Citywide Parking Strategic Plan

City of Pasadena, CA

September 26, 2023

City of Pasadena

Citywide Parking Strategic Plan

Prepared by Dixon Resources Unlimited
on behalf of the City of Pasadena, CA

DIXON
RESOURCES UNLIMITED

PASADENA
DEPARTMENT OF TRANSPORTATION

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Pasadena, CA

Parking Strategic Plan

Executive Summary

This Parking Strategic Plan (Plan) was developed to outline the steps needed to implement an effective and efficient parking and mobility program within the City of Pasadena.

A successful parking operation will ultimately be dependent on the City's ability to adapt. Steps should be taken incrementally with ongoing evaluation and community feedback to shape future steps. Therefore, this Plan is a guide to highlight important considerations, measures, and best practices to optimize operations, regardless of the approach chosen. The City is encouraged to adjust the implementation approach as needed to design a program that best fits the unique and ever-changing needs of the community.

What were the study's goals?

1. **Streamlined program management:** Unify the management of the Citywide parking system.
2. **User-friendly experience**: Improve the parking user experience and enhance access.
3. **Sustainable solutions**: Implement financially sustainable strategies.
4. **Adaptable policies:** Create an integrated parking system that is adaptable to the City's ongoing needs.

Previous Parking Studies

To build upon past efforts, previous studies were reviewed for common themes and strategies. Most of them only analyzed portions of the City's parking program, such as the City-owned parking garages or a specific commercial district. Unlike previous studies, a primary goal of this Plan is to unify the parking system by developing comprehensive recommendations for the City as a whole.

Stakeholder Involvement

Stakeholder engagement was a critical component of this study. The City recognizes that in order to successfully adjust parking policies, stakeholders need to be engaged throughout all stages of the process. Due to COVID-19 and the shelter in place order, much of the initial outreach was conducted virtually. In addition to virtual stakeholder meetings, the plan development initially included two online surveys which received 1,219 total responses.

The Plan was originally scheduled for a City Council presentation in Fall 2022, however, community feedback received indicated that residents were concerned with the original residential parking permit recommendations and requested that community outreach be expanded to ensure a more comprehensive response. Outreach was extended including presentations to a variety of neighborhood groups and associations. The online survey was reopened in May 2023 and was promoted and publicized throughout the City with an emphasis on feedback regarding overnight parking restrictions. The survey closed on August 18th, with over 4,300 resident survey responses received.

Getting Started

Summarized below are some initial steps that the City can take to optimize parking management. Detailed descriptions of each are provided within the Plan:

Dynamic Policies

The City should develop a Data Collection Plan and **transition to a demand-based paid parking program** where parking rates are adjusted based on the measured performance of each location. Paid parking is an effective tool for influencing behavior since rates can be increased or decreased to incentivize certain locations and minimize congestion. The parking industry-standard target parking occupancy rate is 85 percent since at this rate parking is easy to find and assets are utilized effectively. For transparency, the City should periodically publish data collection results in a **Paid Parking Report**.

Program Sustainability

Paid parking is primarily a tool for influencing parking demand, but while the goal is NOT revenue generation, **the operation should be sustainable**. There are significant maintenance and ongoing upkeep costs that could be offset by replacing free parking periods with a low hourly rate. Free parking could still be provided, particularly during off-peak periods, through validation codes and **customer promotions**. This approach would enable the transition to a demand-based program.

Escalating Rate Structure

Current on-street time limits could be replaced with an escalating rate model that would give customers the **flexibility to pay to stay** longer. With this approach, the hourly rate increases based on duration. An escalating rate still encourages parking space turnover, and **affordable employee permits** would be sold for underutilized parking garages and lots. This would improve on-street parking availability and enhance the parking experience for customers. Garages would start at an hourly rate of just $1.00 to encourage longer-term parking off-street.

Wayfinding and Guidance

The City could leverage parking occupancy counting technology, combined with digital signage and online mapping tools, to **make it easier for drivers to find available parking** based on real-time data. This information would be valuable for trip planning purposes and it would ease congestion from drivers searching for parking.

Promote Alternative Modes

Increased utilization of alternative modes of transportation such as walking, biking, and public transit can **offset parking demand**. There are opportunities to **encourage alternative modes of transportation** by offering secure bike storage options and improving connectivity throughout the various neighborhoods and commercial districts with an on-demand shuttle program. For those that do drive, they should be encouraged to **"Park Once"** and rely on alternative modes to move between destinations to decrease roadway congestion from re-parking.

1 Introduction

Project Overview

Dixon Resources Unlimited (DIXON) has prepared this Citywide Parking Strategic Plan (Plan) to outline the steps needed to implement an effective and efficient parking and mobility program within the City of Pasadena (City). The recommendations provided in Chapter 2 incorporate findings from past parking studies, stakeholder feedback, an assessment of current operations, and industry best practices. Previous studies examined specific portions or areas of the parking program, and this Plan is the first comprehensive study of the citywide parking system. This Plan should be used as an implementation guide, and it highlights important considerations, measures, and best practices to optimize operations.

Plan Structure

The Plan is organized into three chapters:

Chapter 1 introduces the Plan and provides an overview of the assessment that was conducted.

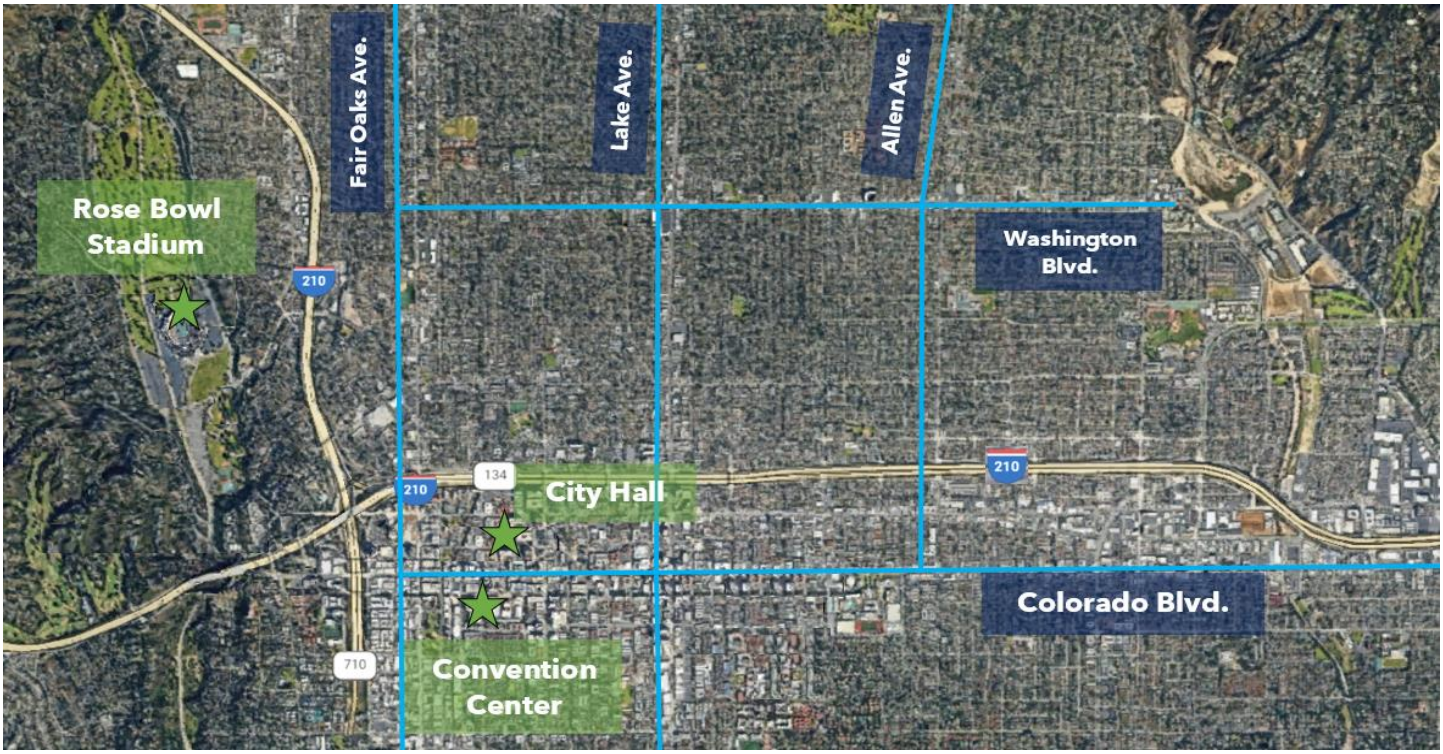
Chapter 2 presents the recommendations, organized into near-term, mid-term, and long-term timeframes.

Chapter 3 concludes the report with a Comprehensive Implementation Guide.

Study Area

This is a citywide plan that considers the on-street and off-street parking system as a whole. There are various distinct commercial areas of Pasadena that have business associations, parking commissions, meter commissions, and other advisory groups that each influence the parking system. The residential neighborhoods were also reviewed by City Council District. The Plan identifies opportunities for the citywide parking system, but also includes specific elements that pertain to individual neighborhoods, City Council Districts, commercial areas, or facilities.

Figure 1. Project Study Area



Outreach & Engagement

Stakeholder engagement was a critical component of this project. The City recognizes that a successful parking operation engages diverse stakeholders throughout all stages of the process. Due to COVID-19 and the shelter in place order, much of the initial outreach was conducted virtually. An overview of the outreach and stakeholder engagement efforts are included in Figure 3 below.

Figure 3. Parking Strategic Plan Outreach

Outreach Meetings	Timing
City & External Stakeholders	Jun – Jul '20
Neighborhood Associations	Aug '20
City & External Stakeholders	Aug '20
Commercial District & Business Associations	May – Jul '21
Business Community Knock-and-talks Site Visits	Jun '21

Surveys	Timing
Citywide Pasadena Parking Survey	Aug '20
Business Community Survey	Jun – Jul '20
City of Pasadena Residential Parking Survey	May – Aug '23

Two initial online surveys were conducted to gather feedback on policies and practices regarding parking within Pasadena. The Citywide Pasadena Parking Survey was open from August 12, 2020, to September 2, 2020, and asked respondents about the residential and commercial areas of the City. There were 1,126 total responses. Though geared primarily toward residents, non-residents were also invited to respond and provide input that was analyzed separately.

The Pasadena Business Community Survey was targeted directly towards business owners and employees of the commercial areas. The survey was conducted from June 14 to July 19, 2021, and received 93 responses.

In addition, an in-person site visit was conducted in June 2021 through Old Pasadena, Civic Center, Playhouse, and South Lake Business Districts to poll businesses and encouraged participation in the online survey.

Figure 2. Virtual Meeting

After the initial version of the Strategic Plan was drafted and the Citywide Pasadena Parking Survey results were reviewed, community feedback indicated that more outreach was needed, especially to evaluate residential parking. A revision of the initial survey was reopened from May 11, 2023, to August 18, 2023. Renamed the City of Pasadena Residential Parking Survey, this survey heavily focused on the overnight parking restriction and received over 4,300 responses.

A Summary Outreach Report was also prepared alongside this Plan and is available on the City of Pasadena Department of Transportation website. It includes meeting notes, presentations, attendee records, summarized results from the Citywide Parking Survey and the Business Community Survey, notes from the site visits and in-person surveys, and additional details related to the outreach that was conducted.

Ordinance Review

A detailed ordinance review was conducted of Pasadena Municipal Code Chapter 10. The review included proposed edits to code sections 10.41-10.45 which are specific to parking policies, permit programs, and paid parking. The proposed edits address gaps, prepare for future implementation actions, streamline the municipal code, and "future proof" the City for emerging parking technologies.

Financial Modeling Tool

The City was provided with a customized Financial Modeling Tool which allows the City to estimate

potential parking program expenses and paid parking revenue over time. The tool allows the City to adjust paid parking variables such as paid parking and permit rate structures, operating times, compliance rates, and occupancy rates to evaluate program sustainability over time. Due to the importance of program sustainability, the City should continue to forecast revenue changes based on future adjustments.

Previous Parking Studies

This Plan holistically leverages and builds upon the efforts of previous parking studies. The studies listed in Figure 4 were reviewed for common themes and recommendations. Most of the studies analyzed singular portions of the City's parking program, such as the City-owned parking garages or a specific commercial district. A primary goal of this Plan is to unify the parking system and develop recommendations for the City as a whole. The recurring recommendation themes that were found in the reviewed studies are shown below in Figure 5.

Figure 4. Previous Studies Reviewed

Studies Reviewed
Review of Operations at Nine City-Owned Parking Garages *(TAP International, 2019)*
Playhouse Parking District Strategic Plan *(Nelson-Nygaard, 2018)*
City of Pasadena Parking Analysis – Development Implementation Plan for Optimizing City Parking Facilities *(KPMG, 2018)*
Off-Street Parking Best Practice Market Study *(Dixon Resources Unlimited, 2014)*
Parking Management Policies and Procedures Consulting Services *(LSL, 2014)*
Pasadena Parking Rate Study – Real Estate Market Considerations *(Keyser Marston Associates, 2006)*
Parking Demand and Supply Analysis and Recommendations *(Meyer, Mohaddes Associates, 2005)*

Figure 5. Previous Studies Theme Analysis

Previous Parking Studies Theme Analysis							
Recommendation Theme	**Studies**						
	TAP, 2019	Nelson-Nygaard, 2018	KPMG, 2018	Dixon Resources Unlimited, 2014	LSL, 2014	Keyser Marston Associates, 2006	Meyer, Mohaddes Associates, 2005
Strengthen parking garage oversight and management.	✓		✓	✓	✓		
Increase parking garage signage and wayfinding.	✓						✓
Optimize and increase parking garage utilization.	✓		✓				
Adjust the parking garage rate structure.			✓	✓		✓	
Adjust the current validation program.	✓			✓			✓
Consider increasing on-street paid parking rates.				✓		✓	✓
Pursue shared parking agreements.		✓					✓
Address the need for employee parking opportunities.		✓		✓		✓	✓

Transportation demand management (TDM) strategies.		✓					✓
Implement on-street paid parking in the Playhouse District.		✓					✓

Goals and Guiding Principles

Goals

The Pasadena City Council has six established goals and objectives for describing what the Council is aiming to achieve. Specific goals for this Citywide Parking Strategic Plan were developed following a review of the City Council goals, past parking studies, stakeholder feedback, and an assessment of current operations. These Plan goals are displayed in Figure 6, along with the complementary City Council goals.

Figure 6. Goals & Objectives

City Council Goals & Objectives
Maintain fiscal responsibility and stability.
Improve, maintain, and enhance public facilities and infrastructure.
Increase conservation and sustainability.
Improve mobility and accessibility throughout the city.
Support and promote the quality of life and local economy
Ensure public safety.
Citywide Parking Strategic Plan Goals
Support businesses while providing customer-friendly parking experiences.
Provide ongoing maintenance and upkeep of parking assets to optimize infrastructure lifespan.
Develop a demand-based parking program that can grow and adapt over time.
Provide ongoing management, oversight, and track performance of the operations.
Balance the diverse needs of the commercial areas, business districts, business owners, employees, customers, residents, and visitors.
Enhance the safety of parking facilities and encourage compliance with parking policies.

Guiding Principles

The following parking management guiding principles are established by this Plan. The guiding principles indicate the citywide vision and philosophy for parking management. The guiding principles should be used to steer the Parking Division, Department of Transportation, and City Council when making future parking program decisions. Each recommendation is evaluated alongside these guiding principles within Chapter 2. The following parking management guiding principles are established by this Plan:

Figure 7. Plan Guiding Principles

Citywide Parking Strategic Plan Guiding Principles:

- **Streamlined program management**: Unify the management of the Citywide parking system.
- **User-friendly experience**: Improve the parking user experience and enhance access.
- **Sustainable solutions**: Implement financially sustainable strategies.
- **Adaptable policies:** Create an integrated parking system that is adaptable to the City's ongoing needs.

2 Parking Strategic Plan

Overview

This Citywide Parking Strategic Plan (Plan) includes twenty-one specific recommendations, each with guidelines and considerations, but the City is encouraged to adjust the implementation approach as needed to design a program that best fits the unique and ever-changing needs of the community.

This Plan should be used as an implementation guide, and it highlights important considerations, measures, and best practices to optimize operations. Chapter 3 is a Comprehensive Implementation Guide that outlines the suggested implementation steps for all of the recommendations combined, but the City should adjust the timing as appropriate.

Actual timing will be dependent on City Council prioritization, ongoing stakeholder feedback, funding availability, and the ongoing evaluation of initial implementation steps. Steps should be taken incrementally with ongoing evaluation and community feedback to shape future steps.

Focus Areas

The Plan addresses the following three focus areas:

Focus Area	
A	Policies
B	Technology & Operations
C	Transportation Demand Management

A checklist is provided at the beginning of each focus area section that indicates which of the four guiding principles are supported by each recommendation.

The recommendations are not presented in order of precedence but are organized within estimated near-term (1-2 years), mid-term (3-5 years), and long-term (6+ years) timeframes.

Getting Ahead

While preparing this Plan, immediate priority opportunities were identified. Rather than waiting until the completion of this written Plan, City staff proactively made progress on key initial implementation steps.

The following were addressed:

- Citywide Garage Rates
- Website Updates
- Single Garage Operator Contract

Details regarding the specific actions taken, along with a progress update, are provided within the individual recommendations.

A Policies

Figure 8. Focus Area A: Guiding Principles Supported

Recommendations		Streamlined	User-friendly	Sustainable	Adaptable
A-1	Implement an ongoing Data Collection Plan.	✓	✓	✓	✓
A-2	Adjust paid parking rates citywide and implement an escalating rate model.	✓	✓	✓	✓
A-3	Implement a paid parking rate framework.	✓	✓	✓	✓
A-4	Adjust parking garage and off-street lot policies.	✓	✓	✓	✓
A-5	Simplify the on-street parking operation.	✓	✓	✓	✓
A-6	Develop a Special Event Management Plan.	✓	✓	✓	✓
A-7	Develop an Employee Permit Parking Program.	✓	✓	✓	✓
A-8	Unify signage and wayfinding citywide.	✓	✓	✓	✓
A-9	Simplify the permit programs.	✓	✓	✓	✓
A-10	Seek shared parking opportunities.	✓	✓	✓	✓
A-11	Reevaluate the citywide overnight parking restriction.	✓	✓	✓	✓

Near-term

Recommendation A-1: Implement an ongoing Data Collection Plan.

An ongoing Data Collection Plan should be developed to allow the City to measure the impact of policies and refine the implementation approach. Specifically, the consistent collection of parking occupancy and duration data is essential for the transition to a demand-based paid parking program. A demand-based program would transform how paid parking rates are adjusted citywide to ensure each area is priced appropriately. The parking industry-standard target parking occupancy rate is 85 percent. At this rate, there are enough vacant parking spaces to 1) Minimize congestion from drivers searching for spaces; and 2) Reduce oversupply, which is an inefficient and costly use of valuable land. Current parking technology provides ongoing data that allows for the evaluation of parking demand. Many municipalities leverage this data to both increase and decrease paid parking rates as needed to influence parking behavior. Typically, the highest-demand locations are priced at a premium while underutilized areas are incentivized with a

discounted rate. As a result, parking demand is less likely to cluster in high-demand locations, which improves access and eases congestion.

Demand-based Parking Program

The term "Demand-based" has multiple interpretations. Some municipalities make real-time adjustments to paid parking rates throughout the day as demand fluctuates, while others leverage historical trends to apply adjustments based on anticipated demand and measured performance. Real-time adjustments can be more accurate, but they are unpredictable for drivers and therefore less likely to influence behavior. When rates are determined based on historical data, they can be published ahead of time. This is ideal for trip planning purposes since drivers can plan where to park or choose to use alternative modes of transportation. Therefore, it is recommended that the City make rate adjustments on a regular schedule, based on historical data. These incremental adjustments can be communicated to the public on a quarterly basis to provide a transparent and predictable parking experience (see Recommendation A-3). For example, if demand in a location is typically high (above 85 percent) during the mid-day lunch period, this could justify a rate model that varies by time of day. In this example, the highest rate would be applied mid-day, and lower rates would be offered in the morning and evening periods to incentivize visits during off-peak periods.

The paid parking program should be demand-based so that rates are adjusted based on measured performance. Adjusting paid parking rates up and down will influence behavior which can encourage the use of underutilized parking areas, therefore, easing congestion, improving access, and encouraging the use of alternative modes of transportation. While revenue generation is NOT the goal, the program should be designed to be sustainable, and cover ongoing costs.

Data Collection Plan

The Data Collection Plan should define how, where, and when parking data is collected. Parking occupancy and duration data are helpful for evaluating policy changes and will be pivotal for creating a demand-based parking program. Data should be analyzed to monitor parking demand trends by time of day, day of week, and month to refine paid parking rate structures based on historic data.

The City is already utilizing license plate recognition (LPR) cameras for license plate-based parking enforcement. The LPR cameras are installed on parking enforcement vehicles, which allow the City to use the license plate number to automate processes in real-time, such as verifying parking permit status and monitoring time limits. LPR technology is an important parking management tool that significantly improves enforcement efficiency and coverage. While enforcing parking regulations, the LPR cameras are simultaneously capturing license plate data. Leveraging the data that the LPR is already collecting would be an efficient and cost-effective way for the City to understand on-street and surface lot parking occupancy and utilization trends and would allow for data-driven decision making.

The City's Surveillance Use Policy defines requirements for the capture, storage, and use of digital data obtained by LPR technology. The City should confirm that the existing Surveillance Use Policy allows LPR to be used for ongoing parking occupancy and duration data collection and analysis and update it if necessary. The LPR technology does not collect personally identifiable information since it cannot collect nor store any information about registered owners. However, the City can also encrypt or hash license plate numbers when used for data analysis purposes, so that results remain completely anonymous. Raw data can be purged on a predetermined schedule unless required for an active parking citation.

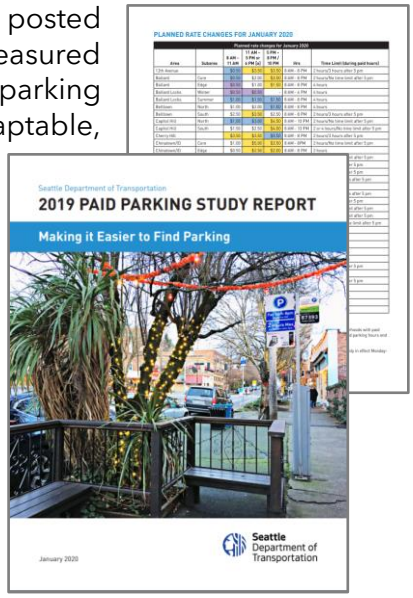
The City should leverage the data being collected by the existing LPR cameras to implement a demand-based program. The City can analyze the parking data that is collected to determine the average occupancy and duration by block or area. The occupancy rate for a location is the percentage of parking spaces utilized (vehicles counted ÷ total supply of spaces), and the duration refers to the length of time that a vehicle is parked. In paid parking locations, LPR data can also be supplemented with paid parking metrics to further corroborate the accuracy of the LPR data. In addition to the LPR cameras being used on the parking

enforcement vehicles, the City should also utilize the data collected by fixed-mount LPR cameras that are installed in the parking garage facilities. These cameras are integrated with the existing Parking Access Revenue Control Systems (PARCS) and utilize each vehicle's license plate to facilitate the entrance and exit of parking facilities.

Consistent data collection is helpful for accurately evaluating historical occupancy and duration trends. To maintain consistent collection, the Data Collection Plan should ensure that each location receives enough daily data collection and coverage. In the garage facilities, data from the fixed-mount LPR and PARCS system should be evaluated to understand utilization patterns throughout the day and month. The City should also utilize paid parking transaction data from meters, pay stations, and the mobile payment application to extrapolate occupancy and turnover rates for on-street and surface lot parking. With transaction data, predictive analytics are needed to account for variations related to compliance rates and the potential underestimation of occupancy resulting from free on-street parking sessions provided to ADA placard holders.

Paid Parking Report

Figure 9. Seattle's Paid Parking Report



A brief summary of the Paid Parking Report should be prepared quarterly and posted to the City's website. Paid parking rates should be adjusted based upon the measured performance in the report (see Recommendation A-3 on determining paid parking rates). The Report should reinforce the goal of paid parking to be an adaptable, demand-based program. The report should provide justification for rate changes in an informative and digestible manner, with the goal of increasing transparency for how policies are determined. The results should determine where paid parking should be implemented and how rates and operating times are adjusted (see Recommendation A-3 on determining paid parking rates). If data is available, the reports could also monitor how each district's sales tax revenue is impacted over time.

A helpful example of a paid parking report is the City of Seattle, WA's annual Paid Parking Study Report. Once a year, the City gathers hourly paid parking occupancy data on every paid block. Based on the results, rates are then adjusted by neighborhood and by the time of day in $0.50 increments. The paid parking operation in Seattle leverages an annual parking study with manually collected data to determine rate adjustments. The details of their demand-based pricing program are clearly described and easy to understand. The report contains information on how and why data is collected, maps with data collection results, and explanations for upcoming rate changes based on the data provided. After significantly reducing rates during the pandemic, the City of Seattle has begun making quarterly rate adjustments to respond to the rapid increase in parking demand and to facilitate a quicker return to normal operations. A similar but streamlined reporting process should be introduced in Pasadena, so the results could be published on the City's website quarterly. The City should establish a standardized format for providing the data results, which makes the report generation streamlined. Depending on formatting and the level of summary detail provided, much of the report could be automatically generated.

Recommendation A-2: Adjust paid parking rates and implement an escalating rate model.

In many of the commercial districts throughout the City, time limits have been implemented to encourage vehicle turnover. The City should consider replacing these time limits with a more customer-friendly escalating rate model that can improve the overall parking experience. An escalating rate is an hourly paid parking rate that increases depending on the length of the parking session. Unlike the time limit approach, the escalating rate structure provides flexibility for customers while still encouraging turnover, and incentivizing employees to participate in the Employee Parking Permit Program (see Recommendation A-7).

In order to support an escalating rate, the City will need to upgrade single-space meters to multi-space pay stations capable of the rate structure (see Recommendation B-3).

Figure 10. Pasadena Commercial Districts

Escalating Rate Structure

The current on-street rate structure is outlined in Figure 11 to the right. The existing two-hour time limits in the South Lake Avenue, Old Pasadena, and the Civic Center Districts should be converted to offer a base rate for the first two hours, followed by an escalated rate for every hour after the initial two-hour period. This "pay-to-stay" escalating rate program encourages turnover while still providing the flexibility to extend a parking session. This rate model should be implemented in paid parking areas utilized by customers, where turnover is less critical, and occasional time extension can be accommodated. In areas where both high turnover and customer flexibility are priorities, the base rate should only apply for the first hour.

Figure 11. Current Pasadena On-street Rates

City of Pasadena On-street Paid Parking Rates Current Rate Structure	
Commercial Area	**Hourly Rate**
West Gateway	$.75-$1.25
Old Pasadena	$1.25
Civic Center	$1.25
Playhouse	$1.25
South Lake	$1.00

For example, the City of Sacramento, CA has successfully introduced an escalating rate model and can provide a model for efficient communication. Sacramento applies an escalating pricing structure to metered parking spaces, referred to as a "tiered rate." Their "2+" zone offers a lower rate for the first two hours,

followed by progressive rate increases for the third and fourth hours (see Figure 12 SacPark Tiered Rate Structure).

Figure12. SacPark Tiered Rate Structure

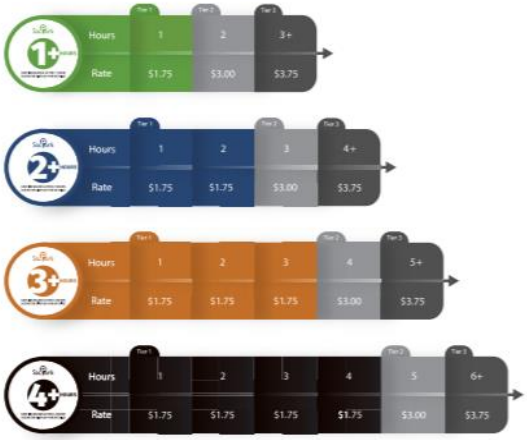
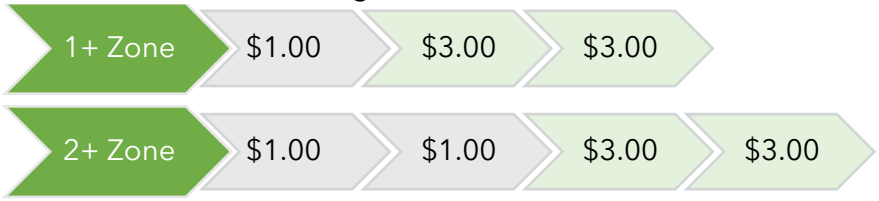


Figure 13 below shows the initial recommended escalating rate structure, modeled after the 1+ and 2+ zones used in the City of Sacramento's SacPark. This works by assigning a base rate for the initial time period and any amount of time beyond that costs more per hour. The 1+ zone allows for one hour at the base rate, and the 2+ zone allows two hours at the base rate. The base rate and escalating rate should be adjusted from time to time based on the block's occupancy and turnover data (see Recommendation A-3), as identified in the quarterly Paid Parking Report (see Recommendation A-1).

To deter "meter feeding" and prevent abuse of the pricing structure, the City of Sacramento has a no re-parking ordinance. Drivers must either pay the escalating rate or re-park at least one city block away from the original parking space to create a new parking session. The City of Pasadena already has a no re-parking ordinance in place, which is referred to as "once per day, per block." To effectively communicate this rule, additional signage should be consistently installed (see Recommendation A-9 about an operational sign audit).

Figure 13. Recommended Escalating Rate Structure



Initial Rate Adjustment

When determining paid parking rates, in order to encourage turnover and on-street parking availability it is important for long-term parking to be the most cost-effective in off-street parking locations. On-street parking rates should be priced to prioritize higher turnover and accommodate shorter visits. Conversely, the City's current paid parking rates are priced so that on-street parking is more affordable than off-street parking. The current on-street paid parking ranges from $0.75-$1.25 per hour, depending on the block and district (see Figure 11). The hourly rate in City-owned garages currently ranges from $2.00 - $3.00. This excludes the Plaza Las Fuentes Garage, where the rate is $2.00 per 15 minutes. Once the Data Collection Plan (see Recommendation A-1) and rate adjustment framework (see Recommendation A-3) are prepared and implemented, the City should make an initial citywide rate adjustment to balance on-street and off-street rates.

Recommended Initial On-Street Rates

The following on-street rates are recommended to start. In many areas of the City, the initial recommended base rate of $1.00 per hour will be lower than the existing rate. For instance, in the Old Pasadena and Civic Center Districts, the on-street parking would be reduced from $1.25 to $1.00 per hour.

- **$1.00 on-street** is the recommended starting base rate. This is $0.25 below the hourly rate of a majority of the City's existing on-street parking.
- **$3.00 on-street** is the recommended starting escalating rate (see Figure 13 Recommended Escalating Rate Structure). This is the same as or slightly higher than the hourly rate of the City-owned garage facilities (Figure 14 Current Pasadena Off-street Rates)

which will push long-term parkers to the garages, freeing up spaces on-street for short-term parking sessions.

Recommended Off-Street Rates

It is recommended the City implement a low hourly rate for the first two hours in all City-owned off-street facilities and raise the daily maximum rate to be similar to other cities in southern California (see Recommendation A-4 about parking garage operations and Figures 16 & 17).

- $1.00 is the recommended off-street rate for the first two hours.
- $2.00 is the recommended off-street rate for each hour after the first two.
- $12.00 is the recommended daily maximum for the off-street facilities.

Based on this initial starting rate structure, it becomes more cost-effective for parking sessions longer than two hours to park in a City-owned garage or off-street facility, which as mentioned is important to encourage turnover and on-street parking availability. The escalating rate structure makes long-term parking sessions more expensive on-street (see Figure 15) and will deter employees from occupying premium on-street spaces and encourage participation in the Employee Permit Parking Program (see Recommendation A-7). Future rate changes for on-street and off-street facilities should occur quarterly, following the Paid Parking Report and the rate adjustment framework (see Recommendation A-3). This would mean rates are set based on the most recent results of occupancy data analysis (see Recommendation A-1 about the Data Collection Plan).

Figure 14. Pasadena Off-Street Facilities

City of Pasadena Off-street Rates (as of January 1, 2022) Current Rate Structure				
Commercial Area	**City of Pasadena Garage**	**Hourly Rate**	**Maximum Rate**	**90 Min Free?**
Old Pasadena	De Lacey Parking Structure	$2.00	$6.00	Yes
	Marriot Parking Structure	$2.00	$6.00	Yes
	Schoolhouse Block Parking Structure	$2.00	$6.00	Yes
	Del Mar Station Parking Structure	$2.00	$6.00 ($3.00 off with Gold Line ticket)	Yes
Civic Center	Holly Street Parking Structure[2]	$2.00	$6.00	With validation
	Marengo Parking Structure	$2.00	$9.00 ($3.00 off with validation)	With validation
	Paseo Colorado Subterranean Structure	$3.00	$9.00 ($3.00 off with validation)	With validation
	Los Robles Parking Structure	$3.00	$9.00 ($3.00 off with validation)	With validation
	Plaza Las Fuentes Parking Structure	$8.00	$17.00	No
Playhouse	Playhouse Parking Lot	$1.50	$7.00	No
	El Molino Parking Lot	$1.00	$5.00	No
South Lake	Shopper's Lane North Parking Lot	$2.00	$6.00	Yes
	Shopper's Lane South Parking Lot	$2.00	$6.00	Yes

[2] First Baptist Church took ownership of the Holly Street Parking Structure after expiration of the lease agreement on March 31, 2023

Figure 15. Paid Parking Scenarios

Paid Parking Scenarios Recommended Starting Rate Structure			
Parking Session Length	**1+ Zone On-street**	**2+ Zone On-street**	**Off-street Facility**
1 hour	$1.00 total	$1.00 total	$1.00 total
2 hours	$4.00 total	$2.00 total	$2.00 total
3 hours	$7.00 total	$5.00 total	$4.00 total
4 hours	$10.00 total	$8.00 total	$6.00 total
5 hours	$13.00 total	$11.00 total	$8.00 total
6 hours	$16.00 total	$14.00 total	$10.00 total
7 hours	$19.00 total	$17.00 total	$12.00 total (daily maximum)
8 hours	$22.00 total	$20.00 total	$12.00 total (daily maximum)
9 hours	$25.00 total	$23.00 total	$12.00 total (daily maximum)
10 hours	$28.00 total	$22.00 total	$12.00 total (daily maximum)

The initial recommended rates are similar to those of other Southern California cities which range from $.50-$4.00 per hour for on-street paid parking (see Figure 16 below). The proposed starting rate structure would make the first 1-2 hours of parking on-street and off-street more affordable than most of the other cities that were reviewed. For example, while the City of Glendale's rates are similar to the City's current rates, the proposed starting rate structure makes 2 hours of parking more affordable on-street in Pasadena.

Off-street parking rates of other Southern California cities vary significantly, with daily maximum rates ranging from $9.00-$25.00 in city-owned garages. Privately owned shopping destinations charge even more, with daily maximum rates between $18.00-$35.00 (see Figure 17). The City's current daily maximum in seven of the off-street facilities is $6.00, the lowest maximum rate of the Southern California locations reviewed.

Figure 16. Southern California Cities Parking Rate Comparison

Southern California Cities Paid Parking Rates (as of January 1, 2022)					
City	**On-street Hourly Rates**	**Off-street Lots Hourly Rates**	**Garage Hourly Rates**	**Courtesy Time**	**Garage Max**
City of Pasadena (current rates)	$0.75-$1.50	$1.00-$2.00	$2.00-$3.00 (excluding Plaza Las Fuentes)	90 minutes	$6.00-$9.00
City of Pasadena (proposed starting rates)	$1.00 ($3.00 after 1-2 hours based on zone)	$1.00 ($2.00 per hour after 2 hours)	$1.00 ($2.00 per hour after 2 hours)	No	$12.00
City of Beverly Hills	$0.75-$2.00	-	$2.00-$6.00	1-2 hours	$12.00-$22.00
City of Glendale	$1.50-$2.00	$1.50	$2.00	90 minutes	$9.00

Southern California Cities Paid Parking Rates (as of January 1, 2022)					
City	**On-street Hourly Rates**	**Off-street Lots Hourly Rates**	**Garage Hourly Rates**	**Courtesy Time**	**Garage Max**
City of Huntington Beach	$1.50	$1.50	$1.00-$2.00 ($3.00-$6.00 per hour after 2 hours)	No	$15.00-$20.00
City of Long Beach	$0.75-$2.00	$1.00-$3.00	$3.00-$6.00	No	$10.00-$16.00
City of Los Angeles, Hollywood Boulevard	$0.50-$4.00	$7.00-$10.00/flat	$4.00-$8.00	No	$12.00-$16.00
City of Los Angeles, Westwood and Santa Monica Boulevard	$0.50-$2.00	$1.00-$4.00	$4.50	No	$9.00
City of Santa Monica	$1.25-$2.50	$1.00-2.50 (non-beach)	$2.00-$6.00 (escalating)	90 minutes	$14.00-$25.00
City of West Hollywood	$2.00	$1.00-$2.00	$3.00	No	$8.00-$12.00

Figure 17. Shopping Destination Rate Comparison

Shopping Destination Paid Parking Rates (as of January 1, 2022)			
Location	**Garage Hourly Rates**	**Courtesy Time**	**Garage Max**
One Colorado, Pasadena	$3.00 (Mon – Fri) $6.00 flat rate (Sat – Sun)	No	$8.00
Americana at Brand, Glendale	$1.00 (First hour) $4.00 (61-75 minutes) $4.00 (per additional hour)	No	$24.00
The Grove, Los Angeles	$2.00 (First hour) $4.00 (61-75 minutes) $4.00 (per additional hour)	No	$30.00
FIG at 7th, Los Angeles	$1.00 -$1.50 ($3.00 every 10 minutes after 3 hours)	30 minutes	$35.00
Hollywood & Highland, Los Angeles	$6.00	No	$18.00

Recommendation A-3: Implement a paid parking rate framework.

Leveraging the ongoing data analysis and the results from the quarterly Paid Parking Report (see Recommendation A-1 on the Data Collection Plan), the City should adopt a framework for adjusting paid parking rates. This framework can serve as a guideline for the Transportation Department to make rate

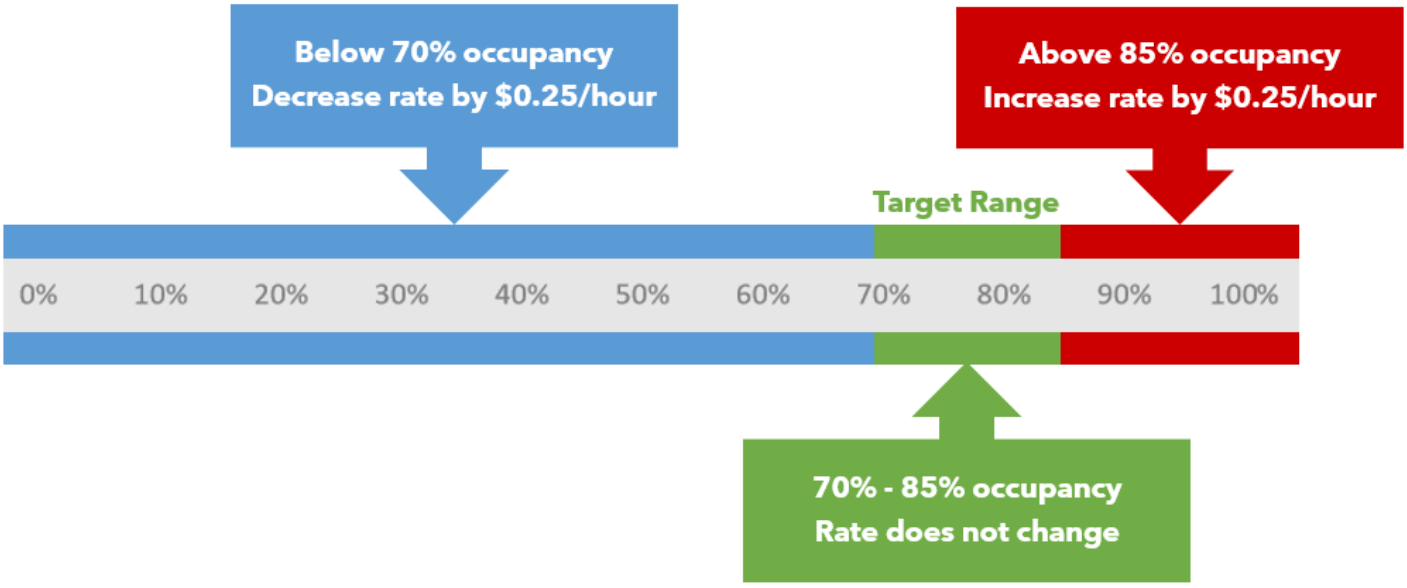
adjustments consistent with achieving a target occupancy rate. This transparent framework will help the public understand the reasoning and justification behind paid parking rate changes, strengthening trust.

Target Occupancy Rate

The thresholds and parameters for rate changes should be made with the intent of reaching an 85 percent industry-standard target occupancy rate for on-street parking. Off-street parking can often exceed 85 percent, because it is intended for long-term parking sessions, meaning that turnover is less of a priority. Generally, the City should decrease rates in areas where there are typically more than two spaces available per block face. Conversely, the City should generally increase rates in areas where there are typically fewer than one or two spaces available per block face. Areas that have one to two available spaces per block face are considered to be within the target range.

Turnover is also an important aspect of parking availability since a high turnover rate means that drivers are not occupying a space for long, therefore turning the space over for use by another visitor. It is an industry best practice to designate convenient parking for shorter visits and loading since the proximity minimizes the impact of walking time between a parking space and a destination. For longer visits, additional time spent walking between destinations has less of an overall impact on the total trip time. It is also less impactful for someone visiting Pasadena for the entire day to spend five minutes looking for parking, compared to someone who is simply trying to run inside a business for a quick food or merchandise pick-up.

Rate Adjustment Framework



The following framework is recommended to adjust the **base rate** based on occupancy:

> **Note:** The base rate can be lowered to $1.00/hour if the occupancy rate supports it. The base rate cannot go above $5.00/hour unless otherwise approved by the City Council.

It is recommended a maximum rate of $5.00 be established to ensure the on-street parking rate remains reasonable. The $5.00 hourly rate would only be implemented if supported by the occupancy rate on that block. The hourly rate could be lowered to $1.00 per hour if justified by the occupancy rate. To ensure the program remains economically sustainable, the rate should not be lowered below the $1.00 per hour minimum. The $1.00 per hour minimum rate will support ongoing parking meter fees and credit card processing costs.

The following framework should be used to adjust the **escalating rate** based on turnover:

- If turnover is low, meaning that based on LPR data and paid parking metrics the City finds that utilization of the escalated rate is high (at or above 25% of parking sessions), and occupancy is high (above 85%), then the City should consider increasing the escalated rate by $0.25/hour.
- If turnover is high, meaning that utilization of the escalated rate is low (below 25% of parking sessions), and occupancy is low (below 70%) then the escalating rate does not change. In this case, the City should consider extending the length of time with the base rate applied (for example, extend a 2+ zone to a 3+ zone).

Unlike the base rate, the escalating rate should not decrease. If the escalating rate no longer supports the desired occupancy and turnover goals, the City should consider removing it from that block face and reverting to the time limit.

If justified by the demand in a particular commercial area, the City should consider applying time of day or day of week variations to the rate model as needed. For example, the City of Seattle, WA adjusts rates by the time of day to account for different demand periods:

- Morning 8:00 am – 11:00 am
- Afternoon 11:00 am - 5:00 pm/6:00 pm
- Evening 5:00 pm - 8:00 pm/10:00 pm

If higher rates are justified in an area with a weekend or evening draw, like Old Pasadena, then the City should evaluate changes to the rate model based on the variation of demand. Time of day or day of week variations can encourage visitors during non-peak periods. In order for the City to consider applying these variations, the City would need to calculate parking occupancy by time of day, and average by block, by commercial area, or develop a zone system for adjusting rates.

Recommendation A-4: Adjust parking garage and off-street lot policies.

The City owns nine parking garage facilities located in the Old Pasadena and Civic Center Districts, and four off-street parking lots in the Playhouse and South Lake Districts.

Figure 18. Marengo Garage

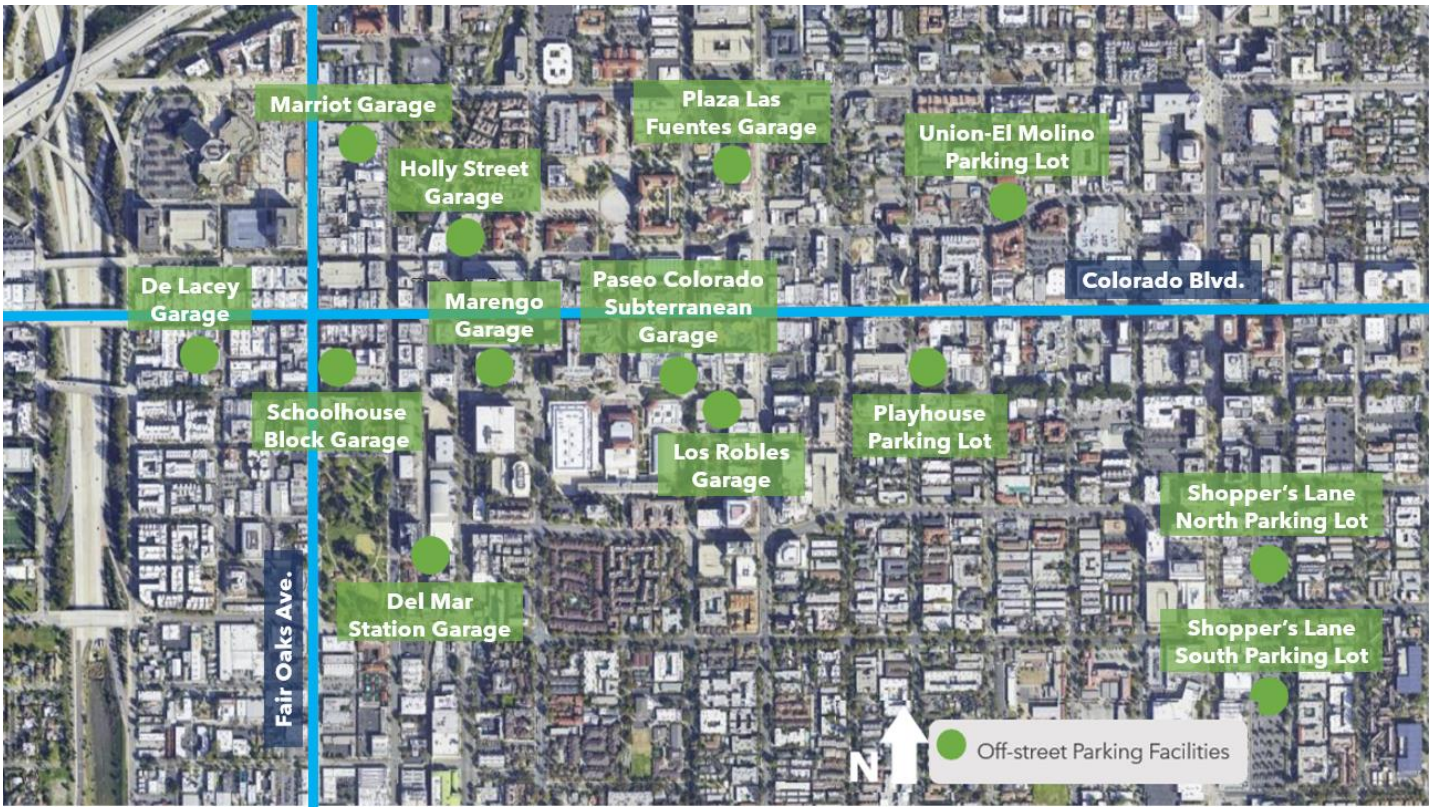
The hourly rate in City-owned garages currently ranges from $2.00 - $3.00. This excludes the Plaza Las Fuentes Garage, where rates are $2.00 per 15 minutes. The oversight management entity for the Plaza Las Fuentes Garage, Downtown Properties Inc. sets the paid parking rates. The City's agreement with Downtown Properties Inc. states "the Operator shall charge full market rates for all parking in the Parking Facility." The market rates are determined by averaging rates charged by three similar private garages mutually agreed upon by the City and Downtown Properties Inc. The hourly rate in the remaining eight City-owned parking garages is set by the City. The Old Pasadena garages (De Lacey, Marriot, Schoolhouse, and Del Mar Station garages) provide the first 90 minutes of parking for free, followed by $2.00 per hour.[1] Additionally, at the Del Mar Station Garage, patrons with a Metro Gold Line ticket qualify for a $3.00 per daily maximum rate. The garages

[1] The 90 minute free period was eliminated and the daily maximum rate was increased to $12 in July 2022

in the Civic Center District (Holly Street, Marengo, Paseo Colorado, and Los Robles garages) charge $2.00-$3.00 per hour and offer 90 minutes free with validation. Validation can be obtained at the Paseo Shopping Center, as well as various businesses in the surrounding area. All the City-owned garages are open twenty-four hours a day, seven days a week.

The South Lake District has two off-street parking lots, Shopper's Lane North and Shopper's Lane South parking lots. The Shopper's Lane lots offer 90 minutes free, followed by $2.00 per hour with a daily maximum of $6.00. Paid parking in the Shopper's Lane lots operates from 11:00 am - 7:00 pm. There are two off-street parking lots in the Playhouse District, the Playhouse parking lot and the Union - El Molino parking lot. The Playhouse Lot hourly rate is $1.50 per hour with a daily maximum of $7.00, and the Union - El Molino parking lot is $1.00 per hour with a daily maximum of $5.00. The Playhouse District parking lots do not allow parking during the citywide overnight parking restriction from 2:00 am – 6:00 am. All four City-owned off-street parking lots utilize pay stations with a pay-and-display configuration and accept payment with the City's mobile payment application.

Figure 19. Pasadena Off-street Parking Facilities



Off-street Rates

Paid parking is an important tool for influencing parking demand. While the goal of paid parking is not revenue generation, the City's parking operation should be sustainable. There are significant parking garage maintenance and ongoing upkeep costs that need to be addressed. The City should consider implementing a low hourly rate for the first two hours in all the City-owned parking garages and the off-street parking lots (excluding the Plaza Las Fuentes Garage). Replacing the 90 minutes free with a low hourly rate of $1.00 per hour for the first two hours will encourage the use of the off-street facilities

Figure 20. Schoolhouse Garage

because it is still priced lower than the on-street parking.[2] Free parking can still be provided, through validation codes and customer promotions with an enhanced merchant validation program. This approach would enable the transition to a demand-based program. The low hourly rate should be adjusted as needed based upon occupancy and utilization of the individual garage, as determined in the quarterly Paid Parking Report.

In addition to implementing a low hourly rate, the daily maximum rate in the City-owned garages and off-street parking lots should be increased to $12.00. When the new on-street demand-based pricing and escalating rate models are implemented, a $12.00 daily maximum will attract long-term parking in the garages when compared with the tiered on-street rates since it is a more affordable option after two to three hours (see Figure 15). As on-street rates are adjusted to reach target occupancy, rates in the off-street facilities may need to change as well. The City should be prepared to adjust the hourly rates in the garages as needed, to incentivize long-term parking in the garage facilities. The Plaza Las Fuentes Garage rate structure should be re-evaluated as the City continues the effort to centralize the parking garage operation under one parking operator contract (see Recommendation B-7[3]).

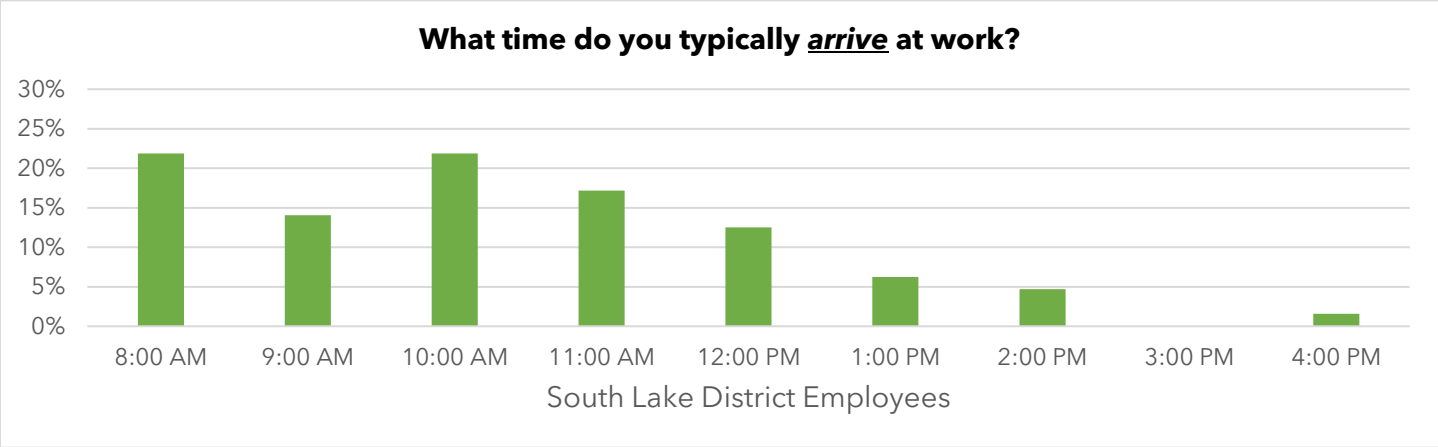
City of Pasadena Garage Rates Approved
On November 1, 2021, the Pasadena City Council approved the recommended off-street rates for all City-owned parking garages. This new rate structure went into effect on July 1, 2022, at the beginning of that fiscal year. The first 90 minutes of free parking was eliminated, a low hourly rate for the first two hours was implemented, and the daily maximum rate was increased.

South Lake District

In the South Lake District's Shopper's Lane Parking Lots, paid parking currently does not start until 11:00 am, and the first 90 minutes are free. Employees in the District who arrive before 11:00 am can take advantage of the free time in the parking lots and the late start time by filling up the parking lots before customers have the chance to arrive. When asked "what time do you typically arrive at work?" in the Business Community Survey, over 75 percent of employees in the South Lake District responded that they arrive before 11:00 am (see Figure 22 below). In order to encourage participation in the Employee Permit Parking Program (see Recommendation A-7) and provide parking opportunities for customers, paid parking operating hours in the Shopper's Lane parking lots should be adjusted. The recommended on-street operating hours are 6:00 am – 6:00 pm. (see Recommendation A-5). The City should consider the ability to implement paid parking in the Shopper's Lane lots during the same timeframe.

[2] The 90 minute free period was eliminated and the daily maximum rate was increased to $12 in July 2022
[3] Consolidation to one parking operator took place in February of 2022.

Figure 21. Business Community Survey Results



Merchant Validation Program

Figure 22. Paso Robles Validation Sign

The City could enhance flexibility and provide unique promotional opportunities to businesses by managing the free time provided in the garages and lots with a merchant validation program. This would still provide patrons and residents with options for free or reduced parking but would allow the City to incentive off-peak periods in the off-street facilities. Transitioning to a customer service-oriented program can benefit businesses while allowing the City to manage paid parking based on demand.

The City should consider the ability to offer a merchant validation program through a mobile payment provider. Mobile payment vendors typically offer robust validation and discount code programs for merchants and residents. Some vendors allow merchants to validate active and/or future parking sessions. This program structure provides incentives for customers to shop at local businesses and can support businesses during non-peak periods. Ideally, the validation program would be offered through the existing mobile payment provider, Passport.

Merchant validation programs have been successfully implemented in cities throughout California, such as Beverley Hills, Paso Robles, Sacramento, San Rafael, Salinas, Alameda, and San Francisco's Mission District. At the onset of validation programs, some cities choose to offer businesses bulk rate discounts to incentivize participation in the program. For example, 100 hours of parking could be purchased at a 50 percent discount, for businesses to give to their customers. When considering a merchant validation program, the City should evaluate the opportunity to provide similar incentives. The City should discuss these options with stakeholders from the commercial areas and consider the benefits and potential costs of providing bulk rate discounts. Employees and merchants that attempt to abuse the validation program can be monitored and easily identified by the license plate information, and potentially lose their validation privileges.

Resident Programs

The City could consider providing an additional resident discount for parking in the City's off-street system. While this would be a benefit for Pasadena residents, it is important to note that resident discount programs can reduce the effectiveness of demand-based pricing to influence driver behavior and improve access. As mentioned, the paid parking program should be demand-based so that rates are adjusted based on data. Demand-based pricing can encourage the use of underutilized parking areas and alternative modes of

transportation, therefore easing congestion and improving access. The City should carefully consider how a resident discount program may impact demand-based pricing effectiveness.

Recommendation A-5: Simplify the on-street parking operation.

Operating Hours

Operating times currently vary significantly throughout the City. Paid parking on some blocks can begin as early as 6:00 am or as late as 11:00 am, and policies sometimes vary on the same street. This wide range in operating times can be confusing for customers to predict. The City should simplify the on-street parking operation and adjust paid parking operating hours across the commercial areas. Consistent operating hours will provide a more clear and predictable experience. It is recommended that operating hours for on-street paid parking to be standardized to 6:00 am - 6:00 pm daily, except for the surface lots and on-street areas with an evening or entertainment attraction, where hours should be extended until 8:00 pm. Extended evening hours should be considered in Old Pasadena and the Convention Center, where there are several entertainment venues, bars, and restaurants. In the West Gateway and Old Pasadena Districts there are a few on-street paid parking segments that have been extended until 2:00 am. These extended locations should remain.

Holidays

Pasadena has become a year-round destination, and during certain holidays, parking demand can be high within the commercial areas. During these times, paid parking is an important occupancy tool for managing this demand, so the City should consider ending the tradition of providing free parking on holidays and beginning to set rates based on demand. While free parking may have been provided as an incentive to visit businesses in the past, free parking could be inhibiting access for customers during holidays since it can negatively impact turnover, congestion, and availability. Ending free parking on holidays will encourage turnover and help discourage employees from utilizing the most convenient spaces outside of businesses.

To clarify, this demand-based approach also means that if demand for parking is low during certain holidays, the City should then consider lowering the paid parking rate. Holiday occupancy and turnover rates could be included in the Paid Parking Report. Even if parking becomes paid during holidays, there are still opportunities to provide customers with free or discounted parking. Rather than provide free parking to all patrons, businesses could leverage the recommended merchant validation program to provide validation codes. This turns parking into a customer service for businesses and enables businesses to incentivize repeat customers or offer promotions (see Recommendation A-6 about validation).

Short-term Spaces

The City should consider adding additional short-term parking throughout the commercial areas. A 30-minute time limit will ensure turnover and provide convenient spaces for customers looking to make quick stops in the commercial districts. Ideally, there should be at least one short-term parking space per block face where turnover is most critical. Requests for more short-term parking spaces were a common theme from the Pasadena Citywide Parking Survey. In particular, respondents suggested that these short-term parking spaces were needed in South Lake Avenue and Old Pasadena commercial areas. The City should also consider implementing these short-term spaces in Old Pasadena, Civic Center, Playhouse, and South Lake districts.

If the City decided to charge for parking in short-term parking spaces, single-space "smart meters" should be installed. Smart meters will be a quick and convenient option for short-term parking sessions, especially when combined with a mobile payment application. It is challenging to incorporate multiple rule sets (for short-term parking and regular parking) on one pay station interface because this relies on the driver to self-select the correct option to apply the appropriate rates and time limit.

Recommendation A-6: Develop a Special Event Management Plan.

Special Event Management Plan

A coordinated Special Event Management Plan should be developed that includes parking management decisions and considerations. Increased management of special event parking citywide is needed to mitigate spillover to the surrounding commercial areas and neighborhoods and offset parking demand (see Recommendation C-3). The Rose Bowl Operating Company (RBOC) is currently conducting a study to better address parking and congestion during special events. The City should evaluate the opportunity to coordinate with the RBOC on their effort. The City should proactively work with other special event locations such as the Pasadena Playhouse, the Pasadena Convention Center & Civic Auditorium, and the California Institute of Technology, to develop a coordinated Special Event Management Plan.

Figure 23. Event Parking Sign in Civic

The City should consider the opportunity to implement special event enhancements, such as designated passenger pick-up and drop-off locations, temporary signage plans, valet parking, and pre-event trip planning and pre-payment wherever possible. These enhancements should be focused on creating a coordinated and hassle-free entertainment experience. Specific considerations should be made for the following districts:

Civic Center District

Specifically in the Civic Center District, the City should work with the Convention Center management and the Paseo Colorado retail owner within the confines of the Parking Operations and Maintenance Agreement (POMA) to identify any gaps in the existing special event management processes in the Civic Center District. The City should also identify ways to maximize the Marengo, Los Robles, and Paseo Colorado parking garages as Convention Center event parking locations.

Playhouse District

In the Playhouse District, the City should work with the Playhouse Village Association, the Playhouse Theater, and local businesses to identify opportunities to encourage visitors to stay in the district before and after events.

Old Pasadena District

In Old Pasadena, the City should continue to leverage the parking garage facilities as remote park and ride locations during special events at the Rose Bowl Stadium. This simultaneously disperses parking demand from around the stadium, while encouraging patrons to visit businesses in the district and throughout the commercial areas.

Special Event Rates

The special event paid parking rates should be adjusted so that rates are based on demand and proximity to the event. If parking demand is increased during a special event, then the paid parking rate should reflect the increased demand. In addition, The City should evaluate the feasibility of temporarily increasing on-street paid parking rates during certain events. Ideally, the City would be able to set the escalated rate to an increased special event rate or flat rate, while still allowing for shorter-term parking at the base rate.

Collaborate with Transportation Network Companies (TNCs)

Since parking demand can increase significantly during events, the City should promote alternative options for accessing events that do not require parking such as Transportation Network Companies (TNCs) like Uber and Lyft. One benefit to the rider is that they can typically be dropped off or picked up at a convenient location for the event. This convenience is often impacted by congestion, however, since TNCs can cluster in certain high-demand locations, often impacting traffic flow and safety. The City should proactively collaborate with

the TNCs to enhance access during special events. Special event planning should ideally incorporate safe and accessible location(s) for the drop-off and pick-up of passengers, like underutilized areas of the parking garages or nearby off-street facilities. Ideally, these areas should not impact access for other modes of transportation such as busses, shuttles, or walking routes. The City should work with special event venues, and district leaders to determine the best locations for the drop-off and pick-up of passengers.

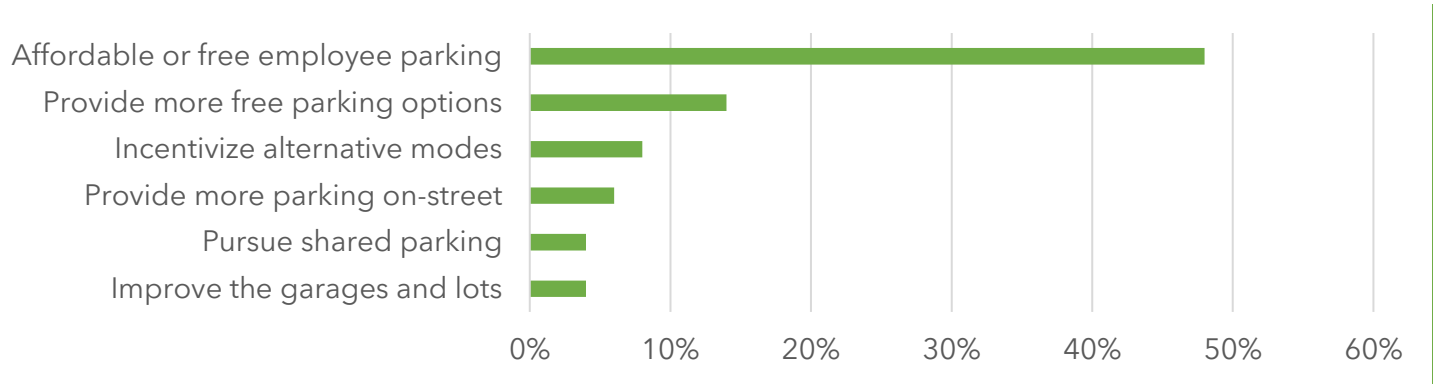
Promoting alternative transportation options should be encouraged throughout all levels of special event planning and promotion to mitigate parking demand. This could include cross-promoting modes of transportation, for instance, the connection between public transportation and TNCs as first- and last-mile options. This could be encouraged by cross-promotions with services such as Lyft and Uber, which both promote the City event and their services to encourage other transportation sources and reduce parking demand. In 2018 Ford, Uber, and Lyft announced an agreement to share data through a new platform that provides cities with the ability to manage congestion. The SharedStreets platform is meant to be a way for these companies to provide helpful data about road traffic. The City should monitor the developments of this platform and consider how this data could help inform ongoing parking and traffic management decisions.

Recommendation A-7: Develop an Employee Permit Parking Program

Currently, employees who rely on driving to work primarily depend on the off-street parking facilities. Monthly permits in the City-owned parking garages and lots range from $70.00 to $90.00 per month, except the Plaza Las Fuentes Garage, which charges $110.00 for monthly permits with unreserved spaces and $145.00 for reserved spaces. Those who cannot afford a monthly garage or lot permit often opt to shuffle their vehicle throughout the day and risk receiving a citation. With the escalating rate structure, the pay stations and mobile payment application will recognize how long a vehicle has been parked and apply the escalated rate (see Recommendation A-2).

As the escalating on-street rate structure is implemented more employees will be in need of affordable parking opportunities. To encourage compliance, affordable employee parking permits should be offered to individuals working in the commercial areas of the City. Within the Businesses Community Survey results, the most frequently written-in request in the free-response question "If you could fix, change, or improve parking in the commercial areas of Pasadena, what would you do?" was to provide more affordable or free employee parking options (48 percent of all responses).

Figure 24. Business Community Survey Free-Response Answers



The City should develop an employee permit parking program, which is focused on providing affordable parking opportunities to individuals who work in the commercial areas of the City. Utilizing the City's permit management system (PMS), employees can utilize the online portal to apply for and purchase a permit that allows them to park in designated employee parking locations. Applicants can be required to provide employment documentation, which is verified by the City to prevent abuse of the permit.

The City should designate employee permit parking locations and tier the pricing for permits based on the location's convenience and proximity to the commercial districts. City parking garages and off-street parking lots are ideal locations for employee parking, particularly underutilized upper and basement levels of the garages. There may be an additional need for employee parking facilities in certain commercial areas, like Playhouse and South Lake Avenue. Therefore, the City should also pursue shared parking opportunities with private property owners (see Recommendation A-12 about shared parking), where employees may be able to purchase permits for use of private parking facilities. The City should consider offering the permit on a month-by-month basis for $35.00 - $50.00 per month depending on the location. The permit fee could then be adjusted over time based on demand. The City should continue to offer monthly permits as employment status may change. In addition to selling permits to individuals, the City can sell bulk rate permits in the online portal to employers who would like to purchase parking for their employees.

Service-worker Permits

In addition to the $35.00 - $50.00 per month employee permits, the City should also offer an affordable, service-worker employee parking permit. The City should establish an income threshold for qualification that is aligned with any other discount programs provided by the City, such as the low-income qualifying overnight 90-day COVID-19 Permit, and other programs offered by Pasadena Water and Power. By providing proof of income qualifications, employees could qualify for a reduced permit rate. It is recommended that the City offer the permit on a month-by-month basis, and charge no more than $10.00 per month for qualifying users.

Punch Cards

The City should consider the ability to incentivize the use of alternative transportation modes by offering an employee parking punch card. With the punch card, employees can prepay for discounted parking that they are able to use as needed to park in a designated employee parking location. A punch card is an effective way to show the daily cost of parking, while still providing a discount to employees. For example, the City could sell a $15.00 - $25.00 punch card to employees that is valid for 10 parking sessions in a designated employee parking location. Rather than receiving unlimited access like they would with a monthly permit, the punch card reminds the driver of the value of parking with each use. This can also be a more flexible option ideal for part-time employees, who may only work a couple of days a week. The punch card can encourage employees to walk, bike, carpool, or take public transportation rather than driving every day.

Alternative Transportation

It is also important to acknowledge how encouraging the use of alternative modes and public transportation is better for the environment, reduces roadway congestion, and can offset parking demand. In addition to offering affordable parking permits, the City should leverage alternative transportation options available in Pasadena. Several public transportation providers service the City, including Metro, Foothill Transit, and Pasadena Transit. The City should consider offering other programs and discounts that reduce the cost of alternative transportation options for employees. For example, the City could offer discounted transit passes to employees, bike subsidies, or other programs that encourage employees to commute without a vehicle.

Outreach

The most important element of an employee permit program is outreach, engagement, education, and marketing. Creating a comprehensive campaign should ensure that employees know the purpose of the program, how to apply for a permit, permit cost, where to park, updated enforcement regulations, and the permit program launch date.

Recommendation A-8: Unify signage and wayfinding citywide.

Signage Audit

The City should conduct a signage audit and unify signage citywide to ensure consistent posting of policies and branding. Inconsistencies in signage language and placement demonstrate the need for an audit. A sign inventory was conducted in 2019 and may only need to be reviewed to identify needs. It is recommended the City determine if an additional audit needs to be conducted, or if the 2019 inventory can be leveraged. If not, the City should conduct an inventory and assessment of signage in the commercial areas, and any other locations identified by City staff, to identify gaps and language discrepancies. Signs communicating the "once per day, per block" rule are inconsistent, and through conversations with staff and residents, the City may be able to determine the adjustments that need to be made.

Figure 25. Park City, UT

Public Parking Branding

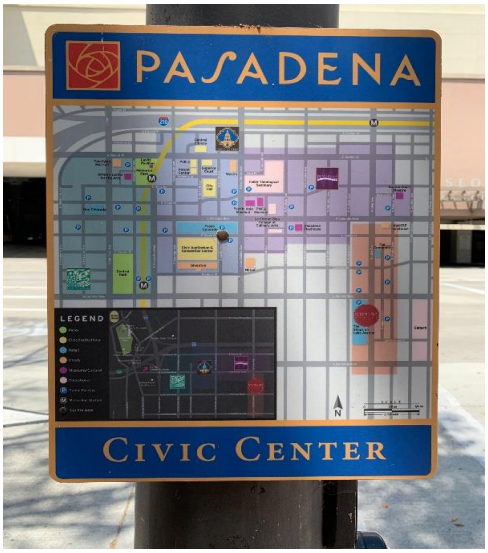
In the commercial areas, a public parking "P" should be leveraged in a distinct way that lets drivers quickly identify available parking across districts. Utilizing consistent branding across the City would allow residents and visitors to develop familiarity and a level of expectation when they visit a City-owned facility. It is important to increase public awareness of parking options to both optimize parking asset utilization and enhance the visitor experience. The City should better advertise the garages to maximize the use of these assets and alleviate on-street demand and congestion. Additional signage is a key element in optimizing the use of these locations.

While there is beautiful signage throughout the City, the style and branding vary across the districts and do not specifically address parking. Navigating to certain parking options can be challenging, especially for newcomers, due to signage clutter and the lack of uniformity. The existing parking branding should be unified citywide, and parking rules should be clearly communicated. Rather than creating a new brand like "Park Pasadena," it is recommended that the City build off of the existing signage and install an identifiable blue public parking "P" on all City-owned facilities. This signage should complement the style of the existing wayfinding, but still, allow the parking "P" to be distinct.

Wayfinding

The City should consider ways to increase parking wayfinding signage, which can assist in directing drivers to the off-street parking locations as efficiently as possible. One option is a digital parking guidance system (see Recommendation B-2 about digital signage) which could display total space counts for the garages on digital signs attached to the exterior of the garage, providing potential parkers with space count information. Signage could also be placed in strategic locations to guide drivers to available garages. In particular, this should be prioritized for the Marengo garage, where drivers frequently miss the chance to turn into the garage when exiting the eastbound 210 freeway.

Figure 26. Civic Center District Wayfinding



The City should also continue to increase pedestrian wayfinding, which can help direct individuals from the parking garages to the desired destination. Throughout many of the commercial districts, the City has installed pedestrian wayfinding maps (see Figure 27), that help patrons visually orient themselves. These maps are a great way to show how much there is to see in Pasadena and can encourage patrons to visit neighborhoods they may have never explored before. The commercial areas of Pasadena are walkable destinations, and it is important to promote the convenience of walking between destinations and to and from parking (see Recommendation C-2 regarding "Park Once" messaging).

Recommendation A-9: Simplify the permit programs.

Currently, all the residential permits offered by the City are permit-by-plate, or virtual permits, meaning the vehicle's license plate is the permit identifier. The parking industry is becoming increasingly license plate-based since plate-based systems can provide customer service enhancements and streamline operations. Since each license plate number is unique, parking systems can utilize the license plate number to monitor permit status and verify compliance rather than checking for a physical permit.

Align with the 2016 AG Opinion

A priority goal of this Plan is to ensure the City's residential permit parking programs are equitable and accessible. In 2016, the California Attorney General released an opinion regarding the implementation of residential permit parking programs. The opinion states "*In issuing long-term residential parking permits, local authorities may not distinguish among residents based on the type of dwelling in which they live.*" In order to align the City's permit parking programs with the Attorney General's opinion, the City should evaluate the ability to allow all residents on a qualifying street to participate in the permit parking programs. This includes residents living in multi-family housing types, such as apartments, condominiums, and duplexes.

Proof of Residency

In order to qualify for a parking permit in Pasadena, currently, the vehicle must be registered to the address on the application. This requirement can be difficult for new residents and temporary residents, such as students. The City should consider a policy that would allow residents with a vehicle registered outside the City of Pasadena to receive an annual permit by requiring that they provide an approved alternative form of residency. These applicants should be required to show proof of residency by providing their driver's license or utility bill with their application. This will allow residents the ability to utilize on-street parking while they update their registration. By allowing residents to receive a permit just once with a driver's license or utility bill as proof of residency, new and temporary residents are better accommodated while still mitigating opportunities for program abuse.

Figure 27. Madison Avenue

The City of Long Beach and the City of Hermosa Beach have similar proof of residency policies. In Long Beach, if the vehicle registration does not have the district address, then a copy of a valid driver's license or utility bill confirming that the registered owner of the vehicle resides in the district is necessary. In Hermosa Beach residents who have a vehicle registered out of state are able to purchase a permit for one year only. After the first year, the vehicle is required to be registered per the California Vehicle Code.

Resident Permit Types

The City should consider opportunities to simplify residential permits. The City currently offers the following resident permit types:

- Annual Daytime
- Temporary Daytime Parking Exemption (TDPE)
- Annual Overnight
- Temporary Overnight Parking Exemption (TOPE)
- Preferential

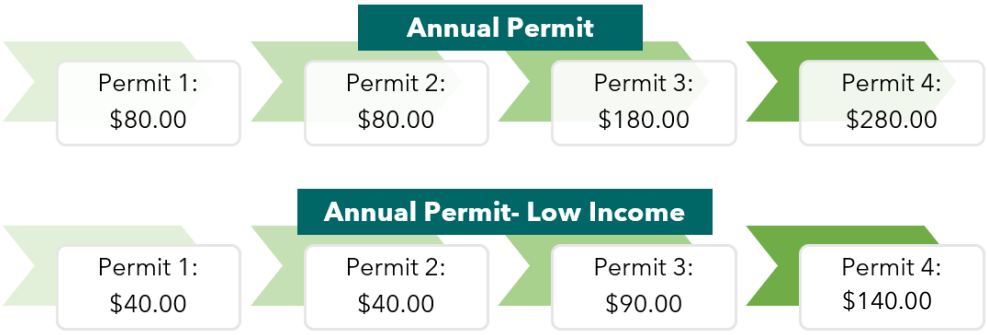
In the Pasadena Citywide Parking Survey, when asked the free-response question, "If you could fix, change, or improve parking in your neighborhood, what would you do?," 15 percent of respondents wrote in a response expressing the desire to expand the City's permit program qualifications or change the application

process. Some residents find the existing Annual Daytime and Overnight Temporary Parking Exemptions to be confusing, and a more simplified program structure is desired. The City should consider the ability to combine any of these permit types and simplify the options available. The City has already begun simplifying the online messaging of these permit types, by updating the City website to clearly describe each permit option and the permit's intended use. To simplify this even further, the City should develop a GIS function on the City's website to allow residents to enter their address and easily identify which permit(s) they qualify for. This could be added to the tool that citizens can use to find their City Council District (https://www.cityofpasadena.net/find-my-district/).

Permit Rate Structure

The City should implement an escalating permit rate structure, where households can purchase additional permits (beyond the first two) at a higher rate. Currently, the first two annual overnight permits are offered at $80.00 annually each. With an escalating rate structure, additional permits could be offered to eligible residents at an additional premium of $100.00 per permit (see Figure 28), making the third permit $180.00, the fourth permit $280.00, and so on.

Figure 28. Escalating Permit Rate Structure



The escalating permit fee can incentivize residents to first use the parking that is available on their property (if they have the option), before opting to purchase additional parking permits. The escalating rate structure would replace the two permit-per-household limit since the premium rate for extra permits can discourage households from excessively purchasing permits. This way, households who need additional permits will have the flexibility to purchase additional permits as needed, but they will have to pay a premium.

Low Income Rates

During the COVID-19 pandemic, the City offered a discounted parking permit to qualified low-income residents. At that time, the City Council also approved a permanent low-income permit that is offered at a 50 percent discounted rate. It is recommended that these low-income permits also follow the escalating rate model, to discourage over-purchasing of permits, but the additional permits should be offered at a 50 percent discounted rate. This would mean the first two permits are offered at $40.00 each, and each additional permit is offered at an additional $50.00 premium.

Mid-term

Recommendation A-10: Seek shared parking opportunities.

A shared parking agreement between the City and a private property owner would provide additional public parking options by leveraging the existing parking supply. Benefits include:

- Sharing parking is more cost-effective than building additional supply.
- Can provide convenient parking options for evening employee parking.

- Optimizes the use of existing supply.
- Avoids overabundance of parking or land space that could otherwise be optimized for higher and better uses.

Typically, a shared parking agreement is mutually beneficial by leveraging the parking supply during times when it is underutilized. This can provide a supplemental revenue stream for the property owner. Successful shared parking agreements usually rely on the municipality to provide contractual language for the property owner.

Since shared parking agreements are usually only favorable to property owners when cost-neutral or profitable, the shared parking approach should be considered in conjunction with an Employee Parking Permit Program (see Recommendation A-7). For example, shared parking agreements could provide a convenient parking option for evening employee parking permits. Shared parking agreements can also be negotiated to provide additional public parking, residential parking, and special event parking opportunities.

In areas with the most impacted parking supply, the City should actively pursue shared parking opportunities. In particular, the City should focus on areas where more supply is needed for employee parking off-street, like in Playhouse District. Shared parking could also expand the amount of parking supply in the neighborhoods for residential permits. The City should work with District leaders to identify areas to focus shared parking outreach efforts.

Playhouse District

Of the City's core commercial areas, the Playhouse District has the fewest City-owned off-street parking facilities. The City owns two parking lots, the El-Molino Parking Lot, and the Playhouse Parking Lot. To better understand the parking demand in the district, in 2018 a Playhouse Parking District Strategic Plan was prepared by Nelson Nygaard for the Playhouse District Association. The Plan identified that:

Only 2 percent of off-street parking is City-owned, and there is a significant amount of private supply that the District should leverage if future parking demand warrants it. Knowing only a small portion of the off-street parking in the Playhouse District is publicly owned, and the City is considering repurposing a portion of the El Molino Parking Lot into a community park, the City should pursue shared parking agreements in the Playhouse District to help off-set the anticipated spaces lost and provide additional public parking opportunities within the district.

Residential Neighborhoods

If the City decides to adjust the permit program guidelines to include multifamily housing and provide on-street parking access to all Pasadena residents (see Recommendation A-9 regarding the Attorney General's Opinion) there could be an increase in residential permit parking demand. In areas where on-street supply is impacted by resident parking demand, shared parking agreements could be a way for the City to provide additional off-street parking options for residential permit holders. Ideally, the residential parking permits for shared parking sites would be offered at a lower rate than the standard on-street ones since they may be less convenient.

At a minimum, a shared parking agreement should consider the following:

- **Term and extension:** Evaluates the return on investment and ensures that the contract terms allow for potential redevelopment in the future if needed.
- **Use of Facilities:** Establishes available hours, number of spaces, time limitations and ensures that the base user will retain use at the end of the sharing period.
- **Maintenance:** Evaluates and incorporates the added maintenance and operation costs.
- **Lease costs:** Cost of the lease and any negotiated revenue shares.

- **Operations:** Considers revenue collection operations (if applicable) and enforcement/management strategies.
- **Utilities and Taxes:** Determines the responsible parties and any cost-sharing agreements.
- **Signage:** Considers opportunities for consistency with signage and branding.
- **Enforcement and Security:** Determines who will handle enforcement and towing.
- **Insurance and Indemnification:** Considers litigation with any cost-sharing.
- **Termination:** Identifies the grounds for termination or cancellation.

Signage and Branding
There is also an opportunity to utilize the City's public parking "P" (see Recommendation A-9) at future shared parking sites if they become available for public parking. The use of the City's consistent public parking brand should be dependent on predetermined eligibility criteria to ensure a certain level of service associated with the brand. Additionally, shared parking sites could be incorporated into future wayfinding signage programs to direct drivers to available parking options.

Operations and Enforcement
The City should also consider the ability to provide operational support to future shared parking sites. For example, if equipment needs to be installed, City maintenance and collections staff could be leveraged to provide support at a negotiated rate or revenue split. Another important consideration is enforcement; the City should anticipate potential support needs and the ability to utilize the City's Parking Enforcement Representatives (PERs) for expanded coverage. The ability for private property owners to leverage the City's existing parking management resources could be more cost-effective than hiring, training, and managing their own personnel. The negotiated agreement can ensure that City costs are sustained while freeing up private lot owners from parking management. The ability to legally authorize the City's PERs or contract enforcement staff to enforce parking on private lots should be evaluated for feasibility. This could alleviate the need for private parking lot owners to rely on towing, which is a negative customer experience, by enabling the use of parking citations as a means of enforcement and education.

Long-term

Recommendation A-11: Reevaluate the citywide overnight parking restriction.

The citywide overnight parking restriction in Pasadena prohibits vehicles without a permit from parking on-street 2:00 am - 6:00 am. The restriction was first enacted in 1921, and despite being reviewed by City Council several times in the last century it has remained relatively unchanged. Justification for supporting the ban has included facilitating street sweeping, identifying abandoned vehicles, detecting crime, encouraging off-street parking, and discouraging long-term on-street parking.

Residents who do not have sufficient off-street parking are required to purchase an annual overnight parking permit in order to utilize the on-street parking. Residents or guests who do not qualify for an annual permit, largely residents living in multi-family housing types, can purchase a Temporary Overnight Parking Exemption (TOPE) for $3.00 per night. Currently, the TOPE permits can be purchased on a smartphone, online, or by visiting one of the five Temporary Overnight Parking Kiosks (TOPEK).

In recent years resident and housing density have been increasing in Southern California, resulting in an increase in on-street parking demand

Figure 29. Temporary Overnight Parking Kiosks

by residents. Initiatives by the State of California have been aimed at encouraging density by reducing off-street parking minimums and single-family residential zoning. As the legislation continues to evolve, it is possible that even more residents of Pasadena will be relying on street parking. This will inevitably lead to an increase of permitted vehicles parking on the street, essentially negating the reasoning for the overnight parking restriction.

Additionally, the rising cost of housing in California has resulted in an increase in vehicle habitation or camping. Therefore, the City could consider adding clarifying language in the Pasadena Municipal Code specifying the size and restrictions regarding oversized vehicles and overnight parking. This could alleviate potential challenges with vehicle habitation and camping since this most commonly occurs in oversized vehicles.

While this plan originally recommended that the City consider eliminating the citywide overnight parking restriction, this recommendation has been reconsidered considered the public feedback referenced below.

Public Opinion

The Citywide Pasadena Parking Survey was opened in the summer of 2020 and circulated online for three weeks. There were 1,126 total responses collected. The survey results show that many residents were supportive of removing the overnight parking restrictions and adjusting the annual permit options. As a few transformative adjustments to the permit program are suggested (see Recommendation A-15 about simplifying permits), the City should reevaluate the overnight parking restrictions after permit program changes have been made. The Summary Outreach Report is included as Appendix A, which provides the full results of the Citywide Parking Survey. Based on analysis of the Citywide Parking Survey results, the most written-in request in the free-response question "If you could fix, change, or improve parking in your neighborhood, what would you do?" was to remove the overnight parking restriction (25 percent). Conversely, 6 percent of respondents expressed a desire to maintain the overnight restrictions, which was the seventh most common theme expressed.

Figure30. Citywide Parking Survey Free-Response Answers (summer of 2020)

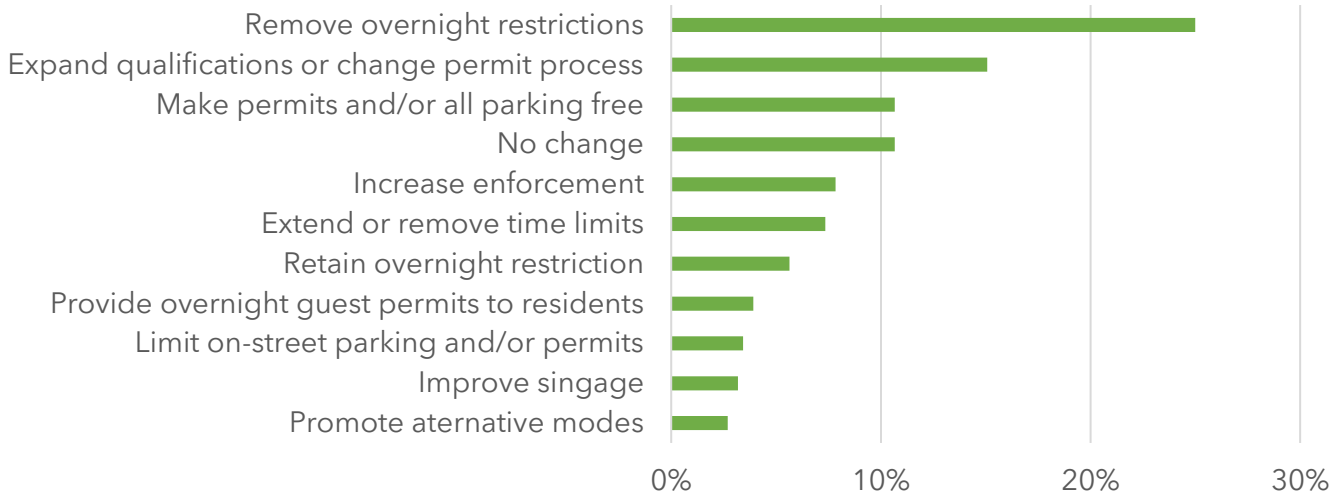
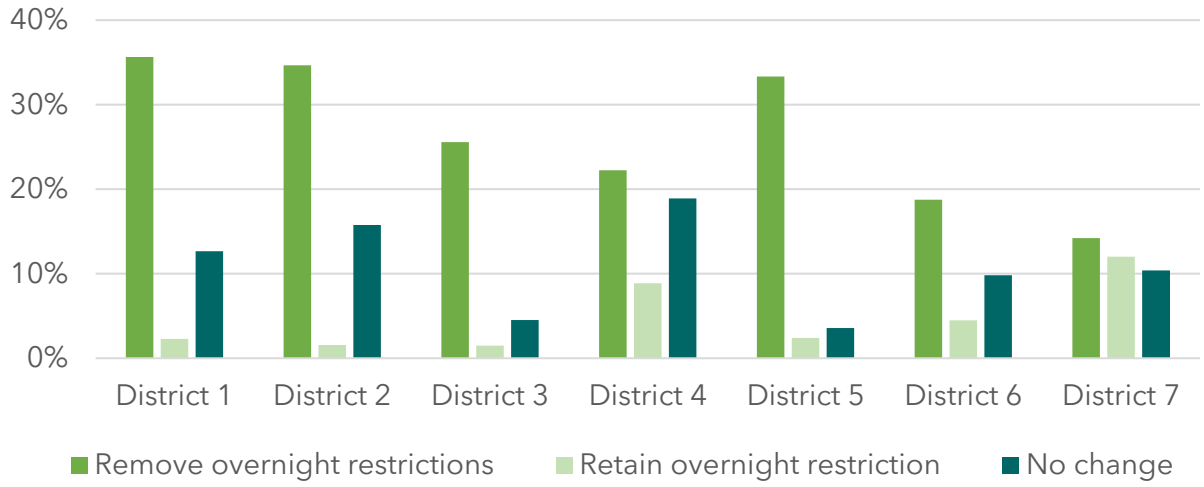


Figure 31. Overnight Restriction Answers by City Council District



Release of the City of Pasadena Residential Parking Survey

When the results of the first Citywide Pasadena Parking Survey were released, community feedback indicated that not enough engagement was conducted, particularly regarding the topic of removing the overnight parking restriction. As part of the City's ongoing commitment to engaging with the community and making informed decisions that align with residents' preferences, a second resident-focused survey was conducted from May-August 2023 with a distinct focus on the overnight parking restriction. The following sections highlight the key aspects of this survey, including its objectives and the valuable insights garnered from residents. The survey results played a crucial role in defining an "Opt-Out" option for the overnight parking restriction.

Objective of the Focused Survey

The primary objective of the second survey was to gather comprehensive and nuanced feedback specifically related to the overnight parking restriction. The City sought to better understand the diverse perspectives and concerns of the residents and to ascertain whether there was a consensus regarding the need for the overnight parking restriction across different neighborhoods.

Emphasis on Comment Section

Recognizing the importance of capturing qualitative insights and allowing residents to express their opinions more elaborately, the survey included comment sections for specific questions. These sections enabled respondents to provide context, share personal experiences, and elaborate on their viewpoints. The qualitative data collected through comments allowed for a deeper understanding of the underlying factors influencing residents' preferences.

Key Themes and Insights from Comments

The comment sections yielded a wealth of valuable insights, reinforcing the notion that neighborhoods may hold differing viewpoints on the necessity of the overnight parking restriction. Some of the prominent themes that emerged from the comments include:

Biking and Transit

Many residents expressed a desire for improved mobility options, including better transit options and enhanced bike lanes. This indicates a broader concern for sustainable mobility alternatives, suggesting that parking restrictions should be considered within the larger context of creating a more accessible and environmentally friendly transportation network.

Enforcement

Consistent enforcement of parking regulations was a common concern highlighted in the comments. Residents emphasized the importance of fair and reliable enforcement to ensure that all parking regulations, whether restrictive or not, are effective and equitable.

Policy/Accessibility Development

The comments provided a nuanced understanding of the multifaceted issues surrounding the overnight parking restriction. They also reaffirmed the complexity of the decision-making process and the importance of considering a comprehensive approach to neighborhood-specific parking solutions.

Figure 32. How many cars does your household have?

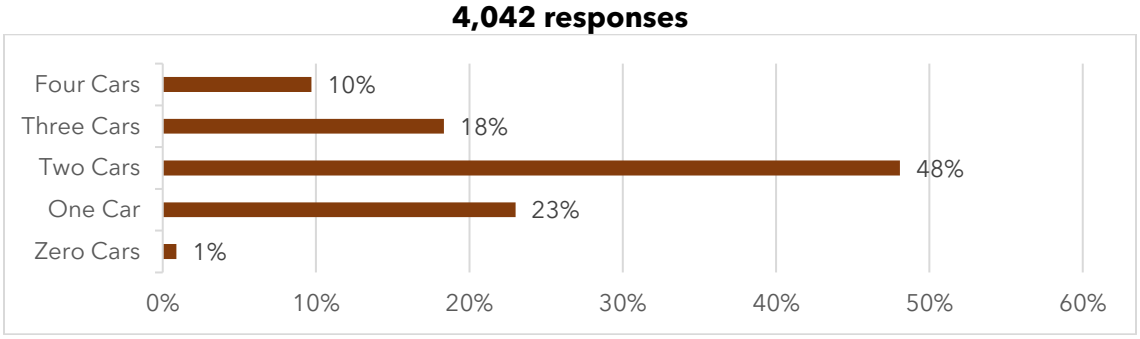


Figure 33. Considering the overnight restriction, which do you agree with?

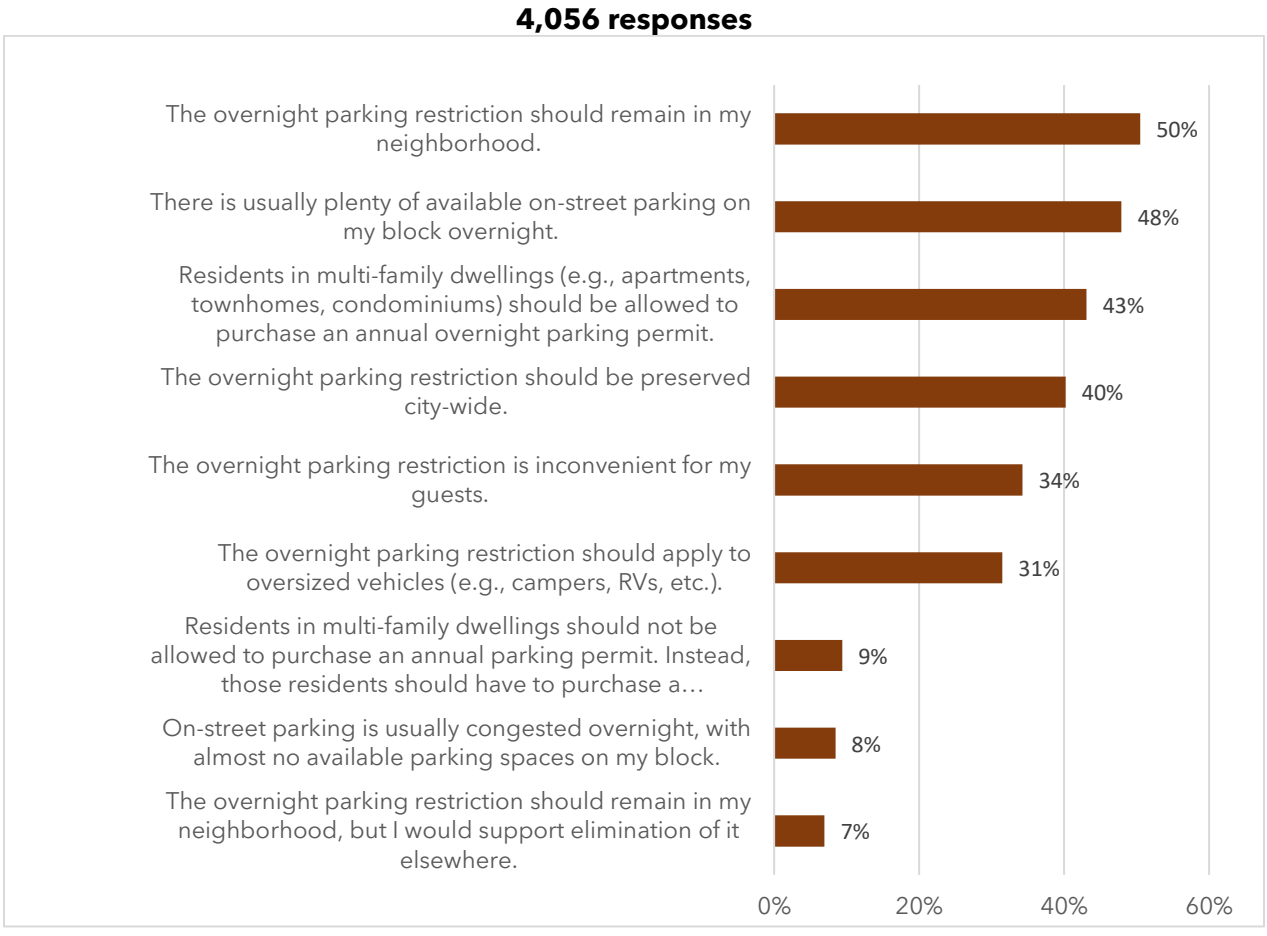
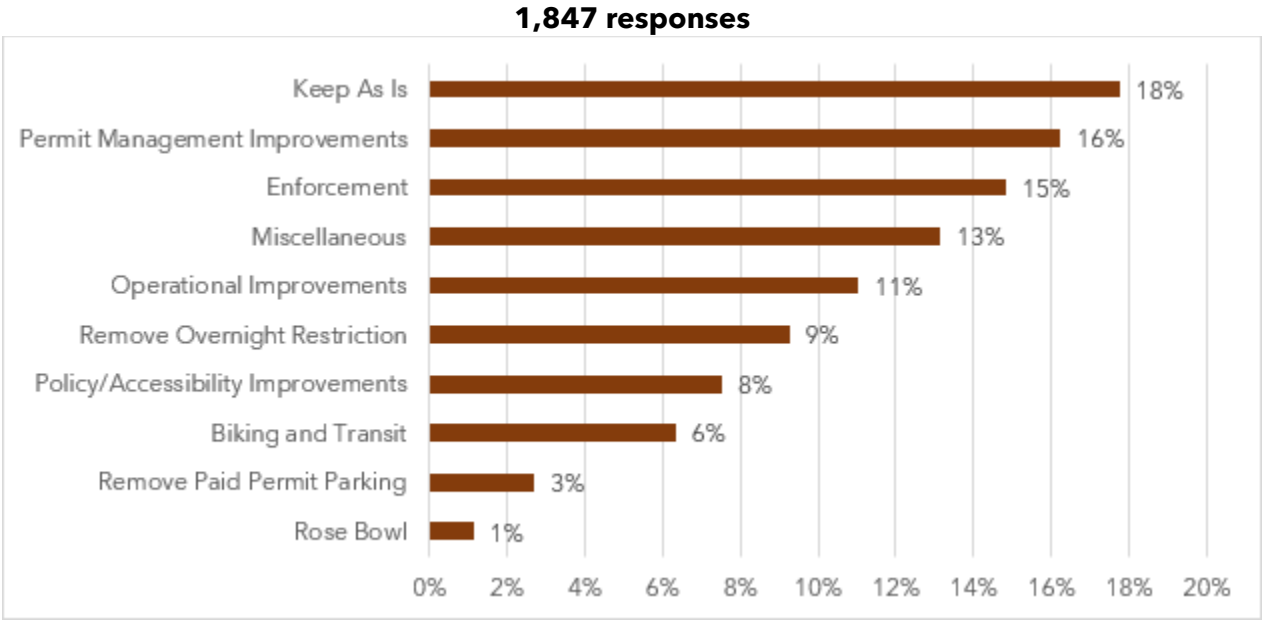


Figure 34. If you could change anything about parking, what would you do?



The "Opt-Out" Option

In response to the feedback received by the community from the results of the comprehensive surveys, a more flexible approach to the overnight parking restriction may be implemented. The strategic goal is to strike a balance between addressing the concerns of residents and maintaining the overall balance of the neighborhoods. This section outlines the recommended Opt-out option for the overnight parking restriction, which will empower neighborhoods to make decisions that best align with their specific needs and preferences. Currently, there is no language in the City's existing municipal code which allows communities to remove any parking restriction.

The primary objective of the Opt-out process is to provide individual streets and neighborhoods with the autonomy to decide whether they want to maintain or eliminate the existing overnight parking restriction. Pasadena currently has a neighborhood petitioning process that allows residents of streets or neighborhoods to vote to remove the overnight parking restriction. This ultimately gives citizens the authority to reevaluate and potentially remove the existing overnight parking restriction, should it no longer align with their specific needs. The current policy ensures that decisions are tailored to the distinct characteristics of each neighborhood. However, this process is poorly marketed and most citizens are unaware of the process. The City should add a section to their website that explains the Opt-out process and should do more to market the option to residents.

Additionally, language should be added to the City's municipal code to codify the Opt-out option. The following language is recommended:

"The overnight parking restriction may be removed from a Preferential Parking zone upon receipt of a petition signed by 2/3 of the residents residing on the street or in the petitioning area and verified by the City for authenticity."

Safety & Enforcement Considerations

Many overnight parking restrictions in Southern California were originally implemented for the safety and visibility benefit for enforcement. Police officers often appreciate the increased visibility from cars not being parked on-street. However, the City recognizes the need for residents to park on-street overnight and has

chosen to sell annual overnight parking permits and temporary exemption permits. Vehicles with these overnight permits are able to park on-street, diminishing the benefit for law enforcement. Annual permits have historically only been sold to single-family residents, and in recognition of the 2016 Attorney General's Opinion, the City should no longer limit permits to residents based on their dwelling type. The City may need to sell overnight parking permits to all residents (see Recommendation A-9). If all residents purchase an annual permit to park overnight, the on-street occupancy may increase, and the benefit to safety and enforcement will no longer be clear.

Street Sweeping Considerations

The City currently conducts the majority of its street sweeping overnight during the 2:00 am - 6:00 am overnight parking restriction. Similar to the issue with the justification for safety & visibility, if more residents are able to purchase annual overnight parking permits and are parking on-street, street sweeping operations will become less effective. For instance, on the 3-block segment of El Molino Ave between Maple St and Mountain St, there are currently 92 active annual overnight parking permits. The City does not capture address data for the single-night Temporary Overnight Parking Exemptions (TOPE), so on some nights the vehicles parked on those segments are likely much higher. Because of this, the overnight parking restriction is not an effective way at keeping vehicles off the street for street sweeping purposes.

The City should consider the ability to adjust street sweeping hours and routes and instead designate "no parking for street sweeping" periods in the neighborhoods. This would allow the street sweeper to effectively clean the streets. This opportunity has been considered by the City in the past but had not been pursued due to cost.

Adjust Daytime Street Sweeping

While the majority of street sweeping operations currently occur overnight, there are a few areas in the City where street sweeping occurs during the day. In these areas, half the streets in a neighborhood are swept in the morning, and the other half are swept in the afternoon on the same day. This requires residents who rely on street parking to move their vehicles at least once on street sweeping days. If street sweeping routes were to primarily occur during the daytime due to additional streets and neighborhoods removing the overnight parking restriction, the City should carefully consider how street sweeping policies influence parking.

District 3

Currently, in a portion of City Council District 3, half of the streets have no parking due to street sweeping from 8:00 am - 12:00 pm, and the other half has no parking from 12:00 pm - 4:00 pm. While this program may make sense for the street sweeping operations, none of the on-street parking is available for the entire day. This forces residents to quickly shuffle their cars from one side of the neighborhood to the other between 11:59 am - 12:01pm, to avoid getting a citation. This window of time is too small, and residents who may be away at work or rely on street parking don't have an alternative option.

The City should proactively address street sweeping routes and develop a coordinated street sweeping plan. The City should carefully consider where residents are allowed to park during street sweeping and aim to have half of the on-street parking available in a neighborhood per day. The City should evaluate the ability to sweep only one side of the street per day, or alternatively north/south streets on one day, and east/west streets on another. While these options may be more expensive operationally, they would provide needed relief to residents who rely on on-street parking.

B Technology & Operations

Figure 35. Focus Area B: Guiding Principles Supported

Recommendations		Streamlined	User-friendly	Sustainable	Adaptable
B-1	Consider installing occupancy counting technology.	✓	✓	✓	✓
B-2	Consider installing a digital parking guidance system.	✓	✓	✓	✓
B-3	Upgrade paid parking equipment on-street and leverage mobile payment.	✓	✓	✓	✓
B-4	Enhance the Parking Services landing webpage.	✓	✓	✓	✓
B-5	Develop a garage investment prioritization framework.	✓	✓	✓	✓
B-6	Prioritize effective enforcement.	✓	✓	✓	✓
B-7	Centralize parking garage operations under one operator.	✓	✓	✓	✓

Near-term

Recommendation B-1: Consider installing occupancy counting technology.

The City should consider the ability to procure and install occupancy counting technology in the surface lots, such as camera-based systems or loop counting systems. While the City can utilize paid parking metrics to extrapolate parking lot occupancy (see Recommendation A-1), occupancy counting technology would provide more accurate and continuous occupancy and utilization data.

Trip Planning Benefits
For trip planning purposes, real-time parking availability data can be transmitted to the City's website through integrations with the occupancy counting technology. This would provide visitors with real-time occupancy information, which would allow visitors to know exactly which facility they would like to park in before they even visit the City.

Integrating these systems with mobile phone and mapping applications, such as Google and Waze, using an application programming interface (API) is another opportunity to provide drivers with the ability to plan their parking experiences and enable them to make more informed decisions about how to get to their destinations and evaluate alternative modes of transit.

Recommendation B-2: Consider installing a digital parking guidance system.

Parking Guidance Systems

Vehicle counting technology coupled with automated wayfinding systems can revolutionize how the public utilizes parking resources. The City should consider installing digital signage and parking guidance systems (PGS) in the parking garages and off-street parking lots as well as outside the facilities to guide drivers to available parking. The existing occupancy counting technology and the new technology recommended (see Recommendation B-1) would allow the City to display parking guidance information in the garages and parking lots, directing drivers to the nearest available parking space. The parking availability information is valuable, not only for ongoing utilization data but also to assist with trip planning and to direct drivers to available parking.

Install Digital Signage

Total space counts for the garages and parking lots should be pushed to digital signs attached to the exterior of the facilities, providing potential parkers with space count information. This digital signage could significantly improve the visibility of the Schoolhouse Garage, which is often missed or overlooked by drivers. The signage should utilize the public parking "P" branding (see Recommendation A-8) and ideally, the PGS should be integrated across facilities so once one is near capacity, the digital message can be automatically updated to direct drivers to a nearby option.

Figure 36. Boulder, CO

This can ease congestion and prevent drivers from pulling into a facility that is otherwise full. Additional PGS signage could be installed at major intersections to help inform drivers where to turn and the route to take to reach available parking options. This signage could be impactful for the Marengo Garage, where drivers frequently miss the opportunity to turn into the garage when exiting the eastbound 210 freeway.

Parking guidance signage should state either the number of available parking spaces or whether a facility is open/full. In most cases, the simplicity of the open/full message is preferable since it effectively communicates whether a driver should pull into a facility or not. The number of available spaces is not always helpful since it does not reflect how challenging it might be to find available parking (for example, looking for 1 space in a 3,000 space garage will be more challenging compared to a 300 space garage). Additionally, providing individual-level counts is often too much information for a driver to absorb when taking a quick glance at a sign.

Leverage Dynamic Messaging

The overall parking guidance system should also be designed for adaptability. Dynamic messaging capabilities will allow the system to redirect drivers to available parking options in real-time so once a facility nears capacity the system will automatically update. The City could also leverage the signage for other messaging as needed, such as information during special events or safety alerts.

Recommendation B-3: Upgrade paid parking equipment and leverage mobile payment.

Upgrade On-street Paid Parking Equipment

In many locations, like the Convention Center and Old Pasadena, paid parking equipment is primarily single-space meters. For a paid parking implementation, the expansion of multi-space meters (pay stations) is

strongly encouraged. Compared to single-space meters, pay stations have several advantages. Benefits of pay stations include:

- Minimize the amount of infrastructure required for ongoing maintenance and collections.
- Improve the community aesthetic by minimizing the amount of street furniture.
- Increase the customized information that can be promoted on larger screens.
- Provide the ability for license plate-based enforcement.

The City should select pay stations capable of license plate-based operations, and enforceable by existing LPR technology. A license plate-based system with pay stations and mobile payment would support the demand-based escalating rate model (see Recommendation A-2 about escalating rates), by providing the ability to monitor where and for how long a vehicle is parked. For example, if a vehicle is parked in a "2+" zone where the first two hours are the lower base rate, after two hours if the same vehicle wanted to stay parked, the pay stations or mobile payment application would recognize the license plate and apply the escalated rate. Additionally, the City should ensure upgraded equipment is cohesive with the current operation and integrates existing technology.

The City should allocate the necessary funding to upgrade this equipment, starting in the commercial areas with the highest parking demand. Once paid parking equipment is upgraded, due to the high cost associated with processing cash and coin, the City should feature credit card and mobile payment as the preferred payment options. The City has 141 pay stations with a pay-and-display configuration that should be fully transitioned to pay-by-plate, where the vehicle's license plate is the payment identifier. This transition would support the demand-based escalating rate model (see Recommendation A-2 about escalating rates) and the goal of creating a system fully enforceable by LPR technology. Of the City's pay stations, 100 are an older model, and in order to upgrade to a pay-by-plate configuration, a full door upgrade is required. This is a recommended investment of about $3,000/pay station. The remaining 41 pay stations are a newer model. These pay stations require upgrades to convert to a pay-by-plate configuration, an investment of approximately $500/pay station. Alternatively, the City can procure new pay stations and paid parking equipment, which allows for a pay-by-plate configuration.

It is also recommended that the majority of pay stations be limited to credit card (and therefore debit card) payment only. A smaller number of pay stations, in convenient locations, could accept coin and/or cash in case a visitor is unbanked or does not have a credit card. Limiting the number of cash payments will be beneficial in order to minimize maintenance and collections requirements. For example, the bill note acceptor (BNA) is typically the part that most frequently jams or breaks on a pay station. Encouraging credit card payments and the use of the mobile payment application will also reduce the number of coins that need to be collected and extend the amount of time between collections. It is also more secure to have pay stations that do not have physical monies stored inside because there is less opportunity for theft. For the machines that do accept cash, it is recommended that this be limited to quarters only so that machines do not have to be collected as frequently as if pennies, nickels, and dimes were allowed.

Expand Mobile Payment Options

The City offers the Passport mobile payment application as a payment option for on-street paid parking. Mobile payment improves customer convenience by allowing drivers a contactless payment option to pay for parking sessions using their cellphone and provides the option to extend a parking session remotely. Mobile payment vendors also typically offer robust merchant validation and incentive programs including resident discount programs and discount codes. Discount and validation programs are all monitored and verified by the license plate number. As mentioned, mobile payment provides additional benefits to the City, like reducing the frequency pay station cash and coin revenue needs to be collected. Reducing the amount of cash and coin that are accepted will provide continuous cost-saving benefits to the City. Mobile payment is expected to continue to increase in popularity, especially in response to the COVID-19 pandemic, as it is a "contactless" payment option that does not require drivers to interact with a pay station.

The City is working to expand mobile payment to be available in the parking garage facilities and off-street surface lots. The City should continue to work with the parking garage PARCS equipment provider, TIBA Parking Systems, and prioritize the integration effort that would allow mobile payment in the parking garages. Additionally, the City should continue to implement the existing vendor, Passport, as a payment option wherever paid parking is installed on-street and in the surface lots. When new equipment is installed, there is an opportunity to leverage the transition and promote the City's mobile payment application with a one-time sign-up bonus. The City could consider offering specialty discount codes and bonuses for new customers who download and use the application. If the City experiences a reduction in coin payment, then the frequency of collections should be adjusted over time based on utilization.

Recommendation B-4: Enhance the parking services landing webpage.

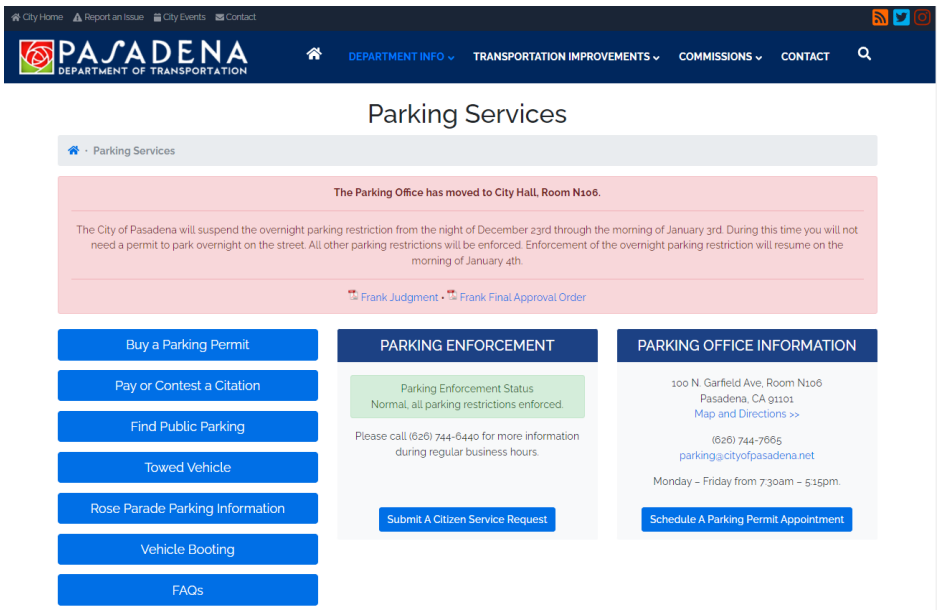
The City should leverage opportunities to enhance the Parking Services landing webpage on the City's website as a one-stop-shop for all things parking in Pasadena. This landing webpage should allow customers to quickly and easily identify links to all parking services offered like mobile payment, resident permits, employee permits, and citation payment and appeals in a simple and understandable way. The landing webpage should continue to include customer service-oriented details such as a summary of frequently asked questions (FAQs) that covers parking, policies, procedures, and other information that is often discussed and is beneficial information for those using parking services.

Website Updates
After receiving the recommendation to update the City's Parking Services webpage, City staff immediately implemented changes that make it easier for residents and visitors to find the information they are looking for. The webpage now features several subpages (see Figure 35) such as "Buy a Parking Permit", "Pay or Contest a Citation", "Find Public Parking", and "FAQs". Additionally, the permit information was simplified even further, and divided into two categories "in front of my house" or "at other location."

Schedule Regular Reviews

The City should appoint an employee or team to review the page no less than twice a year to ensure all links and information are up to date with current policies. The review may need to be more frequent if a "news" section is featured on the webpage.

Figure 37. Updated Pasadena Parking Services Webpage



Recommendation B-5: Develop a garage investment prioritization framework.

Parking Garage Assessment

The City recently underwent a physical assessment of all nine City-owned garages. The objective of the assessment was to document existing conditions, identify structural and nonstructural deficiencies, analyze the energy efficiency of existing lighting, perform a fire and life safety assessment, and develop a list of prioritized repair efforts for the next 10 years.

Figure 38. Los Robles Parking Garage

Investment Prioritization Framework

A framework for ongoing maintenance and investment prioritization is needed to ensure the garages are an asset to the City and public well into the future. For example, during the assessment of the Los Robles Garage (Figure 36), nineteen potential overhead hazards were recommended to be immediately addressed. The maintenance and investment prioritization framework should be used to bring the garage operations up to a "first-in-class operation" consistent with Pasadena standards.

Adjusting the parking garage rate structure will be essential to becoming a sustainable operation. Depending on the rate structure adjustments implemented in the garages, there could be additional revenue over time to support the needs identified in the parking garage assessments (see Recommendation A-2).

Recommendation B-6: Prioritize parking enforcement.

Effective parking enforcement should always be one of the City's highest parking management priorities. Compliance is critical for the success of the City's parking operation since it improves the effectiveness of policies. Without proper enforcement, the City will not be able to reach its overall parking management goals, and investments in parking assets and technology are unlikely to be consistently effective.

Parking Ambassador Approach

The Parking Ambassador approach puts a positive spin on parking enforcement and public interaction. Parking enforcement personnel often may be the only interaction that visitors have with City employees, so they should consistently be a positive representation for the community. The City should continue to support a compliance-based Parking Ambassador approach to enforcement with City-employed and contracted Parking Enforcement Representatives (PERs). The City should review the PER Job descriptions, training information, and procedures to ensure they are consistent and aligned with a customer-service-focused approach to achieving compliance.

Educate and Inform

The City's current Citation Management System (CMS) vendor, Data Ticket allows PERs to issue warning notices for first-time offenders and monitor whether a vehicle has received warnings in the past. The CMS will automatically notify PERs if a vehicle has already received a warning and the citation history is easily accessible within the system. The City should continue to leverage these features. Incorporating warning notices before parking citations is a valuable way to educate the public about regulations and can increase customer satisfaction for first-time visitors who may be unfamiliar with the City's rules.

It is a best practice to issue a warning notice to first-time violators, but once a driver violates the same rule a second time a citation is appropriate to encourage compliance. PERs should use their discretion to determine whether to issue a warning notice or a citation for a vehicle not in compliance with parking codes. Clear

guidelines should be established for PERs, based on the severity of the violation and the vehicle's history. A policy should be established that any new restrictions or changes in restrictions will require warnings for the first 15-30 days (depending on the scope of the change and the relative frequency of visitors to the affected block[s]), to accommodate drivers who are used to the current restrictions in a certain area and need to be educated on the changes.

PER Oversight

PER productivity is not, and should never be, based upon a quota or the number of citations issued. The City should continue to not establish quotas. Consistent coverage can increase compliance and, in some cases, the frequency of citations issued will reduce over time due to an increase in compliance. However, increasing compliance may increase paid parking revenue. Instead, PER productivity should be measured and monitored using Gap Management strategies. Gap Management is the process of analyzing citation issuance trends, identifying gaps in issuance, and accounting for all time spent in the field. LPR and citation issuance handheld devices also provide GPS location data which should be monitored to confirm that PERs are covering their assigned routes and zones.

The City should continue to oversee contract PERs by administering performance standards and monitoring data. Consistency between the City-employed PERs and contract PERs is essential to the Parking Ambassador approach. Visitors and residents should not be able to identify any differences in performance between PERs, as performance and action should be identical.

Recommendation B-7: Centralize parking garage operations under one operator.

The operation of the nine City-owned parking garages is currently distributed amongst three Operator contracts with Parking Concepts Inc. (PCI), Modern Parking Inc. (MPI), and ABM Industries Inc. (ABM). Two of these Operator contracts also have an oversight entity other than the City (see Figure 37 below). The Operator for the Plaza Las Fuentes parking garage, ABM, is contracted directly through the garage's management entity, Downtown Properties Inc.

Benefits of a Single Operator

The City has initiated an effort to bring the nine garage operations under a single operator contract. This would provide increased uniform management over the citywide parking system, and a single contract would simplify the City's oversight. Additionally, a single garage operator would streamline special event coordination, standardize operating procedures and the reporting process, and provide the City the ability to easily implement program changes. A single garage operator would provide a more consistent and predictable customer experience.

Single Operator Approved

On June 11, 2021, the Department of Transportation released a Request for Proposals (RFP) to solicit proposals for parking garage management, operation and maintenance of the nine City-owned garages**.** On November 1, 2021, the Pasadena City Council approved staff's recommendation to award of the contract to Parking Concepts, Inc. beginning February 1, 2022.

Standardize Reporting

If the City is unable to centralize under one operator, then increased oversight through standardized reporting and performance requirements needs to be prioritized. Currently, the garage operators MPI, ABM, and PCI use their preferred report formats and follow unique revenue procedures. The City should establish a singular reporting process to simplify the reconciliation process for the Finance Department.

Additionally, the City should require the Garage Operator(s) to provide access to integrated access to the vendor accounting and reporting systems. In particular, the Transportation Department and Finance Department should be set up with access and logins, providing them the ability to audit and manage within the vendor system without vendor assistance. The City should continue to perform thorough and consistent audits of the parking garage facilities and operator(s). These audits should verify the operator(s) are correctly reporting their transient and monthly parking, as well as all associated revenue.

Figure 39. Parking Garage Operators

City of Pasadena Parking Garage Operation			
City of Pasadena Garage	**Spaces**	**Operator**	**Management Entity**
De Lacey Parking Structure	516	PCI	Old Pasadena Management District
Marriot Parking Structure	147		
Schoolhouse Block Parking Structure	901		
Holly Street Parking Structure	540	MPI	City of Pasadena
Marengo Parking Structure	715		
Del Mar Station Parking Structure	600		
Paseo Colorado Subterranean Structure	1332		
Los Robles Parking Structure	515		
Plaza Las Fuentes Parking Structure	834	ABM	Downtown Properties

C Transportation Demand Management

Figure 40. Focus Area C: Guiding Principles Supported

Recommendations		Streamlined	User-friendly	Sustainable	Adaptable
C-1	Curb management best practices.	✓	✓	✓	✓
C-2	Promote alternative modes and adopt a "Park Once" parking management motto.	✓	✓	✓	✓
C-3	Increase bike storage.	✓	✓	✓	✓

Near-term

Recommendation C-1: Curb management best practices.

Best Practices

Traditionally, the City's curb space has primarily been allocated for the purpose of on-street public parking. However, as mobility trends are ever-changing, valuable curb space can be converted for other uses. As transportation and mobility trends have shifted, there are increasing demands for limited curb space. As a result, many cities are converting their curbside policies for more active uses like short-term parking and loading. Long-term parking is ideally prioritized off-street in surface lots and garages. This is because the walk time between an off-street parking space and a destination is a smaller portion of the overall trip time, relative to a quicker visit. Additionally, by creating more on-street curb space availability for shorter visits and loading, this will reduce congestion and improve access. Rather than circling the streets looking for parking, drivers should ideally be directed to nearby off-street options. One exception is that there still should be adequate ADA accessible parking access at the curb. It is recommended that the City consider prioritizing the following uses for curbside parking supply where appropriate:

- Short-term parking and loading zones (see Recommendation A-4)
- Bike parking (see Recommendation C-3)
- Bike lanes
- Wider sidewalks
- ADA accessible parking

There are also other creative uses that can improve the overall visitor experience such as:

- Food truck parking
- Vendor spaces
- Live music stages
- Urban garden space
- Art installations

Recommendation C-2: Promote alternative modes and adopt a "Park Once" motto.

Promote "Park Once"

The City should adopt a "Park Once" motto for parking management. The Park Once approach encourages drivers to store their car in a single location during a visit to a commercial area or district, then use alternative

modes of transportation throughout their visit, rather than moving their vehicle. The Park Once approach can minimize congestion and improve the effectiveness of the escalating paid parking rate structure. This approach can also be geared towards employees, who should ideally be participating in an employee permit parking program for long-term parking (see Recommendation A-7 about employee permits). A balanced approach to parking management includes options for both short-term and long-term parking to accommodate a variety of parking needs. For long-term visits, drivers should ideally park in the longer-term areas that best fit their needs, rather than shuffling their cars between time limit spaces.

Long-term parkers should be encouraged to park their vehicles in parking facilities by offering a lower paid parking rate off-street compared with on-street. Implementing the recommended parking rate structure makes parking sessions greater than 6 hours more affordable in the parking garages (see Figure 15 Paid Parking Scenarios). The Park Once approach encourages long-term parking sessions to be supplemented with alternative modes of transportation such as walking, biking, and transit to move between destinations, rather than re-parking their vehicles amongst multiple destinations. This will minimize congestion from drivers re-parking and searching for parking.

Marketing & Outreach

A marketing and outreach campaign should focus on the benefits to drivers when they "Park Once," including less time spent searching for parking, the ease of moving around the commercial areas on foot, transit, or bike, the physical and mental benefits of casual exercise, and the broader benefits of congestion mitigation and a reduction in greenhouse gas (GHG) emissions.

There are several public transportation options available in the City, including Metro, Foothill Transit, and the City-run Pasadena Transit service. Pasadena Transit is a local bus system of six routes that are designed to complement the Metro Gold Line and Foothill Transit services. There are six Metro Gold Line stations in Pasadena which provide a connection between East Los Angeles and the San Gabriel Valley. Foothill Transit services the San Gabriel Valley and Pomona Valley and offers express buses to Pasadena. The City's Parking Division can coordinate with the Department of Transportation staff to promote the use of public transportation options.

On-demand Shuttle

To further promote the Park Once approach, the Pasadena Department of Transportation should consider the opportunity to work with Pasadena Transit and other City entities and departments to implement an on-demand shuttle program. On-demand micro shuttles (see figure 39) would improve accessibility throughout the City, as well as supplement the existing public transportation system. Shuttles would support the Park Once approach by allowing visitors to store their vehicles in one commercial district but visit multiple districts during the same trip. The shuttles could provide a vital connection between the residential neighborhoods and the commercial districts, allowing residents to visit the districts without a personal vehicle.

Figure 41. On-demand Shuttles

The shuttles could function separately from or in coordination with the upcoming Metro Micro Transit program coming to select areas of Pasadena. The shuttle could be offered in the commercial areas with weekend and evening demand like Old Pasadena, the Convention Center, and Playhouse to start. Based on program participation, the program could be expanded to additional days, extended hours, or additional residential neighborhoods and commercial areas. Extensive outreach would be necessary to inform residents, visitors, and employees

about the shuttle service, and signage and flyers should be utilized to encourage visitors to download the application.

Consider Shuttle Funding Requirements

If possible, the business associations should consider contributing funding to offset the cost of an on-demand shuttle program. The Free Ride is a free shuttle program that has been successfully implemented in several cities throughout the country, like the City of San Diego, CA's Free Ride Everywhere Downtown (FRED). The program is free to users because the advertisements help fund staffing costs. There are additional costs for operating that the City would need to consider. Another successful example of an on-demand shuttle program is the City of Anaheim's Free Ride Around the Neighborhood (FRAN). FRAN allows riders to begin and end their trips at predefined stops near popular downtown Anaheim destinations.

Recommendation C-3: Increase bike storage.

The City should increase convenient and secure bike storage opportunities throughout the commercial areas. Additional safe and secure bike storage options that are highly visible to the public, will provide more efficient customer access and encourage more people to ride their bikes to commercial areas. Locating bike storage facilities in highly visible, convenient, public locations should be a top priority.

Figure 42. Bike Rack

The City should be willing to, on occasion, remove an on-street parking space to provide bike parking, which would provide additional access for customers (see Recommendation C-1 about curb management best practices). Bike storage locations should be identified with residents and local bike coalitions. Additionally, the City should continue to accept requests for bike storage locations submitted by the public via the Pasadena Citizen Service Center.

Figure 43. Bike Locker

Consider Bike Lockers

The City should consider bike storage facilities such as bike lockers, which provide safe a secure bike parking. As seen in Figure 41, bike lockers can blend with the community aesthetic and are an opportunity to consider creative design choices. Bike storage locations could include secure bike locker facilities within the garages; however, these locations are not highly visible and would require additional security features that increase costs. Alternatively, the City should explore partnerships with private companies that provide secure bike storage units in highly visible public locations. These companies often offer bike storage facilities at a low cost to the customer and are inexpensive for the City to operate as they are funded by advertisement revenue. Bike storage costs for users should always be more cost-effective than vehicle permit parking. The City should balance bike storage costs with the employee permit program that is recommended and incentivize biking over driving (see Recommendation A-19).

3 Comprehensive Implementation Guide

This section provides an overview of recommendations and the anticipated implementation steps. The implementation steps are organized into estimated near-term (1-2 years), mid-term (3-5 years), and long-term (6+ years) timeframes. Actual timing will be dependent on City Council prioritization, funding availability, and the ongoing evaluation of initial implementation steps. Some steps may be able to be taken simultaneously depending upon the City's desired path and objectives.

The following symbols are used as applicable throughout the implementation guide:

$, $$,** or **$$$: May require a budget allocation, investment, or purchase. Estimated budget amounts are indicated based upon the following ranges.

Symbol	Estimated Range
$	Less than $100,000
$$	Between $100,000 - $500,000
$$$	Greater than $500,000

Near-term

Figure 44. Near-term Implementation Checklist

✓		Implementation Steps
☐	1	Develop a Data Collection Plan, which defines how, where, and when parking data is collected.
☐	2	Continue to leverage LPR for parking enforcement and the ongoing collection of parking data.
☐	3	Adopt a "Park Once" motto for parking management.
☐	4	Adopt curb management best practices by converting valuable curb space for other uses where appropriate and assessing creative uses to support the commercial areas.
☐	5	Update the Pasadena Municipal Code to allow for a range of paid parking rates, the escalating rate structure, and updated permit policies.
☐	6	Confirm the Surveillance Use Policy allows LPR data to be used for ongoing data collection and analysis.
☐	7	Appoint an employee or team to review the Parking Services webpage no less than twice a year to ensure all links and information are up to date with current policies.
☐	8	Consider establishing an official policy where any new restrictions or changes in restrictions will require warnings for the first 15-30 days (depending on the scope of the change and the relative frequency of visitors to the affected block[s]).
☐	9	Review the 2019 signage audit and determine if a supplemental signage audit needs to be conducted to ensure consistent posting of policies and branding. **$**
☐	10	Develop a maintenance and investment prioritization framework, leveraging the recently completed garage assessment, to ensure the garages are an asset to the City and public well into the future and bring the garage operations up to a "first-in-class operation". **$$$**
☐	11	Adjust the permit program policies and allow all residents on a qualifying street to participate in the parking permit programs. Additionally, consider allowing additional proof of residency documents.
☐	12	Adopt a paid parking rate framework, where rates are adjusted based on occupancy and turnover data between $1.00 and $5.00 based on the Paid Parking Report.

✓		Implementation Steps
☐	13	Determine an initial rate adjustment, ideally with an on-street base rate of $1.00.
√	14	Implement a low hourly rate of $1.00 for each of the first two hours and increase the daily maximum rate in the off-street facilities to $12.00 in all City-owned parking garages and off-street facilities.
☐	15	Determine if any existing pay stations can be upgraded to pay-by-plate, rather than replaced. **$**
☐	16	Allocate the necessary funding to upgrade the on-street paid parking equipment, starting in the commercial areas with the highest parking demand. Select pay stations capable of license plate-based operations, and enforceable by license plate recognition (LPR) technology. **$$**
☐	17	Prepare marketing materials for escalating rate structure. This should include information graphics, flyers, brochures, videos, signage, etc.
☐	18	Standardize on-street operating hours to 6:00 am - 6:00 pm citywide, except in certain areas with an evening draw which should be extended to 8:00 pm. Consider adjusting the Shopper's Lane parking lots to 6:00 am - 6:00 pm as well.
☐	19	Update paid parking signage citywide with updated operating times. **$**
☐	20	Reconfigure the meters and pay stations with the updated operating times.
☐	21	Consider if the time of day or day of week rate variations are needed in areas with a weekend or evening draw. If justified, the Paid Parking Report would need to be updated, to include parking occupancy by time of day or day of week, in order to monitor the variations.
☐	22	Determine ideal locations for additional 30-minute time limited spaces (ideally one short-term space per block in the commercial district cores).
☐	23	Determine whether the short-term spaces should be paid. If paid parking is preferred, utilize single space meters to manage these spaces.
☐	24	Implement the short-term spaces throughout the commercial areas. **$**
☐	25	Consider adjusting street sweeping routes. Consider where residents are allowed to park during street sweeping and aim to have half the on-street parking available in a neighborhood per day. Evaluate the ability to sweep only one side of the street per day, or alternatively north/south streets on one day, and east/west streets on another.
☐	26	Update street sweeping signage as policies and routes change. **$**
☐	27	Develop a shared parking agreement template for use in upcoming negotiations.
☐	28	Conduct an outreach campaign explaining the escalating rate structure, 1-3 months ahead of implementation.
☐	29	Prepare to replace the on-street time limits with an escalating rate model, by removing signage and updating the pay stations and mobile application.
☐	30	Implement the escalating rate structure, starting with license plate-based pay station locations.
☐	31	Increase "once per day, per block" parking signage in time limit areas, and increase enforcement of the no re-parking ordinance. **$**
☐	32	Implement an escalating permit rate structure, where households can purchase additional permits (beyond the first two) at a higher rate. This would replace any existing permit limits. An annual low-income permit option should be developed and deployed simultaneously
☐	33	Evaluate the merchant validation opportunities provided by the City's mobile payment application, and other vendors retained by the City.
☐	34	Determine the merchant validation program rules and policies.
☐	35	Develop promotional materials for the merchant validation program, such as flyers, brochures, storefront signage, and other outreach materials the City can provide merchants to message the validation program to their customers. **$**

✓		Implementation Steps
☐	36	Implement an updated merchant validation program to manage free time in the off-street facilities.
☐	37	At the onset of the validation program, consider offering businesses bulk rate discounts to incentivize participation in the program.
☐	38	Identify viable employee parking locations throughout the commercial districts. This should primarily include underutilized areas of the parking garages and off-street lots. Additionally, the City could pursue shared parking agreements with private property owners, which may be leveraged as employee parking locations.
☐	39	Determine the employee permit, service-work permit, and punch card permit guidelines and rates. Set up the permit types in the PMS.
☐	40	Begin messaging of the employee permit parking program and conduct proactive outreach to commercial areas where the program is most needed, such as Old Pasadena and South Lake Districts.
☐	41	Add signage to indicate the employee permit parking locations. **$**
☐	42	Launch the employee permit parking program and allow the purchasing of permits.
☐	43	Consider special event parking needs, such as passenger pick-up and drop-off locations, temporary signage plans, valet parking, and special event paid parking rates.
☐	44	Update special event rates based on demand and proximity to the event.
☐	45	Work with TNCs like Uber and Lyft to designate pick-up and drop-off locations.
☐	47	Actively pursue shared parking agreements in areas with the most impacted parking supply.
☐	48	As shared parking agreements are negotiated, consider the City's ability to provide signage, branding, operations, and enforcement needs.
☐	49	Expand resources as determined by shared parking agreement to provide signage, branding, operations, and enforcement.
☐	50	Consider the ability to allocate funding to procure occupancy counting technology in the surface lots.
☐	51	Identify locations where public parking "P" can be installed outside of the off-street facilities, as well as strategic on-street locations to direct drivers.
☐	52	Develop standardized public parking "P" signs, which can be leveraged citywide. **$**
☐	53	Occupancy information should be pushed to the City's website at a minimum but could also be utilized for parking guidance applications or signage.
☐	54	Updated the permit policies on the City's website and update the permit options in the PMS.
☐	55	Consider the ability to allocate funding to procure and install digital signage and a parking guidance system (PGS) for the parking garages to guide drivers to available parking. This signage should utilize the public parking "P" branding. **$$**
☐	56	Determine the desired signage locations, and if the parking guidance signage should state either the number of available parking spaces or whether a facility is open/full. **$**
☐	57	Install occupancy counting technology in the off-street lots, and confirm data is pushed to the City's website.
☐	58	Consider allocating funding for additional safe and secure bike storage options throughout the commercial areas. Explore partnerships with private companies that provide secure bike locker storage units. **$**
☐	59	Identify bike storage locations in collaboration with residents and local bike coalitions. Locating bike storage facilities in highly visible, convenient, public locations should be a top priority
☐	60	Continue to take a compliance-based Parking Ambassador approach to enforcement with City-employed and contract Parking Enforcement Representatives (PERs). Clear guidelines should be established for PERs, based on the severity of the violation and the vehicle's history.

✓		Implementation Steps
☐	61	Review the PER Job descriptions, training information, and procedures to ensure they are consistent and aligned with a customer-service-focused approach to achieving compliance.
☐	62	Continue to leverage the features available with the Data Ticket Citation Management System (CMS), such as issuing warning notices for first-time offenders.
√	63	Continue the effort to bring the nine garage operations under a single operator contract.
☐	64	Require the garage operator(s) to provide access to their accounting and reporting systems. In particular, the Transportation Department and Finance Department should be set up with access and logins, providing them the ability to audit and manage within the vendor system without vendor assistance.
☐	65	Conduct a marketing and outreach campaign that promotes the benefits to drivers when they "Park Once.
☐	66	Prepare the first Paid Parking Report and continue to prepare reports quarterly. Adjust rates as necessary based on achieving the 85 percent target occupancy goal.
☐	67	Continue to perform thorough and consistent audits of the parking garage facilities and operator(s). These audits should verify the operator(s) are correctly reporting their transient and monthly parking, as well as all associated revenue.
☐	68	Consider opportunities to encourage more open reporting from City-funded entities that influence the parking system such as the Old Pasadena Management District, Playhouse District Association, and the South Lake Business Association.
☐	69	As contracts are renewed, the City should pursue opportunities to require the entities' budgets to be shared and promote open reporting.
☐	70	Continuously monitor the budgets and spending of City-funded entities.
☐	71	Continue working to expand mobile payment to the off-street facilities.
☐	72	Consider the ability to combine any of the permit types and simplify the options available.
☐	73	Continue to identify opportunities to enhance and simplify the parking landing page on the City's website.
☐	74	Continue to accept requests for bike storage locations submitted via the Pasadena Citizen Service Center.

Mid-term

Figure 45. Mid-term Implementation Checklist

✓		Implementation Steps
√	1	If needed, adjust the parking garage hourly rates to incentivize their use for long-term parking.
☐	2	Continue to seek out shared parking agreements with private property owners as needed.
☐	3	Continue to implement the mobile payment application as a payment option wherever paid parking is installed on-street and in the surface lots. Consider leveraging the opportunity to promote the mobile payment application with a one-time sign-up bonus.
☐	4	As mobile payment is promoted, if there is a reduction in coin payment, then the frequency of collections should be adjusted over time based on utilization.
☐	5	Consider opportunities to work with Pasadena Transit as well as other city entities and departments to "gamify" active transportation such as walking and biking, by holding challenges and competitions that offer prizes and encourage employees to try changing their commute. **$**
☐	6	As on-street paid parking equipment is upgraded, implement the escalating rate structure (where appropriate) as new equipment is installed.
☐	7	Monitor use of the validation program by license plate and identify employees and/or merchants attempting to abuse the validation program.

✓		Implementation Steps
☐	8	Leverage the merchant validation program during holidays, by providing additional discounts to merchants to incentivize participation.

Long-term

Figure 46. Long-term Implementation Checklist

✓		Implementation Steps
☐	1	Continue to adjust rates based on the Paid Parking Report, with the goal of achieving the 85 percent target occupancy rate. Adjust the hourly rates in the off-street facilities as needed, to incentivize long-term parking to be most desirable in the parking garages and lots.
☐	2	Market the Opt-out option for removal of the overnight parking restriction on a street or neighborhood basis and add language to codify in the Pasadena Municipal Code.
☐	3	Add clarifying language to the Pasadena Municipal Code specifying the size and restrictions regarding overnight parking.
☐	4	Add a section to the City website explaining the overnight parking restriction opt out process. The website should include an online petition to simplify and expedite the process
☐	5	Develop a GIS function on the City's website to allow residents to enter their address and easily identify to which permit(s) they qualify. **$**
☐	6	Consider working with Pasadena Transit and other City entities and departments to implement an on-demand micro shuttle program. If possible, the BIDs should consider contributing funding to offset the cost of the program.
☐	7	Consider the ability to allocate funding to implement an on-demand shuttle program. This could function separately from or in coordination with the upcoming Metro Micro Transit program coming to select areas of Pasadena. **$$**
☐	8	Determine the areas of operation for the on-demand shuttle. Locations should include commercial areas with weekend and evening demand, like Old Pasadena, the Convention Center, and Playhouse to start.
☐	9	Consider piloting the on-demand shuttle during a few peak season months or days of the week to start. Begin promotion of the shuttle program at least one month prior to starting and consider the outreach and messaging materials required to communicate to the public.
☐	10	Continue to prioritize pedestrian wayfinding signage. **$**
☐	11	Conduct additional community outreach regarding the future of curb management strategies.