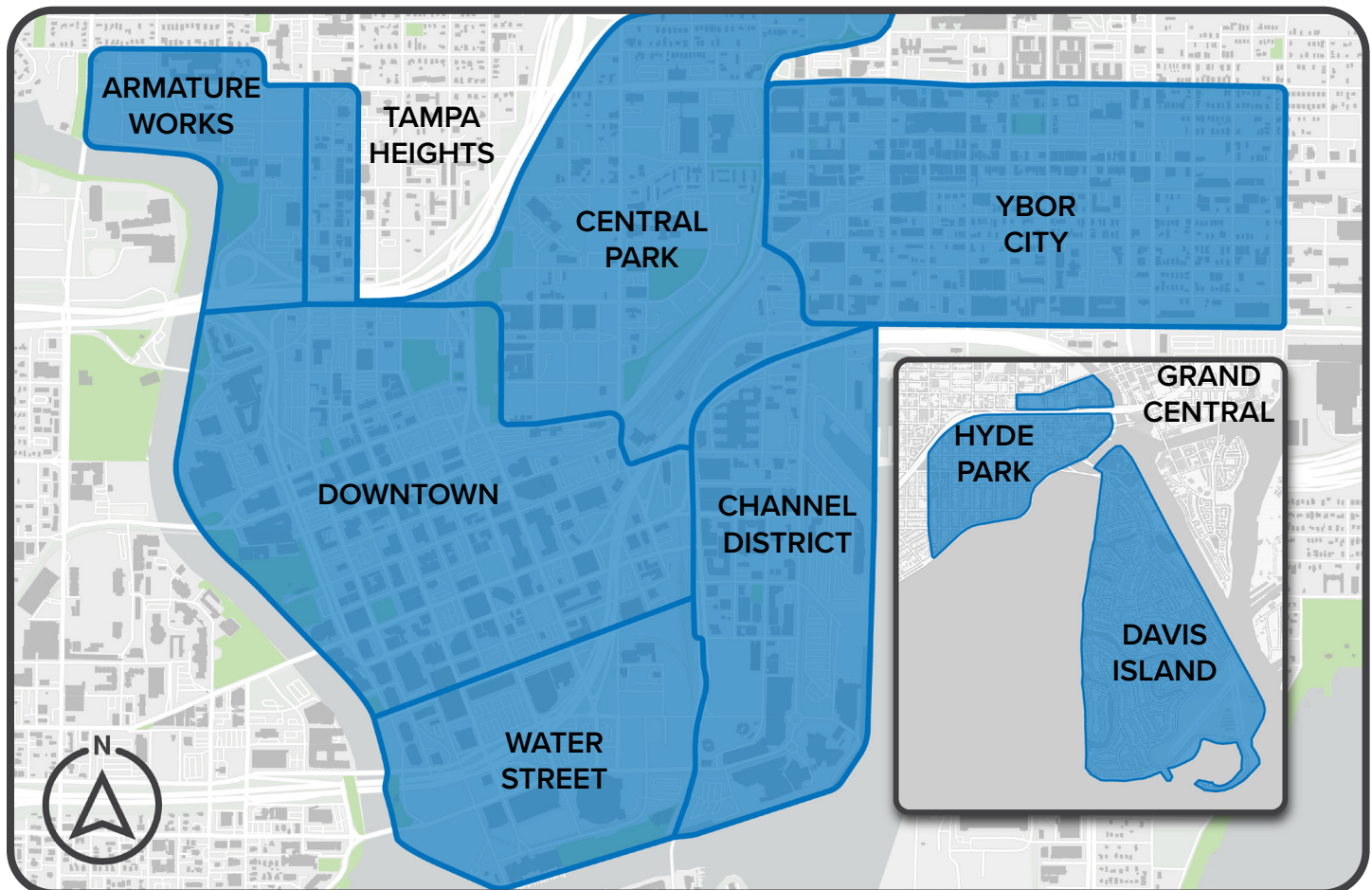
The new PPO Zone process should be implemented for all new prospective PPO Zone additions, modifications, or removals. The City should evaluate the PPO Zone process every 3-5 years to ensure program policies align with market needs. The City should ensure it has proper staff and funding resources to properly administrate the revised PPO Zone Program, including parking enforcement staff to maintain compliance with posted regulations.

Implementation Timeline



Implementation Areas

The Action Items detailed in this section should be implemented city-wide.



Champions/Partners

- Mobility Department

Key Performance Indicators (KPIs)

KPIs for refining the permit parking only (PPO) zone process include assessing 100% of blocks within the parking system and maintaining a PPO zone compliance rate of 85%.

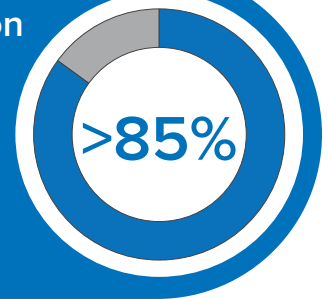
% of PPO Blocks Assessed

Assess 100% of the blocks with PPO zones to modernize their current applicability.



% of PPO Restriction Compliance

Maintain a compliance rate of 85% or more in PPO zones.



Key Performance Metrics (KPMs)

- # of permit accounts
- Total revenue generated
- # of issued parking permits
- # of parking permit violation citations issued



PERMIT PARKING ZONE ON N 12TH STREET

3.d. Expand On-Street Parking and Update Parking Rates Based on Demand

Description

Paid parking is a strategy in the parking management toolbox to increase turnover and access to short-term curbside spaces. Charging for parking on-street based on observed demand can incentivize using off-street parking facilities and mobility options, including active transportation programs. As demand for curb access increases, the Parking Division should expand on-street parking management to foster curb lane efficiency. Additionally, charging for on-street parking can help to balance curb lane demand across different user groups and highlight the value of proximate access to destinations.

Case Study

Advances in parking technology and data collection efforts have allowed parking programs to adjust parking rates and expand paid parking based on demand. Cities have developed transparent processes to adjust rates and expand paid parking areas based on the results of parking demand studies, informed by data generated by paid parking systems such as smart meters and mobile payment applications. Parking programs that actively adjust parking rates based on demand include Seattle, WA, Columbus, OH, and Boulder, CO.

Seattle Department of Transportation's Performance-Based Parking Pricing Program ties on-street rates and hours of operations to achieve a goal of 1 to 2 available spaces per block.

The ParkColumbus program evaluates parking demand using on-street parking transaction data and adjusts rates based on curb lane performance and parking occupancy.

The Revitalizing Parking & Transportation Access program in Boulder, CO, adjusts on-street parking rates annually to incentivize the use of off-street parking. Pricing is based on typical peak occupancy, with higher pricing for areas where parking is most in demand.

Resources

- [Seattle, Washington](#)
- [Columbus, Ohio](#)
- [Boulder, Colorado](#)

Policy Alignment



Implementation Steps

1. Develop Demand-Based Rate Change Structure

The City should develop rules and regulations that document how parking rates are adjusted based on observed parking demand. Rates should be adjusted annually based on the results of an annual parking occupancy and turnover study. A change in rates should be communicated at least 30 days prior to rate changes. For customer consistency's sake, the paid parking system should be divided into a minimum of three consecutive blocks and their intersecting streets for analysis and rate change purposes.

At the analysis zone level, the following rate change structure should be used based on observed parking demand:

- Greater than or equal to 90% Increase hourly rate by \$0.50
- Between 80%-90% Increase hourly rate by \$0.25
- Lower than or equal to 80% No rate change

A minimum hourly rate of \$2.00 should be charged for paid parking on-street. This ensures on-street parking rates equal or exceed the first hour charged for off-street parking. Annual adjustments should consider both on-street parking performance and off-street parking market rates.

2. Collect and Analyze Parking Demand Data in Emerging Areas

On an annual basis, the City should identify emerging areas where paid parking may need to be implemented. These emerging areas may be identified based on citizen requests or complaints, enforcement officer observation, or professional discretion. Emerging areas should be at least three by three blocks in size before data collection and analysis occurs. A parking occupancy and turnover study should be conducted in the identified emerging area. If the results of the study indicate observed parking occupancies greater than or equal to 60% are present coupled with adjacent land uses that are primarily non-residential, the emerging area is a candidate for paid parking expansion. Areas that are predominately residential land uses may meet the PPO Zone modification criteria.

3. Collect and Analyze Parking Demand Data in Established Areas

On an annual basis, the City should collect and analyze parking demand data in areas where paid parking is already established. The City may be flexible in the data sources it uses to conduct a parking occupancy and turnover study. In areas with paid parking already established, the City may choose to leverage parking payment and license plate recognition data to determine if rates should be adjusted based on observed demand.

4. Adjust Paid Parking System Based on Analysis Findings

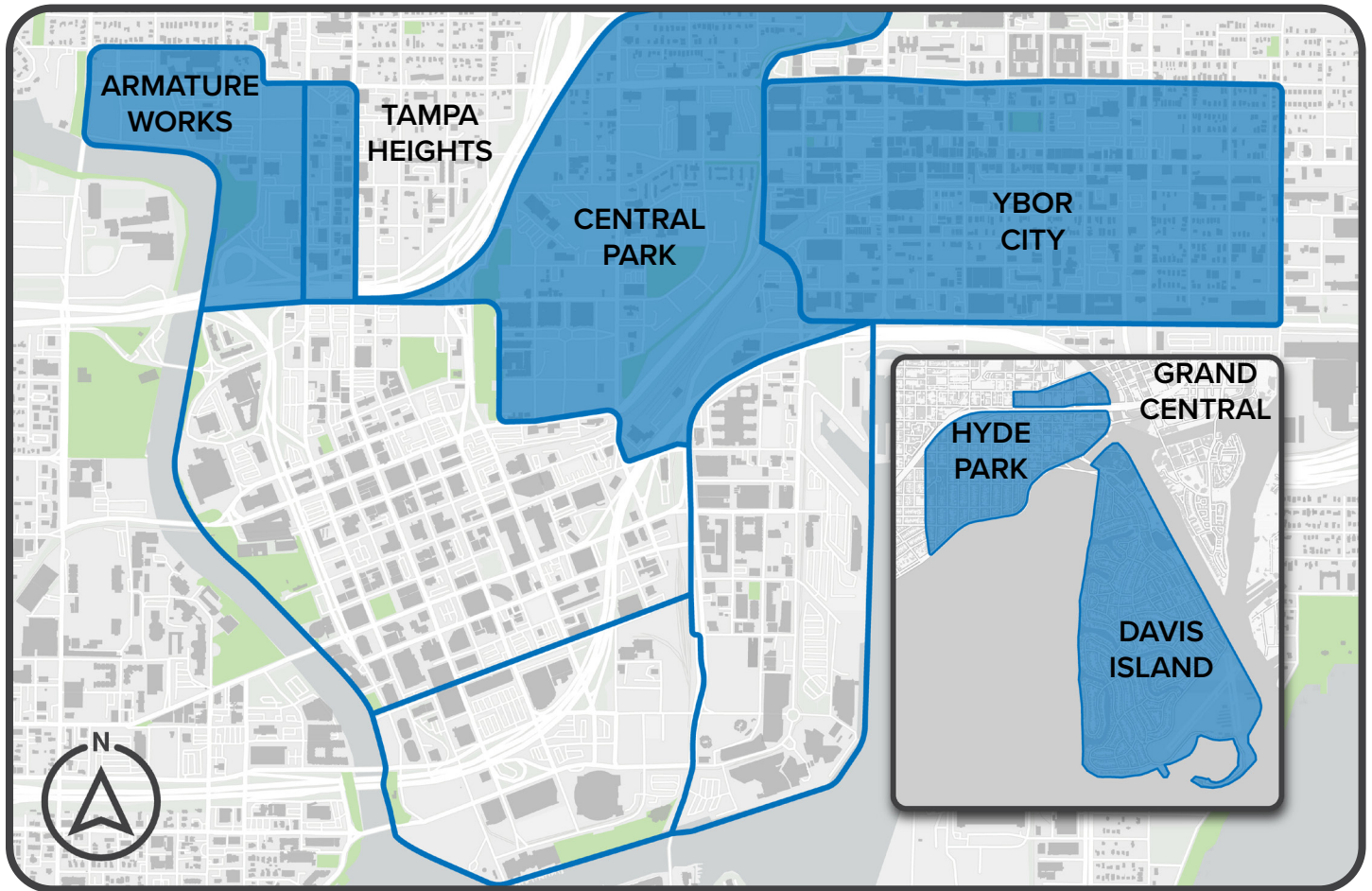
After completing the required parking analyses, the City should adjust the paid parking system on an annual basis. During this adjustment period, the Parking Division should work with the City Marketing & Communications Department to develop outreach and awareness materials to notify the public of upcoming changes. Digital and physical communications should be targeted to areas of change, along with the justification for the changes. Rate information, by area, should be readily available on the City's website and through its mobile payment providers.

Implementation Timeline



Implementation Areas

The Action Items detailed in this section should be implemented in Armature Works, Central Park, Davis Island, Grand Central, Hyde Park, Tampa Heights, and Ybor City.



Champions/Partners

- Mobility Department
- Marketing and Communications Department

Key Performance Indicators (KPIs)

KPIs for expanding on-street parking and updating rates based on parking demand include performing at least 3 data collection efforts annually and maintaining a system-wide average occupancy percentage between 60% and 80%.

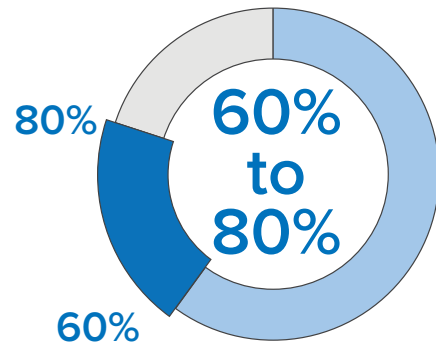
DATA COLLECTION

Perform at least 3 data collection efforts annually.



3+

of data collection efforts



System-wide average %
parking occupancy

Key Performance Metrics (KPMs)

- Total revenue generated
- Average transaction amount
- Paid parking compliance rate



LINE FOR AN AVAILABLE ON-STREET SPACE

3.e. Develop a Demand-Based On-street Progressive Pricing Plan

Description

Pricing on-street parking based on observed customer demand aligns the value of public parking with market needs. Utilizing progressive pricing, as opposed to maximum time limits, allows customers to freely choose how long they park in a specific location. Parking rates increase as parking duration of stay increases in a manner that incentivizes parking turnover after a specific amount of time. Although more than 85% of paid parking sessions in Tampa were for three hours or less, nearly 15% of paid parking sessions were for longer than three hours. A demand-based on-street progressive pricing plan can encourage parking turnover, more accurately reflect the value of public parking, and creates customer choice and flexibility.

Case Study

Traditional methods of managing parking turnover using maximum time limits are being re-evaluated by several parking programs. Pay-by-plate meter and enforcement technology have allowed cities to implement progressive pricing plans to continue to encourage parking turnover using escalating hourly parking rates while providing customers increased parking flexibility. Cities that have implemented progressive pricing plans include Austin, TX, Columbus, OH, Omaha, NE, and Sacramento, CA.

Resources

- [Austin, Texas](#)
- [Columbus, Ohio](#)
- [Omaha, Nebraska](#)
- [Sacramento, California](#)

Policy Alignment



Implementation Steps

1. Update Regulatory Authority

Introducing progressive pricing to Tampa's on-street paid parking program will require flexibility in establishing escalating hourly parking rates. Section 15 of the City's Municipal Code should be revised to provide additional flexibility in setting rates and enforcement hours based on evaluation or as part of an approved parking management plan. The following example model code may be used to update this section of Tampa's Parking Code:

The Director, or designee, is authorized to establish public parking rates based upon relevant cost factors and market conditions prevailing in the area served by the public parking. The Director, or designee, is authorized to set a maximum hourly rate of \$10.00 per hour and a minimum hourly rate of \$2.00 per hour. The Director, or designee, is authorized to develop a Director's rule setting forth how rate establishment will occur within this maximum and minimum hourly range.

2. Evaluate On-Street Parking Demand Characteristics

The current on-street paid parking program should be evaluated to determine important parking demand characteristics on a zone basis. Minimum zone size of two or three consecutive blocks and their intersecting streets should be established for evaluation purposes. City staff should identify the peak demand month for the on-street paid parking program and evaluate the following parking demand characteristics at a zone level:

- Average Parking Utilization
- Average Parking Session Duration (Length of Stay)

These parking demand characteristics will be utilized to establish a progressive pricing rate structure.

3. Establish Progressive Pricing Rate Structure

A progressive pricing rate structure should be established in Department Rules and Regulations as a transparent way to document the rate change decision making process. The progressive pricing rate structure should be based on average parking utilization and average parking session duration. An example of a possible progressive pricing rate structure is shown below.

Hourly Base Rate	Observed Session Duration	Hour 4	Hour 5	Hour 6	Hour 7
\$2.00	< 3 hours	\$2.50	\$3.00	\$3.50	\$4.00
\$2.00	3 - 5 hours	\$3.00	\$4.00	\$5.00	\$6.00
\$2.00	> 5 hours	\$4.00	\$6.00	\$8.00	\$10.00

In this example, the following rate assumptions are being made:

- 3 Hours or Less – Rate increases by \$0.50/hour for each additional hour purchased.
- 3-5 Hours – Rate increases by 50% of base rate for each additional hour purchased.
- 5+ Hours – Rate increases by 100% of base rate for each additional hour purchased.

The goal of these recommended rate adjustments is to encourage parking turnover every three hours. Areas of observed parking turnover greater than three hours should have increased price adjustments to encourage parkers to stay no longer than three hours. Additionally, this encourages parkers who need long-term parking to utilize off-street parking options rather than high-demand on-street parking spaces.

4. Phase-In Plan Based on Priority Area

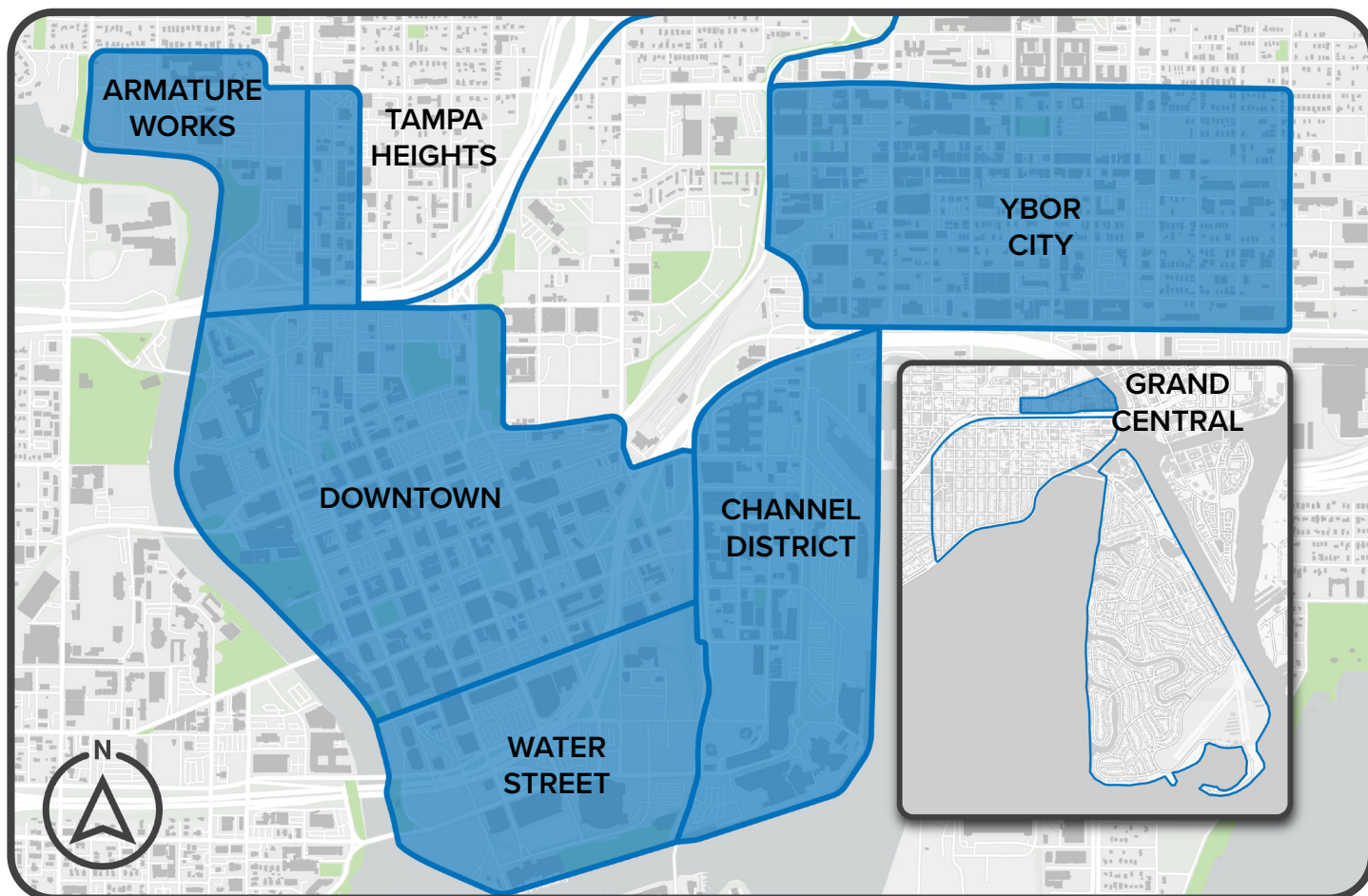
Progressive pricing rate structures should be phased-in on a zone level based on priority. This priority should be set by observed parking demand characteristics. Zones with the highest observed parking utilization coupled with the longest parking session durations should receive the highest priority and areas with the lowest observed parking utilization coupled with the shortest parking session durations should receive the lowest priority. Proper enforcement and management practices are necessary for progressive pricing zones to function effectively. Parking zones should utilize LPR technology to track transactions, preventing parkers from using multiple short-term sessions to avoid long-term rates. Rates should accrue within each zone across multiple payment methods, enabling individuals to park for their desired length of time at a price that reflects market demand.

Implementation Timeline



Implementation Areas

The Action Items detailed in this section should be implemented in Armature Works, Channel District, Downtown, Grand Central, Tampa Heights, Water Street, and Ybor City.

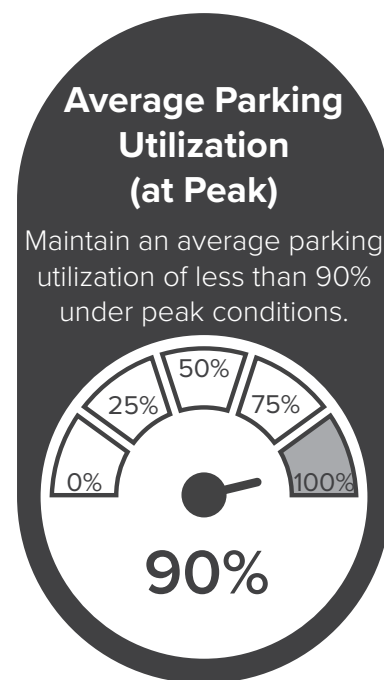
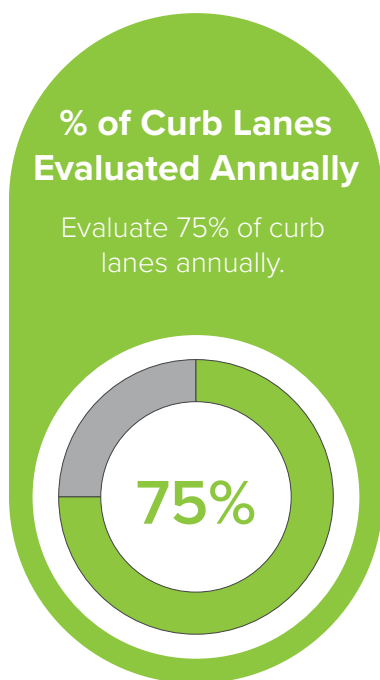


Champions/Partners

- Mobility Department

Key Performance Indicators (KPIs)

KPIs for developing a demand-based progressive pricing plan include evaluating 75% of curb lanes annually, achieving an average parking duration of 2.5 hours, and maintaining an average parking utilization of less than 90% under peak conditions.



Key Performance Metrics (KPMs)

- Average parking transaction amount
- Average length of stay
- Average parking occupancy (based on payment)



3.f. Develop an Asset-Light Payment Technologies Expansion Plan

Description

Innovations in on-street parking digital payment technologies combined with rapid customer adoption rates provide the City with opportunities to develop an on-street parking asset-free payment technologies expansion plan. This expansion plan builds upon the existing payment technology foundation in the City's on-street paid parking system and embraces continued expansion of payment options with the limited deployment of physical point of sale devices.

Case Study

Several cities have embraced asset-free payment platforms to facilitate on-street parking payments. This parking industry trend mirrors general customer trends of increased adoption rates of mobile and digital payment technologies for daily purchases. Cities that have successfully deployed asset-free payment technologies and increased their adoption rates to majority digital payment include Miami, FL (95% digital payment adoption), Columbus, OH (90% digital payment adoption), and Hoboken, NJ (over 50% digital payment adoption).

Resources

- [Miami, Florida](#)
- [Columbus, Ohio](#)
- [Hoboken, New Jersey](#)

Policy Alignment



Implementation Steps

1. Update Regulatory Authority

Technology innovation in the parking industry has increased customer meter payment options. In the past cities were required to install physical parking meters at the curbside to facilitate priced parking. Now contactless payment options are available for customers to pay for parking in on and off-street facilities. These contactless payment options include mobile pay applications, text to pay, call to pay, web optimized payments, and in-vehicle payment platforms.

To fully embrace these new digital meter payment options, Section 15 of the Tampa City Code should be revised in locations where parking meters are defined. The following model code may be used to update Tampa's definition of parking meters:

"Parking meter" means any mechanical or electronic device used, placed, installed, or erected at or near the curb adjacent to the parking lane, or otherwise on property which is owned, leased, or operated by the city of Tampa. A parking meter includes, but is not limited to, single space meters, multi-space meters, digital contactless payment options and parking mobile payment applications authorized by the city of Tampa.

2. Explore Digital Payment Technology Enhancements

The City currently utilizes four different payment platforms to facilitate contactless payments. Staff should work with each contracted vendor to ensure all digital payment platforms are being utilized for the betterment of the customer experience. These digital payment options include:

- Text to Pay
- Guest Checkout
- Call to Pay

The City should work with each of its contracted vendors to, wherever possible, reduce fraudulent activities associated with the use of QR codes. While a convenient method to convey information and direct customers to payment options, QR codes have increasingly become easy targets for fraudulent activities.

Additionally, the City should explore in-vehicle payment technologies as more vehicles allow for this type of payment integration. Contracts should allow for the flexibility to add new payment options as they enter the marketplace.

3. Evaluate Existing Paid Parking System

Implementing asset-free payment technologies in an on-street parking environment should be prioritized in areas of the system that are most conducive for such a conversion. The existing paid parking system should be evaluated based on the parking and curbside characteristics and adjacent land uses of a block or group of blocks of paid parking. The following table should be used to determine the block or group of blocks that would be optimal for an asset-free paid parking approach:

Location Characteristic	Asset-Light Approach	Asset-Free Approach
Turnover	4 or more per day/space	3 or less per day/space
Length of Stay	1-4 hours	4+ hours
Occupancy	60% or greater	60% or less
Adjacent Land Uses	Mix of customer generating land uses	Single non-customer generating land use

4. Convert to Asset-Free Payment Technologies in a Phased Approach

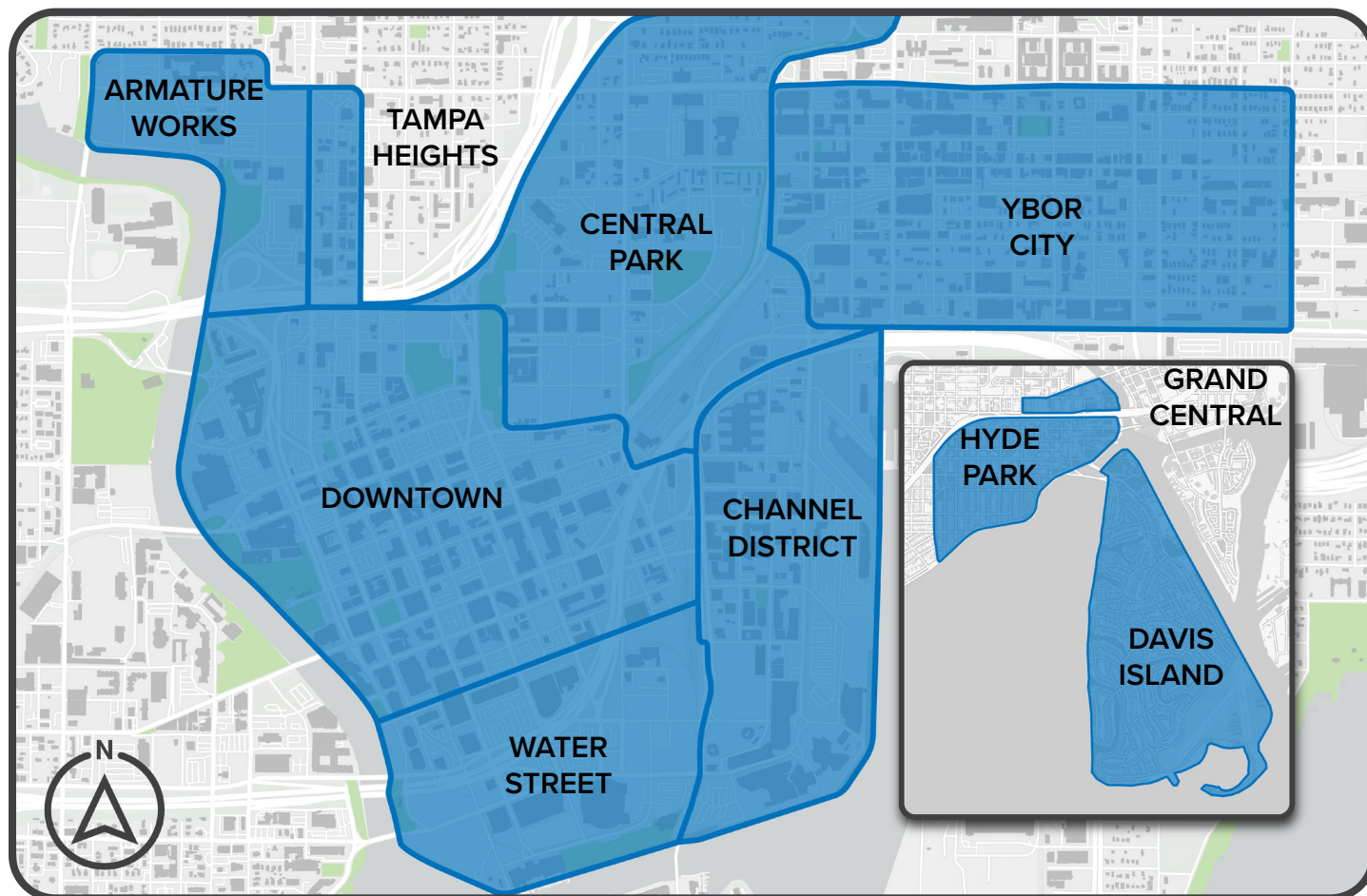
Once the existing paid parking system is evaluated for conversion to an asset-free approach, the City should begin this conversation in a phased-approach. Paid parking along a minimum of two or three consecutive blocks and their intersection streets should be identified and converted to asset free payment technologies such that they meet the evaluation criteria set forth above. This conversion process should be implemented in tandem with a robust stakeholder education campaign that brings awareness to the new payment technologies and includes a warning period for enforcing meter non-payment violations. Included in the warning period, of at least two weeks, should be additional education if violations are observed. Additionally, with the introduction of new contactless payment technologies, the Parking Division should work with its vendors to offer promotional sessions for new customers that sign up for contactless payment options.

Implementation Timeline



Implementation Areas

The Action Items detailed in this section should be implemented city-wide.



Champions/Partners

- Mobility Department

Key Performance Indicators (KPIs)

KPIs for developing an asset-light payment technologies expansion plan include deploying at least 2 digital payment options and reaching an on-street parking asset-free payment percentage of 85%.



Key Performance Metrics (KPMs)

- # of pay stations
- Total revenue by payment type
- Total # of transactions by payment type



3.g. Update Existing Off-Street Parking Facilities to Include Mobility Hubs

Description

As parking demand evolves, parking asset owners and operators are exploring options to convert portions of existing off-street parking facilities to include mobility-centric services. These mobility hubs include space for bikeshare, rideshare, shared electric vehicles, carpooling, bicycle and micromobility parking, and shuttles. Reimagining portions of existing off-street parking facilities to develop mobility hubs can serve as destinations for first- and last-mile shared and micromobility transportation options and support a park-once urban environment.

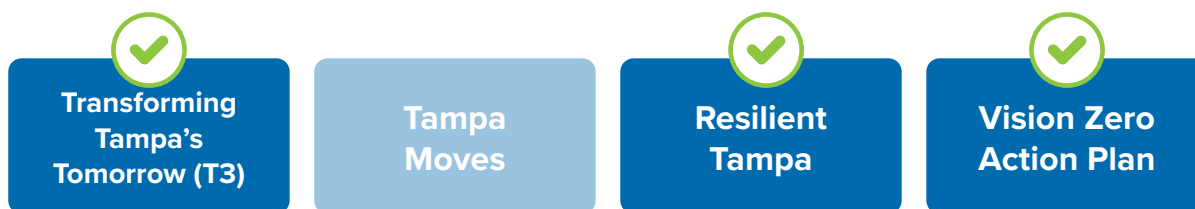
Case Study

The integration of mobility options into existing parking facilities is in the emerging stages on an industry-wide level. New parking facilities either under design or construction are beginning to incorporate mobility hub elements to complement the primary parking uses on-site. The City of Minneapolis launched its [ABC Ramps Mobility Hub](#) in an effort to connect nearby transit infrastructure to its parking assets and include first- and last-mile mobility solutions such as carpooling, bike, scooter, and car share all in one location. Boulder, Colorado integrated bus service through the Regional Transportation District (RTD) into its [14th and Walnut Parking Garage](#), along with complementary first- and last-mile mobility options. Lastly, the recently opened [Astor Park Garage](#) in Downtown Columbus was designed with bike commuting in mind and includes a bike hub complete with secure bike parking storage in a highly visible location.

Resources

- [ABC Ramps Mobility Hub](#) (Minneapolis, Minnesota)
- [14th and Walnut Parking Garage](#) (Boulder, Colorado)
- [Astor Park Garage](#) (Columbus, Ohio)

Policy Alignment



Implementation Steps

1. Assess Existing Off-Street Parking Facilities

The City should assess its existing off-street parking facilities to determine the viability of converting portions of those facilities to mobility hubs. The following facility-specific characteristics should be included in this assessment:

- Ease of access to the first floor from the street/sidewalk
- Ability to easily separate garage vehicle traffic from mobility hub traffic
- Opportunity to create a climate-controlled/weather resistant environment for mobility hub customers

Along with assessing facility-specific characteristics, the area surrounding the off-street facility should be assessed. Site-specific characteristics that should be included in this assessment include:

- Proximity to transit
- Proximity to a bike lane
- Width of the adjacent sidewalk
- Adjacency to a mix of land uses

The assessment process can be qualitative and quantitative in nature. The assessment process will help to inform and identify priority mobility hub locations.

2. Identify Priority Mobility Hub Locations and Programs

Based on the City's assessment of existing off-street parking facilities, priority locations should be identified for mobility hub implementation. The City should initially prioritize up to two facilities to implement mobility hubs. These locations would be the most cost-effective and optimally located facilities to implement a mobility hub. Existing shared and micromobility programs should be prioritized for use in these initial locations and should complement the existing mobility services.

3. Partner with Mobility Providers to Launch Mobility Hubs

Programs included in these mobility hubs should already exist in the market to leverage current membership ridership trends. The City should work in partnership with existing mobility program providers to promote the installation of these two new mobility hubs. Incentivizing the placement of shared and micromobility devices through free or discounted permits, coordinated marketing and outreach, and a climate-controlled/weather-resistant environment may be required to jumpstart these two initial mobility hubs.

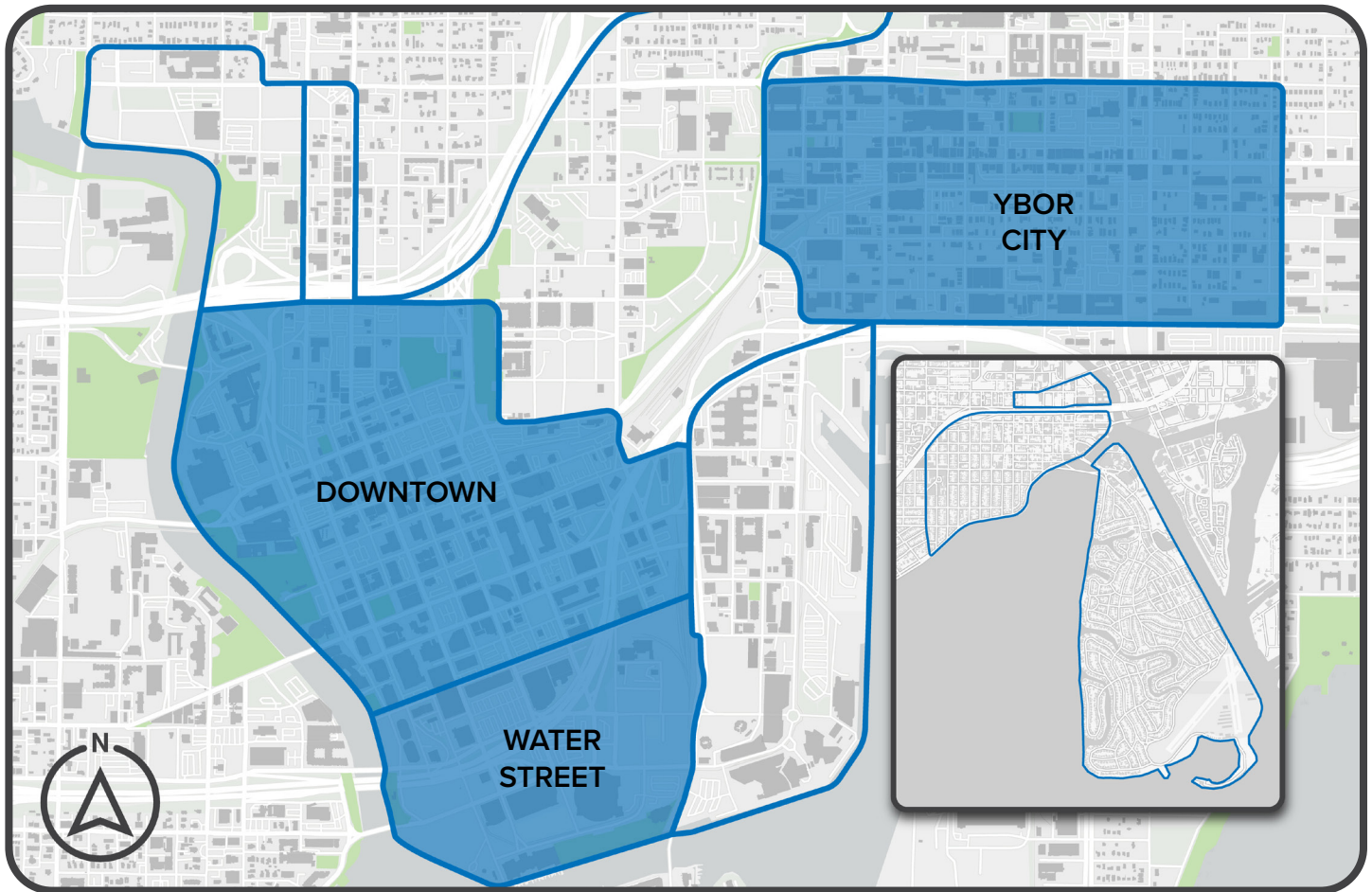
Implementation Timeline



BIKE PARKING IN PAM IORIO GARAGE

Implementation Areas

The Action Items detailed in this section should be implemented in Downtown, Water Street, and Ybor City.



Champions/Partners

- Mobility Department
- Mobility Providers
- Tampa Downtown Partnership

Key Performance Indicators (KPIs)

KPIs for updating the existing off-street parking facilities to include mobility hubs include upgrading 2 facilities and implement infrastructure for at least 3 mobility options.

2 # of Updated Facilities

Upgrade 2 off-street facilities to serve as mobility hubs.



3+ # of Mobility Options Provided

Implement infrastructure for at least 3 mobility options.



Key Performance Metrics (KPMs)

- # of mobility trips generated
- # of active mobility provider members



TECO STREETCAR STOP AT FORT BROOKE GARAGE



BIKE PARKING STATION AT FORT BROOKE GARAGE

ENFORCEMENT AND OPERATIONS



4. ENFORCEMENT AND OPERATIONS

Overview

Tampa's public parking system serves a wide range of customers in many of the City's growing neighborhoods and urban core. The health of this system is influenced, in part, by how customers interact with on- and off-street parking and their compliance with parking regulations. Parking facility quality of care also plays a role in the health of the public parking system and impacts how customers utilize public parking assets. It is important the City proactively communicate the benefits and needs of the public parking system to the Tampa City Council and its constituents to support continued access to high demand curb space and off-street parking in neighborhoods, business districts, and emerging districts.

The following action items will support plan objectives to enhance the customer parking and mobility experience, understand the local market, and raise the overall quality of parking in Tampa:

- Create Community Outreach Guidelines
- Develop a Parking Enforcement Compliance Plan
- Automate Off-Street Parking Facilities
- Establish Standard Curb Management Cross-Sections
- Develop a Plan for Addressing Aging Off-Street Parking Infrastructure



MY BUDDY CHARLES CAMPAIGN, COLUMBUS, OH

4.a. Create A Community Outreach Toolbox

Description

The Parking Division and broader Mobility Department interacts daily with Tampa residents, businesses, and visitors throughout the City. Whether you are paying for parking, loading curbside, riding a scooter, or moving through the City, parking and mobility management impacts the traveling public. To maintain a safe, efficient and effective parking and mobility system, the Parking Division should create a community outreach toolbox to engage with customers and create a welcoming and friendly environment for everyone who interacts with the system. This toolbox will be a resource to staff as they make changes to the parking and mobility system, operate the system on a daily basis, and bring education and awareness of policies and practices to its customers.

Case Study

The parking and mobility industry is embracing proactive communication with its customers through a variety of mediums. These community engagement and outreach campaigns are celebrated annually through the IPMI's Awards and Recognition Committee. In 2024 several public and private entities were awarded [Marketing and Communications Awards](#) for their approach to proactively communicating with customers, including the Columbus "My Buddy Charles" campaign and Houston Airport Systems "Travel Smarter, Park Smarter" campaign. Creative videos, such as Portland's [Parking Kitty app](#) how to video, engage with customers in a fun and positive way while providing important educational and awareness information to increase parking compliance and effectiveness. Understanding your customer needs and backgrounds is an important aspect of creating a community outreach toolbox. Parking programs in Aurora, Colorado and Miami, Florida have developed multilingual marketing and communications materials to reflect the diverse populations they serve.

Resources

- [IPMI Marketing and Communications Award](#)
- [Portland, Oregon Mobile App Video](#)

Policy Alignment



Implementation Steps

1. Engage with Communication Partners

The Parking Division should meet with communication partners within the City to determine the resources available to create a community outreach toolbox. Based on these conversations, resource availability, and technical expertise, the Parking Division may choose to engage an outside firm or firms to develop tactics and strategies that will be included in the community outreach toolbox.

2. Develop Communication Tactics and Strategies

In partnership with its communication partners, the Parking Division should develop communication tactics and strategies to engage with the community. These tactics and strategies should be developed to prioritize proactive communications with current and prospective customers. These tactics and strategies should include inward-facing and outward-facing communication activities. Inward-facing tactics and strategies include staff policies and procedures that explain the "why" behind management actions, staff appearance

and uniforms, and fostering an ambassadorial approach for enforcement and front-line staff. Outward-facing tactics and strategies include website updates, increased digital presence such as a stand-alone and uniquely branded Parking and Mobility website, social and print media presence, and re-imagined signage.

3. Establish Consistent Community Communications

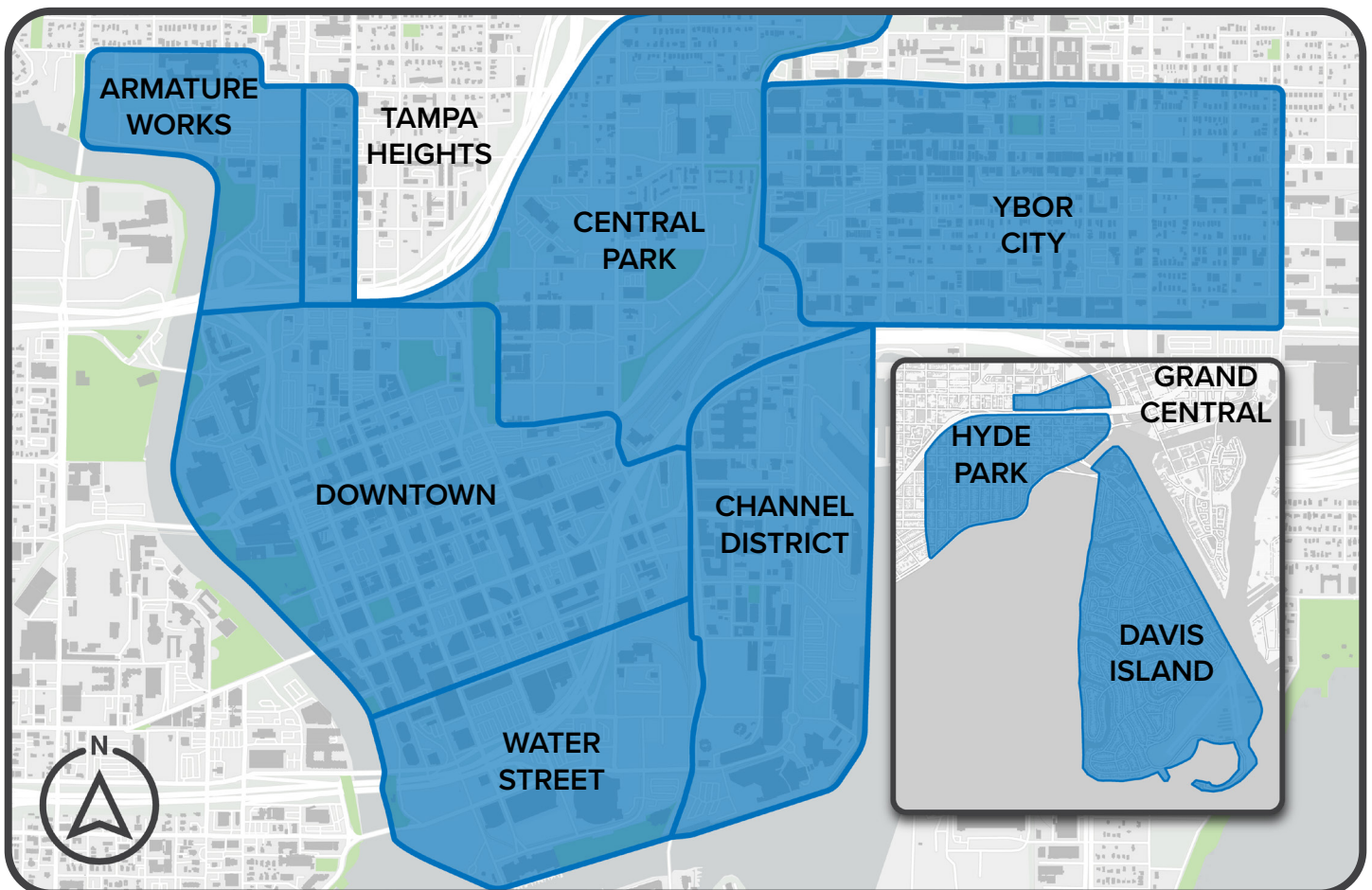
Once communication tactics and strategies are developed, a stakeholder mapping exercise should take place. Once stakeholders are identified, the Parking Division should establish consistent communications with these partners. Employing the developed community outreach tools, a quarterly communications cadence with stakeholders coupled with ad-hoc communications is recommended for the Parking Division. These communications could include digital messaging, surveys, and in-person or virtual meetings. The purpose of these communications is to provide education and bring awareness to parking and mobility programs and policies, with a goal of increasing system compliance, safety, and effectiveness.

Implementation Timeline



Implementation Areas

The Action Items detailed in this section should be implemented city-wide.



Champions/Partners

- Mobility Department
- Marketing & Communications Department
- Community Redevelopment Update

Key Performance Indicators (KPIs)

KPIs for creating a community outreach toolbox include developing at least 5 outreach tools and performing at least 5 stakeholder outreach actions annually.



Key Performance Metrics (KPMs)

- Total # of media impressions
- Total website visits
- # of positive reviews



4.b. Develop a Parking Enforcement Compliance Plan

Description

Parking compliance is the adherence to rules, regulations, and policies established by the City of Tampa, as well as State and Federal agencies, regarding the use of public parking infrastructure. Increasing parking compliance helps to ensure customers can navigate a safe, easy-to-access, and fair parking and curb lane system.

Case Study

To enhance parking compliance and ensure customers were aware of parking rules and regulations, the ParkColumbus program in Columbus, Ohio, launched the [My Buddy Charles](#) awareness campaign. This program focuses on promoting parking compliance in an easy-to-understand and friendly format. In 2024, the My Buddy Charles campaign received an Apex Award for Marketing and Communications by IPMI.

Resources

- [Columbus, Ohio](#)

Policy Alignment



Implementation Steps

1. Identify Areas and Potential Causes of Non-Compliance

Evaluate historical citation issuance to identify areas of high parking non-compliance. Measure percentage for vehicles in non-compliance with a regulation (i.e., paid parking). Assess potential barriers to parking compliance such as confusing signage, broken meter infrastructure, inaccurate mobile app zones, etc.

2. Develop Non-Compliance Mitigation Strategies

Address identified barriers and educate customers by issuing warning citations. Warning citations should be issued over a two-week period following changes to a parking area. Increasing awareness of rules and regulations associated with the parking system is an essential step to improving parking compliance. Developing educational materials to help customers navigate the parking system can help to increase awareness and decrease non-compliance.

3. Standardize Parking Non-Compliance Monitoring

Establishing routine monitoring protocols and procedures can help to ensure an equitable enforcement and compliance system. Implementing technologies such as LPR cameras and defined compliance monitoring routes for enforcement officers can ensure that the system is monitored efficiently and fairly. The Parking Division should pay close attention to avoid enforcement protocols that oversubscribe enforcement officers to areas where a high number of citations have been historically issued. Rather, enforcement resources should be allocated based on system activity and parking demand.

4. Perform On-going Monitoring and Compliance Management

Reassess parking compliance at previously identified areas of concern. By monitoring changes to compliance, the Parking Division can evaluate the effectiveness of management interventions. This will help the City to establish localized best practices for parking operations.

5. Increase Accountability

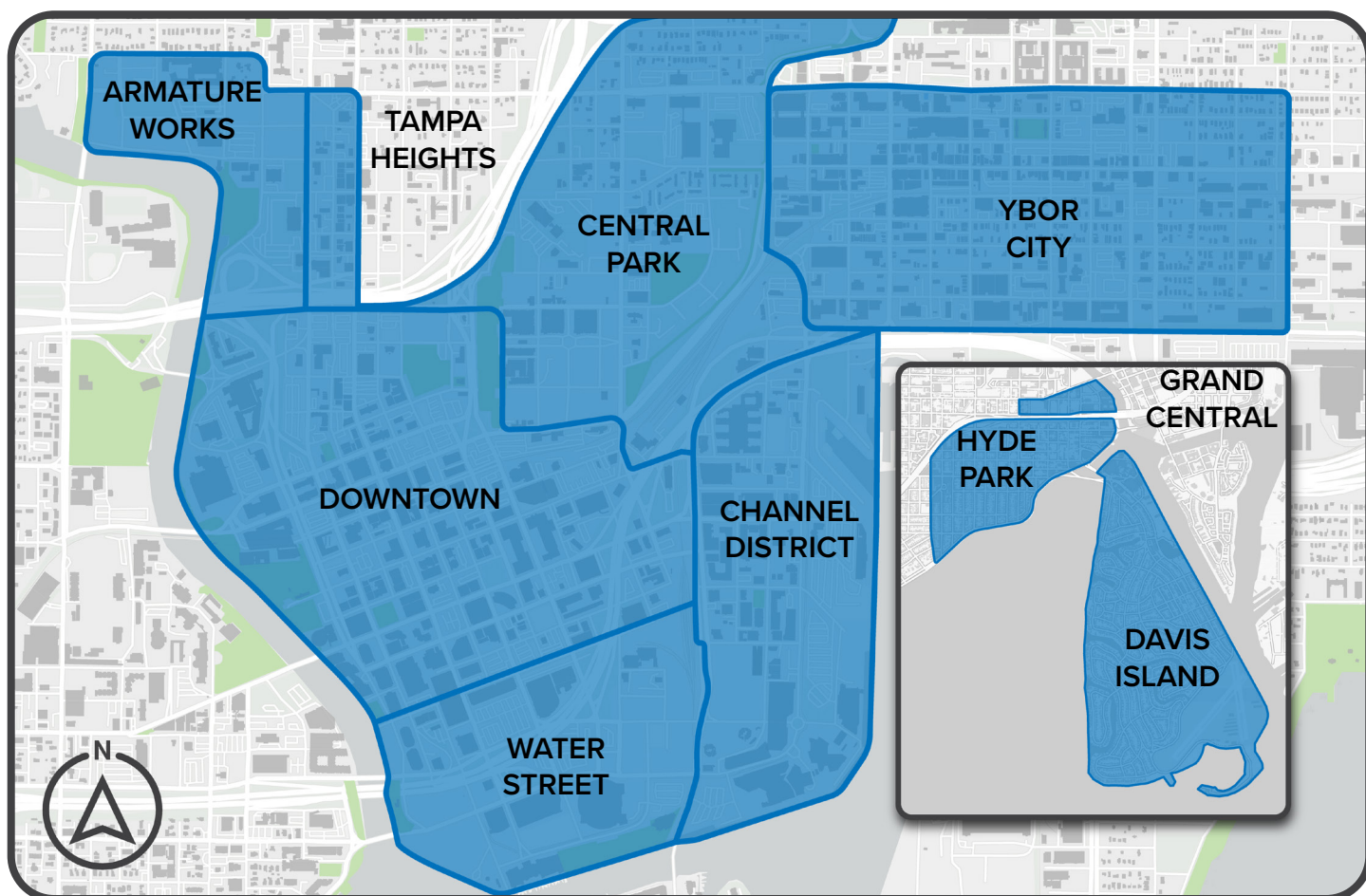
Once identified barriers have been addressed, the City should resume issuing citations and implement escalating fines for repeat offenders. This approach will help ensure that chronic violators are held accountable for parking non-compliance.

Implementation Timeline



Implementation Areas

The Action Items detailed in this section should be implemented city-wide.



Champions/Partners

- Mobility Department
- City Attorney's Office

Key Performance Indicators (KPIs)

KPIs for developing a parking enforcement compliance rate include reaching a compliance rate of 90%, maintaining a citation written in error rate of less than 2%, and achieve a 90-day citation collection rate of 80%.

Compliance Rate

Reach a parking compliance rate of 90%.

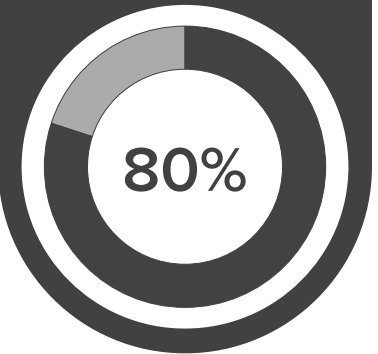


% of Citations Written in Error

Maintain a citation written in error rate of <2%.

90-Day Citation Collection Rate

Achieve a 90-day collection rate of 80%.



Key Performance Metrics (KPMs)

- # of citations written by type
- Total citation revenue
- # of citations appealed by type
- Total citation collections amount



PARKING ENFORCEMENT USING LPR TECHNOLOGY

4.c. Expand Free-Flow Off-Street Parking Operations

Description

The Parking Division should continue to embrace and leverage new and innovative technologies by automating several of its off-street parking facilities. Automating off-street parking facilities creates a frictionless parking experience for customers and can reduce long-term facility operating costs. Moving to a frictionless parking system also provides the City increased flexibility in how it manages parking. An enhanced customer experience should lead to increased utilization of facilities that are automated.

Case Study

Several public agencies have moved in the direction of automating their parking facilities and creating a frictionless customer parking experience. In 2023, the [City of Boulder](#) removed parking gates and parking pay stations and moved to an entirely digital and automated parking operation. In an effort to reduce congestion and increase customer service, the [Miami Parking Authority](#) introduced free flow parking operations at Marlins Park to serve baseball and special event customers. [Park Omaha](#) has embraced frictionless, automated parking by leveraging license plate recognition technology to validate parking rights and display real-time parking availability information to customers. In all three of these examples public agencies have worked with technology vendors to enhance the customer experience and create a more efficient and effective parking operation.

Resources

- [Boulder, Colorado](#)
- [Miami, Florida](#)
- [Omaha, Nebraska](#)

Policy Alignment



Implementation Steps

1. Identify Priority Facilities for Automation

The City should identify at least two off-street parking facilities as candidates for continued portfolio automation. Facility prioritization characteristics include:

- Recently constructed facilities that can accommodate electrical and communication requirements needed for automated technology
- A parking customer profile that is majority monthly, repeat customers to reduce complexities with an initial automation implementation
- Highly visible locations to maximize investment in automated technology

2. Explore Automated Off-Street Parking Integration Strategies

The City currently operates multiple off-street automated parking facilities. Alongside newly recommended facilities, the City should explore integration strategies that leverages automated technology for broader customer-focused purposes. Integration strategies could entail leveraging automation technology for:

- Real-time parking availability communications
- Parking space guidance systems
- Enforcement operations
- Payment post-processing and noticing processes

Investments made in facility automation will have increased return on investment if these integration strategies are explored and implemented.

3. Pilot Customizable Customer Parking Payment Options

As parking demand evolves with commute and workplace location trends the City should leverage automated parking facility technology to pilot customizable customer parking payment options. Offering hybrid or monthly “light” parking payment options through an account or registration-based system can further reduce payment friction, increase compliance, and facility utilization. Similar to roadway electronic tolling systems, these customizable parking payment options could allow customers to establish an account with a digital wallet option thereby reducing agency incurred transaction fees. The City should explore these pilot program options with its vendor(s).

4. Develop a Community Education Campaign

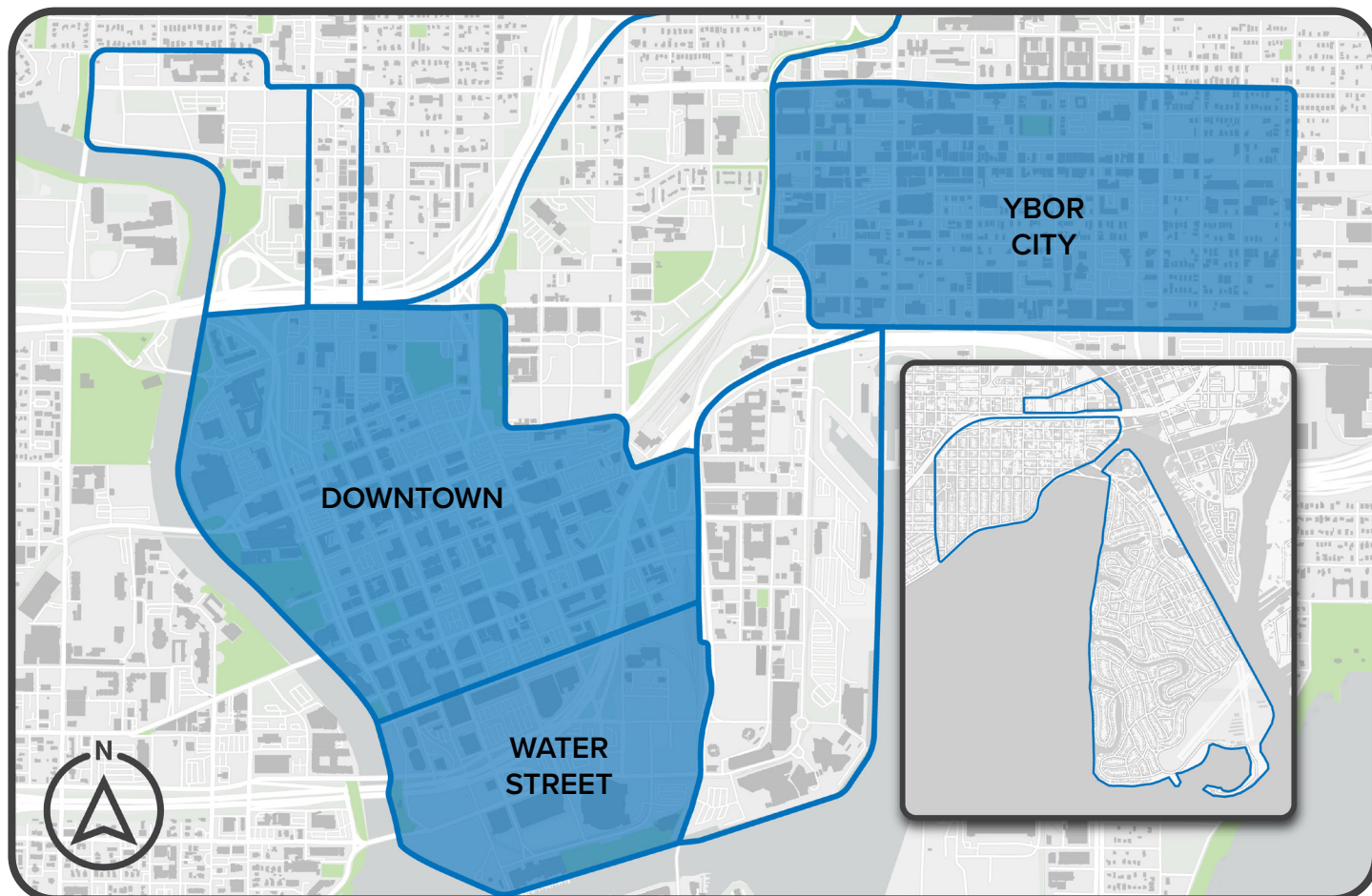
The City should develop a community education campaign to bring awareness to and engage with existing and prospective customers. The development of “how-to” materials, enhanced signage, and the implementation of a warning period can help ensure an easy transition to off-street facility automation. Continual education beyond the initial implementation will be needed for new and repeat customers to the facility. This step would be included in the “Create a Community Outreach Toolbox” recommended action.

Implementation Timeline



Implementation Areas

The Action Items detailed in this section should be implemented in Downtown, Water Street, and Ybor City.



Champions/Partners

- Mobility Department

Key Performance Indicators (KPIs)

KPIs for expanding free-flow off-street parking operations include automating at least 5 facilities and reaching a customer compliance rate of 90%.



Key Performance Metrics (KPMs)

- Total revenue by facility
- Total outstanding collections by facility

4.d. Establish Standard Curb Management Cross-Sections

Description

As Tampa's inner-ring neighborhoods and urban areas continue to redevelop, it is important to incorporate curbside space into new and rebuilt public and private streets to support access to developments. This curbside space is needed to accommodate short-term parking, loading, ADA accessibility, trash collection, and building maintenance needs that all require or demand proximate access to buildings. Establishing standard curb management cross-sections ahead of future redevelopment opportunities provides certainty and consistency to private investors and City staff through the entitlement process.

Case Study

Cities large and small have adopted plans and policies that provide guidance for standard roadway cross-sections that incorporate curbside activity space. These initiatives are generally part of broader complete streets and safe streets policies. Cities that have developed cross-sections that prioritize curbside activity include the [Street Design Guide](#) for Hoboken, NJ, the [Street Design Manual](#) for New York, NY, and the [Street Design Guide](#) for Minneapolis, MN.

Resources

- [Hoboken, New Jersey](#)
- [New York, New York](#)
- [Minneapolis, Minnesota](#)

Policy Alignment



Implementation Steps

1. Identify and partner with key stakeholders

Parking Division staff should identify key internal and external stakeholders to partner with during this process. Internal stakeholders would include the Mobility Department, Development and Economic Opportunity Department, and Community Redevelopment Agency. External stakeholders would include the private sector development community, prioritizing those developers that are actively involved in urban redevelopment efforts. The Parking Division should partner with these entities to understand their unique needs and determine how to integrate curbside uses into their redevelopment plans and capital projects.

2. Develop context-based cross-section alternatives

The Tampa Moves Plan includes specific street typologies based on roadway function. Cross-sections should be developed based on these unique street typologies and alternatives created for differing land-use contexts. For example, a suburban context roadway cross-section will serve different needs than an urban

or inner-ring neighborhood roadway cross-section. Street typology, land-use mix, and density should be considered as the City, and its partners develop context-based cross-section alternatives that include curbside activity space.

3. Update applicable regulatory documents to implement cross-sections

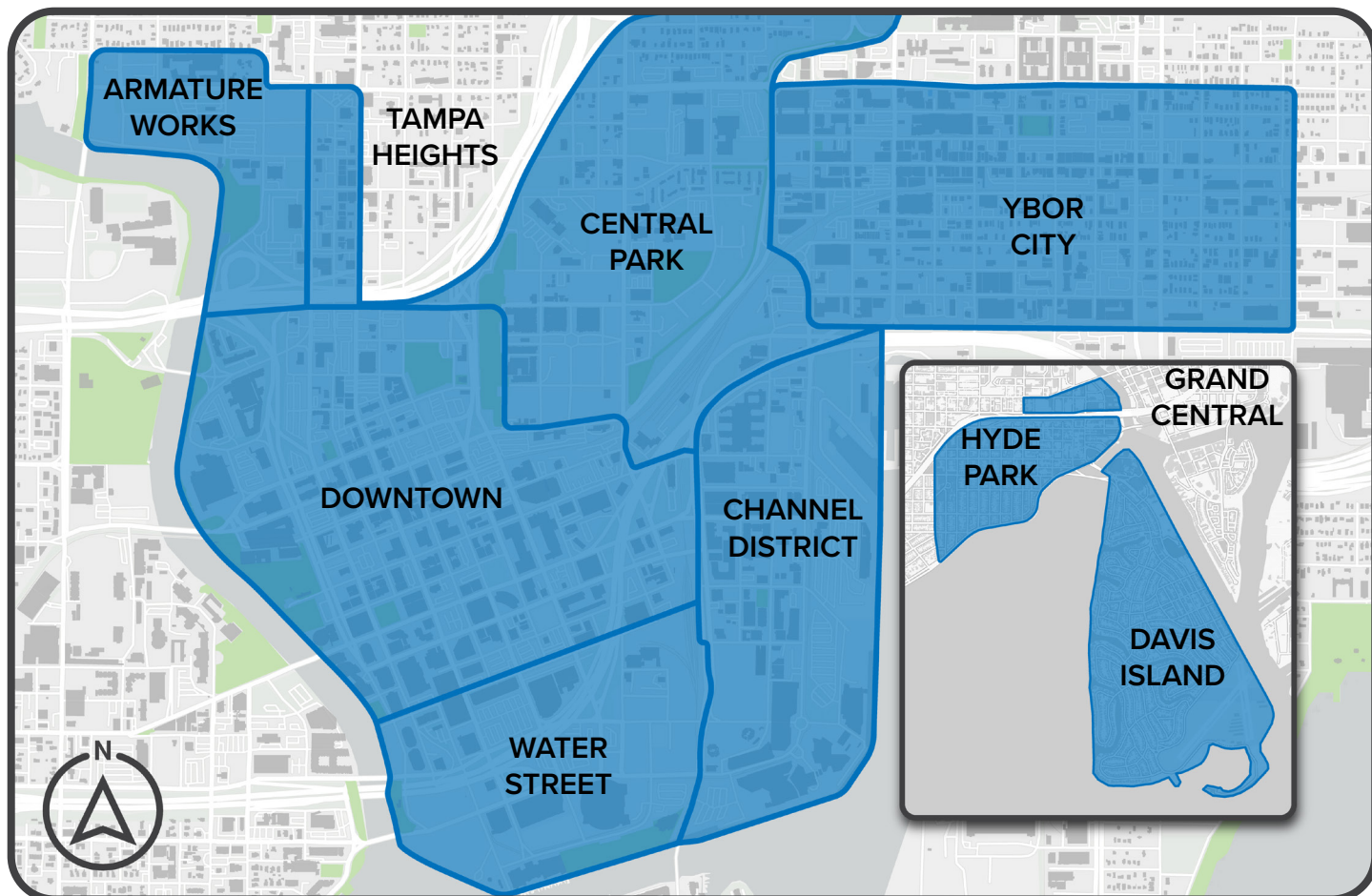
Once cross-sections are established, the Parking Division should work with its internal partners to update applicable regulatory documents to ensure the agreed-upon cross-sections are implemented through the development entitlement process. It is important to provide a consistent expectation to development applicants and City Capital Project managers of the approved cross-sections that will be required for implementation based on street typology and land-use context.

Implementation Timeline



Implementation Areas

The Action Items detailed in this section should be implemented city-wide.



Champions/Partners

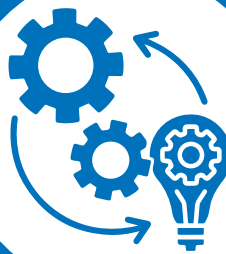
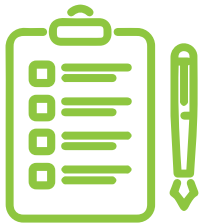
- Mobility Department
- Development & Economic Opportunity
- Community Redevelopment Agency

Key Performance Indicators (KPIs)

KPIs for establishing standard curb management cross-sections include reviewing at least 5 curb cross-section plans, implementing at least 3 enhanced curb cross-sections, and evaluating at least 5 curb lanes annually.

of Planned Curb Cross-Sections

Develop curb cross-section plans for at least 5 curbs.



of Implemented Cross-Sections

Implement at least 3 enhanced curb cross-sections.

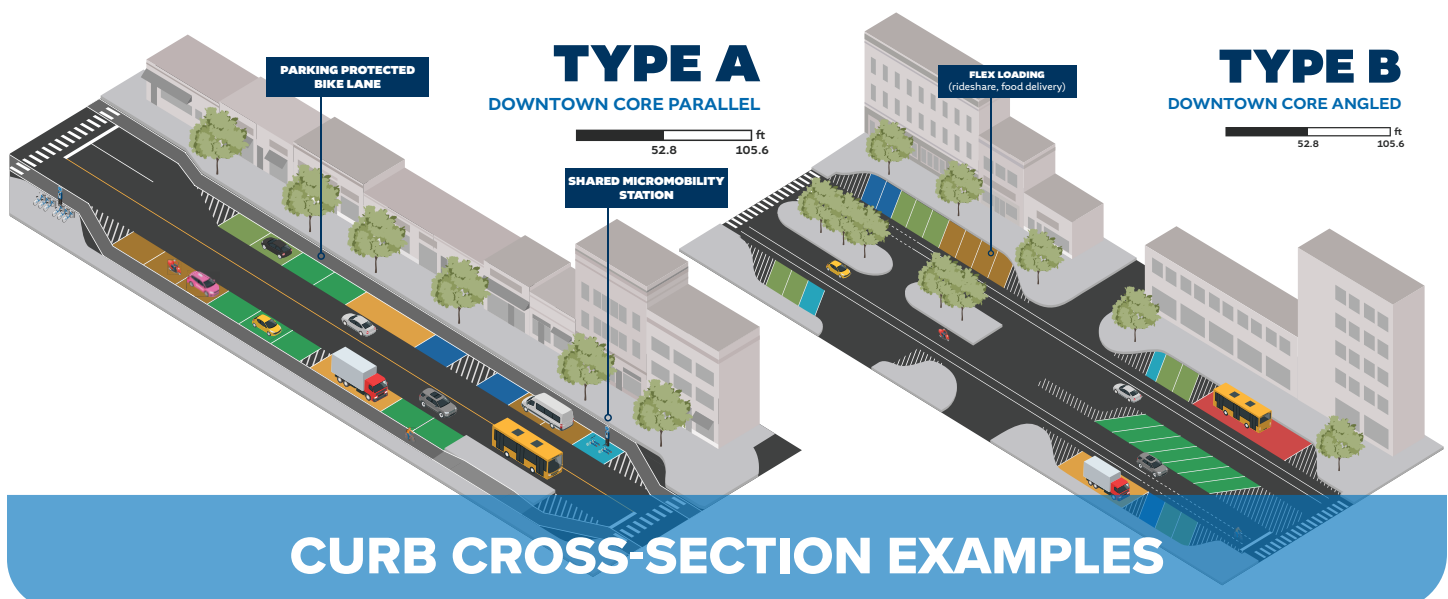
of Existing Curb Lanes Evaluated

Evaluate at least 5 curb lanes annually for future enhancements.



Key Performance Metrics (KPMs)

- Total miles of curb lanes
- # of newly created curb lanes



4.e. Develop an Off-Street Parking Infrastructure Master Plan

Description

The City of Tampa, Parking Division operates eight off-street structured parking facilities in the Downtown, Water Street, and Ybor City districts. The average age of Tampa's parking garages is 39 years old, and the typical lifespan of a parking garages is approximately 30-50 years old. A parking system needs assessment found the City needs to invest at least \$20 million in deferred maintenance and repairs of its off-street infrastructure over the next three years. The City should develop an off-street parking infrastructure master plan to create a coordinated and comprehensive approach to enhancing its off-street parking portfolio, including identifying growth areas for future expansion.

Case Study

Off-street infrastructure master plans, in tandem with capital asset management plans, provide parking owners and operators a roadmap to maintain its infrastructure in good working order. Operators and owners that develop and implement these plans lead to sustained revenues, enhanced customer service, and the ability to support program goals and objectives.

Resources

- [Sudbury, Ontario, Canada](#) Municipal Parking Asset Management Plan
- [Hamilton, Ontario, Canada](#) Municipal Parking Asset Management Plan

Policy Alignment



Implementation Steps

1. Prioritize Deferred Maintenance and Repair Projects

The City has at least \$20 million in identified deferred maintenance and repairs for its existing facilities. These include life safety and elevator, waterproofing, operational, structural, and aesthetic needs. Funds should be allocated over the next three years to address these items and bring the City's parking facilities to baseline with respect to operations and maintenance. The Parking Division should ensure all facilities are considered to be in "fair" condition, which denotes no life-safety issues and functional performance, but repairs are needed to maintain the current level of service. Additionally, the Parking Division should ensure that at least 75% of all facilities are in "good" condition, which denotes no life-safety issues, no immediate losses of strength or performance, including aesthetics, and no short-term changes in performance with regulation maintenance and observation.

2. Develop a Capital Asset Management Plan (CAMP)

Following investments in priority deferred maintenance and repair projects, the City should develop a comprehensive capital asset management plan (CAMP) as part of the overall off-street infrastructure master plan. This 5-year plan will provide a roadmap for the City to continue maintaining its facilities at industry

standards to ensure a high-quality experience for its customers. This plan includes identifying ongoing allocation of funds to maintain the facilities and a target reserve allocation in case of unexpected, needed repairs.

3. Strategic System Expansion

Over the next six years, the Parking Division could potentially lose access to 1,888 parking spaces. This loss would consist of the Twiggs Garage, Selmon Expressway Lots, the 1420 Lot, Regional Royal Lot, and Scott Street Lot. To continue meeting public parking demand in these areas and address increased parking demand in growth areas across the city, the Parking Division should identify strategic system expansion opportunities. This may include the redevelopment of the Whiting Street Garage, Public-Private Partnerships in redevelopment areas, and enhancements to existing facilities above and beyond normal operations and maintenance. Additionally, the Parking Division's Strategic System Expansion should include the demolition and reconstruction of aged parking assets that experience increased parking demand, such as the William F. Poe Garage.

4. Allocate appropriate resources to implement plan recommendations

Costs associated with the off-street infrastructure master plan, inclusive of deferred maintenance and repair projects, capital asset management plan implementation action items, and strategic system expansion should be included in the long-term Mobility Department and Parking Division budgets. Investing in the health of the parking system will allow the Parking Division to continue meeting its goals and objectives and providing access to Tampa's residents, businesses, and visitors as it reinvents urban parking.

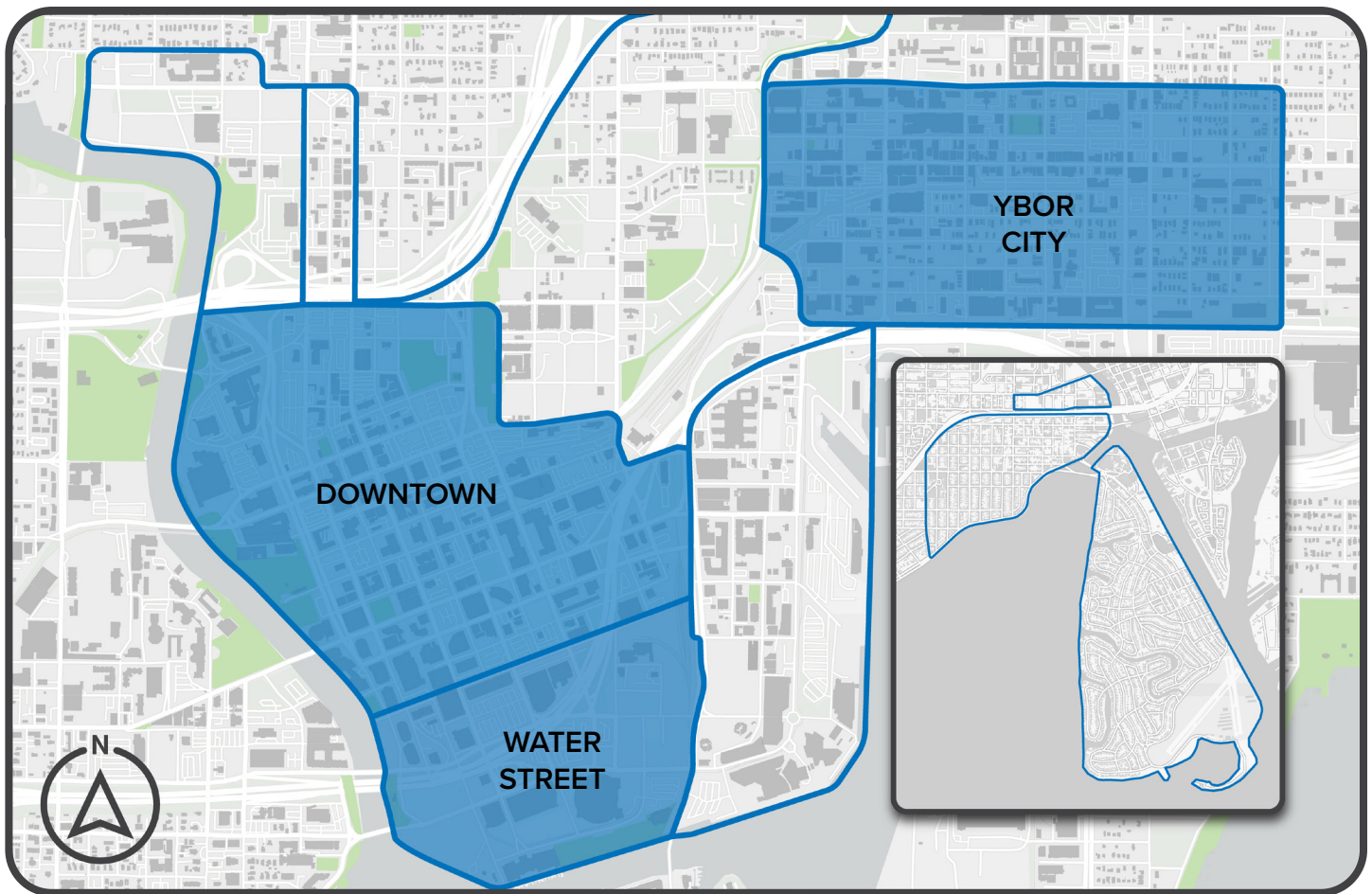
Implementation Timeline



OMNI PARKING GARAGE RESTORATION, MIAMI, FL

Implementation Areas

The Action Items detailed in this section should be implemented in Downtown, Water Street, and Ybor City.



Champions/Partners

- Mobility Department

Key Performance Indicators (KPIs)

KPIs for developing an off-street parking infrastructure master plan include ensuring at least 75% of facilities are rated Good and 100% of facilities are rated Fair or better.



Key Performance Metrics (KPMs)

- # of facilities with updated condition assessments
- Amount of \$ allocated to a reserved fund annually
- # of repairs performance annually





PARKING & MOBILITY ACTION PLAN

TAMPA PARKING MASTER PLAN

P : (813) 274-8179

A : 107 N. Franklin Street
Tampa, FL 33602

W : tampa.gov/parking