

# City of Scranton

Parking and Economic Demand Study  
City of Scranton, Pennsylvania

Final Report

August, 2012



RICH & ASSOCIATES, INC.  
Parking Consultants - Planners  
26877 Northwestern Hwy, Suite 208  
Southfield, Michigan 48033  
[www.richassoc.com](http://www.richassoc.com)

## Contents

<b>Introduction</b> .....	1
Study Area .....	1
Map 1 Study Area .....	2
<b>Parking Supply</b> .....	3
Table A – Parking Supply Summary .....	3
Table B – Parking Supply .....	4
Map 2 - Spatial View of Parking Supply .....	5
<b>Turnover and Occupancy Study</b> .....	6
Occupancy .....	6
Table C – Occupancy Summary .....	7
Graph 1 – Overall Occupancy for Public and Private Parking .....	8
Graph 2 – Public On-Street v.s Public Off-Street Occupancy .....	8
Graph 3 – Public Parking Occupancy vs. Private Parking Occupancy .....	9
Table D – Occupancy Thursday April 26 2012 .....	10
Map 3 – Peak Occupancy .....	12
Turnover .....	13
Table E – Turnover Summary Thursday April 26 2012 .....	13
<b>Parking Demand Analysis</b> .....	14
Table F – Parking Demand Matrix.....	16
<b>Scranton Parking Authority</b> .....	17
Overview .....	17
Chart 1 – Parking Garages/Lots Operated by Parking Authority .....	18
On-Street Parking Meters.....	19
SPA Leases with City of Scranton .....	20
Parking Rates.....	20
Chart 2 – Current Parking Rates for Monthly Parking .....	21
Chart 3 – Parking Benchmarking.....	22
Leased Space .....	24
Conditions of Parking Garages.....	24

<b>Projections of Future Revenues</b> .....	26
Chart 4 – Projection of Revenues and Expenses.....	28
<b>Valuation of Parking System</b> .....	29
<b>Recommendations</b> .....	30
Discourage Development of New Private Parking Lots Downtown.....	30
Relationship with the Parking Access Revenue Control Provider.....	31
Signage.....	31
Marketing.....	33
Parking Enforcement .....	35
Guidelines on efficient and effective parking enforcement.....	36

## Introduction

Rich and Associates was tasked with preparing an analysis of the SPA's (Scranton Parking Authority) parking operations from a financial standpoint. This analysis included a review of the operations, historical revenue and expenses for the parking system and finally projections of future revenue and expenses based on the current operations.

The parking demand analysis is the first task that was completed. The information from this analysis and the review of the parking operations was used to prepare projections of revenue and expenses and then the valuation analysis of the parking system.

## Study Area

The study area, as determined by the SPA and is illustrated in **Map 1**, located on **page 2**. The study area consists of 31 blocks. The study area is slightly larger than the study area used in the 1999 and 2004 study. Areas outside of the study boundaries were examined for parking supply opportunities and potential impacts on parking.



# PARKING STUDY FOR THE CITY OF SCRANTON

Scranton, Pennsylvania

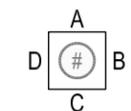


**LEGEND:**

⊘ BLOCK NUMBER

▬ STUDY AREA

BLOCK FACE KEY PLAN:



Sheet Title:

## PARKING STUDY AREA

File No	1228
Scale	NTS
Date	08-24-2012
Checked By	ALN



MAP Number: Page Number:

MAP 1

2

## Parking Supply

Field work for this study entailed a review of the parking supply within the study area. This was done by updating the parking inventory that Rich and Associates had completed in past studies for the SPA. For the blocks that were added, Rich and Associates inventoried the on and off-street spaces.

**Table A** summarizes the existing public and private parking supply. There are approximately 11,171 parking spaces in the study area. Of these spaces, approximately 1,095 (10 percent) are on-street and 5,729 (51 percent) are off-street public spaces. There are approximately 4,347 (39 percent) private off-street spaces. The majority of the parking (taking into account both on and off-street parking) in the downtown is publically owned parking. Public parking in this study refers to parking that is not restricted (either by signage or by inference) to any particular business or businesses.

**Table B** on **page 4** is a detailed parking supply listing types and time durations of parking by block and is followed by **Map 2** on **page 5**, which is a spatial view of the parking supply. In cases where parking spaces were not marked, the number of parking spaces was estimated. This occurred for both on and off-street parking.

Based on Rich and Associates’ experience and best practices, we have found that to successfully manage municipal parking in small downtowns it is especially desirable for the municipality to have control of at least 50 percent of the parking supply. This allows the municipality to effectively manage the parking in terms of allocation, reaction to changing demand, market pricing, and allows the parking to be enforced with greater efficiency. The City of Scranton meets this benchmark with 61 percent of the parking in the downtown being public.

**Table A**  
**Parking Supply Summary**

On-Street Parking Totals	1,095 (10%)
Public Off-Street Parking Totals	<u>5,729</u> (51%)
Public Parking Totals	6,824 (61%)
Private Parking Totals	<u>4,347</u> (39%)
<b>Total Parking in Study Area</b>	<b>11,171</b>

**Table B  
Parking Supply**

**Parking Supply**

Block >	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31				
<b>On-Street</b>																																			
Barrier Free meter				2	3		1	1	1	2	2	1	2		2	2	4	2	5	2	1	1				2		1					37		
Barrier Free no meter					1	3	1	2	3			1			2		1					1	1		1	3							20		
LZ				1	6					5	2					4					1			2	2	13							36		
10 minute																		1						3									4		
15 minute			2						2		3					6		10		1			6	4		3				21			58		
30 minute																		1	1					4								15	21		
1 hour																																		0	
2 Hour meters			9	30	9	14	17	11	11	38	29	60	22		24	28	52	24	46	25		15	16	19	20		53	27		10			609		
10 Hour meters	30	62	15	6	27	25	15	2	11				10	11								23						1		10			248		
Unmarked			1	6	3		8	2							1						2						1	2					26		
Reserved/Permit			2				9			9								2		1				2		6							31		
Taxi																													5					5	
																																			<b>1,095</b>
<b>Off-Street</b>																																			
<u>Public</u>																																			
SPA Parking Structure											777												510	481	233	658								2,659	
Privately Owned Structure					411											359															2300			3,070	
Public Reserved																																			0
Barrier Free																																			0
																																			<b>5,729</b>
<u>Private</u>																																			
Private/Reserved	31	173	237	227	47	134	215	119	157	201	113	96	228	202	173	39	272	66	15	110	5	206	59	165	116	29	117	108	104	473		4,237			
Barrier Free		12	4	11	1	7		11	4	3			4	10	7	2		2		3	1	6		2	1		2	3	8	6			110		
																																			<b>4,347</b>
<b>Summary</b>	61	247	270	283	508	183	266	148	189	258	926	158	266	223	209	440	329	108	67	142	33	229	592	672	383	705	183	141	127	2810	15	11,171			

Source: Rich and Associates spring 2012

# PARKING STUDY FOR THE CITY OF SCRANTON

Scranton, Pennsylvania



**LEGEND:**

# BLOCK NUMBER

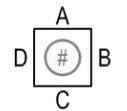
**OFF STREET PARKING**

- PRIVATE
- PUBLIC
- PRIVATELY OWNED PUBLIC
- BARRIER FREE

**ON STREET PARKING**

- 10 Hr.
- 2 Hr.
- 30 Min.
- 15 Min.
- 10 Min.
- RESERVED / PERMIT
- FREE B.F.
- METERED B.F.
- CAB
- FREE
- LOADING ZONE

**BLOCK FACE KEY PLAN:**



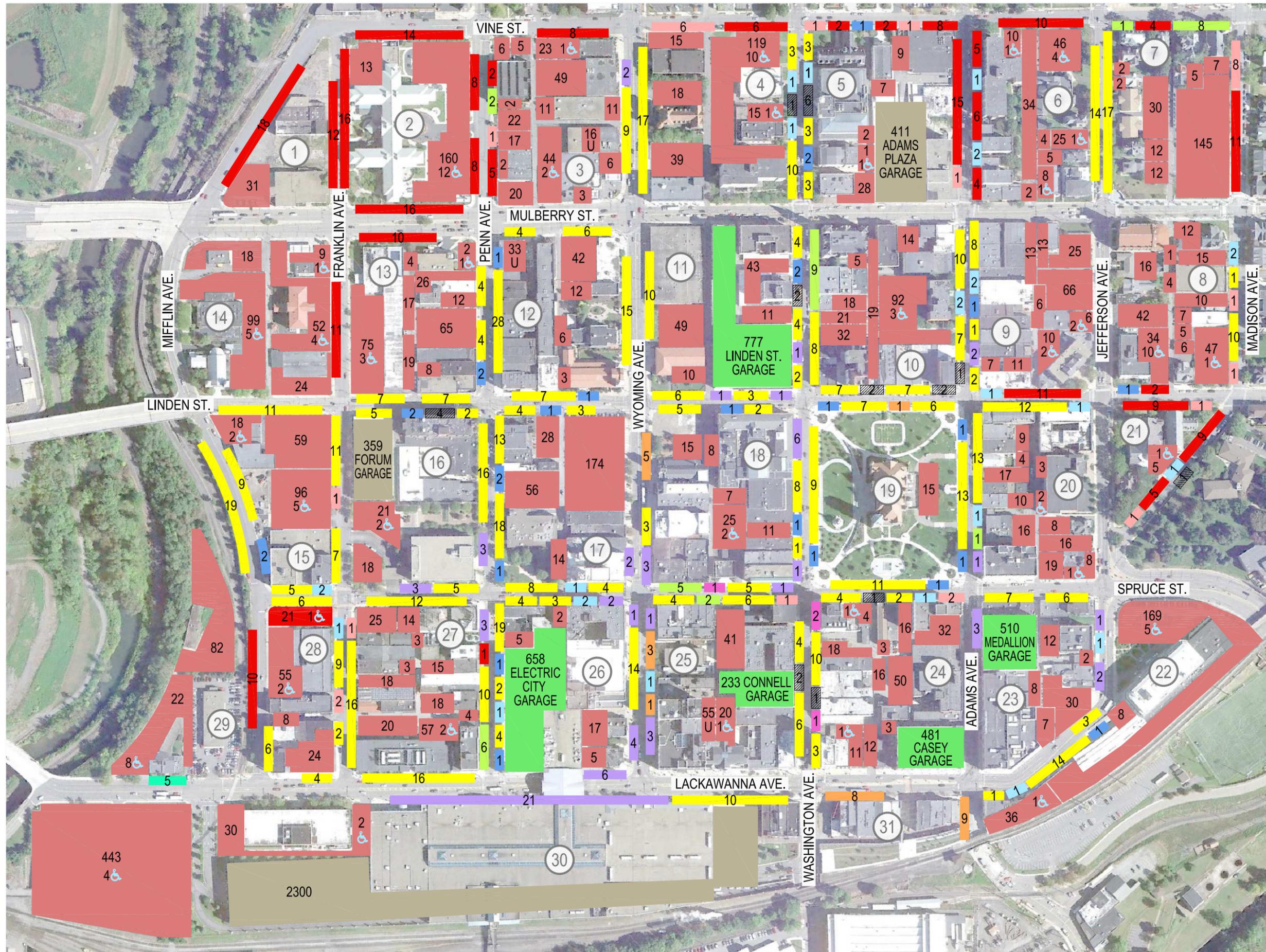
U = UNDER BUILDING PARKING

Sheet Title:

## PARKING SUPPLY

File No	1228	
Scale	NTS	
Date	08-24-2012	
Checked By	ALN	

MAP Number: **MAP 2** Page Number: **5**



## Turnover and Occupancy Study

A turnover and occupancy study of the public and private parking supply within the study area was completed on Thursday, April 26, 2011 from 9:00 am to 5:00 pm. The turnover and occupancy study was an observation of the majority of on-street and off-street parking within the study area including both the public and private parking. Circuits were completed every two hours and each circuit was approximately two hours in length.

The number of parking spaces occupied was observed during each two-hour circuit for off-street parking and the on-street parking that had no time restrictions. Where there were short term on-street spaces (two hours or less), license plate numbers were recorded.

The study determined the turnover and identified how long specific vehicles remained parked in the same time restricted parking space. The turnover information also yields occupancy results for the parking area and therefore for each circuit a composite occupancy can be derived. Turnover is an indicator of how often a parking stall is being used by different vehicles throughout the course of the day.

Occupancy is an important aspect of parking because it helps us to understand the dynamic of how parking demand fluctuates throughout the day. Likewise, the occupancy can be used to illustrate how parking demand is impacted by events in the study area. Overall, the occupancy data is used by Rich and Associates to calibrate the parking demand model. The results for the occupancy counts are broken down into categories of on-street vs. off-street and public vs. private parking.

On Thursday April 26, 2012 when the occupancy counts were completed Rich and Associates was told that the counters in the parking garages would provide a count of the occupancy. Unfortunately, the counters in some of the garages were not operating properly on that day. Rich and Associates then asked the SPA to provide a count for the garages. The SPA provided Rich and Associates with the parking counts for their garages.

The counts for the garages are from July 24, 2012 and July 25, 2012. The SPA conducted the physical counts for Medallion, Connell, and Casey garages on July 24 between 9:00 am and 9:30 am and then the Electric City and Linden garages on July 25 between 9:00 am and 9:30 am. With the physical count and the PARC facility counts Rich and Associates was able to determine the occupancy of the garages throughout the day and this data was used to complete the turnover and occupancy study.

## Occupancy

A summary of the occupancy results can be found in **Table C**. The three graphs on **page 8** and **9** illustrate the observed occupancy throughout the day with the parking separated by on-street, off-street, public and private. The occupancy results separated by on-street, off-street public and off-street private are found in **Table D**. The Peak Observed Occupancy is spatially represented on **Map 3** on **page 12**.

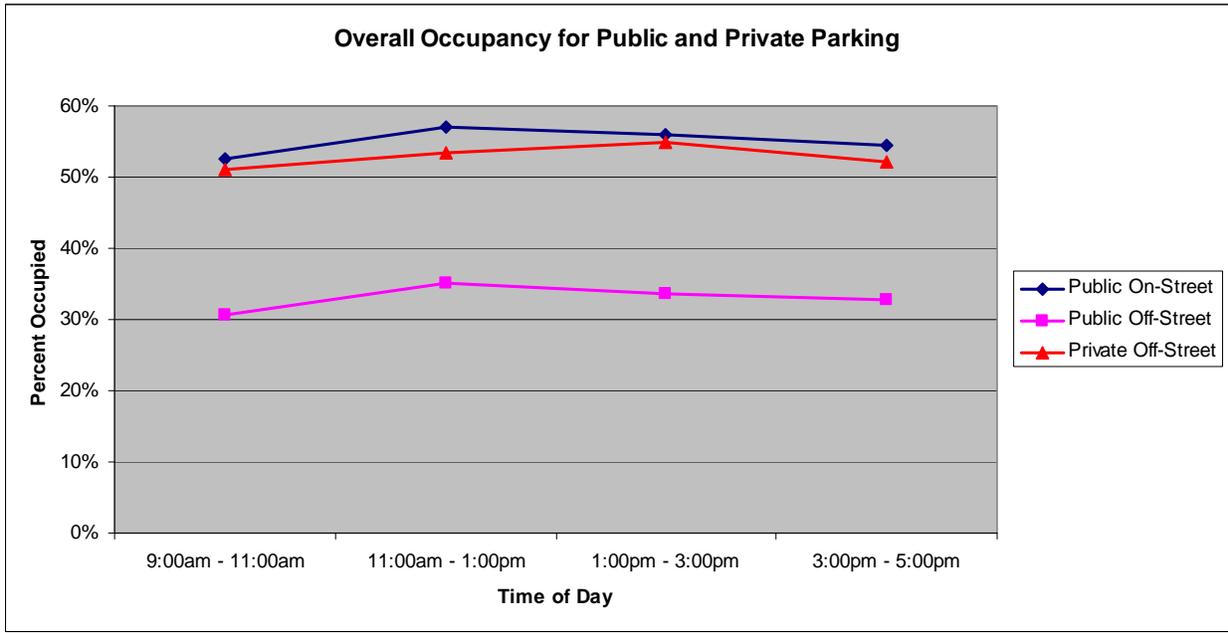
The observed occupancy and key points are:

- The observed peak occupancy occurred between 1:00 pm and 3:00 pm at 47 percent occupancy with 3,512 vehicles. Though, the 11:00 am to 1:00 pm circuit was only 9 vehicles short of the peak.
- The on-street parking had the greatest percent occupied throughout the day peaking at 57 percent occupied during the 11:00 am to 1:00 pm circuit.
- The public off-street parking peaked at 40 percent occupancy during the 11:00 am to 1:00 pm circuit where the private off-street peaked at 55 percent occupancy during the 1:00 pm to 3:00 pm circuit.
- The peak time during the lunch and afternoon is typical in a downtown that has several lunch time restaurants.

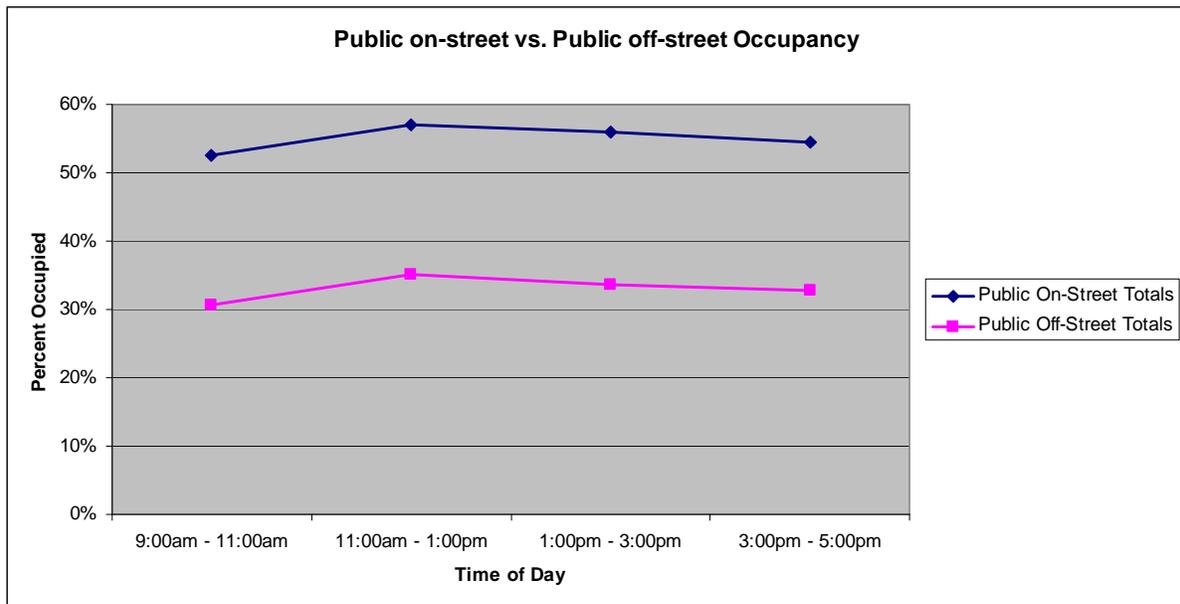
**Table C**  
**Scranton Parking Occupancy Summary**  
**April 26, 2012**

	# of Spaces observed	9:00am - 11:00am	% Occ.	11:00am - 1:00pm	% Occ.	1:00pm - 3:00pm	% Occ.	3:00pm - 5:00pm	% Occ.
Public On-Street Totals	834	439	53%	476	57%	466	56%	455	55%
Public Off-Street Totals	2659	817	31%	931	35%	894	34%	871	33%
<b>Public Combined Totals</b>	<b>3493</b>	<b>1256</b>	<b>36%</b>	<b>1407</b>	<b>40%</b>	<b>1360</b>	<b>39%</b>	<b>1326</b>	<b>38%</b>
Private Off-Street Totals	3922	2002	51%	2096	53%	2152	55%	2045	52%
<b>Overall Totals</b>	<b>7415</b>	<b>3258</b>	<b>44%</b>	<b>3503</b>	<b>47%</b>	<b>3512</b>	<b>47%</b>	<b>3371</b>	<b>45%</b>

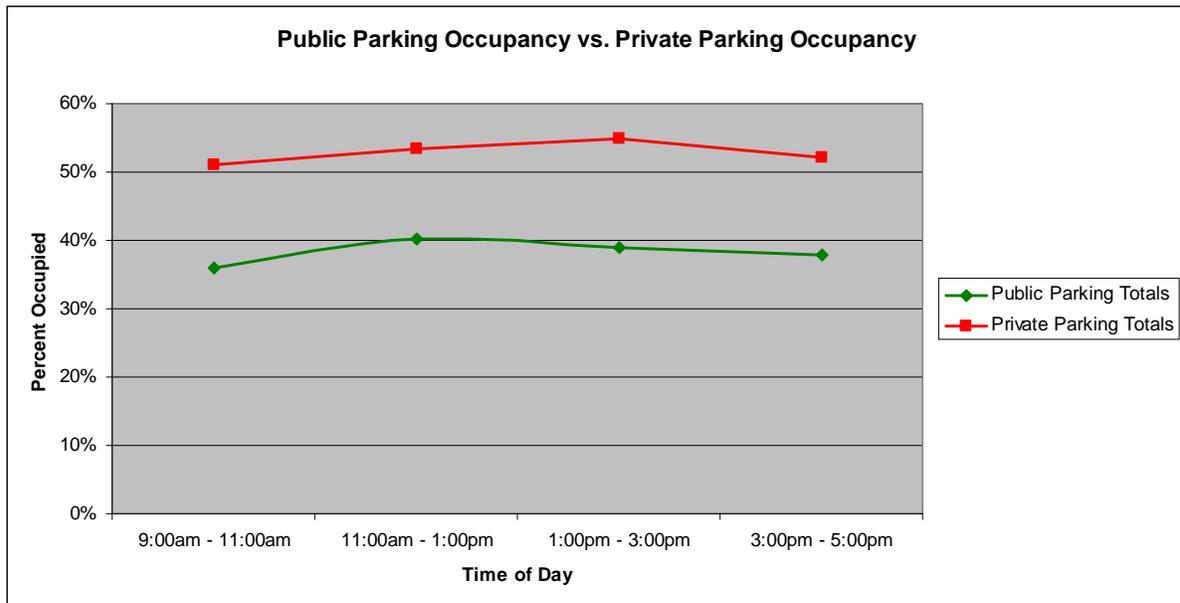
Graph 1



Graph 2



Graph 3



**Table D**  
**Parking Occupancy Thursday April 26, 2012**

Block/ Face	Description On- Street Parking	# of Spaces observed	9:00am - 11:00am	% Occ.	11:00am - 1:00pm	% Occ.	1:00pm - 3:00pm	% Occ.	3:00pm - 5:00pm	% Occ.
1B	on-street	12	4	33%	5	42%	4	33%	3	25%
2A	on-street	14	1	7%	0	0%	0	0%	2	14%
2B	on-street	16	1	6%	0	0%	0	0%	0	0%
2D	on-street	16	0	0%	0	0%	2	13%	0	0%
3B	on-street	11	1	9%	4	36%	3	27%	3	27%
3D	on-street	10	4	40%	1	10%	2	20%	2	20%
4B	on-street	15	closed	-	8	53%	4	27%	7	47%
4D	on-street	17	3	18%	2	12%	5	29%	2	12%
5B	on-street	16	16	100%	10	63%	10	63%	7	44%
5D	on-street	12	closed	-	4	33%	9	75%	6	50%
6D	on-street	18	12	67%	7	39%	8	44%	8	44%
8C	on-street	3	1	33%	2	67%	2	67%	2	67%
9C	on-street	12	10	83%	11	92%	10	83%	11	92%
9D	on-street	16	12	75%	15	94%	17	106%	14	88%
10B	on-street	19	18	95%	16	84%	15	79%	18	95%
10C	on-street	14	11	79%	13	93%	16	114%	10	71%
10D	on-street	17	13	76%	15	88%	21	124%	10	59%
11B	on-street	13	9	69%	11	85%	13	100%	8	62%
11C	on-street	11	4	36%	7	64%	8	73%	9	82%
11D	on-street	10	3	30%	4	40%	4	40%	2	20%
12B	on-street	15	0	0%	0	0%	1	7%	1	7%
12C	on-street	8	4	50%	8	100%	4	50%	6	75%
12D	on-street	29	8	28%	9	31%	9	31%	13	45%
13B	on-street	10	3	30%	7	70%	2	20%	2	20%
13C	on-street	14	6	43%	6	43%	2	14%	6	43%
14B	on-street	11	0	0%	0	0%	0	0%	0	0%
15B	on-street	19	2	11%	8	42%	2	11%	0	0%
16A	on-street	9	3	33%	6	67%	2	22%	3	33%
16B	on-street	19	10	53%	7	37%	13	68%	11	58%
16C	on-street	8	4	50%	4	50%	2	25%	4	50%
17A	on-street	8	3	38%	6	75%	2	25%	3	38%
17C	on-street	13	11	85%	11	85%	10	77%	11	85%
17D	on-street	34	26	76%	25	74%	27	79%	26	76%
18A	on-street	8	6	75%	6	75%	7	88%	7	88%
18B	on-street	17	14	82%	19	112%	17	100%	14	82%
18C	on-street	12	7	58%	8	67%	9	75%	6	50%
18D	on-street	11	8	73%	8	73%	7	64%	7	64%
19A	on-street	15	11	73%	13	87%	10	67%	12	80%
19B	on-street	15	12	80%	15	100%	15	100%	13	87%
19C	on-street	12	9	75%	9	75%	10	83%	11	92%
19D	on-street	10	8	80%	7	70%	10	100%	5	50%
20A	on-street	13	11	85%	10	77%	11	85%	12	92%
20D	on-street	16	13	81%	14	88%	15	94%	10	63%
22A	on-street	17	7	41%	10	59%	7	41%	9	53%
23A	on-street	13	10	77%	9	69%	13	100%	9	69%
23B/C	on-street	7	7	100%	6	86%	6	86%	5	71%
23D	on-street	3	0	0%	0	0%	3	100%	0	0%
24A	on-street	9	9	100%	7	78%	8	89%	8	89%
24D	on-street	16	11	69%	15	94%	10	63%	8	50%
25A	on-street	13	11	85%	10	77%	14	108%	13	100%
25B	on-street	10	10	100%	8	80%	10	100%	10	100%
25D	on-street	9	1	11%	4	44%	4	44%	6	67%
26A	on-street	11	8	73%	9	82%	9	82%	11	100%
26B	on-street	19	2	11%	2	11%	2	11%	5	26%
26C	on-street	6	3	50%	3	50%	0	0%	2	33%
26D	on-street	28	20	71%	23	82%	15	54%	16	57%
27B	on-street	20	16	80%	13	65%	10	50%	14	70%
27C	on-street	16	8	50%	3	19%	6	38%	8	50%
27D	on-street	17	4	24%	5	29%	1	6%	6	35%
28B	on-street	14	7	50%	5	36%	5	36%	13	93%
31A	on-street	8	3	38%	3	38%	3	38%	5	63%
<b>Totals</b>		<b>834</b>	<b>439</b>	<b>53%</b>	<b>476</b>	<b>57%</b>	<b>466</b>	<b>56%</b>	<b>455</b>	<b>55%</b>

Table D Continued  
Parking Occupancy Thursday April 26, 2012

Block/ Face	Description Off-Street Private	# of Spaces observed	9:00am - 11:00am	% Occ.	11:00am - 1:00pm	% Occ.	1:00pm - 3:00pm	% Occ.	3:00pm - 5:00pm	% Occ.
3	Scranton Urgent Care	22	13	59%	14	64%	15	68%	12	55%
3	Reserved lot	17	12	71%	18	106%	14	82%	13	76%
3	Smile Dentist lot	46	32	70%	33	72%	22	48%	6	13%
3	Strip mall lot	20	4	20%	4	20%	10	50%	9	45%
4D	Lot next to Finch	39	12	31%	22	56%	20	51%	16	41%
13	Private Lot	143	54	38%	44	31%	81	57%	53	37%
14	Tobyhanna Bank lot	56	28	50%	29	52%	27	48%	26	46%
16	PNC employee lot	18	10	56%	9	50%	8	44%	8	44%
16	PNC customer lot	23	7	30%	9	39%	6	26%	8	35%
16	Forum Deck	359	212	59%	227	63%	226	63%	204	57%
17A	Private small lot	28	21	75%	25	89%	27	96%	20	71%
17B	Private big lot	174	114	66%	125	72%	128	74%	128	74%
17D	Private hourly lot	56	39	70%	47	84%	41	73%	41	73%
20	Jewelers lot	9	8	89%	10	111%	8	89%	4	44%
20	Lackanawa County	19	20	105%	11	58%	13	68%	6	32%
27	Scranton Interprise	20	12	60%	17	85%	18	90%	15	75%
27	Lot under building	59	28	47%	36	61%	39	66%	40	68%
27	Back side of lot	18	14	78%	14	78%	20	111%	13	72%
27	Private end lot	25	14	56%	14	56%	11	44%	15	60%
28	Penn Furniture Lot	24	7	29%	14	58%	13	54%	18	75%
30	State employee lot*	447	279	62%	270	60%	260	58%	265	59%
30	Mall*	2300	1062	46%	1104	48%	1145	50%	1125	49%
<b>Totals</b>		<b>3922</b>	<b>2002</b>	<b>51%</b>	<b>2096</b>	<b>53%</b>	<b>2152</b>	<b>55%</b>	<b>2045</b>	<b>52%</b>

\*Block 30 counts are averaged for 11:00A.M. and 3:00P.M.

Block/ Face	Description Off-Street Public	# of Spaces observed	9:00am - 11:00am	% Occ.	11:00am - 1:00pm	% Occ.	1:00pm - 3:00pm	% Occ.	3:00pm - 5:00pm	% Occ.
11	Linden Street Garage	777	175	23%	229	29%	196	25%	201	26%
23	Medallion Garage	510	162	32%	157	31%	166	33%	160	31%
24	Casey Garage	481	140	29%	141	29%	137	28%	130	27%
25	Connell Garage	233	119	51%	144	62%	125	54%	103	44%
26	Electric City Garage	658	221	34%	260	40%	270	41%	277	42%
<b>Totals</b>		<b>2659</b>	<b>817</b>	<b>31%</b>	<b>931</b>	<b>35%</b>	<b>894</b>	<b>34%</b>	<b>871</b>	<b>33%</b>

# PARKING STUDY FOR THE CITY OF SCRANTON

Scranton, Pennsylvania



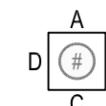
**LEGEND:**

⊘ BLOCK NUMBER

**PARKING OCCUPANCY**

- █ 85% through 100%
- █ 75% through 84%
- █ 50% through 74%
- █ 0 through 49%

**BLOCK FACE KEY PLAN:**



U = UNDER BUILDING PARKING

Sheet Title:

## TURNOVER OCCUPANCY

Thursday April 26, 2012  
1:00pm - 3:00pm

File No	1228
Scale	NTS
Date	08-24-2012
Checked By	ALN

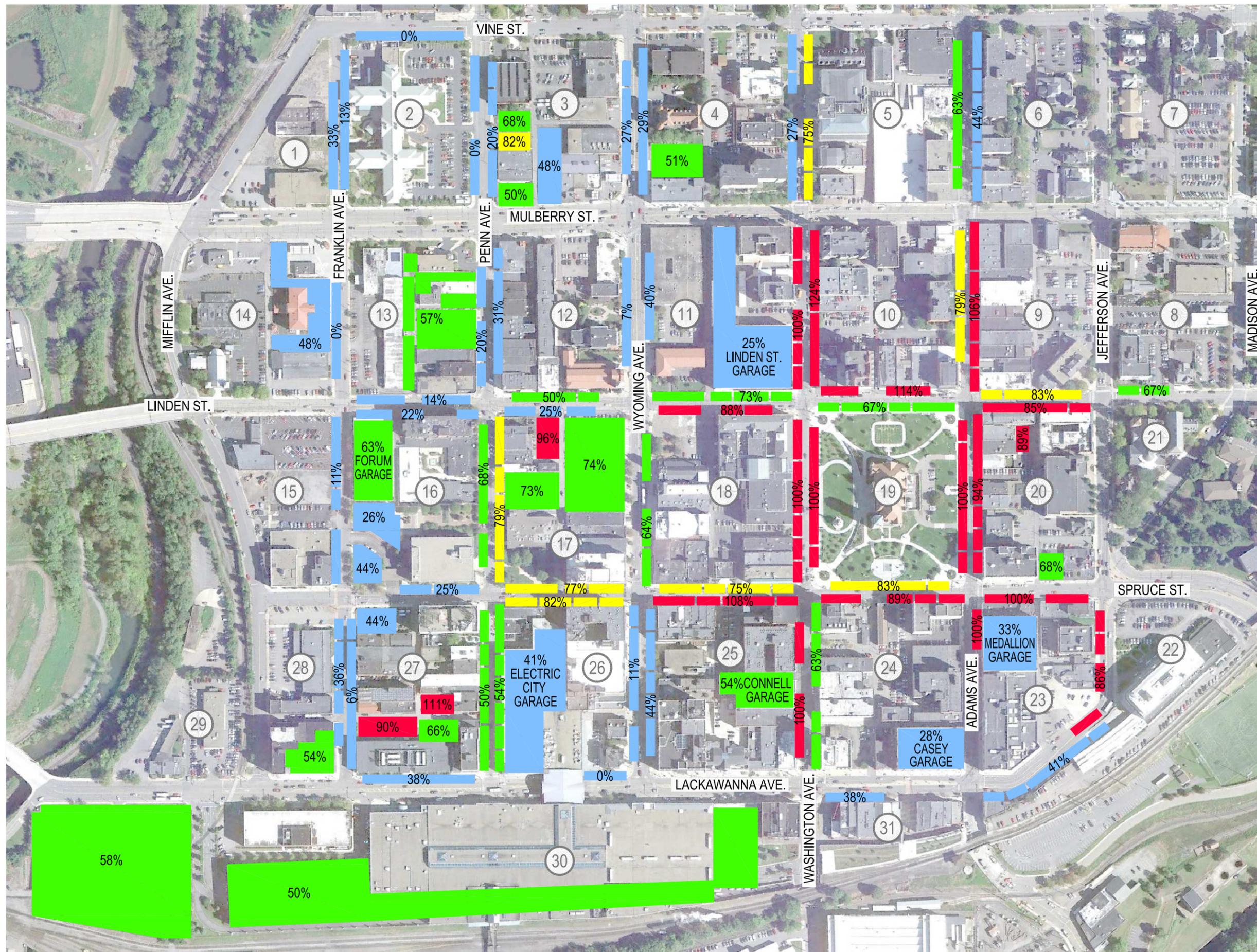


MAP Number:

MAP 3

Page Number:

12



## Turnover

**Table E, Parking Turnover Summary** below is a summary of the turnover findings for two hour on-street parking spaces and two hour off-street parking spaces. There were 1339 vehicles observed parking in the two hour (and less) on-street parking spaces within the study area during the hours of 9:00 am - 5:00 pm. In the two hour spaces there were 1213 vehicles (91 percent) observed remained less than two hours, 91 vehicles (7 percent) parked from two to four hours in the same parking space and 35 vehicles that remained in the same parking space for four hours or more with an overall on-street violation rate of 2 percent.

**Table E  
Turnover Summary  
Thursday April, 26 2012**

<b>Parking Turnover Summary</b>	<b>On-Street 2 Hour or less Parking</b>
Vehicles that remained less than 2 hours	1213 (91%)
Vehicles that remained between 2 and 4 hours	91 (7%)
Vehicles that remained between 4 and 6 hours	23 (less than 2%)
Vehicles that remained between 6 and 8 hours	12 (less than 1%)
Total number of vehicles analyzed (9:00 am - 5:00 pm) in 2 hour stalls	1339
Total number of 2 hour stalls analyzed for turnover	488

## Parking Demand Analysis

The parking demand analysis projected current and future parking needs for the study area. This area encompassed buildings and land uses that were in the influence areas for all of the SPA parking garages as well as the on street meters which the SPA manages and receives revenue from. The City of Scranton provided Rich and Associates with a scaled drawing to estimate the square footage of each building within the study area for any buildings not included in the 1999 and 2004 parking study.

The parking demand analysis took the estimated land uses and the estimated vacancies and applied parking generation factors to develop the parking demand. The parking generation ratio is an average of the parking generation ratios developed for the 1999 parking study. Due to the current economic downturn, parking generation ratios are dynamic and will continue to change over the next several years. The density of the downtown allows for the use of one parking generation ratio or an average parking ratio to cover the entire downtown and all land uses. It is a common practice for large downtowns that are dense to use an average parking ratio because there tends to be a higher amount of shared use parking. Shared use parking is when someone visits a downtown and parks once to visit multiple uses in a downtown. The Parking Demand Matrix, **Table F** can be found on **page 16**. There are a few uses that do not fit into the one parking generation rate model, and they have been factored on their own such as residential, hotel, state office buildings, and the intermodal station.

The parking demand projections are estimated due to the lack of an updated building inventory. With the current economy many businesses such as office, retail, restaurant, and mixed use have a larger footprint than typical in downtown settings because of lower rental rates. To account for larger footprints and the unconfirmed amount of vacancy, Rich and Associates has increased the current amount of vacant space by 25 percent for all of the downtown. The parking demand scenario developed for the study area has a parking surplus of 1,759 spaces in the current condition.

When comparing the parking demand to the turnover and occupancy analyses, with a peak of 47 percent (3,512 vehicles parked in the 7,415 parking spaces observed leaving 3,903 parking spaces unoccupied), the parking demand numbers are realistic. Even if we assume that the day chosen for the turnover and occupancy was a non-typical day, Rich and Associates could increase the peak occupancy rates by 30 percent (showing an exaggerated occupancy of 77 percent would mean 5,710 vehicles in the 7,415 parking spaces observed leaving 1,705 parking spaces unoccupied) and this would still leave the downtown in a parking surplus situation.

It must be noted that the projecting future parking needs is difficult for downtown Scranton given the recent economic and financial issues with the City of Scranton. These issues in our opinion will have a material effect on how businesses perceive relocating downtown due to possible increase in taxes for example. The current financial situation could also affect existing businesses in the downtown and their desire to stay downtown which would impact the projections of future parking demand.

For the future condition, we estimated that within five years 20 percent of the vacant space would be reoccupied and in 10 years 40 percent would be reoccupied. These percent increases are lower than normal due to the high vacancy rates within the downtown. A typical future condition would use 40 percent re-occupancy for the first 5 years and 80 percent for the next 10 years. The five year surplus is projected to reduce to 969 parking spaces and the ten year surplus is further reduced to 178 parking spaces. The future scenarios only include the re-occupancy of vacant space.

The Parking Demand Matrix used in this analysis will be provide to Scranton to use as a tool in helping to determine the amount of parking needed for each new development. The table can be updated with any changes in square footage to keep up with current and future parking needs. Scranton should re-evaluate the actual occupied square footage throughout the entire downtown and keep detailed records to manage use and or occupancy changes. Keeping up with this effort will allow the City time to plan and to be pro-active to necessary parking changes. This effort will help in marketing the downtown for new businesses and keep an updated understanding of the parking need.

Conclusions that can be drawn from the parking demand analysis are:

1. The calculated surplus of 1,759 parking spaces in the current condition, represents a peak weekday. Based on this, we believe that there is sufficient parking in the study area today.
2. There are areas where the parking is tight and there are some shortages on blocks. This can be alleviated with allocation, signage and marketing changes to the parking system. The parking structures are currently underutilized and several employees are parking on-street. With the on-street parking rates much lower than the parking structures it is worth the risk of getting a ticket.

**Table F**  
**Parking Demand Matrix**

Block	Square Footage	Residential # of units	Hotel # of units	Current Vacant	Parking Supply	Demand Current	Surplus/Deficit Current	Surplus/Deficit Future 5 yr (20% re-occupancy of vacant)	Surplus/Deficit Future 10 yr (40% re-occupancy of vacant)
	2.56 Parking Generation Ratio	0.88/unit Parking Generation Ratio	0.81/unit Parking Generation Ratio				Current	Future 5 yr (20% re-occupancy of vacant)	Future 10 yr (40% re-occupancy of vacant)
1	10,599	-	-	37,523	61	27	34	15	-5
2	34,762	-	-	11,587	247	89	158	152	146
3	75,076	-	-	34,025	270	192	78	60	43
4	118,150	-	-	39,383	283	302	-19	-40	-60
5	211,850	-	-	70,617	508	542	-34	-70	-107
6	181,814	-	-	60,605	183	465	-282	-313	-345
7	41,005	-	-	17,108	266	105	161	152	144
8*	99,054	-	-	33,018	148	256	-108	-124	-141
9	41,890	21	-	34,315	189	126	63	46	28
10	306,615	12	-	176,530	258	796	-538	-628	-718
11	441,176	-	-	155,326	926	1,129	-203	-283	-362
12	75,006	4	-	25,003	158	196	-38	-50	-63
13	25,716	-	35	26,984	266	94	172	158	144
14	20,275	51	-	6,775	223	97	126	123	119
15	52,680	-	-	17,560	209	135	74	65	56
16	83,420	80	-	27,833	440	284	156	142	127
17	174,393	2	-	78,212	329	448	-119	-159	-199
18*	100,508	-	-	33,503	108	162	-54	-71	-88
19	47,550	-	-	15,850	67	122	-55	-63	-71
20	182,419	-	-	65,706	142	467	-325	-359	-392
21	-	-	-	-	33	-	33	33	33
22	2,046	-	150	732	229	127	102	102	101
23*	36,265	27	175	22,546	592	264	328	317	305
24	267,461	-	-	89,154	672	685	-13	-58	-104
25	306,615	12	-	176,530	383	796	-413	-503	-593
26	86,706	98	-	137,935	705	308	397	326	255
27	137,051	-	-	102,569	183	351	-168	-220	-273
28	31,313	-	-	15,538	141	80	61	53	45
29	-	-	-	-	127	-	127	127	127
30*	-	-	-	-	2,810	725	2085	2085	2085
31	11,849	13	-	31,779	15	42	-27	-43	-59
<b>Sum</b>	<b>3,203,259</b>	<b>320</b>	<b>360</b>	<b>1,544,244</b>	<b>11,171</b>	<b>9,412</b>	<b>1,759</b>	<b>969</b>	<b>178</b>

\*\* includes parking demand figures for uncategorized building uses such as the State Office Building parking demand based on the number of employees and parking for intermodal center. Block #8 = 2 spaces, #18=120 spaces, #23=222 spaces and #30=725 spaces from previous study

\*Block 30 has mall demand at 1400 parking spaces from previous study

## Scranton Parking Authority

### Overview

The SPA staff consists of an executive director, an office manager, a financial manager, six maintenance staff and six staff involved in the maintenance, collection and enforcement of the meters. The SPA operates five parking garages and one surface lot. In addition, the SPA manages the parking meter program for the City of Scranton.

Based on studies that Rich and Associates has completed in other communities, most parking systems run with a manager/executive director, operation manager for the on-street program, a maintenance manager and a clerical/bookkeeper. It may be a possibility that the financial manager's duties can be incorporated into the office manager's role or be assumed by the executive director. A more detailed analysis of the actual duties of the office manager, financial manager, and executive director is required.

Finally, Rich and Associates was asked to comment on the management of the on-street program. Based on similar systems with over 1,000 meters, there is typically one meter maintenance person, one or two collection person depending on the use of meters and the number of times they need to be emptied and at least three enforcement personnel. Based on this, it appears that the on-street meter program may be adequately staffed with four staff issuing tickets one collection and repair person and one on street coordinator.

The SPA has recently completed a program that has eliminated cashiers/parking attendants from the parking garages. This business practice of reducing or eliminating cashiers/parking attendants has become more accepted and is becoming a standard now that technology has progressed using pay lane machines.

The parking garages and lot that are operated by the SPA are shown in **Chart 1**.

**Chart 1**  
**Parking Garages/Lots Operated by the SPA**

<u>Garage</u>	<u>Year Constructed</u>	<u>Number of Spaces</u>
Electric City Garage	1940/1995	658 spaces
Linden (SPA) Garage	1970	777 spaces
Casey Garage	2004	481 spaces
Medallion Garage	2006	510 spaces
Connell Garage	2010	233 spaces
S. Washington Lot		170 spaces

## On-Street Parking Meters

There are approximately 1,100 meters that are managed by the SPA. All gross revenue from the meter collections and fines goes to the City. The on-street meter program includes the maintenance, collection and enforcement of the meters. The City reimburses the SPA for the operating expenses for the meter program and also pays the SPA a fee of 10 percent of the gross revenue from the meters, citations and tickets. While the SPA may make suggestions on the meter program's operation; the parking rates, hours of enforcement and location of meters is decided by the City and approved by City Council. As a result, there is the possibility for a disconnect between on and off-street parking policies. One example would be the hourly rates for parking and enforcement hours in relation to the hours of operation of the parking garages.

The City and SPA would like to upgrade the existing parking meter system to generate additional revenue and to make the on-street parking more convenient. This includes offering the ability to pay for metered parking with a credit card, and to be able to zero out meters so a parking is not able to piggy-back off of unused time at a meter. We also added the potential to pay for on-street parking with a cell phone (pay-by-phone). With the exception of the pay-by-phone system, any of the other enhancements will require varying levels of upfront capital to replace the existing meters; either the internal mechanisms and heads or to use a pay-by-space or pay and display system.

Where cities have gone to accepting credit cards at meters, their revenue has risen but to some extent this is a result of being required to buy two hours of parking at a two hour meter with the insert of a credit card at the meter as opposed to being able to buy incremental time. The Mount Lebanon Parking Authority transitioned to credit cards at meters and had this policy. The real reason for accepting credit cards and pay-by-phone is a convenience to the parker so that they do not have to carry change.

Another option would be pay and display or pay by space machines to replace the single space meters. The single space meters would be replaced by a single machine that would cover a block face of spaces. With either the pay by space or pay and display machines there are different payment options; credit cards, paper currency and coins. The real benefit is that there can be variable rates at the meters depending on time of day/day of week. For example, there could be a higher charge for parking in the evening and the time limitations could be extended from two hours to three hours.

Unfortunately, the cost to implement either the pay by space or pay and display is high. The cost per machine with associated wireless network, signage and installation could run as high as \$30,500.

### SPA Leases with City of Scranton.

Under multiple leases, the City of Scranton leases the parking facilities from the SPA. The basis of the leases is that if the SPA's current revenues in any fiscal year are not sufficient to pay the rent to the City, the City will include the deficiency in its budget for the subsequent year. In the Official Statements for the Series 2004, 2006 and 2007 Guaranteed Parking Revenue Bonds, it states that in the event that there is an inability to meet principle and interest payments from parking revenues that the payments will come from the City of Scranton. In effect, the City of Scranton has guaranteed the principle and interest payment on the bonds.

### Parking Rates

The SPA sets the parking rates for the off-street parking but not the on-street parking. **Chart 2** on the following page shows the current parking rates for monthly parking and the existing hourly parking rates. There are incremental parking rates from 7<sup>th</sup> hour to the 13<sup>th</sup> hour (all day rate begins at 13<sup>th</sup> hour), but they have not been shown. **Chart 3**, on **page 22** shows the parking rates in Scranton compared to benchmarked rates for municipal rates in cities in the region. The on-street parking rates in Scranton are higher than most of the benchmark cities but lower than Harrisburg which is at \$1.50 per hour. The off-street rates in Scranton are also higher than most of the benchmark cities except for Philadelphia and Harrisburg.

**Chart 2**  
**Current Parking Rates for Monthly Parking**

Parking Location	Parking Rates by Year			
	2009	2010	2011	2012
Medallion, Casey, SPA, Electric City, Connell	\$90.00	\$100.00	\$105.00	\$112.50
Reserved Spaces: Connell, SPA, Electric City	\$100.00	\$125.00	\$130.00	\$137.50
South Washington Lot	\$60.00	\$70.00	\$75.00	\$82.50
Hourly rates for all garages	1st HR	\$3.70		
	2nd HR	\$5.10		
	3rd HR	\$7.00		
	4th HR	\$8.05		
	5th HR	\$9.60		
	6th HR	\$10.65		
	All Day	\$20.00		

Chart 3  
Parking Benchmarking

City	Scranton	Allentown	Bloomsburg	Erie	Greensburg	Pittsburg	Mt. Lebanon	Philadelphia	Lancaster	Harrisburg
1. Population	75,995	119,141	15,111	103,717	14,865	307,484	33,137	1,536,471	56,000	49,673
2. Who administers the parking system	Parking Authority	Parking Authority	Police Department	Erie Parking Authority	Parking Authority	Parking Authority	City	Parking Authority	Parking Authority	Parking Authority
3. Type of parking control?	control gates, access cards, cashiers, meters	Meters / booth attendants	Meters, permits, signs	meters	signs, permts	Parking Meters, control gates, cashiers and access cards	Parking Meters, control gates, cashiers and access cards	Parking meters, control gates, cashiers and access cards	-	-
4. Fines	Overtime Parking?	\$20.00	\$20.00	\$10.00	\$20.00	\$30.00	\$6.00	Expired Meter Non Center City \$26 expired in Center City \$36	\$10.00 no meter, \$15.00 meter violation	\$6.00-\$14.00
	Illegal Parking?	\$25.00-\$50.00	\$25.00-\$100.00	Street sweeping hour fine \$20.00, Emergency snow removal fine \$50.00	\$25.00	\$15 - within 10 days, \$20 after 10 days	\$25.00	\$15.00-\$50.00	\$26.00 - \$101.00	\$20-200.00
	Handicap Parking?	\$50.00	\$50.00	\$25.00	\$50.00		\$50.00	-	\$301.00	\$200.00
	Early payment reduction?	No	No	\$5 on expired meters if paid within 30 minutes	No	No	No	No	No	-
	Late payment penalty?	Yes, not to exceede \$50.00	Yes, additional fine after 10 (\$20.00) and then again after 20 days (\$100.00)	Yes, \$5.00 increase after 10 days	Yes	yes	\$23.00	11-20 days \$18, 21-30 days \$23, over 30 days \$28 + costs	after 10 days +\$10, after 30days +\$30.00	\$10.00 after 15 days
	Are there multiple tickets given in 1 day?	Yes	-	-	-	-	Yes	Yes	Yes	-
	Is there a tiered fine system for repeat offenders?	No	-	-	-	yes 2nd offense: \$5 per ticket if paid 1st day	-	-	-	Yes, 6th unpaid ticket 2x fine and 7th 3x fine
5. Which department oversees enforcement?	Parking Authority/Police	Parking Authority	Police	Parking Authority	Police	Parking Authority/Police	Police	Parking Authority/Police	Parking Authority/Police	Police
6. Enforcement days?	Monday-Friday	Monday-Friday & Sat.	Monday-Friday	Monday - Saturday	Monday-Friday	Monday - Saturday	Monday - Saturday	Monday - Sunday	Monday-Saturday	Monday-Friday
7. Enforcement hours?	8:00 am - 6:00 pm	M-F 7:30am - 10:30pm Sat. 8:00 am - 4:30 pm	9:00 am - 5:00 pm	9:00 am - 6:00 pm	8:00 am - 4:00 pm	on-street 8:00 am - 6:00 pm lots 8:00 am - 10:00 pm	9:00 am - 6:00 pm	24 hours per day	8:00 am - 6:00 pm	8:00 am - 4:00 pm
8. Off-Street parking rates:	private Garages: 1hr \$2, 2hr \$2.75, 3hr \$3.75, 4hr \$5.75, 5hr \$7, 6 hr \$8, 7hr \$9, 8hr \$10	Monthly: Structures \$70	Permits in Lots: Zones F & J- \$100/6mth	Lots: meters range from \$0.25 per 20 minutes to \$0.25 per hour	Leased Lots: \$45, \$50, \$60, \$65 per month	Day Garage Rates: \$3.75 / hr. \$4.75 /2hr. \$7.50 / 4hrs. Over 4 hrs. \$9.75 to \$13.75 depending on which garage Evening Garage Rates: \$2 /hr, \$3 /2hrs, \$5 over 2hr	Lots: \$1 per hour \$5 per 24 hours Lots Monthly Rate: \$36 to \$83	Lots: 1/2 hr \$5 1hr \$9 1.5hr \$14 up to 2hrs \$17, up to 24 hr \$20, Monthly \$198.50	garage hourly: \$2 for first hour, \$2 for second hour, \$1 each additional hour \$15 max per day Monthly garage rates range from \$55 to \$65	Garage Rates: 2hr or less \$5, 3hrs or less \$7, 4hr or less \$8, 5hr or less \$9, 5hrs to 11hrs \$16, 11 to 24hrs \$20
	public garages: 1hr \$3.70, 2hr \$5.10, 3hr \$7, 4hr \$8.05, 5hr \$9.60, 6hr \$10.65, 7hr \$12.10, 8hr \$13.60, 9-12hr \$17.40, 13-24hr \$20	-	Zone I - \$125 / 6 mnth Zones C,D,E G - \$160 / 6mth	non-metered lots: \$53 per month Garage Monthly Permits: \$58 - \$76	-	-	Day Garage Lease Rates: \$220 to \$315 per month Evening Lease: \$100	Garage hourly Rates: 1 hr \$1.50, 2 hr \$2.50, 3hr \$3.50, 4hr \$4, 5hr \$4.50, 6hr \$5, 7hr \$6, 8 hr \$7, 9 hr \$8, 9-12hr \$10, 12-24hr \$11	Garages 1/2 hour \$3, 1 hr \$7, 1.5 hrs \$10, 2 hrs \$13, up to 12 hrs \$16 Monthly \$185.17	-
	monthly Garage rate: \$112.50 and \$137.50 for reserved	4 btwn: \$30-\$35, 2 btwn: \$45-\$47	-	Garages: 1 hr \$1.40, 2hr \$2.75, 3hr \$3.50	-	-	-	-	-	Monthly rate for garages: \$155 reserved all garages \$200
	Lot monthly rate: \$82.50	4 btwn: \$50-\$55, 6 at \$60	-	4hr. \$4.00, 5hr \$5.00, 6hr \$5.75, 7hr \$6.75	-	-	-	-	-	Lot Rates: \$5 daily, \$3 after 1pm
9. On-Street parking rates:	meter rates: \$1 /hour	daily meter rates: \$10 per veh. Monthly meter rates: \$100	2-hr & 5 hr. meters: 12 min \$0.05, 24 min. \$0.10 1 hr. \$0.25	maximun ranges 30 min to 12 hours	Leased spaces: \$45, \$50, \$65 /month	Downtown: \$3/hr Zone 4: \$2, Zones 1,2 & north shore \$2 other \$0.75 to \$1	new meters: 2 hr \$2, 15min \$0.25 or token, 6min \$0.10 Old meters: 20 min \$0.25 6 min \$0.10	\$2.00/hour	meters: \$0.25 per 10 min 2 hour limit leasing \$15 per day	In CBD: \$0.25 for 10 min. \$1.50/hour
	-	\$1 per hour	on-street Permits: Lightstreet Rd \$100, North Market St \$125	meters range from \$0.25 per 20 minutes to \$0.25 per hour - Tokens \$9 per \$10 roll	-	-	-	-	-	outside CBD: \$0.25/15 min. \$1/hour
10. Is there a parking validation system in the downtown?	Yes	-	No	\$10.00 of tokens for \$9.00 and Park and Shop stamps \$105.00 for 100/hrs parking	-	-	yes parking stamps for the structures	Smart Cards for discounted parking	-	\$1.00 tickets 50/\$37.50 or \$2.00 tickets 25/\$37.50
13. Number of City operated:	on-street spaces	2,500 meter spaces	-	1,257 on-street meter spaces	-	6,000 spaces	246 spaces	7,000	946 spaces (metered)	1200 spaces
	Parking Lots	1 lot 170 spaces	29 lots 1,370 spaces	-	8 lots 484 spaces	19 lots	34 lots 1 attended plaza 2,100 spaces are metered	13 lots 205 spaces	9 lots 1,408 spaces	2 lots 1,480 spaces
	Parking Structures	5 garages, 2,659 spaces	5 garages 2,650 spaces	-	9 garages 4,448 spaces	1 garage 400 spaces	13 garages 8,651 spaces / 794 stack spaces	2 garages 571 spaces	7 garages 5,609 spaces	5 garages 3,446 spaces

Finally, we looked at parking rates for private parking in downtown Scranton. The data collected was representative of the private parking rates which include two private parking structures. The hourly rates generally start out at \$2.00 for the first hour. The monthly rates are in the area of \$85.00 per month. In general, the parking rates for the SPA are at the high end of the range for the benchmarked cities. When compared to other cities, there is not much room to increase hourly parking and monthly parking rates in Scranton at the current time.

One area to consider increasing rates would be on-street parking. Increasing on-street parking rates may increase the use of the SPA's off-street locations and would also provide a small amount of additional revenue to the SPA for their participation in the on-street revenues.

With respect to the existing parking rates charged by the SPA, they have offered discounts on monthly parking that will continue to affect parking revenue. While discounting monthly parking can be a best practice and is used to market not only the parking but to market the businesses downtown and to make the downtown more competitive with green field development in suburban areas, this strategy impacts revenue coming into the parking system.

With respect to leases for monthly parking, the SPA offers a discount for bulk leases to an employer. The bulk leases of space however, must be reviewed by bond counsel to make sure that the number of spaces leased by one entity does not exceed a certain level that would trigger issues with the tax exempt bond issues.

In order to sell more of the spaces in the SPA's parking structures, they have been considering larger discounts, especially for parking structures with more available spaces. The discounting of bulk leases is a best practice within the parking industry, especially where there are parking facilities with vacant spaces.

At best, these lease agreements should only be for one year. As the market for parking changes, the monthly parking rate should also increase.

Another issue that has affected parking revenue is the agreement that was made with the Hilton Hotel and parking in the Connell Garage. As we understand it, the first 175 vehicles that are parked by Hilton guests (overnight guests and any visitor that is validated) are free but for any vehicles above this limit that the Hilton validates they are charged the full rate. This agreement negatively affects the revenue potential for this parking garage. More importantly though, the accounting for the first 175 vehicles appears to be dependent on the parking control system which has had issues at times, and it can be very time consuming to account for the first 175 vehicles and figure out what the Hilton owes the SPA.

The final issue is validation. The SPA offers business the ability to validate for parking to their customers and visitors. The parking rate that the SPA offers business is half of the first hour's regular rate (\$1.85 versus \$3.70). While the use of validations to businesses in a downtown is a best practice, the discount rate of 50 percent is high and negatively affects revenue coming to the SPA.

### Leased Space

The Linden (SPA), Medallion, Casey and Connell garages have occupied space included on the ground floors that is leased out by the SPA. The rates range from \$12.00 to \$15.00 per square foot. The space in these garages has varying levels of occupancy. The SPA pays property taxes for the space in the Linden (SPA) garage. Since the occupied space is not fully occupied, there is room for additional revenue to the SPA by leasing up this space.

In general, it can be more difficult to lease occupied space in a parking structure due to the limited headroom, footprint, vibrations etc. Rich and Associates did not look at the reasonableness of the charges for the occupied space because we are not qualified to address this.

### Conditions of Parking Garages

A Service Life Cycle Cost Assessment for the SPA's parking garages was completed in the spring of 2012. The assessment completed by DRC Associates looked at the conditions of the parking garages and then projected repairs that were necessary to maintain the structural integrity and usability of the parking garages. The report found that the Electric City and Linden (SPA) parking garages are in need of immediate repairs to maintain the integrity of the buildings, the vehicles and occupants.

The report identified projected costs to repair the parking garages. The total cost projected from 2013 to 2017 was \$10,353,400. The report identified that there is an immediate need for work on the Linden (SPA), Casey and Electric City garages in 2012/2013 and that was estimated at \$2,636,235. In addition the report identified additional work that would be completed in 2014 at a projected cost of \$2,807,734.

The Trust Indentures from the past bond issues established a sinking fund called Bond Redemption and Improvement Fund that among other things, was set up to make capital additions to the parking system. The Indentures also spell out that surpluses from operations after deposits to Debt Service Funds, Bond Sinking Funds, the Debt Service Reserve Funds or the Maintenance Reserve Funds are to go into the Bond Redemption and Improvement Funds.

While there is mention of a Maintenance Reserve Fund it is not clear if there were any funds available for the repair of the parking garages in the Fund at the current time.

The repair of the Linden (SPA) and Electric City parking garages are of principle concern because information from the December 31<sup>st</sup>, 2011 Financial Statement showed that they contributed about 51 percent of the operating revenues (exclusive of "Other Revenue"). If one or both of these parking facilities had to be closed or their use restricted it would have a negative effect on revenues and would also negatively affect the parking supply for the downtown.

## Projections of Future Revenues

Rich and Associates was tasked with projecting future revenues and expenses for the parking system. In order to complete this task, it was necessary to look at the current revenues and expenses as well as operational and policy issues that have affected past performance of the parking system and that may affect future performance. In addition, the projections were made with several key assumptions;

1. The current financial situations for the City and SPA are not good. The City of Scranton has overall financial issues and they have been called upon to honor their agreements to budget and pay for any shortfalls in the SPA's ability to make any principal or interest payments. Though the City did finally make a payment after the June 1<sup>st</sup> debt service payment date, it is not clear whether they will continue to do so. For purposes of the financial projections we have assumed that the City and SPA will resolve these issues.
2. We have assumed that the overall economic conditions in the downtown will at least remain status quo with respect to the occupancies of building and the land uses in those buildings. Any negative repercussions from the financial conditions of the City have not been taken into consideration.
3. We have assumed that the SPA will continue to manage the parking garages and the off-street parking program. We have also assumed that there will be possible changes to on-street parking rates so that they are more in-line with the off-street parking rates, thus acknowledging that on-street parking is more convenient and desirable for customers and visitors.
4. We have assumed that the SPA will engage a parking consulting firm to review the parking operations in depth and recommend changes to the operations that are consistent with best practices for municipal parking. This includes recordkeeping and the analysis of data that is unique to each parking location including the on-street parking, structuring parking leases and discount rates offered, the operation of the validation program and finally marketing of parking in the downtown. The cost for this type of analysis could be between \$15,000 and \$20,000.
5. The projections have assumed that the SPA/City will find the financial resources to complete the repairs that have been documented in the Service Life Cycle Cost Assessment completed for the SPA. We have assumed that all of the existing parking garages will remain open and there will be no long term reduction in parking capacity.

6. The projections of revenues assume that the availability and price of fuel will remain stable and not affect personal vehicle usage or trips to the downtown and that there will be no restrictions to vehicle use coming into the downtown.
7. We have assumed parking rates will increase for on and off-street parking at regular intervals and that the City will cooperate in the increases for on-street meters.
8. We have assumed the current leases for the lease space will remain and they are capped out assuming 2014 levels of occupancy and rental rates. We have assumed that there will be no additional tenants to be conservative.
9. Each year that there is a rate increase for either the on or off-street parking, the first year of the increase is only one half of the potential revenue to account for acceptance of the rate increase by the public and the exact timing of the increase by the SPA or City.
10. The operating expenses are estimate to increase by 2.5 percent after an initial reduction in expenses projected for 2012.

The projection of revenue and expenses show the resulting net operating income before debt service and is the information that is used for valuation. Projection of Revenues and Expenses can be found in **Chart 4** on the following page.

**Chart 4**  
City of Scranton  
Projection of Revenues and Expenses

	2009	2010	2011	2012	2013(1)	2014	2015(2)	2016	2017(1)	2018	2019(2)	2020	2021(1)	2022
Electric City	\$485,564	\$603,910	\$507,358	\$481,990	\$486,810	\$486,810	\$511,150	\$535,490	\$535,490	\$535,490	\$562,260	\$589,040	\$589,040	\$589,040
Linden (SPA)	\$900,484	\$764,102	\$628,578	\$597,150	\$603,120	\$603,120	\$633,280	\$663,430	\$663,430	\$663,430	\$696,600	\$729,730	\$729,730	\$729,730
Casey	\$444,376	\$415,982	\$363,968	\$345,770	\$349,230	\$349,230	\$366,690	\$384,150	\$384,150	\$384,150	\$403,360	\$422,560	\$422,560	\$422,560
Medallion	\$445,099	\$480,223	\$433,015	\$411,360	\$415,470	\$415,470	\$436,240	\$457,020	\$457,020	\$457,020	\$479,870	\$502,700	\$502,700	\$502,700
Cornell	\$0	\$131,251	\$288,049	\$316,850	\$320,202	\$320,202	\$336,210	\$352,220	\$352,220	\$352,220	\$369,830	\$387,440	\$387,440	\$387,440
South Wash Lot	\$16,461	\$10,620	\$9,295	\$8,830	\$8,920	\$8,920	\$9,370	\$9,810	\$9,810	\$9,810	\$10,300	\$10,790	\$10,790	\$10,790
On Street Parking Fee	\$133,888	\$158,130	\$136,522	\$125,000	\$154,280	\$173,400	\$173,400	\$173,400	\$195,075	\$216,750	\$216,750	\$216,750	\$233,000	\$249,260
<b>Revenue From Parking</b>	<b>\$2,425,872</b>	<b>\$2,564,218</b>	<b>\$2,366,785</b>	<b>\$2,286,950</b>	<b>\$2,338,032</b>	<b>\$2,357,152</b>	<b>\$2,466,340</b>	<b>\$2,575,520</b>	<b>\$2,597,195</b>	<b>\$2,618,870</b>	<b>\$2,738,970</b>	<b>\$2,859,010</b>	<b>\$2,875,260</b>	<b>\$2,891,520</b>
Tenant Rental Revenue	\$381,037	\$386,907	\$377,205	\$336,760	\$254,730	\$230,310	\$230,310	\$230,310	\$230,310	\$230,310	\$230,310	\$230,310	\$230,310	\$230,310
Other Revenue	\$87,463	\$332,805	\$346,813	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
<b>Total Revenue</b>	<b>\$2,894,372</b>	<b>\$3,283,930</b>	<b>\$3,090,803</b>	<b>\$2,873,710</b>	<b>\$2,842,762</b>	<b>\$2,837,462</b>	<b>\$2,946,650</b>	<b>\$3,055,830</b>	<b>\$3,077,505</b>	<b>\$3,099,180</b>	<b>\$3,219,280</b>	<b>\$3,339,320</b>	<b>\$3,355,570</b>	<b>\$3,371,830</b>
<b>Operating Expenses</b>	<b>\$1,420,020</b>	<b>\$1,289,467</b>	<b>\$1,217,764</b>	<b>\$1,205,590</b>	<b>\$1,235,730</b>	<b>\$1,266,623</b>	<b>\$1,298,289</b>	<b>\$1,330,746</b>	<b>\$1,364,014</b>	<b>\$1,398,115</b>	<b>\$1,433,068</b>	<b>\$1,468,894</b>	<b>\$1,505,617</b>	<b>\$1,543,257</b>
<b>Net Operating Income</b>	<b>\$1,474,352</b>	<b>\$1,994,463</b>	<b>\$1,873,039</b>	<b>\$1,668,120</b>	<b>\$1,607,032</b>	<b>\$1,570,839</b>	<b>\$1,648,361</b>	<b>\$1,725,084</b>	<b>\$1,713,491</b>	<b>\$1,701,065</b>	<b>\$1,786,212</b>	<b>\$1,870,426</b>	<b>\$1,849,953</b>	<b>\$1,828,573</b>
(1) Raise meter rates to \$1.50 per hour in 2013, to \$2.00 in 2017 and \$2.50 in 2021														
(2) Raise off-street rates by approximately 10 percent in 2015 and 2019														

## Valuation of Parking System

There are three possible approaches for valuation of the parking system; Sales Comparison, Cost and Income Capitalization. The Sales Comparison approach looks at comparable sales of parking structures to assess the potential value of the parking structures in Scranton. This approach is not generally used to value parking structures due to the fact that so few parking structures are sold.

The Cost Approach assumes that a purchaser would pay no more than the cost to produce a substitute property of equal utility. In the case of the SPA's assets, this is difficult to address due to the fact that several of the parking garages are really beyond their useful life.

Therefore, we decided to use the Income capitalization approach to value the SPA's parking garages. We included the agreement to operate the on-street meter program into the valuation at this time.

For the cost approach we used the 2013 to 2022 net operating revenue before debt service. This was for a 10 year period as we do not feel confident enough with the projections of revenue to go beyond this period of time.

We ran the analysis at a discount rate of eight percent. Based on past work we have determined that this is a conservative discount rate. The value of the parking system, assuming the management agreement for the on-street parking at an eight percent discount rate is \$21,626,300.

## Recommendations

Overall, the recommendations are intended to enhance the existing supply of parking, parking lots, signage, pedestrian enhancements and marketing changes. A parking system is not just about parking vehicles, it also involves the walkability of a downtown, signage, parking enforcement, lighting and the marketing of parking to owners, employees and customers.

The utilization of lots can depend on any or all of these factors and the overall conditions of the parking areas. Fundamentally, these issues can be a negative or positive impact on a parking system and thus downtown economics in general. The following recommendations will aid Scranton in creating a more efficient parking system.

### **Discourage the Development of Any New Private Parking Lots in the Downtown:**

A parking system works best when the parking is shared and the Municipality is in control of 50 percent or more of the available parking in the downtown. This is important because it allows shared use parking. The City can then manage, regulate and enforce the parking more efficiently, keeping these costs down and benefiting the downtown economically.

Scranton currently meets this benchmark and controls 61 percent of the parking. This number includes reserved parking that is owned by the City which is not available for shared use, thus dropping the percentage of available shared use parking slightly. When parking spaces are not shared they often go unused for the majority of the day. Scranton's current utilization rates are right around 50 percent and the parking garages are underutilized in the downtown core. With the available parking Scranton needs to encourage density and not allow any further private parking lots in the downtown.

#### **Recommendations:**

- A. In general, Rich and Associates recommends minimizing surface lots and large breaks between buildings to promote walking in the downtown. Surface lots should be located behind buildings or on blocks where the Municipality is not trying to create density. People tend to walk further without complaints if the walk is pleasant, enjoyable and engaging. Landscaping, murals, art and decorated store windows tend to create an experience worth walking. Parking areas are important, though large parking lots without landscaping can be viewed as unsightly, unsafe and discourage pedestrian activity.

### **Develop A Working Relationship with the Current Parking Access Revenue Control Provider:**

Work with the current provider of the Parking Access Revenue Control (PARC) to reset all of the gates in the parking garages and lots. Currently the Lot Count Differential report is off in the Linden garage and the Electric City Garage. The reports are wrong and therefore useless until the issue is addressed. These reports should be reviewed weekly and provide the SPA important data to understand how the parking system is working and where changes need to be made.

SPA Staff should work with the PARC provider to get instruction on what data the reports can provide how to obtain reports from the current system.

#### **Recommendations:**

- A. SPA staff should contact PARC provider to determine how to fix errors in the Lot Count Differentials reports.
- B. The SPA staff should work with current PARC provider to get instruction on facility reports, which reports to pull and what each report contains.
- C. Develop policies for reviewing the reports and addressing issues on trends that are negatively affecting the system such as lost tickets or a decrease in ticket averages.
  - 1. Data on average (decrease or increase) utilization can provide indications for rate adjustments.
- D. Review key metrics such as ticket averages, total tickets and lost tickets that can indicate problems in revenue collection.

#### **Signage:**

Scranton has vehicular wayfinding in the downtown. The signs are not all the same in text and color. This recommendation focuses specifically on the parking wayfinding that leads a customer/visitor to the public parking lots and structures. There needs to be more directional location signs leading a driver to the public parking areas.

It is difficult to know if the parking lots are public or private. All public parking structures and lots should have identification parking signs at the entrance listing who can use the parking, the duration of parking, the hours of operation and the hours of parking enforcement.

## Best Practice For Parking Signage

Rich and Associates has established a best practice for vehicle and pedestrian wayfinding parking signage. These best practices have been developed by looking at successful signage in other communities and through signage programs that we have developed. Scranton has a variation of many of these signs, though all are listed to show how all of the sign types work together.

As a best practice, the following four types of parking signs that increases drivers' wayfinding experience are strongly recommended. Communities often miss the important role that signs play in making visitors comfortable with their surroundings and the effect that signs can have on vehicle travel and parking use efficiency. Additionally, there needs to be pedestrian wayfinding signs to deal with the driver/passenger transition from vehicle to pedestrian modes. It should be noted that sign color, size design and placement may be impacted by local, county or State highway department's regulations.

**Directional/Location:** Directional-parking signage is distinct in color, size and logo and directs drivers to off-street parking areas. Parking location signage complements the directional parking signage. The signs have arrows pointing to the off-street lots. The signs are mounted on poles at standard heights, on the streets.



**Identification:** Identification signage is placed at the entry of each parking lot. The name of the parking area is identified and the type of parking available as well as hours of enforcement and the hours of lot operation is listed on the signage. The identification signage is distinctive in color and size, and it is located on a pole at a lower height.



**Vehicular Wayfinding:** Vehicular wayfinding signs are placed at the points in the downtown to lead to places of interest and parking locations. The sign also points out the various landmarks or attractions that can be found. These types of signs are placed at locations easily found by a driver and are intended to help that driver orient themselves to the downtown area.



**Pedestrian Wayfinding:** Pedestrian wayfinding signs or



kiosks are placed at the points of pedestrian entry/exit to parking lots. Typically a map illustrating the downtown area that points out the various shops or attractions. These types of signs are placed at locations easily found by a pedestrian and are intended to help that person orient themselves to the downtown area to locate their destination and then be able to return to where they parked.



**Recommendations:**

- A. There should be more directional/location signs in the downtown, especially signs that lead drivers to public parking structures. These signs should clearly identify customer/visitor parking. The current signs are not all consistent in text, color and shape. The recommendation is for additional signs and that all signs to be the same color and shape.
- B. Use identification signs that let a customer/visitor of the downtown know what lots are public, the allowed parking durations and hours of operation. Each lot should be named and those signs located at the entrances to the lots. Scranton has some identification signs, though not all public lots have this sign.
- C. The one and two hour on-street parking signs should be spaced at approximately every 100ft – 120ft. There are some block faces where it is difficult to know what the time durations are for on-street parking.
- D. Consider adding a pedestrian wayfinding kiosk on the square and in all parking structures.

**Marketing:**

Marketing is an important and often overlooked component to a successful parking system. Marketing initiatives should be directed towards downtown employers, employees and customers/visitors. Materials can include direct mailings, brochures, maps, kiosks, on-line web pages or articles in magazines, newspapers, etc.

Information contained in the marketing material should include parking locations, up-coming changes, regulations, fine payment options and any other information relating to the parking system. An individual's perception of Scranton is greatly enhanced if they know ahead of time where parking is located and what the durations are.

Scranton currently has a great deal of information regarding parking listed on the city's web page regarding parking. This page should cover all parking information for both customers/visitors and business owners and employees of the downtown.

Information that should be included:

- parking map that shows all public parking locations
- durations both on-street and off-street
- hours of enforcement
- detailed information on tickets
  - fines
  - where to pay
- where employees should be parking
  - importance of on-street parking for success of businesses
- any changes to the parking system
- special event parking instructions and directions

Additionally, the City should actively encourage businesses to include a link to the City's parking page on their own web site.

### Recommendations:

- A. The City's web site should be modified to have a tab on the main page for Parking.
- B. The parking web site should include information listing the hours and days of enforcement, parking regulations and where to pay a ticket if one is received. There should also be language about promoting the "park once" concept where if someone is coming downtown for more than one purpose, they should look to off-street parking areas so all errands can be done without moving a vehicle.
- C. Businesses should be encouraged to have a link to the city's web site and parking page. This allows customers and visitors to click on a link and go directly to the parking page.

- D. Specific marketing initiatives can be aimed at local employers and employees that inform them of the importance of keeping on-street parking available for customers and visitors. An incentive program could also be used such as a drawing once a month for those employees that are participating in the program and park in the appropriate parking areas.

## **Parking Enforcement:**

Parking enforcement is an important component of a parking system that is designating on-street parking for customers and visitors. By differentiating the time limits of parking between on-street and off-street parking, we are helping to ensure that customers and visitors always have adequate and convenient parking. However, it is necessary to enforce the parking time limits in order for the allocation to work.

In general, we found that the violation rate for on-street to hour parking was at nine percent which indicates that employees in general are respectful of on-street parking limitations. Enforcement is key to maintaining the availability of customer/visitor spaces and keeping employees parking in the structures thus maintaining the perception that there is available parking.

## **Recommendations:**

- A. An enforcement officer should be able to monitor between 600 and 800 parking stalls per shift. Parking enforcement should be carried out by a parking enforcement officer routinely from 9:00 A.M. until 8:00 P.M., five or six days per week.
  1. Officers should be dedicated to parking enforcement duties only during their shift in order to ensure that proper routing and timing or stall observation is consistent throughout the day.
  2. Routing is the pattern of the officer enforcement walks. Time limited public parking stalls should to be observed once per duration maximum or at least two to three times daily. Specifically, the goal is that a two-hour parking space should to be observed by an officer every two hours from 9:00 A.M. until 8:00 P.M., five to six days per week.
  3. Scranton has 1,095 on-street parking spaces that need enforcement, though all of these spaces are not two hour parking. This allows the current staffing of three part time parking enforcement officers with two enforcement officers working on the same days to work fairly efficiently.

**Guidelines on efficient and effective parking enforcement include:**

- Routing of officers so that a complete circuit is followed every two hours in the downtown area and every three hours for three hour parking.
- Officers should use handheld parking ticket writers that track license plate numbers.
- Every parking space, whether occupied or not, is then entered into the handheld.
- Staffing should be at a level adequate to assign one officer to monitor up to 600 - 800 parking spaces per shift.
- Parking enforcement officers should be dedicated to parking duties, only being re-assigned during emergencies or special circumstances that may arise.
- Street signs should indicate that parking is enforced from 8:00 A.M. - 5:00 P.M.