City of McKinney
Downtown Parking Rate Study

September 1, 2010

Gateway Planning Group

Kimley-Horn and Associates, Inc.

Table of Contents

1. Background and Project Scope 4
2. Peer City Review 6
3. Successful Parking Organizational Models 14
4. Payment-in-Lieu Program 25
5. Revenue Control Systems 33
6. Revenue Projections 38
   - *A. Revenue from On-Street Meters 40*
   - *B. Revenue from Off-Street Surface Lots from Transient Parkers 44*
   - *C. Revenue from Off-Street Surface Lots from Monthly Parkers 47*
   - *D. Revenue from Off-Street Garage Parking 48*
   - *E. Revenue from Enforcement of On-Street Meters 50*
   - *F. Revenue from Enforcement of Off-Street Surface Lots 50*
   - *G. Revenue from Enforcement of Off-Street Garage Parking 51*
   - *H. Installation Costs for On-Street Meters 51*
   - *I. Installation Costs for Off-Street Surface Lot Pay Stations 54*
   - *J. Installation Costs for Off-Street Garage Equipment 55*
   - *K. Annual Costs for On-Street Equipment Maintenance 56*
   - *L. Annual Costs for Off-Street Equipment Maintenance 56*
   - *M. Annual Costs for Off-Street Garage Maintenance 57*
   - *N. Annual Costs for Parking Enforcement Staffing 57*
   - *O. Summary of Revenue Projections 59*
   - *P. Other Considerations 63*
7. Conclusions and Recommendations 65

Attachments

Attachment A – Peer City Completed Survey Forms

Attachment B – Peer City Special Programs

Attachment C – Peer City Payment Methods

Attachment D – Other Cities Surveyed

Attachment E – Collier's International Parking Survey – 2008

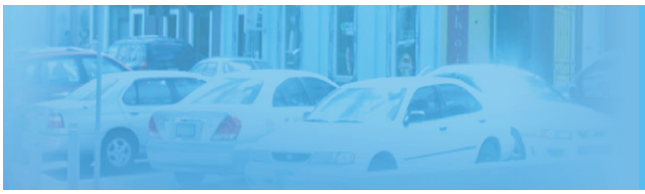
Attachment F – Collier's International Parking Survey – 2009

LIST OF FIGURES

Figure 1 - Maximum Hourly Parking Rates at Meters of Peer Cities 9
Figure 2 – Daily Maximum Fee in Garages of Peer Cities 12
Figure 3 – 2009 Town Center Parking Study Area by Ring 41
Figure 4 – Central Downtown Public Surface Parking Lots 44

LIST OF TABLES

Table 1 – Hourly On-Street Metered Parking – Collier's International Parking Study (2008).. 7
Table 2 – On-Street Parking Rates (Metered Parking) of Peer Cities 8
Table 3 – Hours of Operation for Meters of Peer Cities 10
Table 4 – Parking Fees Charged at Public Surface Lots of Peer Cities 11
Table 5 – Hourly Rate for Garage Parking – Collier's International Parking Survey (2009)..... 11
Table 6 – Parking Fees Charged in Garages of Peer Cities 12
Table 7 – Peer City Parking Management 13
Table 8 – Approximate In-Lieu Fee per Space in Florida Cities 30
Table 9 – Calculation of On-Street Parking Gross Revenue Projections 43
Table 10 – Revenue Hours for Off-Street Public Parking Facilities 46
Table 11 – Daily Transient Parking Revenue for Off-Street Facilities 47
Table 12 – Monthly Parking Revenue 48
Table 13 – On-Street Parking Spaces – Ring1 52
Table 14 – On-Street Parking Spaces – Ring 2 53
Table 15 – Cost of On-Street Meter Equipment 54
Table 16 – Number of Pay Stations Required 55
Table 17 – Cost of Surface Parking Pay Stations 55
Table 18 – Equipment Required for a Garage 56
Table 19 – Estimated Annual Cost of Enforcement 58
Table 20 – Estimated Annual Cost of Enforcement, Scenario 3, Years 1-3 58
Table 21a – Scenario 1 Projected Cash Flow – 3% Growth..... 60
Table 21b – Scenario 1 Projected Cash Flow – 10% Growth 60
Table 22a – Scenario 2 Projected Cash Flow – 3% Growth..... 61
Table 22b – Scenario 2 Projected Cash Flow – 10% Growth 61
Table 23a – Scenario 3 Projected Cash Flow – 3% Growth..... 62
Table 23b – Scenario 3 Projected Cash Flow – 10% Growth 62



1. Background and Project Scope

The McKinney Historic Town Center contains neighborhoods and commercial districts that are well established, stable, eclectic, and historic. These places collectively form the core of the City. This area includes the oldest developments in McKinney and is characterized by development patterns that occurred over the first 150 years of the community, well before the advent of the automobile. As such, this area reflects the design and development patterns that occurred over several decades that did not include provisions to provide for adequate parking or use of existing parking in order to facilitate and support the economic development and growth of the downtown area.

The City of McKinney recognizes that parking is a foundational element of the Town Center's economic vitality and quality of life. The total amount of parking available, its location, and how it is managed play important roles in promoting Town Center businesses, attracting visitors, and accommodating commuters and residents. However, balancing walkability and pedestrian orientation with vehicular accessibility will be a challenge in establishing and managing a successful downtown parking program. With these important factors in mind, the City of McKinney desires to gain a thorough understanding of the parking dynamics in the Town Center and how they will evolve over time.

In conjunction with the Town Center Study Initiative, Kimley-Horn and Associates, (KHA) has previously studied the existing parking supply and demand as well as the future parking needs associated with the vision for the Town Center (2009 Town Center Parking Study). That study identified the need to understand the City's role in managing and financing parking overall and overtime. Specifically, the 2009 report discussed various management strategies to be considered for more efficient use of limited parking facilities as well as recommended the use of a more proactive approach to managing existing parking supply.

Purpose of This Study

An integral component of providing the future supply of parking is to develop a method for managing the existing parking facilities so that patrons effectively use the facilities as designed. The development and implementation of a comprehensive parking strategy is necessary in order to meet today's challenges as well as those to come from the growth in future parking demand.

The City currently provides a combination of on-street parking and off-street parking (surface lots) for patrons of the downtown area. There is currently no parking revenue control system engaged for the on-street parking areas or in the off-street surface lots. Following the 2004 Parking Study, the City of McKinney implemented a "Three-for-Free" program that designates certain areas or portions of public parking

as free three-hour parking spaces between the hours of 8:00 a.m. and 5:00 p.m., excluding Saturdays, Sundays and all legal holidays. Once a patron exceeds the three hour time limit, they are subject to enforcement action. However, this program lacks adequate enforcement that results in abuse of the program.

The purpose of this study is to evaluate certain strategies to enable the City of McKinney to better manage its parking assets to result in:

- Providing a more effective parking environment for patrons who visit the downtown,
- A revenue stream for the City which can be reinvested into:
    - Providing further improvements in the parking supply and streetscape of downtown,
    - Providing revenue sources to pay for maintenance of parking facilities, and
    - Create a higher level of customer service
- Creating strategies to use parking as a tool to further economic development

The KHA team implemented a "Peer City Review" to collect data from several cities that have similar characteristics to the City of McKinney. In addition to the "Peer City Review," we have included several references to other cities throughout the United States where they offered a unique perspective on certain aspects of their parking program.

Implementation of the recommendations in this report will help the City to better manage the parking assets, provide for long-term maintenance of the parking assets and expand the parking program. Updated management of this valuable asset may allow for financing the design and construction of additional parking facilities and support downtown development by accommodating the future parking demand.

2. Peer City Review

An effective tool used for this analysis was to survey other communities (peer cities) that have similar characteristics to the City of McKinney in order to determine the strategies used to deal with parking within their downtowns. This peer city survey included questions dealing with size and scope of parking facilities, pricing strategies for on-street and off-street parking, enforcement of facilities and ordinances, and other issues regarding parking strategies.

The Kimley-Horn staff collaborated with City of McKinney staff to develop a list of peer cities. The list included cities of a variety of sizes and locations (some were from outside Texas), but the overriding characteristics were that peer cities needed to be a county seat and/or have a historic district. There were six cities included in the initial list that did not have an active parking program. These six communities are included in Attachment D to this report with descriptions of their limited parking programs.

The peer cities included in this report are:

- Asheville, NC
- Austin, TX
- Fort Worth, TX
- Galveston, TX
- McAllen, TX
- Savannah, GA
- Ventura, CA

The survey document was discussed with representatives of each of the selected communities and then forwarded to that individual to complete and return. Copies of each completed survey form are included as Attachment A to this report.

The industry standard for pricing strategies is to encourage patrons to use parking facilities as they were designed. For example, on-street parking is typically designed to encourage patrons to park for only a short time period, resulting in high turnover during the day. Off-street parking (garage and surface lots) is typically designed for longer duration parking (parking exceeding four hours).

In addition to these surveys, the KHA team included an annual parking study conducted and published by Collier's International. This study includes information from across the United States as well as international cities for comparison. The 2009 Collier's survey (Attachment F) was used to review parking rates for off-street parking; however, since this survey did not include on-street parking rates, the 2008 Collier's survey (Attachment E) was used for these statistics.

This report will highlight certain areas from the survey that may be most important to the City of McKinney to incorporate into the strategies for managing the City's

downtown parking. Data from the price surveys was used to develop financial projections (included in Section 6 of this report).

The industry standard for pricing strategies is to encourage patrons to use parking facilities as they were designed. For example, on-street parking is typically designed to encourage patrons to park for only a short time period, resulting in high turnover during the day. Off-street parking (garage and surface lots) is typically designed for longer duration parking (parking exceeding four hours).

On-Street Parking

Table 1 below shows the average on-street parking rates charged by major cities throughout the United States included in the 2008 Collier's International Parking Rate Survey.

Table 1
Hourly On-Street Metered Parking Rates (2008)

	High	Low	Median
National Median	$1.88	$1.05	$1.48

Source: Colliers International Parking Rate Study

All of the peer cities included in this study are currently charging on-street parking rates lower than the national median reflected in the Collier's International study.

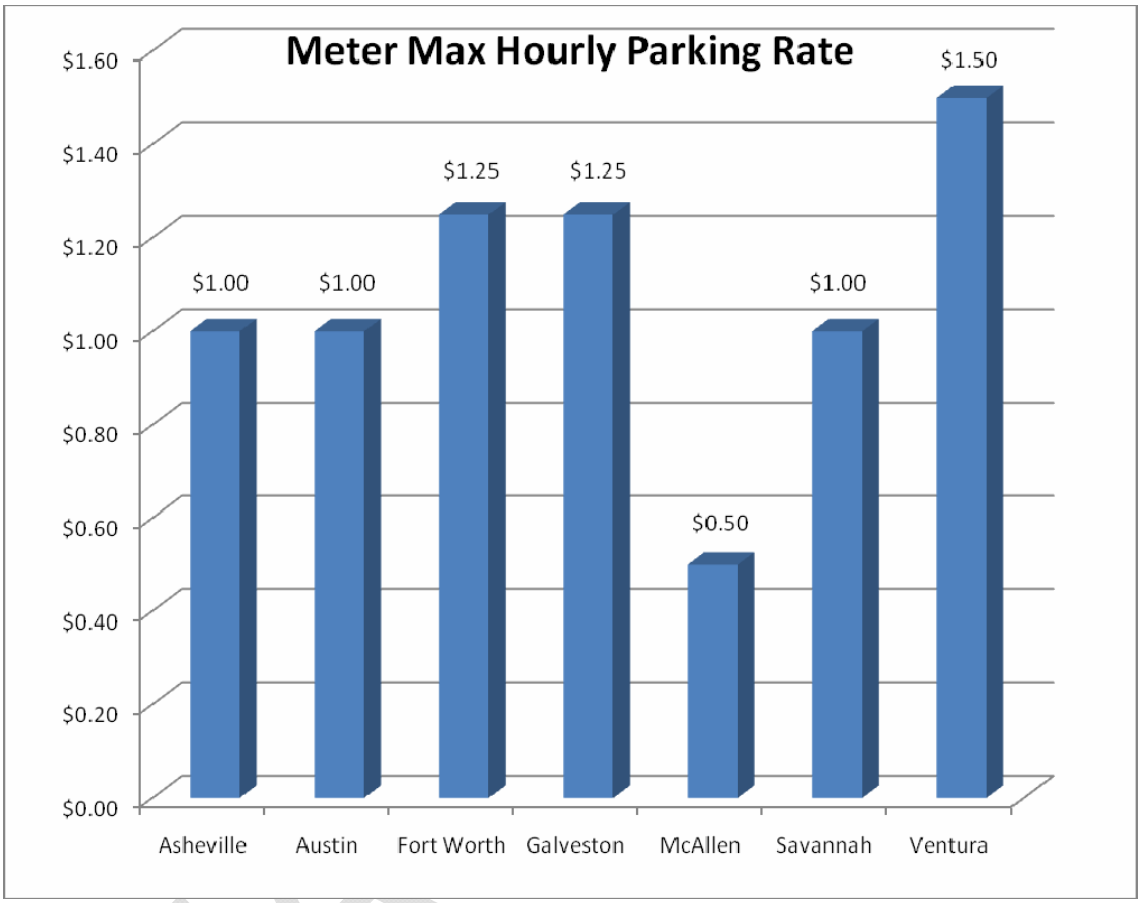
Table 2 shows pricing rates charged for on-street parking within peer cities included in this study.

Table 2
On-Street Parking Rates (Metered Parking) of Peer Cities

Peer City	Number of Parking Meters	Hourly Parking Rate	Annual/Monthly Parking Rate	ADA On-Street Parking Rate
Asheville, NC	1,202	$1.00	$30 to $45/month	Normal Rates
Austin, TX	4,500	$1.00	N/A	Free
Fort Worth, TX	2,200	$0.50 to $1.25	N/A	Free
Galveston, TX	700	$1.25	N/A	Normal Rates
McAllen, TX	1,181	$0.50	N/A	Free for Disabled Vets, Medal of Honor, POW, and Purple Heart
Savannah, GA	3,000	$0.30 to $1.00	N/A	Normal Rates
Ventura, CA	625	$1.00 to $1.50	$20/year	Free

Figure 1 shows the maximum hourly parking rate charged by the peer cities within our survey. The range shows a low of $.50 per hour in McAllen, TX to a high of $1.50 per hour in Ventura, CA. The average on-street parking rate charged by the peer cities is $1.07 per hour.

Figure 1
Maximum Hourly Parking Rates at Meters of Peer Cities



An integral component of an on-street meter program is establishing the hours of operation that are subject to the parking fee. Most communities operate their meter program during business hours; however, there has been a significant change in strategy over recent years to expand the hours of coverage to include longer hours (extending hours to 10:00 P.M. or later) as well as to include weekend activities.

Table 3 includes the hours of operation of the peer cities included in the peer city survey.

Table 3
Hours of Operation for Meters of Peer Cities

Peer City	Days	Hours
Asheville, NC	Mon- Sat	8:00 A.M. – 6:00 P.M.
Austin, TX	Mon – Fri	8:00 A.M. – 5:30 P.M.
Fort Worth, TX	Mon – Fri	8:00 A.M. – 6:00 P.M.
Galveston, TX *	Mon – Sat	Undetermined
McAllen, TX	Mon – Sat	9:00 A.M. – 6:00 P.M.
Savannah, GA	Mon – Fri	8:00 A.M. – 5:00 P.M.
Ventura, CA	Sun – Thurs Fri – Sat	10:00 A.M. – 10:00 P.M. 10:00 A.M. – 12:00 A.M.

** Galveston, TX lost all meters during Hurricane Ike and is currently replacing meters in the central downtown area.*

As depicted in Table 3, four of the seven peer cities included in the survey operate their parking meter program Monday through Saturday, with only one city operating their meter program on Sunday.

Public Off-Street Parking

The off-street parking program for this review is divided into two sections – surface lots and multi-level garages. Parking rates charged for parking in a surface lot is typically lower than that charged for a multi-level garage. The basic reason for this is due to the higher costs of designing, constructing and maintaining multi-level garages. Table 4 shows the parking rates charged for surface lots. Two peer cities do not own or operate any surface lots. Additionally, two cities (Fort Worth, TX and Ventura, CA) own and operate surface lots without charging for parking. The Collier's International Parking Survey does not include data on surface lots.

Table 4
Parking Fees Charged at Public Surface Lots of Peer Cities

Peer City	Lots/Number of Spaces	Average Hourly Parking Rate	Annual/Monthly Parking Rate
Asheville, NC	6 surface lots/ 2,240 spaces	$1.00	$55 to $65/month
Austin, TX	N/A	N/A	N/A
Fort Worth, TX	1 surface lot/ 100 spaces	Free	N/A
Galveston, TX	N/A	N/A	N/A
McAllen, TX	1 surface lot/ 379 spaces	$0.50	N/A
Savannah, GA	4 surface lots/ 570 spaces	$1.00	N/A
Ventura, CA	11 surface lots	Free	N/A

By comparison, McKinney currently owns and operates eleven (11) surface parking lots without charging a fee for parking at any lot.

Only three of the cities surveyed charge for parking in a surface lot. The amount charged in each city is considered reasonable and is the same rate that is charged for parking in an on-street metered parking space.

Table 5 shows the median hourly garage parking rates charged by major cities throughout the United States included in the 2009 Collier's International Parking Rate Survey.

Table 5
Hourly Rate for Garage Parking (2009)

	High	Low	Median
National Median	$8.91	$3.12	$5.57

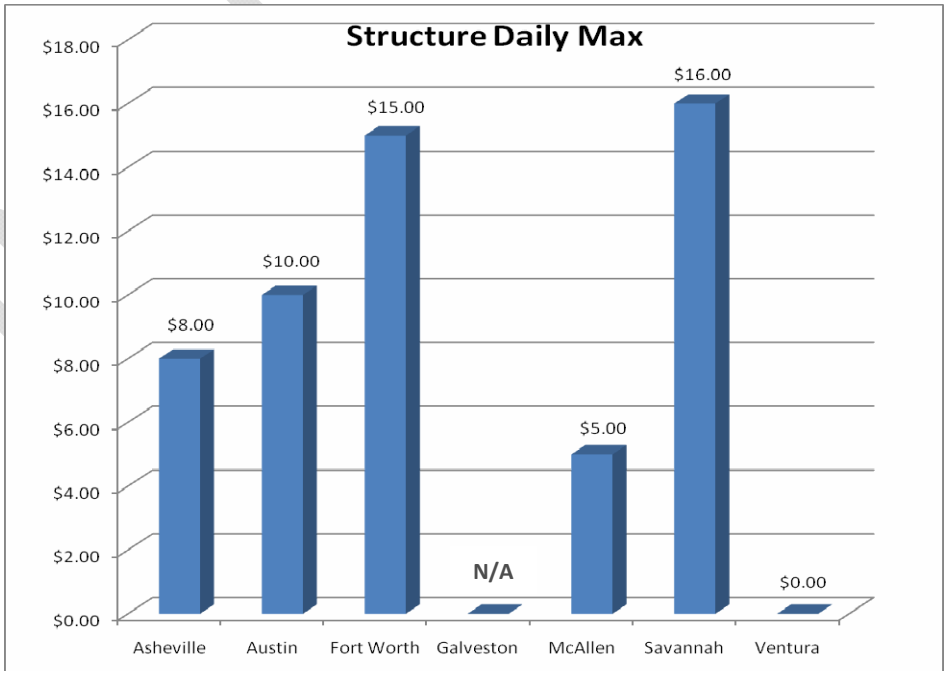
Source: Colliers International Parking Rate Survey

Table 6 and the associated Figure 2 show the hourly rates and maximum daily rates charged by the peer cities for parking in a multi-level garage. The parking rates charged by the peer cities are reflective of their specific downtown demand. As compared to the national rates shown in Table 5, all the rates charged by the peer cities are lower than the national medians.

Table 6
Parking Fees Charged in Garages of Peer Cities

Peer City	Structures/Number of Spaces	Hourly Parking Rate	Daily Max	Annual/Monthly Parking Rate	ADA Parking Rate
Asheville, NC	4 structures/ 1,100 spaces	$0.50 to $0.75	$8.00	$70 to $100/month	Pay normal rates in garages
Austin, TX	1 structure/ 725 spaces	$1.50 to $3.00/Hour; $5.00 flat rate after 5pm	$10.00	N/A	Pay normal rates in garages
Fort Worth, TX	2 structures/ 1,900 spaces	$2 per 30 min (first 1.5 hours), $10 for 1.5 to 6hrs, $12 for 6 to 12hrs, and $15 for 12 to 24hrs	$15.00	$75 to $125/month	Pay normal rates in garages
Galveston, TX	N/A	N/A	N/A	N/A	N/A
McAllen, TX	1 structure/ 438 spaces	$0.50	$5.00	N/A	Free
Savannah, GA	5 structures/ 3,416 spaces	$1.00/Hour; $2 flat rate after 6pm	$16.00	$35 to $280/month	Pay normal rates in garages
Ventura, CA	1 structure	Free	Free	N/A	Free

Figure 2
Daily Maximum Fee in Garages of Peer Cities



Parking Management

The most significant insight from this peer city survey was the identification of which department of the city was responsible for the management of the funds derived from the parking fees and citations. In every instance, the funds received for the payment of parking fees are deposited into a Parking Fund that is controlled by the entity responsible for the parking management for the city. In four of the peer cities, the revenue generated from the citation program is deposited into a General Fund. This is very unique in that many of the peer cities have established a parking management department that operates similar to an Enterprise Fund or a Parking Authority, both of which operate autonomously from the General Fund.

Table 7
Peer City Parking Management

Peer City	Parking Fee Revenue	Citation Revenue
Ashville, NC	Parking Enterprise Fund	Parking Fund
Austin, TX	Parking Fund	General Fund
Fort Worth, TX	General Fund	General Fund
Galveston, TX	Downtown Fund	General Fund
McAllen, TX	Downtown Services Fund	Downtown Services Fund
Savannah, GA	Parking Fund	Parking Fund
Ventura, CA	Downtown Parking District	General fund

According to the survey, only one peer city (Fort Worth, TX) operates as a General Fund Department. All of the remaining peer cities operate either as a Parking District, an Enterprise Fund, or an Authority. Further discussion of the various organizational models is described in Section 3 of this report.

Peer City Conclusions

The peer cities, with few exceptions, have implemented a policy to actively manage their parking assets by charging fees for use of the parking facilities, whether it is an on-street parking space, surface lot, or multi-level garage. Ventura, CA is the only peer city with no parking fee charged for parking in either a surface lot or their one garage. Fort Worth, TX owns and operates one small surface lot (100) spaces where parking is free. **All of the peer cities have implemented a policy to charge for on-street parking spaces.**

> Many of these peer cities have established a parking management department that operates similar to an Enterprise fund or a Parking Authority

3. Successful Parking Organizational Models

Parking System Organizational Evolution

Many parking systems, especially in municipal environments, have evolved over time into formal organizational structures that are termed "horizontally integrated." This means that various parking system components are spread among multiple departments or entities. It is important to realize that when these systems were being created, the development of parking management as a discipline had not fully developed. The following example illustrates how many municipal parking programs have evolved and also reflects the "fragmentation" that this approach can engender.

- There was a need to establish a parking function. The initial need was to manage on-street parking assets. Because Public Works already managed the streets, this function was located under the Public Works department.
- When the need for an enforcement function achieved critical mass, this was logically assigned to the Police Department.
- Over time, off-street lots and parking structures were added. The management of these resources was placed under the Facilities Management Division because they manage the City's real estate assets and facilities.
- Soon, there was enough revenue being generated that an audit/accounting function was established to ensure accountability over the revenues and expenses. This function was placed under the Finance Division.

It is imperative that any city parking organization be developed to become engaged as an active partner in community strategic development plans, transportation and traffic studies, retail revitalization and economic development plans, development/planning review processes, etc. There are several distinct models for the establishment of a viable parking organization to monitor, manage, and oversee the city's parking assets in order to provide an economic engine for sustained downtown development and economic growth.

In a parking program where each department only manages one aspect of the parking system, often times no one has the responsibility or the perspective, to manage all these interrelated components as a holistic system. In one study, where different departments each had a small amount of parking to manage along with responsibilities for several other areas, the observation was made that "parking was everyone's part-time job, but no one's full-time job."

The City of McKinney is in the unique position of being able to choose which model will best serve its needs, now and in the future, and this will position the City to move forward to support future downtown development.

Effective Parking System Organizational Models

As the parking management discipline has evolved, several very effective parking system organizational models have emerged. Each of these models has its own strengths and weaknesses depending on several factors including the parking system's size, degree of development, programs offered, political landscape, community goals, etc. The four successful organizational models are:

- The Consolidated ("vertically integrated") City Department model
- The Parking Authority model
- The "Contract" or Downtown Association model
- The Parking District model

The models all address the major problems associated with the "horizontally integrated model" described earlier.

There are, of course, several variations and hybrids of these models, but the ones listed above are the four primary alternatives. Each of these models will be explored in more depth in the next section, but they all have one common factor that contributes to their success: **They all address the major problems associated with the "horizontally integrated model" described earlier.**

Successful Parking System Organizational Model Descriptions

The following is a brief description of parking system organizational models that have shown demonstrated success in recent years. Each description is illustrated by an example of a specific program based on that model.

The Consolidated ("Vertically Integrated") City Department Model

The consolidated or "vertically integrated" City department model is essentially a typical City department – led by a department head and varying assortment of support staff. The defining characteristic of this model is that the Director has complete responsibility for the management of all parking related program elements. The primary elements of these being:

- Off-Street Parking Facilities
- On-Street Parking Resources
- Parking Enforcement

There are numerous other related areas that can become involved, including:

- Transportation (Transit, Shuttle Programs, Park-N-Ride Programs, etc.)
- Transportation Demand Management (Trip Reduction Programs, Preferential Parking for Car/Van Pools, etc.)
- Parking System Branding and Marketing
- Implementation of New Technologies
- Long-term Parking Facility Maintenance Programs (Facility Maintenance Reserves)
- Capital Program Development (CIP Programs, Planning)
- Parking Ordinance and Zoning Regulations
- Residential Permit Parking Programs
- Community Education/Outreach
- Parking Planning
- Interface with Downtown Development/Economic Development

The City of Fort Collins, CO has a consolidated parking management program that incorporates off-street parking (parking structures and surface lots), on-street parking (time limited on-street spaces) and parking enforcement. The City's Parking Manager also has developed a program to promote effective coordination and collaboration with the owners of private parking to better support evening restaurant parking demands and special events. Another feature arising from this integrated approach is that the City embarked on a parking technology assessment. A key feature of this assessment was to identify technology options that could link on-street/enforcement systems (Auto-Vu LPR enforcement technology/T-2 systems software) with the next generation of off-street parking equipment and potentially new on-street multi-space meters.) This type of creative and integrated thinking is more common in systems with a vertically integrated organizational structure.

Another impressive municipal parking system can be found in the Town of Rochester, MN (population of approximately 90,000 and home to the Mayo Clinic). Rochester's parking program takes the vertical integration model one step further and integrates not only on-street, off-street and parking enforcement, but also transit and transportation alternatives programs. The system manager has a background in transit system administration and has, over time, added various parking areas under his program responsibilities. The full integration of all access modes under one Director could be a model for many other communities in the future.

Examples: City of Fort Collins, Colorado; City of Rochester, MN

The Parking Authority Model

Many cities have implemented a Parking Authority to manage and operate parking assets. The Parking Authority operates as an autonomous entity with its own Board, management, and employees. Parking Authorities may also have autonomous bonding capability.

The defining characteristics of the Parking Authority model are:

- It has a defined mission and vision
- It is governed by a detailed management agreement
- Often has bonding capability
- Most often has responsibility for all aspects of parking operations (off-street, on-street and enforcement)
- It is typically headed by a President or Executive Director
    - Because of this, they tend to attract the highest caliber parking management personnel
- The Executive Director reports to a Board (Typically 7 – 15 members)
- The Board is comprised of influential and invested downtown stakeholders
    - Board Composition typically includes:
        - High level City staff
            - Mayor or City Manager (or appointee)
            - Director of Finance
            - Director of Public Works
        - Property Owners/Developers
        - Downtown Association President
        - Chamber of Commerce representative
        - Large Downtown Employers

Parking Authorities typically operate with a small, lean staff and engage a private parking operator to manage day-to-day operations.

One advantage of the Parking Authority model, especially in a municipal setting, is that it puts all the major parties at the same table (the Board) which provides open communication between constituents and eliminates negative discussions and comments (e.g., if we were running parking, we could do it better than the city, the DDA, etc.). Everyone is in the same boat together –all rowing in the same direction.

Although the Authority may not control all the parking in a downtown area, it does not mean they cannot affect the entire downtown. In Toledo, Ohio, the Downtown Toledo Parking Authority so dramatically transformed the operations in its three facilities that all the other private parking operations were forced to follow suit. Now virtually all downtown parking facilities have attendants in new uniforms,

customer service training for front-line staff, parking structure interiors are painted white, new customer-friendly parking technologies and programs are in evidence – all following the DTPA's lead. This is a good example of "the high tide raising all boats" phenomenon. It just took one group to set the example.

Example: Downtown Toledo Parking Authority

The "Contract" or Downtown Association Model

In a number of communities across the US, downtown Business Improvement Districts or Downtown Associations are increasingly assuming operational responsibility for parking known as the "Contract" or "Downtown Association" model. In some cases, this occurs because the City has never invested in public parking assets, creating a compelling need for coordination and a "management overlay" of the private assets available to create the appearance of a public parking system for the benefit of visitors and tourists.

In other cases, the business owners and downtown association leaders were frustrated by what they perceived to be an ineffectively run municipal parking program. The existing parking program was not viewed as being responsive to downtown businesses and their customers. So, downtown associations successfully lobbied the municipal government to let them manage the program and parking assets. In most of these cases, the municipal parking program was either badly fragmented among several disconnected departments (horizontally integrated) and/or there was no real parking management expertise.

Similar to the Authority model, the "Contract" or "Downtown Association Model" is governed by a well defined "Operating Agreement" that sets specific expectations and limits on the use of parking assets. These contracts or agreements must typically be reauthorized every 3 – 5 years based on whether the defined contract goals are met. If reauthorized, it is not uncommon for new goals and program objectives to be set for the next contract period.

In Boise, Idaho, the off-street parking program is managed by the Capital City Development Corporation – the Urban Renewal Agency. Through the aggressive use of Tax Increment Financing combined with a strategy of leading other desired development with parking infrastructure investment, Boise has become a national model of downtown resurgence.

Tempe, Arizona is a unique case study of a downtown where the City owned virtually no significant off-street parking assets. This model is very common and includes some of our nation's largest and most successful cities – Atlanta, Washington, DC, Denver, Seattle, Charlotte. In Tempe, the need for a coordinated parking system solution to provide a more user-friendly experience drove the downtown organization – Downtown Tempe Community, Inc. (DTC) to create what amounted to a "parking management overlay" program. Working with the owners

of the off-street parking assets, they created a parking system management plan. Through creative signage, a common parking validation program and extensive marketing, they branded the parking system to such an extent that, to the first time visitor, there is no doubt that Tempe has a well managed and comprehensive parking program. The truth is they do, but the City of Tempe does not own any of the individual assets. DTC acts, in essence, as a private parking management firm. They manage all parking staff and programs and return all profits to the facility owners, keeping only a modest management fee for their services. DTC also manages the City's on-street parking resources and reinvests those revenues back into the downtown.

Examples: Capital City Development Corporation, Boise, ID; Downtown Tempe Community Inc., Tempe AZ

The Parking District Model

The Parking District Model is slightly different than the other models defined above but does share the common element creating a "comprehensive parking management function" under the control of one organization ("vertical integration").

The characteristics of the Parking District Model include:

- They typically have a defined area with set boundaries
- They may have a "special assessment" that applies to all properties within the district
    - This revenue generally goes toward defined district improvements but is generally restricted to parking, transportation or downtown related projects
- They are generally run by an Executive Director or President (although some are run by City Department Heads)
- All revenues are collected and managed by the District for reinvestment in the District
    - In some cases, if revenues exceed operational or capital program needs, the additional funds or returned to the City's general fund
    - In another case, the City assesses the District a fee of 9% of net revenues in lieu of not assessing property taxes on the parking facilities. This money goes to the City's general fund
- Revenue sources typically include:
    - Special Assessment Millage (if applicable)
    - Fee-in-Lieu parking funds
    - Off-Street Parking Revenue

        - Could include miscellaneous revenue sources such as advertising (in parking structures), vending machines, retail space rental (mixed-use parking facilities), or
        - Special event parking revenue
    - On-Street Parking Revenue
    - Parking Enforcement Revenue

Parking Districts have made some significant contributions to the communities they serve. For example, in Boulder, Colorado, the Downtown and University Hill Management District/Parking Services can boast the following list of accomplishments (all paid for with Parking District revenues):

- Funding of the Eco-Pass Program - $700,000 for 2006
    - This program gives all downtown employees a free bus pass and contributes to a 45%-62% modal split among downtown employees. This is important because environmental stewardship is a core community value and because their streets could not absorb 38% additional single occupant vehicles.
- Repayment of a $3.4 million Mall Improvement Bond ($500,000/yr.)
    - This represents the parking program's contribution to community economic development. The Pearl Street Mall is the economic heart of Downtown Boulder. The parking system paid the $3.4 million bond to renovate the mall and cover it with free Wi-Fi for the Mall's 25th anniversary
- BID funding and Pearl Street Mall Services Program ($100,000)
    - This is another example of the parking program contribution to economic development. Downtown Boulder Inc. (the downtown BID) does an excellent job of being the marketing arm for Downtown Boulder and annually contributes $100,000 for BID funding and the Mall Services Program

- Parking structure debt service obligations
    - Of course parking district revenues also fund the development costs of downtown public parking structures as well as all parking operating and maintenance costs. One of the more impressive parts of this program component has been the leadership shown by the program in defining appropriate design guidelines for parking structures.
        - Only mixed-used structures are permitted

- Structures must incorporate street level retail and be architecturally consistent with the downtown fabric,
- Some have been multi-modal in nature – integrating transit functions with parking, and
- Most recently, they invested in a below grade parking structure in order to develop the above grade parcels for a new luxury hotel. It was much more expensive to build, but it was the "right" decision from an economic development and urban design perspective.

Example: Downtown and University Hill Management District/Parking Services – City of Boulder, CO

"Best In Class" Municipal Parking Systems Enhancing the Downtown Experience

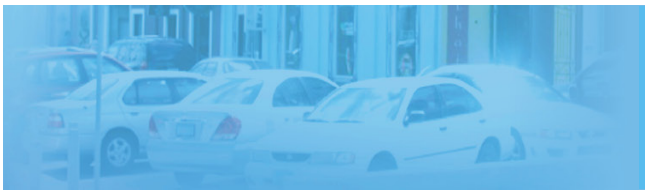
Parking is an essential element of a community's infrastructure, and, when well managed, it can contribute greatly to efforts to develop and sustain healthy and vibrant downtowns. Convenient, safe, clean and affordable parking is critical to attracting and retaining retailers, restaurants, office buildings/tenants and all other types of customers and developments.

It is clear that some of the most effective and progressive parking programs in the country today are those that have embraced a "dual mission philosophy" relative to parking management. **That is, when parking is managed by an organization whose primary objectives are downtown development and revitalization, different decisions are made relative to parking programs and policy development.** Further, day-to-day operations are often times outsourced and new technologies are introduced, leading to improved operational efficiencies, overall expense reductions and enhancements to customer service.

When parking is managed by an organization whose primary objectives are downtown development and revitalization, different decisions are made relative to parking programs and policy development.

These downtown or urban development organizations see parking through the lens of an "Enhanced Downtown Experience"

Generally speaking, these downtown or urban development organizations see parking through the lens of an "enhanced downtown experience." Parking becomes a multi-faceted tool that can be leveraged to achieve multiple goals. One important element in this new approach to parking management is that, because these organizations are generally either



leading or deeply engaged in the development of community economic development strategies, they are in a better position to align parking and downtown access management policies with the larger community goals.

> When downtown organizations are successful in managing municipal parking, there is often a transformation that is almost palpable in terms of staff and program attitudes.

This can take several forms. For example: Parking can be used as an economic development stimulus for certain targeted types of development that will help a city meet its defined development goals. Providing incentives for types of development that will be most beneficial to a city in the long-term helps it achieve a better balance of land-uses to provide a more diverse and sustainable city model.

While a City may still build some stand-alone parking facilities to meet specific parking demands in a given area, the latest trend is to effectively use public/private partnerships to strategically locate additional public parking in conjunction with mixed-use or transit oriented developments.

Under this model, a city and developers can share the costs of common infrastructure such as foundations, stair/elevator towers, sprinkler systems, parking access and revenue control systems, etc., creating a win-win for both parties.

This "spreading out" public parking supply can also promote a variety of beneficial goals such as better leveraging shared parking opportunities (thereby reducing the "over-building of parking supply" as argued by parking management experts such as Dr. Donald Shoup, Todd Litman and others), the promotion of "Park Once" strategies to reduce traffic, congestion and emissions, etc. It also promotes the adaptive reuse and in-fill of older buildings and supports the preservation of historic buildings. Through tools such as Fees-In-Lieu of building parking, this strategic placement of parking assets can be promoted, leading to better parking supply distribution. Through the adoption of urban design and parking garage design guidelines, downtown development can be shaped to be more a pedestrian and retail friendly environment.

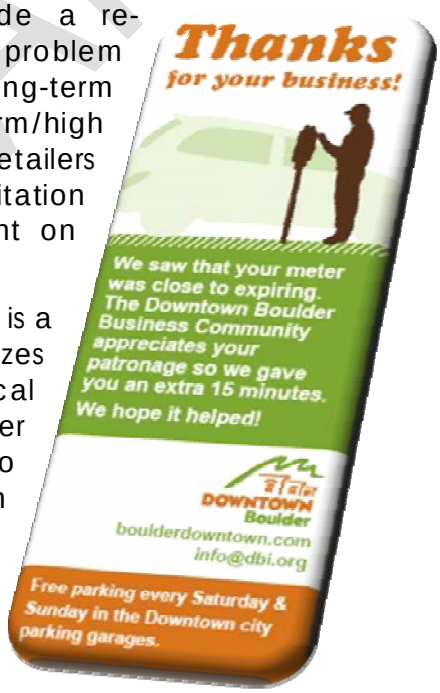
Other dimensions that are affected when parking is managed with an eye on downtown revitalization is how to approach decisions related to the multitude of "customer touches" that parking encompasses on a daily basis. It has become cliché to speak of parking as "the first and last impression" for a large number of downtown customers. However, that does not make it any less true.

In this arena, a city must evaluate such things as the benefits of traditional parking validation programs (which may benefit only a handful of merchants) compared to a more equitable (and less prone to abuse) "first hour free" type program. A first hour free program may actually cost the parking system more, but gives the downtown a very positive message to sell about parking and makes visiting downtown more appealing to those who aren't accustomed to visiting downtown.

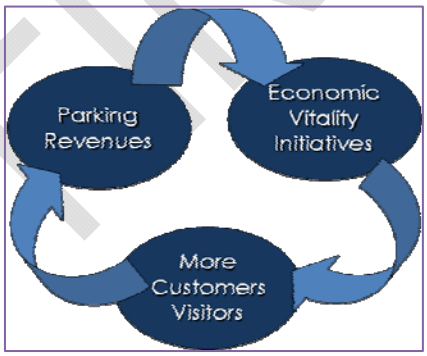
Other cities have found that, once people are attracted back to downtown, they get caught up in the experience, and the overall parking length of stay increases. In Boise, ID, after the implementation of equitable parking, the average parking length of stay went from 2.11 hours to 3.56 hours. In that case, the first hour free was implemented in conjunction with a back-end rate adjustment to minimize revenue losses.

When downtown organizations are successful in managing municipal parking, there is often a transformation that is almost palpable in terms of staff and program attitudes. Success had been measured by metrics such as "revenue per space" or "citation collection ratios;" however under this new approach, the mantra becomes: "How can we manage parking to make downtown more visitor-friendly?" or "Everything we do regarding parking should enhance the overall downtown experience!"

Examples of this change in perspective might include a re-evaluation of parking citation structures. If the REAL problem relative to on-street parking enforcement is habitual long-term parkers (employees) taking up what should be short-term/high turnover parking resources (needed to help downtown retailers and service providers be successful), then perhaps the citation structure should be changed to increased enforcement on chronic abusers and leniency on the occasional violator.



Another example that illustrates this change in perspective is a different kind of enforcement officer training that emphasizes the "downtown ambassador model" over the more typical enforcement/code compliance approach. In Boulder Colorado, the downtown ambassadors are authorized to put an extra quarter in a meter that is about to expire with a pre-printed note on customer's windshield that says: "we saw your meter was about to expire and we gave you an extra 15 minutes. We hope it was enough. Thanks for shopping downtown!"



Another primary objective inherent in providing parking as a tool in an enhanced downtown organization's tool kit is the idea of **"reinvesting parking revenues back into the district in which they were generated."** By strategic and well considered reinvestments, the district can be enhanced (with landscaping, cleaner streets/sidewalks, banner programs, ambassador programs, increased short-term parking supply generated by better enforcement practices, public art, etc.), visitation can increase (not to mention sales tax and property tax values), and parking

demand and revenue can receive a boost. This leads to even more potential reinvestment of parking revenues. It is this positive cycle of investment in economic vitality initiatives that is characteristic of this new parking management strategy.

The Capital City Development Corporation (CCDC) in Boise, ID has implemented a unique strategy in managing their parking assets by managing the off-street parking infrastructure in downtown. In addition to performing the operational type program elements discussed above, they also have a defined set of investment goals relative to parking and infrastructure investment. They have successfully used a strategy of "parking leading other investment" to spur significant and appropriate types of development in their downtown. The goal is to generate at least a 5 to 1 return on their public sector contributions.

An example of this is the recent "BoDo" (Boise Downtown) Development. The CCDC invested $14 million in 2 parking structures and $1.5 million in streetscape infrastructure. In return, they leveraged a large mixed-use development investment (including a cinema, hotel, retail, restaurants and offices) with a value of $62 million as well as a $25 million residential project (Aspen Lofts). As a result, CCDC's $15.5 million investment stimulated the private investment of over $87 million (a 5.61 investment ratio). This does not include the additional $600,000 in tax increment that was generated by the projects and projected $1 million in increased parking revenues over the next four years.

4. Payment-in-Lieu Program

One of the more widely implemented parking management strategies throughout the country is the payment-in-lieu of private parking option. Under this mechanism, private developers have the option to pay a fee into a municipal parking trust fund in lieu of providing the required off-street parking spaces for the new development. Cities then use the revenue to provide public parking spaces (usually configured in centralized parking lots or parking structures) to replace the private parking spaces the developers would otherwise have provided. Some cities also use these funds to provide transit, bicycle, and pedestrian improvements that can reduce parking demand.

Funds generated by the payment-in-lieu program are generally deposited into a parking trust fund account specifically established to provide parking and related improvements within a specific parking district. The program is managed by a variety of entities ranging from specific parking authorities to a department point person that oversees the payment-in-lieu program. Fees collected from private developments are used by the cities for the exclusive purpose of paying the cost of construction or reconstruction of parking spaces.

Many cities have successfully implemented in-lieu programs to improve downtown vitality and economic viability

Many cities waive off-street parking requirements for developments in and around downtown to encourage redevelopment of the area. Though supportive of redevelopment, these actions may contribute to both real and perceived parking problems within the downtown area. The potential danger in not addressing an existing parking deficit is that it could hinder future redevelopment aspirations of the city. With the increase in population and redevelopment, downtown business activity will continue to grow, resulting in increased parking demand. Hence, it is necessary to adequately accommodate parking demand to support economic development while still providing parking in a sustainable manner through public parking options.

A payment-in-lieu parking system is especially relevant and suitable in downtowns where the lots are smaller in size and it is difficult to achieve an economically feasible balance of building space and parking. Hence, minimum parking requirements often serve as impediments to new development and redevelopment. In-lieu fees provide developers with an alternative to providing all or part of the required parking spaces on-site.

Ideally, the total fee paid by a developer is the product of the number of parking spaces required but not provided and the current cost of providing a parking space within the parking district in which it is provided. In-lieu fees can be established as a

flat rate per parking space not provided, or per square foot of floor area, or through a case-by-case determination for the development as a whole. For larger communities, the fee may be graduated based on the area's land values and whether or not parking can be accommodated though surface parking lots or garages.

Most communities reevaluate their in-lieu fee periodically to adjust for inflation and construction costs. If implemented over a large geographic area, it may be wise to set graduated fees that are higher in areas where land values are greater or to reflect where a public surface lot would be built rather than a garage.

Some cities mandate participation in the payment-in-lieu program, while most offer developers the choice of whether to provide parking or pay the fee. The choice of whether to mandate or offer choice to developers depends on the unique circumstances and vision within each community. In order to make paying a fee more attractive to developers than providing parking on site, it must save them money. On the other hand, the fee must be high enough to facilitate the development of centralized parking facilities or to make enough transit or non-motorized mode improvements to reduce parking demand.

Developers may be concerned that the lack of on-site parking will make their development less attractive, especially if there is not much public parking available. Another concern is that the parking may not be built where or when the developer would like it. If developers are allowed to choose between providing parking on-site and paying a fee, those who most value on-site parking will build it and those who do not will not be forced to.

Fees-in-lieu are more effective when there is sufficient concurrent development in a defined area (to generate the funding to develop municipal parking facilities) or when there is sufficient excess parking capacity in public lots (to absorb the demand from new developments until additional spaces can be built). The community may also allow developers to defer payment until the parking spaces are built. If the fee is assessed per space, it may make sense to factor in differences between the number of parking spaces that would be required if they were built for the sole use of the private development and provided free to users and the number required in a shared public facility where there is some cost to park. Factoring in reductions in the number of spaces that the developer must pay for, in essence, can mean that the fees are both cheaper than what it would cost for the developer to provide parking on-site and sufficient to cover the full cost of the parking that will need to be built.

The reductions from the minimum parking requirements should ideally be standardized rather than case-by-case but could be calculated based on the extent to which the anticipated peak parking hours of the new use overlap with the current peak parking hours for municipal lots in the area. For example, predominately weekend and evening uses such as movie theaters would be given a greater reduction in places where weekday demand is highest. However, movie theaters would not receive a reduction in shared parking requirements if evening and weekend hours are already busy. Another consideration might be the (anticipated duration of parking for the use, e.g. less reduction for employee (all-day) parking than for shopper (short-term) parking). The community may grant an additional reduction in the number of spaces the developer must pay for if motorists will have to pay to park, as this may reduce parking demand somewhat by encouraging carpooling or use of alternative modes.

Funds generated by the payment-in-lieu program are generally deposited into a parking trust fund account specifically established to provide parking and related improvements within a specific parking district.

The required number of parking spaces may be provided in a facility developed through a joint venture agreement with the city or by a private entity in which the required number of parking spaces in a parking facility is specifically reserved for use by a specific development.

Many cities have successfully implemented payment in-lieu programs to improve downtown vitality and economic viability throughout the United States. This system is very prevalent in many cities within California. A case study of approximately 25 cities in the United States and 22 cities outside of the United States (Canada, Europe and South Africa) describes lessons learned from their experiences and is discussed in Donald Shoup's *"The High Cost of Free Parking"* (2005, Planners Press, American Planning Association; Chapter 9). The book also includes the payment-in-lieu system implemented in Orlando, Florida. Many other cities within Florida have also implement a payment-in-lieu system with varying levels of success including, Delray Beach, Hollywood, Miami, Miami Beach, and West Palm Beach.

City of Orlando

The City of Orlando requires developers to pay fees in lieu of the first required space per 1,000 square feet of floor area and allows them to choose whether to pay fees or supply the parking for the rest. The City also collects parking bonus funds[1] that are used for transit, bicycle and pedestrian improvements.

The amount of payment to the trust fund is determined by the average cost to the City for the construction of a parking space multiplied by the total number of spaces to be awarded. The average total cost is determined by the Director of Public Works and is revised annually by resolution of the City Council. The costs include actual costs and fees for design, legal, engineering, actual construction, inspection, finance and planning, and may include land costs.

City of Delray Beach

The City of Delray Beach has successfully implemented a payment-in-lieu program. The City's in-lieu program is only allowed within certain zoning districts (including the central business district, CBD-RC, and OSSHAD zoning districts). In addition, the in-lieu of parking provision is only allowed on properties that are considered infill development and are determined by the City Commission as impossible or inappropriate to provide the required number of on-site parking. The in-lieu fee option is not available for a change in use or addition of floor space if either occurs within two years of the granting of the Certificate of Occupancy (C.O.). The fee in-lieu option is available for up to two years after the date of the granting of the C.O.

The amount of the in-lieu fee is determined based on the district within which a particular development is located. There are four different parking districts within which the program is implemented. The fee is calculated based on the land values, type of parking facility and the cost of construction/maintenance of such facilities. The fee per space estimate within the four parking districts ranges from $4,000 to $18,200, based on the land values within each of the districts.

The in-lieu fee is required to be paid in full upon issuance of a building permit or in installments. Applicants that do not pay in full must enter into an in-lieu parking fee agreement with the City. The agreement is a restrictive covenant that binds the successor of the property. All proceeds from the payment-in-lieu program are used for parking purposes only. Also, as part of participating in the in-lieu fee program, the applicant must construct additional on-street parking, where adequate right-of-way exists adjacent to the subject property. The applicant is credited up to one-half space for each parking space developed within the public right-of-way.

[1] *Parking bonus funds are available for development in office, mixed-use corridor, and activity center districts in order to provide incentives for infill and redevelopment and to reduce travel distance and promote energy conservation. Such development must provide connections to public transit and enhance bicycle and pedestrian accessibility.*

In addition to the payment-in-lieu option, the City's code also has a provision for a public parking fee. When parking requirements are applied to new development, infill development that has been vacant for five years or longer, a change of use, or adding floor space to an existing building, the City Commission may approve the payment of a fee towards the construction of a public parking structure in-lieu of providing such required parking on-site. This option cannot be utilized in conjunction with the in-lieu fee provisions. The City allows private developments that are within 600 feet of a programmed public parking facility (excluding downtown) to contribute towards the construction of the parking facility instead of providing all of the required parking on-site. The cost per space is based upon the location of the property for which the public parking fee is being sought. The public parking fee is limited to no more than 25 percent of the total parking required for a development, and is also capped at an amount not to exceed 10 percent of the total number of parking spaces associated with the Programmed Public Parking Facility.

City of Hollywood

The City of Hollywood also implements a payment-in-lieu of parking system within its beach and downtown districts. A portion of the parking requirement may be fulfilled by payment of the fee in areas where all of the required parking is often difficult to accommodate on each site. However, the payment-in-lieu cannot be substituted for on-site parking, which results in a parking ratio of less than one parking space per unit in a new residential development or 0.5 spaces per hotel unit in a hotel development. The main features of the City's payment-in-lieu system are described below:

- For new construction and additions where the addition exceeds the area of the existing building, a one-time payment of $5,000 per space is collected at the time of building permit.
- For alteration or rehabilitation of existing structures resulting in an increased parking demand, developers are allowed to pay a one-time payment of $5,000 per space or a yearly payment of 5% of the fee per space for as long as the use exists.
- Funds generated by the program are deposited in a city account specifically established to provide parking and related improvements in the vicinity of the subject property.

City of Miami

The City of Miami implements a payment-in-lieu of parking system within certain districts including the Coconut Grove Business District and the Design District. Each district maintains its own improvement trust fund. The trust fund is maintained and administered by the Department of Off-Street Parking. The funds are used to facilitate public off-street parking, infrastructure improvements and maintenance and marketing to serve the area. Activities performed with funds from the trust fund include:

- Acquisition of land for parking purposes;
- Construction, maintenance, operation, and management of off-street public parking facilities; provision of public information to enhance parking utilization including publicity campaigns, graphics and signage, and other informational devices;
- Coordination of plans for parking facility improvements and expansion with public transportation plans and operations in the vicinity, particularly the joint facilities that might be operated in connection with Metrorail and any feeder services existing or future;
- Provision of transportation to off-street parking facilities through shuttle, tram or trolley service and related physical improvements such as bus shelters and right-of-way modifications; and
- Other related activities as may be appropriate to carry out the intent of this article including, but not limited to, reimbursement of administrative costs, infrastructure improvements in the public right-of-way, contributing to maintenance of the public sidewalks within the business district defined herein, as well as destination marketing (only through providing matching funds).

The fee estimate per parking space for purchase is approximately $5,400 in the Coconut Grove Business Improvement District and $12,000 in the Design District. A permanent certificate of waiver is issued upon payment of the purchase price. The permanent certificate of waiver runs with the land, and may be leased to another owner within district. The fee may also be paid in installments over a self amortizing period of 15 years. In addition, a rental fee-in-lieu program is allowed for supplemental off-street parking for restaurants at the rate of $600 per parking space, per year, to be paid on a monthly basis in the Coconut Grove Business Improvement District and $800 in the Design District.

Payment-In-Lieu Fee Summary

The payment-in-lieu fees vary within each municipality depending on the local conditions, specific land values and existing and future parking demand. *Table 8* compares the in-lieu fees required in each municipality reviewed.

Table 8
Approximate In-Lieu Fee per Space in Florida Cities

City	In-Lieu Fee
Orlando	$9,800
Delray Beach	$4,000 - $18,200
Hollywood	$5,000
Miami	$5,000 - $12,000

Benefits of In-lieu Fees

Payment-in-lieu system of parking management can offer many benefits to the city and developer.

Some of the benefits are listed below:

- Offers developers some flexibility and an alternative to providing all of the required parking spaces on-site when it becomes too difficult or expensive to provide parking on-site.
- In a downtown with a mix of land uses, public parking allows for sharing of parking among different sites, thus reducing overall parking demand.
- Through consolidation of parking in public parking spaces, it allows for more efficient use of buildable space on individual parcels within downtowns and redevelopment areas.
- Reduces the need for parking variance requests by developers.
- Increases economies of scale of providing parking due to consolidation of parking in a few targeted locations.
- Promotes shared parking since customers can park once and visit multiple locations, thus reducing multiple shorter trips within a downtown or redevelopment area

Challenges with In-lieu Fees

In spite of all the apparent advantages, some jurisdictions have had difficulty with effectively implementing a payment-in-lieu system. Some of the challenges generally reported in the literature are listed below:

- Some developments have reported difficulty obtaining loans from financial institutions since the lack of on-site owner-controlled parking is often perceived as an economic impediment.
- Due to the lack of on-site owner-controlled parking, there might be difficulty in attracting tenants and customers in some cases.
- In some cases, the fees are perceived as being too high by the developers and there might be a reluctance to pay the City for parking. It is especially relevant to downtowns and redevelopment areas that already experience difficulty in attracting businesses.

In spite of the above-mentioned challenges, payment-in-lieu systems are still considered one of the best parking management strategies, especially for downtown areas. It works even more effectively when it is combined with high quality, mixed use, urban developments that effectively generate the economies of scale required for shared public parking.

Applicability to City of McKinney

The implementation of a payment-in-lieu system with shared parking is an excellent strategy for areas like McKinney's historic Town Center. Requiring each use to provide separate parking facilities within the tight downtown grid can degrade the

pedestrian environment, limit density, and encourage drivers to drive from one site to the next rather than parking once and walking between nearby destinations. By consolidating parking in centralized public lots or structures and allowing developers an alternative to providing parking on-site, a fee-in-lieu system can encourage in-fill development and redevelopment within the downtown area. It can also improve the overall efficiency of parking provisions by addressing the needs of the area as a whole, rather than the needs of each individual site.

The provision of shared municipal parking at centralized locations can also limit the frequency of surface parking lots associated with each individual development, thus allowing more frontage for retail on the streets. It can also provide the opportunity to improve the urban fabric within downtown by allowing development of large mixed use projects that work in a unified environment. Eliminating small concentrations of surface parking for every development allows a potential increase in density within the smaller downtown grid.

5. Revenue Control Systems

Installing revenue control systems for use of on-street and off-street public parking spaces could serve as a consistent source of revenue for the City of McKinney. This constant source of revenue could then be utilized to help pay for streetscape improvements, maintenance and parking enforcement.

There are several options of available parking meter technology that should be reviewed for acquisition and implementation. Each of these types of meters is designed for specific situations, and it is possible that a combination of several might be the most appropriate solution for deployment within McKinney's Town Center. The four main types of technology available are:

- Single Space Meters
- Dual Headed Meters
- Multi-Space Meters:
  - Pay-by-Space Meters
  - Pay-and-Display Meters
- Multi-Space Pay Stations

Single Space Meters

Single space meters are typically installed at on-street parking spaces where there is a small quantity of spaces to be metered. These meters can accept coins and credit/debit cards and the newer meters can be configured to accept payment by cell phone.

The older meters were mechanical meters that could only accept coins. The newer meters available today are electronic and can accept numerous payment options. These new meters can also provide detailed accounting and management information to a central server if they are installed with a web enabled software/communication feature.

By accepting coins, the coin vaults must be collected and the coins subsequently counted, which results in operational costs associated with this function. Many cities contract with a third party to perform this function.

Dual Headed Meters

In an attempt to reduce the total number of meter stanchions installed on a block face, many cities decide to install a single stanchion serving two parking spaces that will hold two single space meters. These meters function as a single space meter per parking space.

Multi-Space Meters

To further reduce the number of meter stanchions on a block face, many cities are deploying multi-space meters. A single multi-space meter can serve as many as twelve on-street parking spaces. Multi-space meters are available in two options: Pay-by-Space or Pay-and–Display. There are advantages and disadvantages to each option, and the city should carefully evaluate which technology offers the most benefit for their specific operation prior to acquiring and deploying this technology. The two different types of multi-space meters are described further below.

Pay-by-Space Meters

The electronic meter has dramatically improved on-street parking management and contributed greatly to the transition of parking programs from a simple way of managing curb regulations into a public sector "business". These meters provide municipalities with the ability to reduce operating costs and improve enforcement efficiencies.

The latest generation meter offers enhancements in operability, maintenance, collections, revenue and customer convenience. These meters provide the ability for reconciliation of revenue with collection, assisting adjudication by verifying meter performance, information to manage collection, maintenance and repair schedules, etc. In particular, Pay-by-Space meters have proven to be highly reliable in terms of dramatically improved operability; reduced maintenance, repair and collection costs; reduced vandalism; and the availability of online viewing of meter operations from a centralized computer. Most models accept credit cards and other payment methods, thereby improving customer service, reducing theft and reducing operating costs associated with the collection and counting of coins.

The major disadvantage of Pay-by-Space meters is that each on-street parking space must be carefully marked with a space number so that the patron can enter the parking space number into the meter when paying their parking fee. Patrons can inadvertently enter an incorrect parking space number, thereby resulting in a citation.

Unless the owner prefers to offer a printed receipt for the use of credit cards, the Pay-by-Space meter does not require receipt paper, thereby further reducing operating costs of purchasing and inventorying receipt paper as well as having to replace the receipt paper once it depletes the roll.

Pay-and-Display Meters

Another type of multi-space meter in use today is the Pay-and-Display meter. Use of the Pay-and-Display meter requires the patron to exit their vehicle, conduct their transaction at the meter, extract the paper receipt, and return to their vehicle to display the receipt on the dashboard of their vehicle. Because the patron does not have to enter a unique parking space number, the Pay-and-Display meter is more flexible than the Pay-by-Space meter and can be used in a variety of parking facilities or locations.

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There are two main disadvantages associated with the Pay-and-Display meters. First is the requirement that every patron must first walk to the meter to conduct their transaction and then return to their vehicle to display the receipt on their dashboard. The second disadvantage is that every transaction requires a paper receipt to be printed, thereby resulting in increased operating costs.

The primary advantages of the Pay-and-Display meter are that the owner does not need to identify each parking space with a unique number. Secondly, this device offers more flexibility to the City to develop creative payment programs designed to increase the use of the parking meters and provides more flexibility to patrons to use the parking meters without penalty. For example, the City of Houston implemented a program called "The Hopper" whereby a patron can pay a single fixed fee and park at any meter in the downtown area during the day (in effect "hopping" from one meter to another). This program allows a patron to move between locations without paying additional parking fees. The Hopper program has been extremely successful.

Multi-Space Pay Stations

Each of the two devices described above, the Pay-by-Space and the Pay-and-Display meters, are multi-space meters with distinct uses. They can also be used as payment systems for surface lots; however, there are other devices that offer more flexibility for use as payment systems in surface lots. These devices are Multi-Space pay stations or Pay-on-Foot (POF) stations. Larger in size than the other two multi-space meters, these POF stations offer additional advantages to the patron in that they can be set up to accept a variety of coins, currency, and credit/debit cards. These devices can also provide change to the patron, thereby further increasing the flexibility and ease of use. Many cities elect to use a combination of POF stations so that at least one will accept coins and currency while others only accept credit/debit cards.

Enforcement

As with parking meters, there are many options for enforcement of parking fees that range from the issuance of a manual citation to the use of handheld computers that issue the citation, record the citation, take images of the vehicle's license plate, upload information into a central server, and more. Parking meter vendors typically offer handheld computers that communicate directly with their parking meters; however, there are others that operate as a standalone device.

The handheld computers are typically portable, one-piece computers that include an integrated thermal printer. They are lightweight but rugged enough to stand up to the rigors of the parking enforcement environment.

Many of the features of handheld citation computers are:

- Wireless communication with the parking meter
- Automatic storage of all ticket information within the handheld
- Electronic transfer of citation data to the host computer, thereby minimizing time spent completing and filing reports.
- Information can also be electronically transferred to the citation processing system. By eliminating the re-entering of data from handwritten citations, accuracy is maximized, time is minimized and collection is improved.

The use of these enforcement tools provides extremely accurate citation and supporting data which reduces the forgiving of citations during the adjudication process. Courts have the supporting data to enforce the citations which increases revenue for the City.

Conclusion for Revenue Control Systems

There are many options available to consider when researching revenue control systems. A City must make several decisions applicable to these devices, including such items as:

- The level of sophistication of the device
- The specific use within the parking facility
- The impact to the look of the streetscape
- The ease of operation
- The ease of maintenance, and
- Enforcement

Cities typically follow a Request for Proposal (RFP) process when acquiring these devices. The RFP process allows a city to identify exactly what features they want included in the devices, and the vendors submit proposals based upon one set of requirements. Since the features vary between vendors, the RFP process allows a city the flexibility to select the product that most matches its requirements and will provide the highest value.

6. Revenue Projections

The purpose of this section of the report is to develop a set of revenue projections for three (3) unique paid parking implementation scenarios and two (2) growth assumptions over a 6-year period. While there is a significant amount of uncertainty associated with future parking revenue projections given such factors as the variability of market conditions, the success of existing and/or new local businesses, and user price sensitivity, it is still possible to make assumptions regarding these variables in order to gain an understanding of potential revenues under those respective assumptions.

The three (3) implementation scenarios for which revenue projections will be presented are:

Scenario 1. Presumes the establishment of a formal parking program within the central downtown area for all existing on-street metered (319 spaces) and off-street surface (5 lots) parking facilities in Year 1. Under this scenario, structured parking is not anticipated to be constructed in the foreseeable future and is, therefore, not included for the purpose of revenue projections;

Scenario 2. Presumes that a formal parking program is not established until which time structured parking is constructed and operational. Therefore, revenue projections for Scenario 2 assume a program with on-street meters, off-street surface lot pay stations, and structured parking beginning in Year 4 (the first year the garage is assumed to be in operation); and

Scenario 3. Presumes that a phased approach to implementation of a comprehensive parking program might be a preferable option. Under this scenario, installation of on-street parking meters around the Square Proper (approximately 90 parking spaces) would be the only form of parking revenue for Years 1 thru 3 with the remaining on-street meters, off-street surface lot pay stations, and structured parking beginning in Year 4.

In order to project the number of vehicles that would utilize the various parking options, the following growth assumptions were also used to calculate revenue projections[2]:

[2] For the purpose of revenue projections, future demand scenarios assume both a 3% and 10% increase per year in demand. It should be noted that these increases in demand should not be applied in perpetuity, as actual demand will eventually reach a maximum threshold. Therefore, any assumptions and/or revenue projections beyond the 6 year planning horizon included in this report should be calibrated accordingly.

a. Year 1 assumes the current utilization/occupancy rates for the downtown area as they were defined during the 2009 Town Center Parking Study.
b. Years 2-6 assume two different growth rates based on the anticipated level of redevelopment in the Town Center:
    - A 3% annual increase in parking demand that would be consistent with no significant redevelopment with the downtown area; and
    - A 10% annual increase in parking demand that could be expected with a steady amount of redevelopment in the Town Center consistent with the overall vision.

The goal of this analysis is to identify whether, under a set of reasonable assumptions, a paid parking environment is feasible in McKinney's downtown.

In order to develop a set of revenue projections for each scenario, a number of elements need to be considered. The following sections will summarize the assumptions made for each of the following elements included in the revenue projections:

a. Revenue from:
    1. On-Street Meters
    2. Off-Street Surface Lots from Transient Parkers
    3. Off-Street Surface Lots from Monthly Parkers
    4. Off-Street Garage Parking
    5. Enforcement of On-Street Meters
    6. Enforcement of Off-Street Surface Lots
    7. Enforcement of Off-Street Garage Parking

b. Installation Costs from:
    1. On-Street Meters
    2. Off-Street Surface Lot Pay Stations
    3. Off-Street Garage Equipment

c. On-Going Costs from:
    1. On-Street equipment maintenance
    2. Off-Street equipment maintenance
    3. Off-Street garage maintenance
    4. Parking enforcement staffing

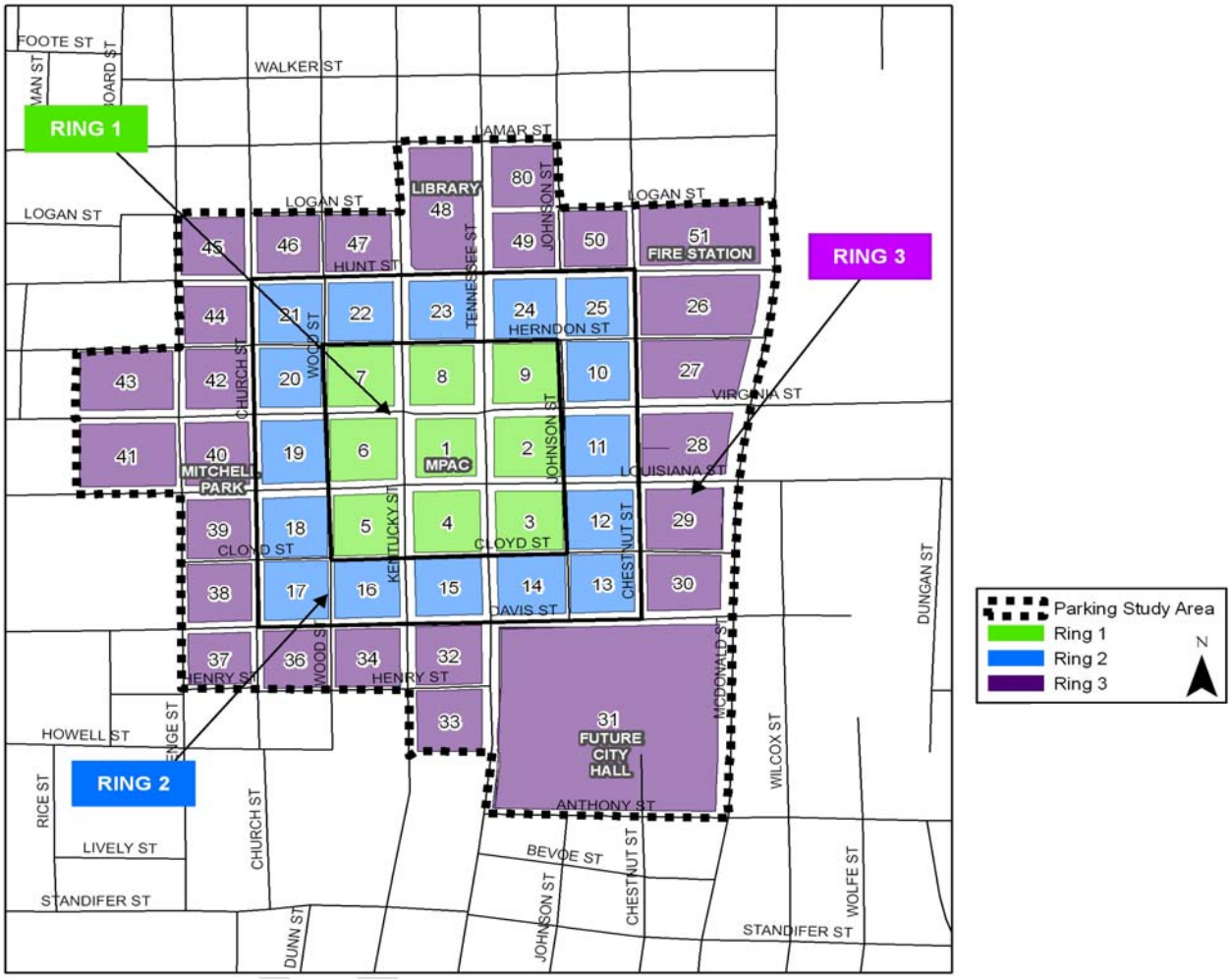
At the conclusion of this section, six (6) revenue projection summary charts will be presented: one for each of the three (3) implementation scenarios based on the two (2) growth assumptions for each scenario.

A. Revenue from On-Street Meters

In order to determine projected revenue from on-street parking, this subsection will discuss the existing on-street parking environment of the central downtown area (generally bound by Hunt St., Chestnut St., Davis St., and Church St.) and the assumptions used for projecting potential parking revenues.

During the 2009 Town Center Parking Study, the central downtown area was described as Ring 1 and Ring 2 (Figure 3). As part of the study, data collected showed a total of 319 on-street parking spaces in this area with a peak parking occupancy of 99% for on-street spaces in Ring 1 and a peak parking occupancy of 74% for on-street spaces in Ring 2. The 2009 Parking Study also revealed that the highest level of utilization was seen during the noon hour with demand lessening during the early afternoon and then increasing again in the evening hours. As an industry standard, on-street parking is typically considered full at an 80% - 85% utilization/occupancy rate.

Figure 3
2009 Town Center Parking Study Area by Ring



The City's existing mechanism for managing parking in the downtown area is a program entitled "Three for Free," which designates certain areas or portions of public parking as free three-hour parking spaces between the hours of 8am and 5pm, excluding Saturdays, Sundays, and all legal holidays. The "Three for Free" program is currently not vigorously enforced, resulting in patrons parking in these designated spaces for periods longer than three hours, thereby reducing parking availability for other patrons. In effect, the lack of enforcement of the "Three for Free" program impacts economic development opportunity in the downtown area.

On-Street parking is typically designed for short-term parking (2-3 hours) and should promote a high turnover of vehicles, thereby resulting in available parking spaces in high demand areas. In order to promote these desired results, the following assumptions have been used to calculate projected on-street revenue and will be discussed further throughout this section:

1. Time limits for on-street parking are in place and enforced.
    a. Time limits for parking in high demand areas such as Ring 1 are limited to a maximum of two hours.
    b. As patrons move away from high demand areas and into Ring 2, time limits are expanded to four hours.
2. Parking Enforcement Officers (PEOs) are on staff to patrol on-street parking and issue citations as necessary. These PEOs are also assumed to patrol the off-street parking facilities.
3. Enforcement revenue for non-payment of parking fees is collected.

In order to provide available parking for those who wish to pay for a convenient parking space/location, it is important to price the parking fee appropriate for the location and the demand. Many cities are considering a variable rate that changes based upon the total number of parking spaces currently in use, resulting in higher rates charged during times of peak hours of demand. This type of pricing is called **congestion pricing** and can be fairly difficult to calculate, implement and, most importantly, convey to the users or patrons. Therefore, it is recommended to set a simple parking rate that is easy to understand and for the patron to pay.

In Section 2, Table 2 described the parking meter rates charged in each of the peer cities. Six of the seven cities charged a maximum rate of at least $1.00 per hour. Only 3 of the seven peer cities charged variable rates that were less than $1.00, with these rates typically only applying to outlying locations that were not in the higher demand areas. Three of the peer cities charged a maximum rate in excess of $1.00 per hour (Galveston, Fort Worth, and Ventura). None of the peer cities utilize congestion pricing. Based upon the data collected from the peer cities, revenue projections for McKinney assume a parking fee of $1.00 per hour for on-street parking in Ring 1 and $0.75 per hour for on-street parking in Ring 2.

Because demand fluctuates throughout the day, projections need to consider the peak and valley of demand. Therefore, the projections for this analysis use average level of demand rather than peak level of demand. This conservative approach provides usable projections that are reasonable rather than non-attainable. As such, the following assumptions are used for the on-street parking rate structure:

Hours of Operation	9:00 A.M. – 6:00 P.M.	
Days of Operation	Monday – Saturday	
Total Number of Parking Spaces	319	
Total Number of Multi-Space Meters	44	
Maximum Rate per Hour	Ring 1	$1.00

	Ring 2	$0.75
Utilization Rate – Ring 1	9:00 A.M. – 11:00 A.M.	45%
	11:00 A.M. – 2:00 P.M.	90%
	2:00 P.M. - 6:00 P.M.	75%
Utilization Rate – Ring 2	9:00 A.M. – 11:00 A.M.	50%
	11:00 A.M. – 2:00 P.M.	59%
	2:00 P.M. - 6:00 P.M.	65%

Using the above assumptions, Table 9 was generated to determine Year 1 on-street parking gross revenues.

Table 9
Calculation of On-Street Parking Gross Revenue Projections

Time of Day	Utilization	# of Spaces Used	Rate/hr	Total Gross Revenue
Ring 1 (199 spaces)				
9:00 A.M. - 11:00 A.M.	45%	90	$1.00	$90
11:00 A.M. - 2:00 P.M.	90%	179	$1.00	$179
2:00 P.M. - 6:00 P.M.	75%	149	$1.00	$149
Ring 2 (120 spaces)				
9:00 A.M. - 11:00 A.M.	50%	60	$0.75	$45
11:00 A.M. - 2:00 P.M.	59%	71	$0.75	$53
2:00 P.M. - 6:00 P.M.	65%	78	$0.75	$59
			Daily Revenue	**$575**
			Weekly Revenue (Assume 6 days per week)	**$3,450**
			Annual Revenue (assume 52 weeks per year)	**$179,400**

Based on the assumptions outlined previously in this section, revenue projections for on-street meters show that an estimated $179,400 could be generated in Year 1 of the program. Revenue projections for Years 2 thru 6 include a 3% or 10% annual growth rate in demand, respectively (see sub-section O).

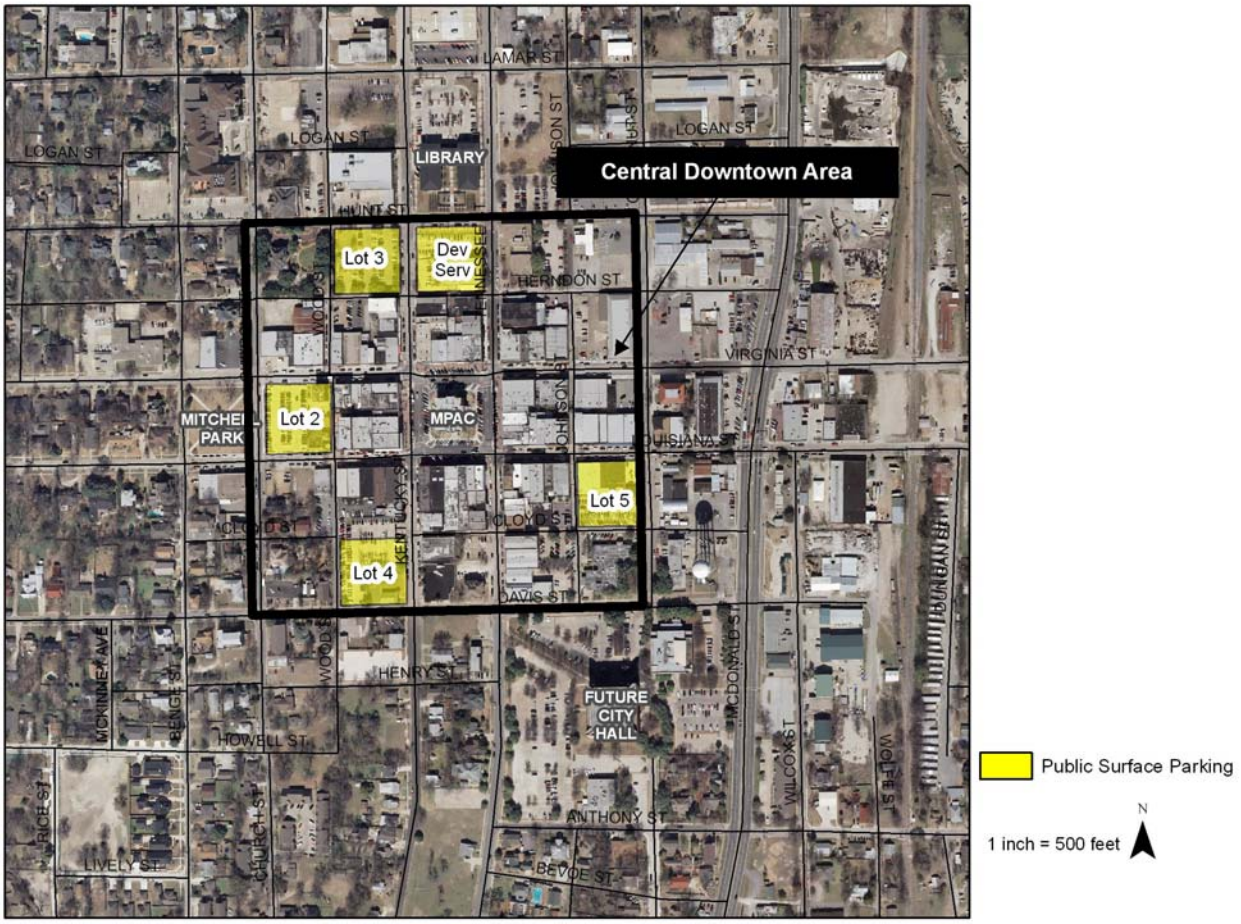
In Scenario 3, where only a limited number of meters (around the Square Proper only) are used in Years 1-3, revenue projections show that an estimated $71,604 in annual revenue could be generated during Years 1-3.

In Scenarios 2 and 3 (where structured parking is assumed), revenue projections for Years 4-6 were reduced by 5% to account for a projected 20% shift in Ring 2 parkers from on-street into a parking garage.

B. Revenue from Off-Street Surface Lots from Transient Parkers

Currently, the City of McKinney owns and operates several surface parking lots located within the central downtown area. With this in mind, there are many opportunities available to the City when it comes to implementing a paid parking program for these parking facilities. The off-street parking area included in this subsection includes the five existing public *surface parking lots* (Figure 4). Below is an illustration of the existing public surface lots within the central downtown area.

Figure 4
Central Downtown Public Surface Parking Lots



Based upon current demand, Public Lot #2 (92%) is approaching 100% utilization during the Noon hour. In addition, the Development Services Public Lot (84%) and Public Lot # 3 (84%) are both approaching 85% utilization during this time period as well. Surface lots are typically considered full once they meet or exceed an 85% level of utilization.

Off-street parking is typically designed for longer term parking of four or more hours; therefore it should be priced to encourage this length of parking at a cost less than if the patron had parked at an on-street parking space. Therefore, the following assumptions have been used to calculate the projected revenue for off-street parking and will be discussed further in this sub-section:

1. There are no time limits for parking in off-street parking facilities, with the exception of no overnight parking.
2. Revenue for off-street parking fees will come from two sources:
    a. Transient Parkers. These parkers will pay at pay stations (such as a Pay-and-Display device) located within each facility. Pay stubs should be displayed on the dashboard of the vehicle.
    b. Monthly Parkers. These parkers will pay either a monthly or annual parking fee that will allow them to park in certain locations during pre-defined times, such as 7:00 A.M. through 6:00 P.M., Monday through Friday. Monthly parkers will be issued either a hang tag to be hung from the rear view mirror or a window sticker to be adhered to either the front or back window.
3. Parking Enforcement Officers (PEOs) will enforce the use of off-street facilities. Any vehicle not displaying either a parking ticket or a monthly parking permit will be issued a citation.

As stated above, off-street parking is designed to accommodate patrons who wish to stay a little longer and not pay the higher price of parking on-street. There are several alternative pricing strategies that can be used to promote longer term parking within the surface parking lots. Listed below are just a few options:

Option 1 – Lower Hourly Rate with a Daily Maximum
One option that many cities employ is charging an hourly rate for off-street parking that is less than what is charged for parking in an on-street parking space. For example, if the hourly charge for parking on-street is $1.00, then the charge for parking in an off-street surface lot might be reduced to $.50 or $.75 per hour. These rates effectively result in long-term parking patrons parking in off-street facilities. One challenge with this option is that it typically results in the need to accept cash, as well as make change, for patrons who pay with currency.

Option 2 – Same Hourly Rate with a Cap
Another option is to charge the same hourly rate for off-street parking that is charged for on-street parking. However, the total daily charge could be capped at a maximum rate so that parking in an off-street facility would ultimately cost less over 8 hours than if the patron had parked in an on-street metered space. For example, the City could cap the daily maximum fee charged in off-street parking lots at $5.00, which would be a discount of $3.00

from parking in an on-street meter for the same amount of time. One challenge with this option is that it does not offer the most incentive to entice short-term parkers away from the on-street meters into an off-street parking facility.

Option 3 – Same Hourly Rate with a Discount for the First 30 Minutes
The third option is similar to Option 2. However, with this option the City would forego any parking fee in off-street surface lots for the first 30 minutes (or the first hour) and then charge the same rate of $1.00 per hour with a cap on the daily maximum amount charged. This option would reduce the effective parking rate to an amount lower than that charged for on-street parking, thereby providing an incentive to long-term parking patrons who wish to park in the off-street parking facilities.

For the purpose of generating revenue projections for transient parkers within off-street facilities, Option 3 (same hourly rate with first 30 minutes free) was utilized. As such, the following assumptions were used for the off-street surface parking rate structure:

Hours of Operation	9:00 A.M. – 6:00 P.M.
Days of Operation	Monday – Saturday
Total Number of Parking Spaces	5 Public Surface Lots
Total Number of Pay Stations	10
Maximum Rate per Hour	$1.00 with first 30 minutes free

Table 10 summarizes the estimated revenue hours utilized to calculate transient revenue projections. In Table 10, revenue hours are calculated as the *total number of spaces x the occupancy rate x the average number of hours a car is parked*. During the first two occupancy timeframes, it is estimated that cars are parked for an average of 3 hours. During the last occupancy timeframe it is estimated that cars are parked for 4 hours.

Table 10
Revenue Hours for Off-Street Public Parking Facilities

Public Lot #	# of Spaces	A.M. Occupancy*	Revenue Hours	Noon Occupancy*	Revenue Hours	P.M. Occupancy*	Revenue Hours
2	75	65%	147	92%	207	92%	276
3	84	66%	165	84%	213	75%	252
4	90	29%	78	63%	171	46%	164
5	40	31%	36	49%	60	37%	60
Dev Serv	42	88%	111	84%	105	92%	156
Total Revenue Hours		**AM**	**537**	**Noon**	**756**	**PM**	**908**

**Average Occupancy*

By taking the total number of revenue hours available, less 50% (the amount allocated for monthly parkers), the resulting number can then be used to estimate the amount of revenue generated by transient parking. A ten percent reduction in estimated revenue has also been included to reflect a discounted rate of offering the first thirty minutes without cost.

Table 11
Daily Transient Parking Revenue for Off-Street Facilities

Public Lot #	8:00 A.M. – 11:00 A.M.		11:00 A.M. – 2:00 P.M.		2:00 P.M. – 6:00 P.M.	
	Transient Revenue Hours	Estimated Revenue	Transient Revenue Hours	Estimated Revenue	Transient Revenue Hours	Estimated Revenue
2	73.5	$66.15	104	$93.15	138	$124.20
3	82.5	$74.25	107	$95.85	126	$113.40
4	39	$35.10	86	$76.95	82	$73.80
5	18	$16.20	30	$27.00	30	$27.00
Dev Serv	55.5	$49.95	53	$47.25	78	$70.20
Totals	**AM Revenue**	**$241.65**	**Noon Revenue**	**$340.20**	**PM Revenue**	**$408.60**
					Daily Revenue	**$990.45**
					Weekly Revenue (6 days per week)	**$5,943**
					Annual Revenue (52 weeks per year)	**$309,020**

Based on the assumptions outlined previously in this section, revenue projections for off-street surface lots from transient parkers show that $309,020 could be generated in Year 1 of the program. Revenue projections for Years 2 thru 6 include a 3% or 10% annual growth rate in parking demand, respectively (see sub-section O).

In Scenarios 2 and 3 (where a parking garage is assumed), estimated revenues are reduced by approximately 20% to account for the projected shift in 20% of vehicles from surface lots into a parking garage.

C. Revenue from Off-Street Surface Lots from Monthly Parkers

Another component that should be considered for off-street parking is the implementation of a monthly parking program. The monthly parking program should be designed to provide a parking space in off-street parking facilities at a reduced rate from the daily maximum. This type of program is particularly important to serve those who work and park within the parking district on a regular basis. For example, if the daily maximum rate is $5.00, then the rate to be charged for monthly parkers might be $50.00 per month resulting in a savings of $50.00. The cost to implement such a program would be minimal and could be handled with no additional expenditure of City resources.

To implement a monthly parking program, it is assumed that 50% of the parking spaces in off-street parking facilities are utilized for monthly parking. In an effort to generate a conservative estimate, the monthly charge is assumed to be $35.00, which would provide the following revenue (Table 12).

Table 12
Monthly Parking Revenue

Public Lot #	Total Spaces	Monthly Spaces	Estimated Revenue
2	75	38	$1,330
3	84	42	$1,470
4	90	45	$1,575
5	40	20	$700
Dev Serv	42	21	$735
		Monthly Total	**$5,810**

Based on the assumptions outlined above, the total gross annual revenue that could be generated in Years 1 thru 6 of the program by issuing monthly parking passes for the 50% of the parking spaces allocated is approximately $69,720.

D. Revenue from Off-Street Garage Parking

The City of McKinney recently passed a bond election to provide funding for parking improvements, including the acquisition of land for a future parking garage. A parking garage would allow for the expansion of a parking program to include structured parking in addition to on-street meters and off-street surface lots. Although the exact location of a future parking structure is still unknown at this time, it is anticipated that any structured parking will be located within the central downtown area, likely within Ring 2.

Any acquisition of land will require at least several months to complete. Following land acquisition, the City could then proceed with the procurement, design and construction of a parking garage. The design of a garage typically requires approximately nine months to one year to complete and garage construction requires from one year to one and a half years to complete. This means that a parking garage in downtown McKinney will probably not open for a minimum of three years (assuming that bond money is utilized for land acquisition and/or parking garage improvements).

If a parking garage is constructed, the parking demand model needs to be adjusted to reflect the change in demand from on-street meters and off-street surface lots to the parking garage.

Offering a safe and secure parking environment within a parking garage could adjust patron behavior to shift parking demand from off-street surface lots and on-street spaces into a garage. Based upon the development of a comprehensive pricing strategy, the goal is to provide incentive to migrate as much as 20% of demand from off-street surface lots and on-street Ring 2 parking spaces into a parking garage. This migration of demand would relieve the projected over-utilization of off-street surface lots and on-street parking spaces.

Assuming a 3% growth rate, over-utilization is projected to occur in Surface Lot #2 and the Development Services Lot in Year 4. Assuming a 10% growth rate, over-utilization would occur significantly in Lot #2, Lot #3, and the Development Services Lot in Year 4. Based upon the projected peak hour utilization of off-street surface lots following construction and opening of a parking garage, surface lot demand reduces to a level that is considered acceptable in the parking industry, with only one surface lot approaching 80% utilization. The parking program would then operate as desired with the four parking products offered as described in this report.

Parking fees established for a multi-level, parking structure should be established at a fee higher than other parking facilities. There are several reasons that help support these higher fees, including:

- Covered parking
- Increased safety
- Typically more convenient and/or centrally located
- Improved customer service
- Higher number of available parking spaces in one location
- Increased maintenance requirements

Typically in the parking industry, if the maximum rate of off-street surface lots is $5.00 per day, then the rate that can be charged in a multi-level, parking structure can be as high as $10.00 - $12.00 per day. This concept is validated by looking at fees charged by the peer cities for parking on-street or in a surface lot versus in a structured garage. In every instance, the charge for parking in the garage is at least the same, but typically higher than that of on-street or off-street surface parking. Specifically, the average rate charged for garage parking by peer cities is $1.25 per hour and the median rate charged throughout the United States is just over $5.00 per hour.

Based upon these rates, it is assumed that garage parking in McKinney will be at an effective rate of $1.25 per hour with the first thirty-minutes free (acting as an incentive to park in the garage).

Based on the assumptions outlined previously in this section, revenue projections for off-street garage parking show that $188,013 could be generated in Year 4, based on the assumption that 20% of the existing surface lot parkers and 20% of the Ring 2 on-street parkers will shift to the parking garage. Revenue projections for Years 5 and 6 include a 3% or 10% annual growth rate in parking demand, respectively (see sub-section O).

E. Revenue from Enforcement of On-Street Meters

A good enforcement program is essential to implement the use of the parking meters as they are designed. Therefore, in addition to implementing a multi-metered on-street parking program, the revenue projections also assume implementation of an enforcement program with a Parking Enforcement Officer (PEO) on staff to issue citations.

Citation fees should be established at a level to not be excessively punitive, but also high enough to encourage patrons to not just accept a small citation fee as a part of parking in the central downtown area. For purposes of this study, a citation fee of $25.00 with required payment due within thirty (30) days is assumed. Failure to pay a citation within the 30 day time frame would incur a penalty of an additional $15.00 for a total cost of $40.00. Should a patron incur three or more citations, their vehicle will be subject to tow.

On-street enforcement program revenues, in most cities, typically meet or exceed the amount of actual revenue generated by the on-street meters. If this holds true for McKinney's Town Center, it is estimated that an on-street enforcement program could provide an additional $179,400 in annual enforcement revenue in Year 1 based on the citation rates assumed above.

F. Revenue from Enforcement of Off-Street Surface Lots

A good enforcement program is essential to implement an off-street paid parking program. Therefore, in addition to implementing a multi-metered on-street parking program, the revenue projections also assume implementation of an enforcement program with a Parking Enforcement Officer (PEO) on staff. Parking Enforcement Officers will need to patrol the surface lots to ensure that the monthly parking patrons display their placards properly and to ensure that transient parkers display their parking receipts on the dashboard of their vehicle.

For the purpose of off-street surface parking revenue projections, annual enforcement revenues for off-street surface parking are estimated at $50,000 for the first year with an annual increase of approximately 5% in Years 2 thru 6.

G. Revenue from Enforcement of Off-Street Garage Parking

For the purpose of parking garage revenue projections, annual enforcement revenues for garage parking are estimated at $25,000 per year.

Garage enforcement revenues include such items as towing of vehicles, collection of administrative fees for uncollected funds, collection of fees for broken gates, and other related items.

H. Installation Costs for On-Street Meters

When considering the type of equipment to install for the on-street program, it is important to consider the effect the equipment will have on the landscape of each block in addition to the convenience that it provides to the patron for payment. Individual parking space meters can detract from the appearance of the block face since they require that each meter be located in front of each parking space. Multi-space meters are less intrusive because one multi-space meter can service as many as 12 parking spaces. Multi-space meters also require less attendance and service than individual parking meters, so they typically result in less operating costs for maintenance and service. Although multi-space meters are more costly per unit than single space meters, when the cost is spread over several parking spaces, the overall cost is actually less per space than single space meters.

For the purpose of revenue projections, multi-space meters are the assumed technology for installation in the downtown area. The number of multi-space meters needed to service this area is shown in Table 13 and Table 14.

Multi-space parking meters can accept coins, dollar bills, or credit/debit cards. In fact, these new meters can also accept a smart card that can decrement the amount of parking fee from a prepaid deposit. The amount available on the smart card can then be refilled at any time by the patron. The use of the smart card might enable the City to sell prepaid parking at a discount to citizens. For example, the City might wish to implement a program whereby a citizen can purchase a card with $100.00 worth of parking time for only $80, thereby giving the citizen a 20% discount.

Table 13
On-Street Parking Spaces- Ring 1

Block Face	Street	# of Spaces	# of Multi-Space Meters Needed
1N	Virginia St.	11	1
1E	Tennessee St.	11	1
1S	Louisiana St.	11	1
1N	Kentucky St.	12	1
2N	Virginia St.	8	1
2W	Tennessee St.	13	1
2S	Louisiana St	7	1
3N	Louisiana St	7	1
3W	Tennessee St.	7	1
4N	Louisiana St	13	1
4E	Tennessee St.	7	1
4W	Kentucky St.	7	1
5N	Louisiana St	7	1
5E	Kentucky St.	7	1
6N	Virginia St.	6	1
6E	Kentucky St.	6	1
6S	Louisiana St	7	1
7E	Kentucky St.	7	1
7S	Virginia St.	6	1
8W	Kentucky St.	7	1
8S	Virginia St.	13	1
8E	Tennessee St.	5	1
9W	Tennessee St.	8	1
9S	Virginia St.	6	1
Total		**199**	**24**

Note: Block face designations were taken from the 2009 Town Center Parking Study

Table 14
On-Street Parking Spaces- Ring 2

Block Face	Street	# of Spaces	# of Multi-Space Meters Needed
10S	Virginia St.	5	1
11N	Virginia St.	4	1
11S	Louisiana St.	7	1
12N	Louisiana St.	7	1
12S	Cloyd St.	17	1
12E	Chestnut St.	2	1
14W	Tennessee St.	7	1
15W	Kentucky St.	5	1
15E	Tennessee St.	4	1
17S	Davis St.	6	1
18N	Louisiana St.	5	1
19N	Virginia St.	4	1
19S	Louisiana St.	4	1
20S	Virginia St.	7	1
20E	Wood St.	8	1
22E	Kentucky St.	8	1
23N	Hunt St.	7	1
23W	Kentucky St.	4	1
23E	Tennessee St.	4	1
24W	Tennessee St.	5	1
Total		**120**	**20**

Note: Block face designations were taken from the 2009 Town Center Parking Study

By installing 44 meters within the central downtown area (one for each block face), the City can provide coverage for all 319 on-street parking spaces. Table 15 shows the estimated cost of acquiring and installing these meters.

Table 15
Cost of On-Street Meter Equipment

Description	Quantity	Unit Price	Total
Meters	44	$12,000	$528,000
Installation	44	$500	$22,000
Server	1	$5,000	$5,000
Maintenance	1	LS	$50,000
Spare Parts	1	LS	$10,000
Total			**$615,000**

Estimated costs are based upon industry costs during 2009

Based on the number of on-street spaces and the estimated cost of on-street meter equipment, installation costs are estimated at $615,000 during its implementation year. For Scenario 3, which has limited implementation in Years 1-3, it is assumed that 25% of the installation costs would be incurred in Year 1, with the remaining 75% in Year 4.

I. Installation Costs for Off-Street Surface Lot Pay Stations

There are several things to consider when determining the best type of revenue control equipment to use for a specific parking facility. This is particularly true when retrofitting an existing parking lot (or garage) with new revenue control equipment. Primarily, deciding whether or not a parking facility will be operated with or without a cashier on site is a key consideration for determining what type of revenue control equipment to install.

Some facilities, particularly surface parking lots, are designed with numerous entry and exit points and utilize one of three potential approaches:

- Installation of access control equipment at all lanes;
- Closure of some lanes to limit ingress/egress and the amount of access control equipment to be installed; and
- Installation of pay stations in strategic, highly visible locations to facilitate access for payment.

The existing surface lots in central downtown McKinney are not designed to install gates and/or revenue control equipment at the entrance/exit of the lot. Therefore, for the purpose of revenue projections, the installation of pay stations within existing surface parking lots is assumed in the central downtown area.

The number of pay stations needed to service the existing public surface parking lots is determined by the number of parking spaces within each lot and the layout of each lot. While a multi-space on-street parking meter can serve up to 12 parking spaces, a multi-space pay station for surface parking can serve as many as 30 – 36 parking spaces if placed appropriately. Table 16 shows the existing surface parking lots

owned and operated by the City of McKinney and the approximate number of pay stations needed to service these lots. This does not include surface parking lots, such as at City Hall, where parking should be available without a fee.

Table 16
Number of Pay Stations Required

Public Lot #	Total Spaces	Number of Pay Stations Needed
2	75	2
3	84	3
4	90	3
5	40	1
Dev Serv	42	1
Total		**10**

Pay Stations are more expensive than multi-space on-street parking meters, costing approximately $50,000 each for those that accept cash and credit cards. Table 17 shows an estimate of the total cost of providing these pay stations for existing surface parking lots.

Table 17
Cost of Surface Parking Pay Stations

Description	Quantity	Unit Price	Total
Pay Stations	10	$50,000	$500,000
Installation	10	$750	$7,500
Server	1	$25,000	$25,000
Credit Card Fee			$25,000
Communication		LS	$75,000
Spare Parts	1	LS	$25,000
Maintenance	1	LS	$50,000
Total			**$687,500**

J. Installation Costs for Off-Street Garage Equipment

As demand increases within the McKinney Town Center, it will become more critical for the City to implement controls on all parking facilities. For the purpose of revenue projections, it is assumed that the parking garage constructed would operate as a cashierless facility using similar pay station technology to that of the off-street surface parking lots. It is also assumed that the parking structure include lane equipment in the entry and exit lanes to restrict egress/ingress and require payment prior to exiting

the facility. Table 18 shows an estimate of the type and amount of equipment installed in a typical multi-level, structured garage.

Table 18
Equipment Required for a Garage

Description	# units	Unit Cost	Total
Entry Lane:			
Gate	2	$4,000	$8,000
Ticket Dispenser	2	22,000	44,000
Loops and Counter	6	200	1,200
UPS	2	1,500	3,000
Exit Lane:			
Gate	2	4,000	8,000
Exit Station	2	25,000	50,000
Loops and Counter	4	200	800
UPS	2	1,500	3,000
Pay Stations	2	50,000	100,000
Installation		LS	25,000
Communication		LS	75,000
Software			50,000
Server	1	25,000	25,000
Total			**$393,000**

** Table assumes two entry lanes and two exit lanes. Pricing is based on recently proposed projects in 2009.*
*** Costs do not include the construction cost of the garage itself.*

K. Annual Costs for On-Street Equipment Maintenance

It is necessary to assume some level of cost associated with the maintenance and repair of on-street parking meters. Costs could come from damage from vehicles, vandalism, or other malfunctions that require attention.

Based on industry standards and recent projects, annual maintenance costs for on-street meters are estimated at $50,000 per year following the implementation year. In Years 2-4 of Scenario 3, it was assumed that only 25% of the maintenance costs would be required given the limited size of the program.

L. Annual Costs for Off-Street Equipment Maintenance

Similar to the on-street equipment, it is recommended to budget a certain amount each year to maintain the off-street pay stations.

Based on industry standards and recent projects, annual maintenance costs for off-street pay stations are estimated at $50,000 per year following the implementation year.

M. Annual Costs for Off-Street Garage Maintenance

In order to determine the average costs to maintain the parking structure, an average cost per space value was used. The parking industry uses surveys of parking managers to develop an average annual maintenance cost per parking space for structured parking facilities. The most recent survey indicates that $278 per space is the typical annual maintenance cost for a garage.

Based on industry standards and recent projects, annual maintenance costs for a parking garage and its equipment are estimated at $108,420 per year following the implementation year.

N. Annual Costs for Parking Enforcement Staffing

Typically, cities assign as many as 10 – 12 block faces for each Parking Enforcement Office (PEO) to patrol during their shift. Most municipalities require PEOs to patrol their areas on foot in order to better monitor the activity within their assigned areas. Since the time period for enforcement in McKinney exceeds an eight hour day and a five day period, it is recommended and assumed that the City employ 4 PEOs - two full-time employees and two part-time employees. Each PEO would be given a citation book to hand write citations. With 4 PEOs on staff, it is anticipated that the City will be able to adequately patrol the entire central downtown area.

Initially, PEOs should act as ambassadors for the City to discuss the new parking program with patrons and issue warnings for a period of approximately three months. This type of ambassador program will assist patrons in understanding the program and accepting the need for the program.

Should the parking program expand or mature over time, the City might consider a more advanced citation program with hand-held computers and printers. These more advanced citation programs are fairly expensive to implement and are not recommended for an initial enforcement program.

The cost of a full time employee (FTE), working 40 hours per week, is estimated to be $12.00 per hour plus yearly benefits equal to 30% of the annual wages. The cost of a part time employee (PTE), working 20 hours per week, is estimated to be $10.00 per hour working a total of 20 hours per week with no benefits.

	Hours/Week	Wage	Benefits	Annual Cost
FTE	40	$12.00/hr	30% of annual wages	$32,448
PTE	20	$10.00/hr	None	$10,400

Based on the criteria outlined above, the annual cost of an enforcement program is estimated as follows:

Table 19
Estimated Annual Cost of Enforcement

Description	# of Employees	Unit Cost	Total Cost
Full Time Employee	2	$32,448	$64,896
Part Time Employee	2	10,400	20,800
		Uniforms	5,000
		Citation books	1,000
		Other	1,000
		Total Annual Enforcement Costs	**$92,696**

Given that the annual enforcements costs include salaried employees, it is reasonable to assume an annual level of increase to reflect the potential increase in costs of salaries and benefits. As such, a 5% annual increase is assumed to occur each year.

In the case of Scenario 3, which has a limited on-street meter program proposed for Years 1-3, it is assumed that only the part time employees would be retained for the program. Therefore, the initial expenses are cut by 50%. Table 20 summarizes these costs.

Table 20
Estimated Annual Cost of Enforcement – Scenario 3, Years 1-3

Description	# of Employees	Unit Cost	Total Cost
Part Time Employee	2	10,400	20,800
		Uniforms	2,500
		Citation books	500
		Other	500
		Total Annual Enforcement Costs	**$24,300**

Based on the assumptions outlined above, annual enforcement costs in Year 1 are estimated at $92,696 with a 5% annual increase thereafter. In Years 1-3 of Scenario 3, Year 1 enforcement costs would be $24,300 with a 5% annual increase thru Year 3; at which point Year 4 would include the full enforcement costs.

O. Summary of Revenue Projections

Using the information compiled above, the following tables present the six (6) year revenue projections for each of the three (3) implementation scenarios including the two (2) growth assumptions.

The three (3) scenarios are:

Scenario 1. Presumes the establishment of a formal parking program within the central downtown area for all existing on-street metered (319 spaces) and off-street surface (5 lots) parking facilities in Year 1. Under this scenario, structured parking is not anticipated to be constructed in the foreseeable future and is, therefore, not included for the purpose of revenue projections;

Scenario 2. Presumes that a formal parking program is not established until which time structured parking is constructed and operational. Therefore, revenue projections for Scenario 2 assume a program with on-street meters, off-street surface lot pay stations, and structured parking beginning in Year 4 (the first year the garage is assumed to be in operation); and

Scenario 3. Presumes that a phased approach to implementation of a comprehensive parking program might be a preferable option. Under this scenario, installation of on-street parking meters around the Square Proper (approximately 90 parking spaces) would be the only form of parking revenue for Years 1 thru 3 with the remaining on-street meters, off-street surface lot pay stations, and structured parking beginning in Year 4.

Table 21a: Scenario 1
Projected Cash Flow - 3% Growth

Scenario 1a - Program with on-street meters and off-street surface lot pay stations (without the construction of a parking garage) beginning in Year 1; Assuming a 3% Growth Rate							
Year	**1**	**2**	**3**	**4**	**5**	**6**	
Revenue Sources							
On-Street Meters	$ 179,400.00	$ 184,782.00	$ 190,325.46	$ 196,035.22	$ 201,916.28	$ 207,973.77	
Off-Street Surface (Monthly)	$ 69,720.00	$ 69,720.00	$ 69,720.00	$ 69,720.00	$ 69,720.00	$ 69,720.00	
Off-Street Surface (Transient)	$ 309,020.40	$ 318,291.01	$ 327,839.74	$ 337,674.93	$ 347,805.18	$ 358,239.34	
Off-Street Garage	$ -	$ -	$ -	$ -	$ -	$ -	
Enforcement (on-street)	$ 179,400.00	$ 184,782.00	$ 190,325.46	$ 196,035.22	$ 201,916.28	$ 207,973.77	
Enforcement (surface)	$ 50,000.00	$ 52,500.00	$ 55,125.00	$ 57,881.25	$ 60,775.31	$ 63,814.08	
Enforcement (garage)	$ -	$ -	$ -	$ -	$ -	$ -	
Installation Costs							
On-Street Meters	$ (615,000.00)	$ -	$ -	$ -	$ -	$ -	
Off-Street Pay Stations	$ (687,500.00)	$ -	$ -	$ -	$ -	$ -	
Garage Equipment	$ -	$ -	$ -	$ -	$ -	$ -	
Enforcement and Maintenance Costs							
On-Street Maintenance	$ -	$ (50,000.00)	$ (50,000.00)	$ (50,000.00)	$ (50,000.00)	$ (50,000.00)	
Off-Street Maintenance	$ -	$ (50,000.00)	$ (50,000.00)	$ (50,000.00)	$ (50,000.00)	$ (50,000.00)	
Garage Maintenance	$ -	$ -	$ -	$ -	$ -	$ -	
Enforcement	$ (92,696.00)	$ (97,330.80)	$ (102,197.34)	$ (107,307.21)	$ (112,672.57)	$ (118,306.20)	**Year 1 -6 Total Cash Flow**
ANNUAL CASH FLOW	**$ (607,655.60)**	**$ 612,744.21**	**$ 631,138.32**	**$ 650,039.43**	**$ 669,460.49**	**$ 689,414.76**	**$ 2,645,141.61**

Table 21b: Scenario 1
Projected Cash Flow – 10% Growth

Scenario 1b - Program with on-street meters and off-street surface lot pay stations (without the construction of a parking garage) beginning in Year 1; Assuming a 10% Growth Rate							
Year	**1**	**2**	**3**	**4**	**5**	**6**	
Revenue Sources							
On-Street Meters	$ 179,400.00	$ 197,340.00	$ 217,074.00	$ 238,781.40	$ 262,659.54	$ 288,925.49	
Off-Street Surface (Monthly)	$ 69,720.00	$ 69,720.00	$ 69,720.00	$ 69,720.00	$ 69,720.00	$ 69,720.00	
Off-Street Surface (Transient)	$ 309,020.40	$ 339,922.44	$ 373,914.68	$ 411,306.15	$ 452,436.77	$ 497,680.44	
Off-Street Garage	$ -	$ -	$ -	$ -	$ -	$ -	
Enforcement (on-street)	$ 179,400.00	$ 197,340.00	$ 217,074.00	$ 238,781.40	$ 262,659.54	$ 288,925.49	
Enforcement (surface)	$ 50,000.00	$ 52,500.00	$ 55,125.00	$ 57,881.25	$ 60,775.31	$ 63,814.08	
Enforcement (garage)	$ -	$ -	$ -	$ -	$ -	$ -	
Installation Costs							
On-Street Meters	$ (615,000.00)	$ -	$ -	$ -	$ -	$ -	
Off-Street Pay Stations	$ (687,500.00)	$ -	$ -	$ -	$ -	$ -	
Garage Equipment	$ -	$ -	$ -	$ -	$ -	$ -	
Enforcement and Maintenance Costs							
On-Street Maintenance	$ -	$ (50,000.00)	$ (50,000.00)	$ (50,000.00)	$ (50,000.00)	$ (50,000.00)	
Off-Street Maintenance	$ -	$ (50,000.00)	$ (50,000.00)	$ (50,000.00)	$ (50,000.00)	$ (50,000.00)	
Garage Maintenance	$ -	$ -	$ -	$ -	$ -	$ -	
Enforcement	$ (92,696.00)	$ (97,330.80)	$ (102,197.34)	$ (107,307.21)	$ (112,672.57)	$ (118,306.20)	**Year 1 -6 Total Cash Flow**
ANNUAL CASH FLOW	**$ (607,655.60)**	**$ 659,491.64**	**$ 730,710.34**	**$ 809,163.00**	**$ 895,578.59**	**$ 990,759.31**	**$ 3,478,047.29**

Table 22a: Scenario 2
Projected Cash Flow – 3% Growth

Scenario 2a - Program with on-street meters, off-street surface lot pay stations, and structured parking beginning in Year 4; Assuming a 3% Growth Rate							
Year	**1**	**2**	**3**	**4**	**5**	**6**	
Revenue Sources							
On-Street Meters	$ -	$ -	$ -	$ 186,233.46	$ 191,820.47	$ 197,575.08	
Off-Street Surface (Monthly)	$ -	$ -	$ -	$ 69,720.00	$ 69,720.00	$ 69,720.00	
Off-Street Surface (Transient)	$ -	$ -	$ -	$ 270,550.80	$ 278,667.32	$ 287,027.34	
Off-Street Garage	$ -	$ -	$ -	$ 188,013.04	$ 193,653.43	$ 199,463.04	
Enforcement (on-street)	$ -	$ -	$ -	$ 186,233.46	$ 191,820.47	$ 197,575.08	
Enforcement (surface)	$ -	$ -	$ -	$ 57,881.25	$ 60,775.31	$ 63,814.08	
Enforcement (garage)	$ -	$ -	$ -	$ 25,000.00	$ 25,000.00	$ 25,000.00	
Installation Costs							
On-Street Meters	$ -	$ -	$ -	$ (615,000.00)	$ -	$ -	
Off-Street Pay Stations	$ -	$ -	$ -	$ (687,500.00)	$ -	$ -	
Garage Equipment	$ -	$ -	$ -	$ (393,000.00)	$ -	$ -	
Enforcement and Maintenance Costs							
On-Street Maintenance	$ -	$ -	$ -	$ -	$ (50,000.00)	$ (50,000.00)	
Off-Street Maintenance	$ -	$ -	$ -	$ -	$ (50,000.00)	$ (50,000.00)	
Garage Maintenance	$ -	$ -	$ -	$ -	$ (108,420.00)	$ (108,420.00)	
Enforcement	$ -	$ -	$ -	$ (107,307.21)	$ (112,672.57)	$ (118,306.20)	**Year 1 -6 Total Cash Flow**
ANNUAL CASH FLOW	**$ -**	**$ -**	**$ -**	**$ (819,175.19)**	**$ 690,364.43**	**$ 713,448.42**	**$ 584,637.67**

Table 22b: Scenario 2
Projected Cash Flow – 10% Growth

Scenario 2b - Program with on-street meters, off-street surface lot pay stations, and structured parking beginning in Year 4; Assuming a 10% Growth Rate							
Year	**1**	**2**	**3**	**4**	**5**	**6**	
Revenue Sources							
On-Street Meters	$ -	$ -	$ -	$ 226,842.33	$ 249,526.56	$ 274,479.22	
Off-Street Surface (Monthly)	$ -	$ -	$ -	$ 69,720.00	$ 69,720.00	$ 69,720.00	
Off-Street Surface (Transient)	$ -	$ -	$ -	$ 329,097.60	$ 362,007.36	$ 398,208.10	
Off-Street Garage	$ -	$ -	$ -	$ 229,054.41	$ 251,959.85	$ 277,155.84	
Enforcement (on-street)	$ -	$ -	$ -	$ 226,842.33	$ 249,526.56	$ 274,479.22	
Enforcement (surface)	$ -	$ -	$ -	$ 57,881.25	$ 60,775.31	$ 63,814.08	
Enforcement (garage)	$ -	$ -	$ -	$ 25,000.00	$ 25,000.00	$ 25,000.00	
Installation Costs							
On-Street Meters	$ -	$ -	$ -	$ (615,000.00)	$ -	$ -	
Off-Street Pay Stations	$ -	$ -	$ -	$ (687,500.00)	$ -	$ -	
Garage Equipment	$ -	$ -	$ -	$ (393,000.00)	$ -	$ -	
Enforcement and Maintenance Costs							
On-Street Maintenance	$ -	$ -	$ -	$ -	$ (50,000.00)	$ (50,000.00)	
Off-Street Maintenance	$ -	$ -	$ -	$ -	$ (50,000.00)	$ (50,000.00)	
Garage Maintenance	$ -	$ -	$ -	$ -	$ (108,420.00)	$ (108,420.00)	
Enforcement	$ -	$ -	$ -	$ (107,307.21)	$ (112,672.57)	$ (118,306.20)	**Year 1 -6 Total Cash Flow**
ANNUAL CASH FLOW	**$ -**	**$ -**	**$ -**	**$ (638,369.29)**	**$ 947,423.08**	**$ 1,056,130.25**	**$ 1,365,184.05**

Table 23a: Scenario 3
Projected Cash Flow – 3% Growth

Scenario 3a - 3. Program with a small number of on-street meters implemented in Year 1; with the remaining on-street meters, off-street surface lot pay stations, and structured parking beginning in Year 4; Assuming a 3% Growth Rate							
Year	**1**	**2**	**3**	**4**	**5**	**6**	
Revenue Sources							
On-Street Meters	$ 71,604.00	$ 71,604.00	$ 71,604.00	$ 186,233.46	$ 191,820.47	$ 197,575.08	
Off-Street Surface (Monthly)	$ -	$ -	$ -	$ 69,720.00	$ 69,720.00	$ 69,720.00	
Off-Street Surface (Transient)	$ -	$ -	$ -	$ 270,550.80	$ 278,667.32	$ 287,027.34	
Off-Street Garage	$ -	$ -	$ -	$ 188,013.04	$ 193,653.43	$ 199,463.04	
Enforcement (on-street)	$ 71,604.00	$ 71,604.00	$ 71,604.00	$ 186,233.46	$ 191,820.47	$ 197,575.08	
Enforcement (surface)	$ -	$ -	$ -	$ 57,881.25	$ 60,775.31	$ 63,814.08	
Enforcement (garage)	$ -	$ -	$ -	$ 25,000.00	$ 25,000.00	$ 25,000.00	
Installation Costs							
On-Street Meters	$ (153,750.00)			$ (461,250.00)			
Off-Street Pay Stations				$ (687,500.00)			
Garage Equipment				$ (393,000.00)			
Enforcement and Maintenance Costs							
On-Street Maintenance	$ -	$ (12,500.00)	$ (12,500.00)	$ (12,500.00)	$ (50,000.00)	$ (50,000.00)	
Off-Street Maintenance	$ -	$ -	$ -	$ -	$ (50,000.00)	$ (50,000.00)	
Garage Maintenance	$ -	$ -	$ -	$ -	$ (108,420.00)	$ (108,420.00)	
Enforcement	$ (24,300.00)	$ (25,515.00)	$ (26,790.75)	$ (107,307.21)	$ (112,672.57)	$ (118,306.20)	**Year 1 -6 Total Cash Flow**
ANNUAL CASH FLOW	**$ (34,842.00)**	**$ 105,193.00**	**$ 103,917.25**	**$ (677,925.19)**	**$ 690,364.43**	**$ 713,448.42**	**$ 900,155.92**

Table 23b: Scenario 3
Projected Cash Flow – 10% Growth

Scenario 3b - 3. Program with a small number of on-street meters implemented in Year 1; with the remaining on-street meters, off-street surface lot pay stations, and structured parking beginning in Year 4; Assuming a 10% Growth Rate							
Year	**1**	**2**	**3**	**4**	**5**	**6**	
Revenue Sources							
On-Street Meters	$ 71,604.00	$ 71,604.00	$ 71,604.00	$ 226,842.33	$ 249,526.56	$ 274,479.22	
Off-Street Surface (Monthly)	$ -	$ -	$ -	$ 69,720.00	$ 69,720.00	$ 69,720.00	
Off-Street Surface (Transient)	$ -	$ -	$ -	$ 329,097.60	$ 362,007.36	$ 398,208.10	
Off-Street Garage	$ -	$ -	$ -	$ 229,054.41	$ 251,959.85	$ 277,155.84	
Enforcement (on-street)	$ 71,604.00	$ 71,604.00	$ 71,604.00	$ 226,842.33	$ 249,526.56	$ 274,479.22	
Enforcement (surface)	$ -	$ -	$ -	$ 57,881.25	$ 60,775.31	$ 63,814.08	
Enforcement (garage)	$ -	$ -	$ -	$ 25,000.00	$ 25,000.00	$ 25,000.00	
Installation Costs							
On-Street Meters	$ (153,750.00)			$ (461,250.00)			
Off-Street Pay Stations				$ (687,500.00)			
Garage Equipment				$ (393,000.00)			
Enforcement and Maintenance Costs							
On-Street Maintenance	$ -	$ (12,500.00)	$ (12,500.00)	$ (12,500.00)	$ (50,000.00)	$ (50,000.00)	
Off-Street Maintenance	$ -	$ -	$ -	$ -	$ (50,000.00)	$ (50,000.00)	
Garage Maintenance	$ -	$ -	$ -	$ -	$ (108,420.00)	$ (108,420.00)	
Enforcement	$ (24,300.00)	$ (25,515.00)	$ (26,790.75)	$ (107,307.21)	$ (112,672.57)	$ (118,306.20)	**Year 1 -6 Total Cash Flow**
ANNUAL CASH FLOW	**$ (34,842.00)**	**$ 105,193.00**	**$ 103,917.25**	**$ (497,119.29)**	**$ 947,423.08**	**$ 1,056,130.25**	**$ 1,680,702.30**

P. Other Considerations

Payment-in-Lieu Fees

One additional alternative pricing strategy to consider is the implementation of payment-in-lieu fees. As discussed in earlier in Section 4, payment-in-lieu fees are fees to developers who wish to develop new property or redevelop existing property, but lack the appropriate land available to provide adequate parking. As described previously, the City could calculate an appropriate in-lieu fee to charge to developers. These fees would then be accumulated in a fund designed to finance parking improvements that could include the construction of new parking facilities.

The fee amount set for the payment-in-lieu program should be determined by using the average cost per space to the City for the construction of a parking structure. Costs should include design, legal, engineering, actual construction, inspection, finance, planning, and may include land costs.

It is necessary to modify the in-lieu fee periodically to reflect the increased cost of construction and land values. Therefore, the calculation for determining the in-lieu fee (as well as the fee itself) should be evaluated yearly by the City based upon the Consumer Price Index (CPI).

Funds generated through the in-lieu fee program should be deposited into a City account specifically established to provide parking and related improvements within the Downtown Parking District. The fee collected in the payment-in-lieu fund could be used for the following:

(1) Acquire, construct or develop off-street parking and related facilities on interim or ultimate basis;

(2) Fund the capital costs associated with new, upgraded and/or expanded off-street parking area serving land uses within the Downtown Parking Area;

(3) Acquisition of land for present and future garage construction or interim uses; or

(4) Reimburse capital costs or advances, or related financing costs, for spaces in existing facilities or to be constructed which are designated or set aside for the Program.

Examples of Potential Costs:

1) New Construction: The in-lieu fee for new construction could be a one-time payment of between $6,000 and $15,000 per parking space and could be due upon issuance of a building permit. The City may also consider authorizing payment options to allow quarterly payments, with the first such payment due at

the time a building permit is issued. Any and all payment-in-lieu fees should be paid in full prior to the issuance of a Certificate of Occupancy.

2) Existing Structures: When expansion, alteration or rehabilitation of a structure results in an increased parking requirement, an in-lieu fee could be paid according to one of the following:

   a) A one-time payment; or
   b) A recurring yearly payment of 5% of the value of the in-lieu-fee for as long as the use exists.

Validation Program

Another useful tool that should be considered is the implementation of a comprehensive validation program that would provide a mechanism for businesses to provide free or reduced parking rates to their patrons. These types of validation programs provide rigorous standards and are fairly difficult to violate. However, should the City decide to implement a validation program, it is imperative to develop strict accounting controls prior to implementation. Validation programs are available in a variety of methods, such as offering a dollar value discount, a percentage discount of the total fee, totally free parking, etc. These validations are typically "sold" to businesses so that the City does not lose parking revenue. However, there may be times where the City decides to offer incentives to patrons to park at reduced rates or at no cost during certain events, times of day, or days of the week.

7. Conclusions and Recommendations

The ideal parking strategy for the McKinney Town Center should be recognized through a comprehensive parking management program. The following provides a list of recommended parking strategies that should be considered as part of the parking management plan. Note: the recommendations should not be considered mutually exclusive, but rather viewed as interconnected and complementary.

Develop a Parking Management Program

The City should develop a comprehensive parking management program as a means to implement specific parking strategies, monitor their impacts, and comprehensively plan for future parking needs within the central downtown area. The parking management program should incorporate parking requirements reflective of the desired future vision of the Town Center and the City, land development regulations that encourage good urban design, and other incentives based programs for private developments.

The following components should be taken into consideration for incorporation into the Comprehensive Parking Management Program.

Component 1: Establish a Special Parking District or Parking Authority

The City should consider establishing a special parking district for the Town Center to help forge partnerships between the City, residents, property owners, and business owners. The district should serve as a formal means to generate additional revenue and provide funds for valuable improvements to pedestrian facilities, lighting, street furniture, street/sidewalk maintenance, bicycle lanes, and other amenities. Also, as part of this partnership, residents, property owners, and business owners should have the opportunity to voice where revenue is spent.

Similarly, the City should consider establishing a parking authority or enterprise fund to manage and administer parking implementation strategies. Parking authorities are typically self-supporting entities that generate operating revenues that are adequate enough to cover the debt obligations, operating expenses, and additional capital improvements.

Component 2: Establish a Payment-In-Lieu System

The City should establish a payment-in-lieu of parking program within the Town Center to support the redevelopment goals of the area and complement any shared parking provisions and/or other strategies outlined for the Town Center. The payment-in-lieu system should be developed in accordance with the following procedures:

- Establish a parking administrator or coordinator for the City that would be the point person and administrator of the payment-in-lieu program.

- Inventory property values within the area where the in-lieu fee will be established. This will identify the average land value per square foot.
- Investigate construction costs in the area to determine the per square foot cost of construction for a parking garage and a surface parking lot.
- Determine a per parking space fee for a parking garage and a surface parking lot.
- Determine if in-lieu fees will be established based on a project-by-project basis or on a uniform basis.
- Establish a parking trust fund account where the in-lieu fee will be collected, maintained and disbursed.
- Develop an ordinance describing the proposed payment-in-lieu mechanism, methodology, limitations, proposed fee, and the method of implementation.
- Amend the City's Code of Ordinances to describe the payment-in-lieu policies and methodology.

Component 3: Improve Provisions for On-Street Parking

Improving provisions for on-street parking to adequately regulate the use of on-street spaces will promote the redevelopment vision of the Town Center. In improving on-street parking provisions, the City should consider the use of parking meters and/or permits to encourage turnover and generate additional revenue. The City may consider a phased approach for implementing on-street paid parking (i.e meters). As paid on-street parking is implemented, a phased approached for discontinuing the current "Three-for-Free" program should be considered.

It is recommended that implementation of an on-street parking program begin with a "pilot" phase on the Square Proper only and then expanding the program within two years to the surrounding blocks (encompassing all eleven blocks of the central downtown area) based on demand changes, market acceptance and program performance.

Component 4: Improve Provisions for Off-Street Parking

Improving provisions for monitoring and operating off-street parking facilities will promote the redevelopment vision of the Town Center and help regulate the use of all parking in the central downtown area (on-street as well as off-street parking). In implementing provisions for parking facilities, the City should consider the use of cashierless pay stations and monthly parking permits to encourage turnover and provide available parking. This would also generate additional revenue that could be used for improvements in the Town Center area.

It is recommended that revenue control equipment be installed within the five existing City surface lots (described in Section 6) in conjunction with the construction and opening of a parking garage and/or expansion of on-street parking beyond the

"pilot" phase. Management of off-street parking should be controlled by the Public Parking Entity/District/Authority.

Component 5: Provide Centralized Public Parking

The City should continue to identify, evaluate and acquire properties where surface parking lots and/or other publicly owned locations could be utilized for the construction of a centralized future parking garage. This will provide the opportunity for the City to better accommodate existing parking demands and plan for future parking needs. In addition, centralized parking facilities could allow residents and visitors the opportunity to park once at specific locations and patronize multiple destinations. The development of centralized parking would be an integral part of the payment-in-lieu parking program, as well.

Moving Forward

Based on the recommendations listed above, the following steps for implementation are provided as a guide for establishing a formal parking program in McKinney's Town Center.

STEP 1 — Ordinance changes to modify and/or establish:

- Parking Ordinance
- Parking District Area
- Parking District Management Structure
- Parking Rates
- Parking Hours
- Enforcement Procedures
- Payment-in-Lieu fees

STEP 2 — Launch "pilot" phase of the paid parking program, i.e. installation of revenue control equipment on-street at square proper

STEP 3 — Construction of parking structure

Establish strategies and priorities for implementing subsequent phases of paid parking

STEP 4 — Launch subsequent phases of the paid parking program based on demand changes and performance

ATTACHMENT A

PEER CITY COMPLETED SURVEY FORMS

Attachment A:
Peer City Completed Survey Forms
(Asheville, NC)

City of McKinney Parking Rate Review
Project Number:
Task 1: Rate Review - Question to Ask City Parking Managers

City Contacted: Asheville, NC

Name, Phone Number of Contact: Harry Brown, Parking Service Manager, (828) 259-5792

A	**Questions about their Parking System**	
	How many public parking spaces are in your downtown?	4,500
	How many are on-street spaces?	1,202
	How many are off street spaces?	3,339
	Are the off-street spaces in lots or structures? How many of each?	Both; 4 parking garages and 6 surface lots
	What is the utilization of on-street and garages?	Garages - 60% to 85%; Surface Lots 50% to 60%; On-street 60% to 80% weekday afternoons and 50% to 90% on weekend afternoon/evenings
	How are the fees collected? Cashier, POF, other	Meters, pay by space stations, Cashier, and POF for some garages
	Can you tell me about your time limits and restrictions?	On-street is two hour limit
	What are the hours for meters, lots and garages that you change for parking?	Meters are enforced Monday through Saturday 8am to 6pm. Garages are open 24/7
	Is there any free parking? If so, where?	Non-metered spaces that are not reserved are free but time restricted. All on-street parking is free on Sundays and Holidays.
B	**Questions about their Rate Structure**	
	Can you tell me about your parking rates? (questions below)	
	What is the hourly rate? Are there different rates for different areas? Are there different rates for different days or different times of the year? What are the daily rates?	Metered parking is $1/hour; Garages all have 1 hour free and then are $0.50 to $0.75 per hour with $8 daily max. Special events are flat rate of $6 to $7.
	Are there monthly passes, permits or vouchers? Who is eligible to purchase those (residents?, employees? Anyone?). Are the permits good for any location or specific locations? Are the permits good for all days of the year?	On-street permits are $30 to $45/month depending on location; Garages are $70 to $100/month depending on location; Off street lot permits are $55/month (uncovered) or $65/month (covered).
	How much do the permits cost (are they purchased by month or year?)	See above
	Are there any special rate provisions for citizens, elderly, ADA, military, Purple Heart, etc.	Everyone pays the same rates
	Are there any special rate provisions for employees? How does the City verify that they are employees of the area businesses?	Everyone pays the same rates
	When was the last time you modified the rates? Why did you change them? How did you notify the parking public about the changes?	
	Was the rate change successful? How did you measure that?	

Attachment A:
Peer City Completed Survey Forms
(Asheville, NC)

	What methods of payment are available? Is it different for different locations?	Some pay by space stations are cash only, some accept credit cards. Meters are coin only. Garages accept cash, check, and credit card.
	What type of revenue control equipment do you have and where?	Garages have Amano equipment just replaced last year (gates, fee computers, express exits)
C	**Questions about Enforcement and Fines**	
	Are the time limits and rates enforced? If so, who does the enforcement and how often?	Parking group does the enforcement
	Which department collects the fines?	Collections handled through the city accounting department.
	What are the collection efforts and who performs this (internally or external)	Internally. Fines are paid at City Hall or at garage cashier booths
	What are the fines for different violations?	$10 for improper use of a loading zone; $10 for expired meter; $25 late penalty for fines
	Does the parking program run at a surplus or a deficit? If a surplus, where does the revenue go and what is it used for (general fund, parking fund, other?)	Currently running at a surplus. Everything goes into the parking fund.
	Are the fees collected by the City used differently than the fines? If so, how?	Fees and fines go into Parking fund. Parking is an enterprise fund.
	Does the City tow or boot vehicles?	Yes, vehicles are booted after 3 unpaid violations
D	**Other Questions**	
	Is there a validation program? Can you explain how that works?	Yes. Merchants are sold coupons that can be used to reduce fees at the cashier booths. They can also issue tickets that can be used at the automated exits when a cashier is not on duty.
	Is there a valet program? If so, is the City involved in the valet operations or is it implemented by local businesses?	No valet programs
	About how many employees are there in the area you charge for parking?	Too difficult to calculate exact number
	Does the city offer developers the option to purchase "parking credit" in lieu of providing parking as part of the development?	No "in lieu" parking program but they do have something similar for the CBD for sidewalk space. Developers can pay into a fund in lieu of providing sidewalk space.
	Are there any commercial loading zones? What are the fees for commercial vehicles? Where are they located?	Yes, loading zones are 30 minute time limit

Attachment A:
Peer City Completed Survey Forms
(Austin, TX)

City of McKinney Parking Rate Review
Project Number:
Task 1: Rate Review - Question to Ask City Parking Managers

City Contacted: Austin

Name, Phone Number of Contact: Steve Grassfield (512) 974-1489

A	**Questions about their Parking System**	
	How many public parking spaces are in your downtown?	5,225 spaces
	How many are on-street spaces?	4,500 on street spaces
	Are the on-street spaces metered? If so, how many meters?	Yes
	How many are off street spaces?	1 garage for City Hall with 725 spaces. City is looking at some public/private partnerships for additional off street parking.
	Are the off-street spaces in lots or structures? How many of each?	1 garage
	What is the utilization of on-street and garages?	33%
	How are the fees collected? Cashier, POF, other	Single Space, Multi Space Meters
	Can you tell me about your time limits and restrictions?	Metered spaces limited to 3 hours in Downtown Area, 5 Hours around the University
	What are the hours for meters, lots and garages that you charge for parking?	Metered spaces are free after 5:30 pm and on weekends
	Is there any free parking? If so, where?	No, only after hours
B	**Questions about their Rate Structure**	
	Can you tell me about your parking rates? (questions below)	
	What is the hourly rate? Are there different rates for different areas? Are there different rates for different days or different times of the year? What are the daily rates?	Meters are $1 per hour regardless of the area. Garage is $3 for first hour, $1.50/hour after that with a max of $10 on weekdays from 5:45 am to 5 pm. From 5pm to 1 am it is $5 flat rate. Weekends are free before 5pm and a flat $5 from 5pm to 1 am. Garage parking is free on City Council Meeting days and free on certain Fridays from 11:30 am to 1:30 pm for "Live from the Plaza" concerts.
	Are there monthly passes, permits or vouchers? Who is eligible to purchase those (residents?, employees? Anyone?). Are the permits good for any location or specific locations? Are the permits good for all days of the year?	Parking is provided to City employees for free in garages
	How much do the permits cost (are they purchased by month? year?	None
	Are there any special rate provisions for citizens, elderly, ADA, military, Purple Heart, etc.	Handicapped vehicles park for free at any metered space
	Are there any special rate provisions for employees? How does the City verify that they are employees of the area businesses?	City Employees are provided parking. Employees of local business must pay the regular rates.
	When was the last time you modified the rates? Why did you change them? How did you notify the parking public about the changes?	Last changed in 2003 from $0.75 to $1.00. City ran TV ads and newspaper ads

Attachment A:
Peer City Completed Survey Forms
(Austin, TX)

	Was there any measurable effect due to the rate change?	No
	What methods of payment are available? Is it different for different locations?	Meters take nickels, dimes, and quarters and accept credit cards. Austin had a preprogrammed card program but they discontinued it for lack of use and they said the cards were easily counterfeited.
	What type of revenue control equipment do you have and where?	Single space meters (IPS meters), Multi-space meters (pay and display), and old Duncan meters that are scheduled to be replaced
C	**Questions about Enforcement and Fines**	
	Are the time limits and rates enforced? If so, who does the enforcement and how often?	Yes, Parking division has their own enforcement department
	Which department collects the fines?	Municipal Court collects the fines
	What are the collection efforts and who performs this (internally or external)	Municipal Court collects the fines
	What are the fines for different violations?	$20 if paid by the court date, $30 if after the court date
	Does the parking program run at a surplus or a deficit? If a surplus, where does the revenue go and what is it used for (general fund, parking fund, other?)	Fees from parking go to the parking fund, any surplus goes to the parking fund. Fees generated from fines goes to the General Fund.
	Are the fees collected by the City used differently than the fines? If so, how?	City parking fees are used for paying for meters, maintenance, operational costs, etc. Fine fees go to the General Fund.
	Does the City tow or boot vehicles?	Only Austin Police Department can tow or boot vehicles. City parking enforcement contacts APD if a vehicle needs to be towed or booted.
D	**Other Questions**	
	Is there a validation program? Can you explain how that works?	Validation for visitors of City of Austin departments in the City Hall garage. City Hall retail tenants can validate up to 2 hours of parking (with purchase) in the City Hall garage from 8 to 5 on weekdays.
	Is there a valet program? If so, is the City involved in the valet operations or is it implemented by local businesses?	Valet programs are implemented by local businesses. Valet companies must register with the city and pay for a permit.
	Does the city offer developers the option to purchase "parking credit" in lieu of providing parking as part of the development?	No
	About how many employees are there in the area you charge for parking?	Number of employees is unknown and would be very difficult to determine.
	Are there any commercial loading zones? What are the fees for commercial vehicles? Where are they located?	Have "Commercial Service Zones" for properly signed delivery vehicles

Attachment A:
Peer City Completed Survey Forms
(Fort Worth, TX)

City of McKinney Parking Rate Review
Project Number:
Task 1: Rate Review - Question to Ask City Parking Managers

City Contacted: Fort Worth, TX

Name, Title, Phone Number of Contact: Peter Elliott (817) 392-7977

A	**Questions about their Parking System**	
	How many public parking spaces are in your downtown?	4,100 Spaces plus a new 1200 space garage to open in May 2010
	How many are on-street spaces?	2,200 metered spaces
	How many are off street spaces?	1,800 Garage spaces
	Are the off-street spaces in lots or structures? How many of each?	All off street public spaces are in two garages
	What is the utilization of on-street and garages?	Garages - about 50% and on-street ranges from 50% to 70%
	How are the fees collected? Cashier, POF, other	On-street is all coins but looking to add credit card capabilities. Both garages have cashier booths and the Houston garage has POF.
	Can you tell me about your time limits and restrictions?	Meters in different areas have different time limits (1 Hr, 2HR, 4HR, 10 HR)
	What are the hours for meters, lots and garages that you change for parking?	Metered spaces - charged to park from 8 am to 6 pm, after 6 pm and weekends are free. Houston garage is 24 hours. No overnight parking in Commerce Street Garage.
	Is there any free parking? If so, where?	There are eight free spots for Water Department customers (30 minute time limit). Surface Lot south of City Hall has free parking for City Hall customers.
B	**Questions about their Rate Structure**	
	Can you tell me about your parking rates? (questions below)	
	What is the hourly rate? Are there different rates for different areas? Are there different rates for different days or different times of the year? What are the daily rates?	1 HR meters - $1.25/hr; 2 HR meters - $1.25/HR; 4 HR meters - $0.75/HR; 10 HR meters - $0.30/HR; Houston Street Garage - $2 per 30 min for first 1.5 hours then $10 for 1.5 to 6 hrs, $12 for 6 to 12 hrs, and $15 for 12 to 24 hrs. $10 to $15 flat rate for special events
	Are there monthly passes, permits or vouchers? Who is eligible to purchase those (residents?, employees? Anyone?). Are the permits good for any location or specific locations? Are the permits good for all days of the year?	Monthly parking available in the garages, available to anyone. Good for the specific garages. Parking hours are usually restricted to business hours.
	How much do the permits cost (are they purchased by month? year?	All monthly - Houston garage is $125/month and Commerce Street garage is $75/month
	Are there any special rate provisions for citizens, elderly, ADA, military, Purple Heart, etc.	Vehicles with display plates, tags, etc can all park on meters free but time limits are enforced.
	Are there any special rate provisions for employees? How does the City verify that they are employees of the area businesses?	No special rates for non city employees, special provision for disabled employees throughout the city to obtain an on-street space during their time of work for $100/month (must provide documentation).
	When was the last time you modified the rates? Why did you change them? How did you notify the parking public about the changes?	Commerce Street rates were raised when Houston Street Garage was opened (within the last 5 years); Metered spaces for 10HR spaces and 2HR spaces were raised in 2009. Rates were raised to equalize the 1 Hr and 2 Hr rate and to get closer to benchmark rates of similar and larger sized markets in Texas. Informed the public through website newspaper ads
	Was the rate change successful? How did you measure that?	Yes. Actual revenue for 2009-2010 is trailing close to projected revenue with the increased rate considered.

Attachment A:
Peer City Completed Survey Forms
(Fort Worth, TX)

	What methods of payment are available? Is it different for different locations?	Metered spaces are all coins but looking to implement pay by credit card. Garages are cash and credit card
	What type of revenue control equipment do you have and where?	POM meters with some Duncan meters; Mostly Amano equipment in the garages
C	**Questions about Enforcement and Fines**	
	Are the time limits and rates enforced? If so, who does the enforcement and how often?	Yes, enforced by police department everyday 8am to 6pm except holidays and weekends.
	Which department collects the fines?	Municipal courts collects the fines
	What are the collection efforts and who performs this (internally or external)	Recently hired 3rd party collection agency - December 2009
	What are the fines for different violations?	$25 for an expired meter, $25 late penalty for paying fine late, $150 for parking in a disabled space
	Does the parking program run at a surplus or a deficit? If a surplus, where does the revenue go and what is it used for (general fund, parking fund, other?)	Parking has had a surplus every year. All surplus goes back into the General Fund
	Are the fees collected by the City used differently than the fines? If so, how?	All funds go back into the General Fund
	Does the City tow or boot vehicles?	Police department handles towing except for in a few city off street lots where the city handles towing
D	**Other Questions**	
	Is there a validation program? Can you explain how that works?	No validation program
	Is there a valet program? If so, is the City involved in the valet operations or is it implemented by local businesses?	Valet is operated by valet operators with appropriate permits
	About how many employees are there in the area you charge for parking?	Don't have an exact number
	Does the city offer developers the option to purchase "parking credit" in lieu of providing parking as part of the development?	No program currently in place
	Are there any commercial loading zones? What are the fees for commercial vehicles? Where are they located?	Yes but anyone can use them and it is difficult to enforce.

Attachment A:
Peer City Completed Survey Forms
(Galveston, TX)

City of McKinney Parking Rate Review
Project Number:
Task 1: Rate Review - Question to Ask City Parking Managers

City Contacted: Galveston, TX

Name, Title, Phone Number of Contact: Jeff Miller (409) 797-3562

A	**Questions about their Parking System**	
	How many public parking spaces are in your downtown?	There were 836 metered spaces in downtown pre-hurricane Ike. New meters will be installed for approx. 700 spaces downtown
	How many are on-street spaces?	All 700 are on-street
	How many are off street spaces?	N/A
	Are the off-street spaces in lots or structures? How many of each?	N/A
	What is the utilization of on-street and garages?	Meters are not currently installed. Old meters were destroyed by hurricane Ike and the City is in the process of procuring new meters
	How are the fees collected? Cashier, POF, other	New meters are multi-space meters
	Can you tell me about your time limits and restrictions?	Undetermined at this time
	What are the hours for meters, lots and garages that you charge for parking?	Monday through Saturday
	Is there any free parking? If so, where?	Yes, free on-street parking is available throughout the downtown area outside of the area between 18th & 26th streets from Harborside drive to Postoffice Street.
B	**Questions about their Rate Structure**	
	Can you tell me about your parking rates? (questions below)	
	What is the hourly rate? Are there different rates for different areas? Are there different rates for different days or different times of the year? What are the daily rates?	$1.25/Hour at all meters
	Are there monthly passes, permits or vouchers? Who is eligible to purchase those (residents?, employees? Anyone?). Are the permits good for any location or specific locations? Are the permits good for all days of the year?	None for metered spaces but there are permits issued to residents for on-street parking in residential areas.
	How much do the permits cost (are they purchased by month? year?	Residential permits are free
	Are there any special rate provisions for citizens, elderly, ADA, military, Purple Heart, etc.	Everyone pays the same rates but there are designated ADA spaces
	Are there any special rate provisions for employees? How does the City verify that they are employees of the area businesses?	None
	When was the last time you modified the rates? Why did you change them? How did you notify the parking public about the changes?	New meters will be $1.25/hour (old rate was $1/hour)
	Was the rate change successful? How did you measure that?	N/A

Attachment A:
Peer City Completed Survey Forms
(Galveston, TX)

	What methods of payment are available? Is it different for different locations?	Meters will accept cash, credit card, or pay by phone
	What type of revenue control equipment do you have and where?	Parkeon multi-space meters
C	**Questions about Enforcement and Fines**	
	Are the time limits and rates enforced? If so, who does the enforcement and how often?	AMPCO will do the enforcement as well as Galveston Police
	Which department collects the fines?	Municipal Courts
	What are the collection efforts and who performs this (internally or external)	Municipal Courts
	What are the fines for different violations?	$17 for most violations
	Does the parking program run at a surplus or a deficit? If a surplus, where does the revenue go and what is it used for (general fund, parking fund, other?)	No revenue at this time. New meters are funded through a combination of a FEMA grant and a loan from AMPCO (Parking Management Company contracted with the City). Once new meters are installed the revenue will first be used to pay back the loan from AMPCO and the rest of the revenues will be split between the City and AMPCO based on their revenue sharing agreement. The City's portion of the revenue will be used by the Galveston Park Board of Trustees to promote downtown businesses.
	Are the fees collected by the City used differently than the fines? If so, how?	Fines go to General Fund, Fees are split based on revenue sharing agreement
	Does the City tow or boot vehicles?	Yes, done by the police department
D	**Other Questions**	
	Is there a validation program? Can you explain how that works?	None
	Is there a valet program? If so, is the City involved in the valet operations or is it implemented by local businesses?	None
	About how many employees are there in the area you charge for parking?	No solid numbers
	Does the city offer developers the option to purchase "parking credit" in lieu of providing parking as part of the development?	No
	Are there any commercial loading zones? What are the fees for commercial vehicles? Where are they located?	Yes, no special permits are required

Attachment A:
Peer City Completed Survey Forms
(McAllen, TX)

City of McKinney Parking Rate Review
Project Number:
Task 1: Rate Review - Question to Ask City Parking Managers

City Contacted: City of McAllen, TX
Name, Phone Number of Contact: Rosa Pedressa (956) 681-3525

A	**Questions about their Parking System**	
	How many public parking spaces are in your downtown?	1,996 spaces
	How many are on-street spaces?	1,181 On-Street Spaces
	How many are off street spaces?	815 Off-Street spaces
	Are the off-street spaces in lots or structures? How many of each?	Garage with 438 spaces and 379 spaces in surface lots
	What is the utilization of on-street and garages?	Doesn't know exact numbers
	How are the fees collected? Cashier, POF, other	All cash at garage collected by cashier, meters for on-street and surface lot only accept coins
	Can you tell me about your time limits and restrictions?	On-street is 2 hours; Off-street surface lot is 10 hours; Garage is open 24/7
	What are the hours for meters, lots and garages that you change for parking?	Garage - Cashier is on duty Monday through Thursday 7am to 7pm, until 3am on Friday and Saturday, and 12pm to 5pm on Sunday. Security guard handles after hours transactions; On-street enforcement Monday through Saturday 9am to 6pm
	Is there any free parking? If so, where?	No
B	**Questions about their Rate Structure**	
	Can you tell me about your parking rates? (questions below)	
	What is the hourly rate? Are there different rates for different areas? Are there different rates for different days or different times of the year? What are the daily rates?	Meters for on-street and surface lot are $0.25 for each half hour. Garage is $1 for the first hour and $0.50 for each additional hour with a $5 daily max. $5 flat rate is charged for special events.
	Are there monthly passes, permits or vouchers? Who is eligible to purchase those (residents?, employees? Anyone?). Are the permits good for any location or specific locations? Are the permits good for all days of the year?	Not currently but looking to implement monthly parking soon.
	How much do the permits cost (are they purchased by month? year?	N/A
	Are there any special rate provisions for citizens, elderly, ADA, military, Purple Heart, etc.	Free parking for Disabled Vets, Medal of Honor, Pearl Harbor Survivors, POWs, Purple Heart
	Are there any special rate provisions for employees? How does the City verify that they are employees of the area businesses?	Everyone pays the same rates
	When was the last time you modified the rates? Why did you change them? How did you notify the parking public about the changes?	Going up to council for new slightly modified rates today (2/22/10)
	Was the rate change successful? How did you measure that?	

Attachment A:
Peer City Completed Survey Forms
(McAllen, TX)

	What methods of payment are available? Is it different for different locations?	Cash only right now. Looking to add Credit Card Payments
	What type of revenue control equipment do you have and where?	cashier booths in garage, double and single headed meters on-street and at the surface lot
C	**Questions about Enforcement and Fines**	
	Are the time limits and rates enforced? If so, who does the enforcement and how often?	Yes, enforced by the Downtown Services group
	Which department collects the fines?	Downtown Services group
	What are the collection efforts and who performs this (internally or external)	Downtown Services group
	What are the fines for different violations?	$3 overtime (if paid within 24 hours) $7 thereafter
	Does the parking program run at a surplus or a deficit? If a surplus, where does the revenue go and what is it used for (general fund, parking fund, other)?	Surplus, revenue goes back into the Downtown Services fund
	Are the fees collected by the City used differently than the fines? If so, how?	Everything goes into the Downtown Services fund
	Does the City tow or boot vehicles?	Yes, towing is called in to the police
D	**Other Questions**	
	Is there a validation program? Can you explain how that works?	Not currently but looking to implement validations soon. Going up to council today (2/22)
	Is there a valet program? If so, is the City involved in the valet operations or is it implemented by local businesses?	No, valet is privately run. Must obtain permits from the city.
	About how many employees are there in the area you charge for parking?	Doesn't have exact figures
	Does the city offer developers the option to purchase "parking credit" in lieu of providing parking as part of the development?	No
	Are there any commercial loading zones? What are the fees for commercial vehicles? Where are they located?	30 minute loading zones in the alley. No permits required

Attachment A:
Peer City Completed Survey Forms
(San Marcos, TX)

City of McKinney Parking Rate Review
Project Number:
Task 1: Rate Review - Question to Ask City Parking Managers

City Contacted: San Marcos, TX
Name, Phone Number of Contact: Matthew Lewis (512) 393-8100

A	**Questions about their Parking System**	
	How many public parking spaces are in your downtown?	
	How many are on-street spaces?	
	How many are off street spaces?	
	Are the off-street spaces in lots or structures? How many of each?	
	What is the utilization of on-street and garages?	
	How are the fees collected? Cashier, POF, other	
	Can you tell me about your time limits and restrictions?	
	What are the hours for meters, lots and garages that you change for parking?	
	Is there any free parking? If so, where?	
B	**Questions about their Rate Structure**	
	Can you tell me about your parking rates? (questions below)	
	What is the hourly rate? Are there different rates for different areas? Are there different rates for different days or different times of the year? What are the daily rates?	
	Are there monthly passes, permits or vouchers? Who is eligible to purchase those (residents?, employees? Anyone?). Are the permits good for any location or specific locations? Are the permits good for all days of the year?	
	How much do the permits cost (are they purchased by month or year?)	
	Are there any special rate provisions for citizens, elderly, ADA, military, Purple Heart, etc.	
	Are there any special rate provisions for employees? How does the City verify that they are employees of the area businesses?	
	When was the last time you modified the rates? Why did you change them? How did you notify the parking public about the changes?	
	Was the rate change successful? How did you measure that?	

	What methods of payment are available? Is it different for different locations?	
	What type of revenue control equipment do you have and where?	
C	**Questions about Enforcement and Fines**	
	Are the time limits and rates enforced? If so, who does the enforcement and how often?	
	Which department collects the fines?	
	What are the collection efforts and who performs this (internally or external)	
	What are the fines for different violations?	
	Does the parking program run at a surplus or a deficit? If a surplus, where does the revenue go and what is it used for (general fund, parking fund, other)?	
	Are the fees collected by the City used differently than the fines? If so, how?	
	Does the City tow or boot vehicles?	
D	**Other Questions**	
	Is there a validation program? Can you explain how that works?	
	Is there a valet program? If so, is the City involved in the valet operations or is it implemented by local businesses?	
	About how many employees are there in the area you charge for parking?	
	Does the city offer developers the option to purchase "parking credit" in lieu of providing parking as part of the development?	
	Are there any commercial loading zones? What are the fees for commercial vehicles? Where are they located?	

Attachment A:
Peer City Completed Survey Forms
(Savannah, GA)

City of McKinney Parking Rate Review
Project Number:
Task 1: Rate Review - Question to Ask City Parking Managers

City Contacted: Savannah, GA

Name, Phone Number of Contact: Veleeta McDonald (912) 644-7795

A	**Questions about their Parking System**	
	How many public parking spaces are in your downtown?	About 7,000
	How many are on-street spaces?	3,000 metered spaces in the Historic District
	How many are off street spaces?	3,986 spaces in lots and garages
	Are the off-street spaces in lots or structures? How many of each?	5 Garages with 3,416 spaces; 4 Surface Lots with 570 spaces.
	What is the utilization of on-street and garages?	Both are running at or near capacity (80% to 90%)
	How are the fees collected? Cashier, POF, other	Cashier, single-space meters, multi-space meters
	Can you tell me about your time limits and restrictions?	Meters have time limits of 30 minutes, 1Hr, 2Hr, 5Hr, and 10Hrs. Free Parking on Broad street has 2 Hr time limit.
	What are the hours for meters, lots and garages that you change for parking?	On-street is Monday through Friday 8am to 5pm; Bryan Street, Robinson, and Whitaker Street Garages are open 24/7 while State Street Garage is closed from 1AM to 5AM Monday through Saturday and Liberty Street Garage is closed Sunday from 3AM to 5AM and closed Monday through Saturday from 1AM to 5AM.
	Is there any free parking? If so, where?	Some 30 minute free spaces for customer service; Broad street has 8 blocks of free on-street parking with 2 hour time restriction
B	**Questions about their Rate Structure**	
	Can you tell me about your parking rates? (questions below)	
	What is the hourly rate? Are there different rates for different areas? Are there different rates for different days or different times of the year? What are the daily rates?	On-street metes range from $0.30/hour to $1.00/hour; Garages are generally $1/hour during the day with $2 flat rate for evening parking (after 6pm). Whitaker Street doesn't have an evening flat rate. Weekend rates are flat rate of $3 except for Liberty Street which is flat rate of $1 and Whitaker Street doesn't have a weekend daily flat rate. Daily max for all garages except Whitaker Street is $10. Whitaker Street daily max is $16. Special event rates range from $3 to $20.
	Are there monthly passes, permits or vouchers? Who is eligible to purchase those (residents?, employees? Anyone?). Are the permits good for any location or specific locations? Are the permits good for all days of the year?	Monthly permits are good for specific garages. Residential permits are good for metered zones near the applicant's residence and they're free for residents with vehicles registered in Chatham County. Student permits are available for students living in metered zones ($125 application fee).
	How much do the permits cost (are they purchased by month or year?)	Garages have the following monthly rates: Bryan Street, State Street, and Robinson charge $80/month restricted to M-F parking 6AM to 9PM, $95/month for unlimited access during operating hours, or reserved space with unlimited access for $160/month. Liberty Street charges $35/month for access M-F 6AM to 9PM or $65/month for unlimited access during operating hours. Whitaker Street is $95 for M-F 5AM to 8PM, $140/month for unlimited access, or $280 for a reserved space with unlimited access.
	Are there any special rate provisions for citizens, elderly, ADA, military, Purple Heart, etc.	City Council Members have decals that allow them to park for free but everyone else pays the same rates.
	Are there any special rate provisions for employees? How does the City verify that they are employees of the area businesses?	City employees are given a discounted monthly rate in the Liberty Garage for $5/month.

Attachment A:
Peer City Completed Survey Forms
(Savannah, GA)

	When was the last time you modified the rates? Why did you change them? How did you notify the parking public about the changes?	No recent modification for on-street. Monthly rates for garages was increased in 2007.
	Was the rate change successful? How did you measure that?	Garage monthly increase was successful. There's still a waiting list for some garages.
	What methods of payment are available? Is it different for different locations?	Cash, Credit Cards, Checks, and SmartCards (prepaid parking). Methods accepted are different for each location. Looking to phasing out or modifying SmartCards since they have not been widely adapted.
	What type of revenue control equipment do you have and where?	Garages have Ammano/McGann equipment; Multi-space meters are Parkeon; Single-Space meters are POM. Coming out with an RFP at the end of March to replace their revenue control equipment for the garages.
C	**Questions about Enforcement and Fines**	
	Are the time limits and rates enforced? If so, who does the enforcement and how often?	Yes, by Parking Services and the Savannah-Chatham Metro Police Department
	Which department collects the fines?	Parking Services
	What are the collection efforts and who performs this (internally or external)	Parking Services
	What are the fines for different violations?	Overtime is $15; 7 day late fee of $12; 30 day late fee an additional $17
	Does the parking program run at a surplus or a deficit? If a surplus, where does the revenue go and what is it used for (general fund, parking fund, other)?	Has run at a surplus every year. Parking is an enterprise fund so everything goes back into the parking fund.
	Are the fees collected by the City used differently than the fines? If so, how?	No, everything goes back into the parking fund.
	Does the City tow or boot vehicles?	Yes
D	**Other Questions**	
	Is there a validation program? Can you explain how that works?	Visitor DAYPASS can be purchased for $10 for 48 hour pass. DAYPASS allows unlimited parking in any City garage/lot, overtime in limited time zones, and parking at any meter with a limit of one hour or more.
	Is there a valet program? If so, is the City involved in the valet operations or is it implemented by local businesses?	No city run valet. 3rd party gets permit and pays monthly fee in lieu of paying hourly parking fee for vehicles.
	About how many employees are there in the area you charge for parking?	Don't know
	Does the city offer developers the option to purchase "parking credit" in lieu of providing parking as part of the development?	No program currently but something they are looking into.
	Are there any commercial loading zones? What are the fees for commercial vehicles? Where are they located?	Yes, Commercial Vehicle Decals are for freight zones, lanes or alleys, or officially bagged meters for unloading or loading or providing maintenance, repair, or construction services. Cost is $150/year

Attachment A:
Peer City Completed Survey Forms
(Ventura, CA)

City of McKinney Parking Rate Peer City Survey
Rate Review

Name of City Contacted: City of Ventura, California
Contact Name: Tom Mericle
Contact Title: City Transportation Manager
Contact E-mail: tmericle@cityofventura.net
Contact Phone: 805-654-7774

	Questions about their Parking System	Response:
	How many public parking spaces are in your downtown/beach districts?	2,500 in downtown core
	How many are on-street spaces?	625
	How many are off-street spaces?	1,875
	Are the off-street spaces in lots or structures? How many of each?	1 Structure; 11 Surface Lots
	What is the utilization of on-street and garages?	Goal of 85% utilization
	How are the fees collected? Cashier, POF, other	pay stations (Multi-space meters)
	Time limits and restrictions?	None (removing existing 2-hour limits)
	What are the hours for meters, lots and garages that you charge for parking?	10:00am-10:00pm Sun-Thurs; 10:00am-12:00am Fri-Sat
	Is there any free parking? If so, where?	Surface Lots and garages; on-street some blocks and after hours
B	**Questions about their Rate Structure**	
	Can you tell me about your parking rates? (questions below)	
	What is the hourly rate? Are there different rates for different areas? Are there different rates for different days or different times of the year? What are the daily rates?	On-street: $1.00 per hour for the first two hours, $1.50 for each hour after that.
	Are there monthly passes, permits or vouchers? Who is eligible to purchase those (residents?, employees? Anyone?). Are the permits good for any location or specific locations? Are the permits good for all days of the year?	Residential parking permits (max 2 depending on availability on site, up to 4 visitor per year - max 7 days each), Construction activity parking permits, special event parking permits, and valet parking permits. Residential permits will be restricted by general zone. Construction, special event, and valet parking permits are space(s) specific
	How much do the permits cost? (are they purchased by month? year?)	$20 per year. The non-residential permits pay for loss revenue in addition to the permit fee.
	Are there any special rate provisions for citizens, elderly, ADA, military, etc.	ADA placards exempt user from parking restrictions or payment (by State law).
	Are there any special rate provisions for employees? How does the City verify that they are employees of the area businesses?	None at this time. They are expected to parking in free lots and structure. Will have employee permit system if, and when, we move to off-street paid parking.
	When was the last time you modified the rates? Why did you change them? How did you notify the parking public about the changes?	Currently transitioning from free parking to paid on-street parking
	Was the rate change successful? How did you measure that?	n/a
	What methods of payment are available? Is it different for different locations?	Pay stations (Multi-space meters) collect coin and credit card. Will also have pay by cell phone option.
	What type of revenue control equipment do you have, if any, and where?	None.
C	**Questions about Enforcement and Fines**	
	Are the time limits and rates enforced? If so, who does the enforcement and how often?	Enforcement is done by Ventura Police Department. Cadets will be performing parking enforcement and will be supervised by a sworn officer.
	Which department collects the fines?	Police Department
	What are the collection efforts and who performs this (internally or external)	Collection of the pay stations will be done by City Treasury through contract with Bank of America.
	What are the fines for different violations?	Parking fines are generally $40.
	Does the parking program run at a surplus or a deficit? If a surplus, where does the revenue go and what is it used for (general fund, parking fund, other?)	Program is projected to have a net revenue. These funds are restricted to be used for improvements in the Downtown Parking District only.
	Are the fees collected by the City used differently than the fines? If so, how?	Fines go directly into the General Fund.
D	**Other Questions**	
	Does the city offer a Payment-in-Lieu program to developers? If so, please describe the program.	Yes. Standard payment in exchange for not providing up to a certain amount of on-site parking. Program managed by Community Development Department.
	If they provide a PIL program, how is the amount calculated?	Flat fee adjusted every year for inflation (currently about $24,000 per space).
	Is there a validation program? Can you explain how that works?	None at this time.
	Is there a valet program? If so, is the City involved in the valet operations or is it implemented by local businesses?	Yes. Private vendor at one location at this time. Considering partnering with downtown business group to have universal valet.
	About how many employees are there in the area you charge for parking?	None.
	Are there any commercial loading zones? What are the fees for commercial vehicles?	There are loading zones. No fees are charged for these zones.
	Are there City employees dedicated to the parking program? If so, please describe.	Yes. The program funds 0.5 FTE parking management position through City Engineering, 0.5 FTE sworn Police Officer, and approximately 7 cadet parking enforcement personnel. Other staff will be involved in maintenance functions.

ATTACHMENT B

PEER CITY SPECIAL PROGRAMS

Attachment B:
Peer City Special Programs

Special Programs	General Validation	Hourly Validation	Valet Parking Program	Employee Validation/Discount
Asheville	Validations for garage parking sold to merchants for distribution to their customers	N/A	N/A	N/A
Austin	N/A	2 Hour Validations for City Hall garage	N/A	N/A
Fort Worth	N/A	N/A	N/A	N/A
Galveston	N/A	N/A	N/A	N/A
McAllen	N/A	N/A	N/A	N/A
Savannah	Visitor DAYPASS sold for $10. Unlimited parking for 48 hours on-street or in City owned garages/lots	N/A	N/A	N/A
Ventura	N/A	N/A	N/A	N/A

ATTACHMENT C

PEER CITY PAYMENT METHODS

Attachment C:
Peer City Payment Methods

Peer City	Methods of Payment	Rate Modification Date
Asheville	Cash, Check, Credit Card	No recent modifications
Austin	Cash, Credit Card	2003
Fort Worth	Cash, Credit Card (meters are coin only)	2009
Galveston	Cash, Credit Card, Pay by Phone	2010
McAllen	Cash Only	In Process
Savannah	Cash, Checks, Credit Card	2007
Ventura	Cash, Credit Card	In Process

ATTACHMENT D

OTHER CITIES SURVEYED

Attachment D:
Other Cities Surveyed

	San Marcos, TX	Bryan, TX	Plano, TX	Georgetown, TX	Denton, TX and Allen, TX
Summary	Currently no paid parking spaces but there are 2 hour and 1 Hour time limits that are stricly enforced. San Marcos is reviewing their downtown parking and looking to introduce paid parking	All public parking is free. There are 8 restricted parking areas for specific buildings. Bryan is currently conducting a parking study.	Plano has one garage, several surface lots, and several on-street spots but all parking is free. Time limits are enforced by local police.	No paid parking. All on-onstreet parking has a 3 hour time limit. One garage and four surface lots provide free parking with no time restrictions.	No paid parking

ATTACHMENT E

COLLIER'S INTERNATIONAL PARKING SURVEY, 2008

COLLIERS INTERNATIONAL | NORTH AMERICA

Highlights

CBD PARKING RATE SURVEY | 2008

GLOBAL COMPARISON

TOP 25 MONTHLY UNRESERVED PARKING RATES – MEDIAN (US$)

London – City	$1,166.87
London – West End	$1,135.76
Sydney	$774.76
Hong Kong	$742.40
Brisbane	$591.63
New York – Midtown	$585.00
Tokyo	$552.00
Perth	$516.00
Stockholm	$508.92
Dublin	$507.74
Melbourne	$493.03
Oslo	$482.35
Zurich	$477.43
New York – Downtown	$462.00
Moscow	$461.58
Boston	$460.00
Vienna	$430.81
Calgary	$428.00
Amsterdam	$423.12
Helsinki	$415.42
Copenhagen	$412.65
Munich	$412.34
San Francisco	$350.00
Podgorica (Montenegro)	$346.19
Milan	$338.49

Even in Slowing Economy Parking Rates Inch Higher

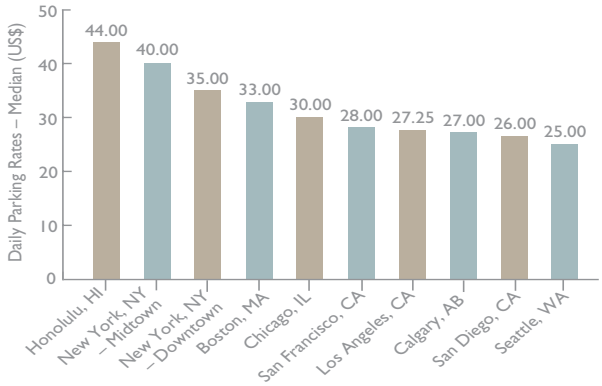
Colliers' 8th annual North America Parking Rate Survey indicates the cost to park continues to increase. This follows the same pattern as last year as parking owners and operators respond to limited supply in many markets. While the economy has slowed office occupancies still remain near cyclical highs helping to push monthly parking rates higher. Daily rates, which are more a function of the general economy and consumer spending also increased suggesting a more sluggish retail environment and higher gas prices have yet to impact occupancy levels and the ability of parking garage owners and operators to charge more. With the economy anticipated to slow further, and a decidedly weaker labor market , rates are expected to show little change in the coming months and in particularly weak markets may even come down.

USA

- Colliers parking rate survey now includes 64 markets across North America. (US – 53, Canada – 11)
- Monthly parking rates increased modestly during the past 12 months rising 2.8%.
- The monthly median parking rate now averages USD 153.79 per month.
- Daily rates increased by slightly more rising 4.3%.
- The median rate for daily parking now averages USD 15.42.
- Monthly parking rates range from a high of USD 750.00 in midtown Manhattan to a low of USD 20.00 in Memphis.
- The five most expensive parking districts in the US are; midtown Manhattan (USD 585.00), downtown Manhattan (USD 462.00), Boston (USD 460.00), San Francisco (USD 350.00) and Chicago (USD 310.00) median rate per month.
- The five least expensive are; Bakersfield (USD 40.00), Reno (USD 45.00), Phoenix (USD 52.50), Fresno (USD 55.00) and Santa Rosa (USD 55.00) median per month.
- Just over one in five garages (20.9%) has a waiting list with an average wait of 4.3 months.

(Continued on page 6)

NORTH AMERICA TOP 10 DAILY PARKING RATES



COLLIERS INTERNATIONAL

www.colliers.com

MARKET	MONTHLY UNRESERVED PARKING RATE (US$)			MONTHLY RESERVED PARKING RATE (US$)		
	HIGH	LOW	MEDIAN	HIGH	LOW	MEDIAN
Atlanta, GA	135.00	45.00	90.00	200.00	55.00	135.00
Bakersfield, CA	50.00	40.00	40.00	70.00	60.00	65.00
Baltimore, MD	200.00	90.00	150.00	225.00	150.00	175.00
Bellevue, WA	200.00	150.00	175.00	380.00	245.00	300.00
Boise, ID	90.00	80.00	80.00	100.00	90.00	95.00
Boston, MA	485.00	325.00	460.00	625.00	400.00	525.00
Charleston, SC	120.00	69.00	94.50	120.00	69.00	94.50
Charlotte, NC	170.00	20.00	103.75	215.00	85.00	140.35
Chicago, IL	400.00	205.00	310.00	500.00	285.00	400.00
Cincinnati, OH	185.00	25.00	125.00	245.00	100.00	185.00
Cleveland, OH	260.00	70.00	180.00	295.00	140.00	235.00
Columbia, SC	90.00	52.00	68.00	131.00	70.00	105.00
Columbus, OH	200.00	60.00	110.00	240.00	100.00	130.00
Dallas, TX	160.00	55.00	90.00	300.00	115.00	185.00
Denver, CO	215.00	125.00	160.00	275.00	180.00	200.00
Fresno, CA	90.00	40.00	55.00	100.00	45.00	65.00
Ft. Lauderdale, FL	110.00	40.00	75.00	150.00	60.00	90.00
Greenville, SC	69.70	65.00	67.35	69.70	65.00	67.35
Hartford, CT	235.00	135.00	195.00	270.00	270.00	270.00
Honolulu, HI	310.00	135.00	216.00	425.00	220.00	310.00
Houston, TX	250.00	80.00	175.00	350.00	135.00	225.00
Indianapolis, IN	130.00	90.00	105.00	175.00	105.00	130.00
Jacksonville, FL	125.00	100.00	110.00	145.00	80.00	90.00
Kansas City, MO	125.00	75.00	100.00	145.00	115.00	130.00
Las Vegas, NV	–	–	65.00	–	–	95.00
Little Rock, AR	69.88	59.13	64.00	91.38	67.72	77.40
Los Angeles, CA	335.50	100.00	196.00	535.70	175.00	300.00
Louisville, KY	150.00	70.00	95.00	165.00	110.00	135.00
Memphis, TN	90.00	20.00	57.00	135.00	65.00	100.00
Miami, FL	150.00	45.00	118.00	210.00	55.00	145.00
Milwaukee, WI	180.00	65.00	120.00	185.00	85.00	150.00
Minneapolis/St. Paul, MN	320.00	50.00	183.50	358.95	70.00	237.00
Nashville, TN	195.00	96.00	132.50	195.00	96.00	132.50
New York, NY - Downtown	500.00	400.00	462.00	–	–	–
New York, NY - Midtown	750.00	349.21	585.00	–	–	–
Oakland, CA	220.00	136.56	192.50	255.00	180.00	245.00
Orlando, FL	150.00	75.00	85.00	300.00	125.00	150.00
Philadelphia, PA	360.00	175.00	300.00	530.00	275.00	405.00
Phoenix, AZ	70.00	35.00	52.50	95.00	65.00	80.00
Portland, OR	195.00	100.00	182.00	250.00	175.00	211.00
Raleigh, NC	120.00	55.00	85.00	145.00	80.00	107.50
Reno, NV	55.00	30.00	45.00	75.00	45.00	60.00
Sacramento, CA	280.00	160.00	210.00	280.00	160.00	210.00
San Diego, CA	200.00	150.00	180.00	300.00	190.00	245.00
San Francisco, CA	475.00	160.00	350.00	600.00	125.00	380.00
San Jose/Silicon Valley, CA	100.00	135.00	117.50	180.00	250.00	215.00
Santa Rosa, CA	77.00	55.00	55.00	130.00	110.00	120.00
Seattle, WA	320.00	180.00	260.00	620.00	250.00	350.00
St. Louis, MO	140.00	50.00	105.00	156.00	76.00	147.00
Tampa, FL	140.00	85.00	134.00	241.00	140.00	195.00
Walnut Creek, CA	50.00	75.00	65.00	65.00	55.00	60.00
Washington, DC	260.00	200.00	240.00	550.00	400.00	500.00
West Palm Beach, FL	100.00	55.00	80.00	87.50	45.00	75.00
NATIONAL AVERAGE	**201.10**	**102.63**	**153.79**	**249.72**	**134.17**	**185.78**

MARKET	MONTHLY UNRESERVED PARKING RATE (C$)			MONTHLY RESERVED PARKING RATE (C$)		
	HIGH	LOW	MEDIAN	HIGH	LOW	MEDIAN
Calgary, AB	525.00	330.00	428.00	600.00	350.00	475.00
Edmonton, AB	275.00	145.00	200.00	300.00	225.00	275.00
Halifax, NS	158.20	140.00	148.20	180.80	152.55	169.50
Montreal, QC	479.72	242.19	290.01	520.64	293.48	383.78
Ottawa, ON	210.00	155.00	195.00	325.00	165.00	220.00
Regina, SK	160.00	105.00	147.50	160.00	105.00	147.50
Saskatoon, SK	141.75	99.75	124.25	210.00	115.00	126.00
Toronto, ON	425.00	220.00	290.00	594.75	346.50	427.39
Vancouver, BC	336.00	134.40	218.40	448.00	196.00	310.80
Victoria, BC	220.00	160.00	180.00	330.00	250.00	280.00
Winnipeg, MB	170.00	75.00	110.00	210.00	150.00	170.00
NATIONAL AVERAGE	**281.88**	**164.21**	**211.94**	**352.65**	**213.50**	**271.36**

MARKET	DAILY PARKING RATE (US$)			EARLY BIRD PARKING RATE (US$)		
	HIGH	LOW	MEDIAN	HIGH	LOW	MEDIAN
Atlanta, GA	20.00	5.00	12.00	8.00	3.00	5.00
Bakersfield, CA	7.00	5.00	6.50	–	–	–
Baltimore, MD	20.00	10.00	15.00	12.00	9.00	10.00
Bellevue, WA	18.00	12.00	15.50	9.00	7.00	8.00
Boise, ID	12.00	12.00	12.00	–	–	–
Boston, MA	39.00	25.00	33.00	24.00	10.00	19.00
Charleston, SC	16.00	10.00	12.00	6.00	–	–
Charlotte, NC	20.00	10.00	13.61	10.00	3.00	6.50
Chicago, IL	49.00	15.00	30.00	25.00	10.00	16.00
Cincinnati, OH	16.00	1.50	9.50	11.00	4.00	7.00
Cleveland, OH	15.00	6.00	10.00	8.75	4.00	6.25
Columbia, SC	12.00	7.00	10.00	12.00	7.00	10.00
Columbus, OH	15.00	5.00	9.00	10.00	3.00	5.00
Dallas, TX	21.65	3.00	10.50	15.00	3.00	9.00
Denver, CO	18.00	7.00	12.00	10.00	5.00	6.00
Fresno, CA	10.00	6.00	8.00	10.00	6.00	8.00
Ft. Lauderdale, FL	24.00	6.00	12.00	–	–	–
Greenville, SC	6.00	6.00	6.00	–	–	–
Hartford, CT	30.00	15.00	20.00	10.00	7.00	8.00
Honolulu, HI	64.00	21.00	44.00	15.00	6.00	9.00
Houston, TX	33.00	8.00	14.00	–	–	–
Indianapolis, IN	23.00	8.00	11.00	8.00	3.00	6.00
Jacksonville, FL	15.00	10.00	13.00	14.00	9.00	12.00
Kansas City, MO	16.00	6.00	11.00	5.25	4.00	4.50
Little Rock, AR	10.75	5.36	8.10	–	–	–
Los Angeles, CA	47.00	6.00	27.25	23.00	5.00	9.95
Louisville, KY	19.00	5.00	9.00	–	–	–
Memphis, TN	12.00	2.00	6.00	4.00	2.00	2.50
Miami, FL	18.75	5.00	13.00	7.25	6.00	6.50
Milwaukee, WI	20.00	4.00	12.00	8.00	3.00	6.00
Minneapolis/St. Paul, MN	23.00	3.50	13.31	14.00	3.00	9.65
Nashville, TN	22.00	5.00	10.00	10.00	5.00	7.50
New York, NY - Downtown	38.00	27.00	35.00	28.00	16.00	22.51
New York, NY - Midtown	62.00	25.00	40.00	33.62	15.00	23.29
Oakland, CA	30.00	10.00	18.00	15.00	10.00	12.50
Orlando, FL	15.00	9.00	15.00	15.00	9.00	15.00
Philadelphia, PA	32.00	18.50	24.00	19.00	9.00	17.50
Phoenix, AZ	10.00	6.00	8.00	10.00	6.00	8.00
Portland, OR	16.00	7.95	12.00	11.50	6.00	8.50
Raleigh, NC	10.00	3.00	8.00	–	–	–
Sacramento, CA	30.00	14.00	20.00	8.00	6.00	7.00
San Diego, CA	30.00	18.00	26.00	15.00	15.00	15.00
San Francisco, CA	39.00	6.00	28.00	22.00	15.00	18.00
San Jose/Silicon Valley, CA	15.00	15.00	15.00	–	–	–
Santa Rosa, CA	7.50	7.50	7.50	7.50	7.50	7.50
Seattle, WA	30.00	17.00	25.00	15.00	10.00	13.00
St. Louis, MO	24.00	5.00	13.50	6.00	3.00	5.00
Tampa, FL	20.00	10.00	12.25	20.00	10.00	12.00
Walnut Creek, CA	12.00	8.00	10.00	12.00	9.00	10.00
Washington, DC	20.00	12.00	15.00	12.00	9.00	10.00
West Palm Beach, FL	7.00	5.00	6.00	–	–	–
NATIONAL AVERAGE	**22.35**	**9.40**	**15.42**	**13.14**	**7.06**	**10.05**

MARKET	DAILY PARKING RATE (C$)			EARLY BIRD PARKING RATE (C$)		
	HIGH	LOW	MEDIAN	HIGH	LOW	MEDIAN
Calgary, AB	32.00	22.00	27.00	27.00	17.00	22.00
Edmonton, AB	23.00	11.00	16.00	14.00	8.50	10.00
Halifax, NS	19.00	10.00	14.00	19.00	10.00	14.00
Montreal, QC	18.00	14.95	17.00	11.00	10.00	10.00
Ottawa, ON	26.28	12.00	17.00	18.00	10.00	15.00
Regina, SK	10.00	6.50	7.50	8.00	5.00	6.00
Saskatoon, SK	9.00	7.50	8.25	6.00	6.00	6.00
Toronto, ON	29.00	14.00	20.00	18.00	11.00	17.00
Vancouver, BC	25.00	8.00	16.00	20.00	8.00	10.25
Victoria, BC	15.00	11.00	12.00	15.00	10.00	12.00
Winnipeg, MB	33.00	12.00	12.00	10.00	6.25	8.00
NATIONAL AVERAGE	**21.75**	**11.72**	**15.16**	**15.09**	**9.25**	**11.84**

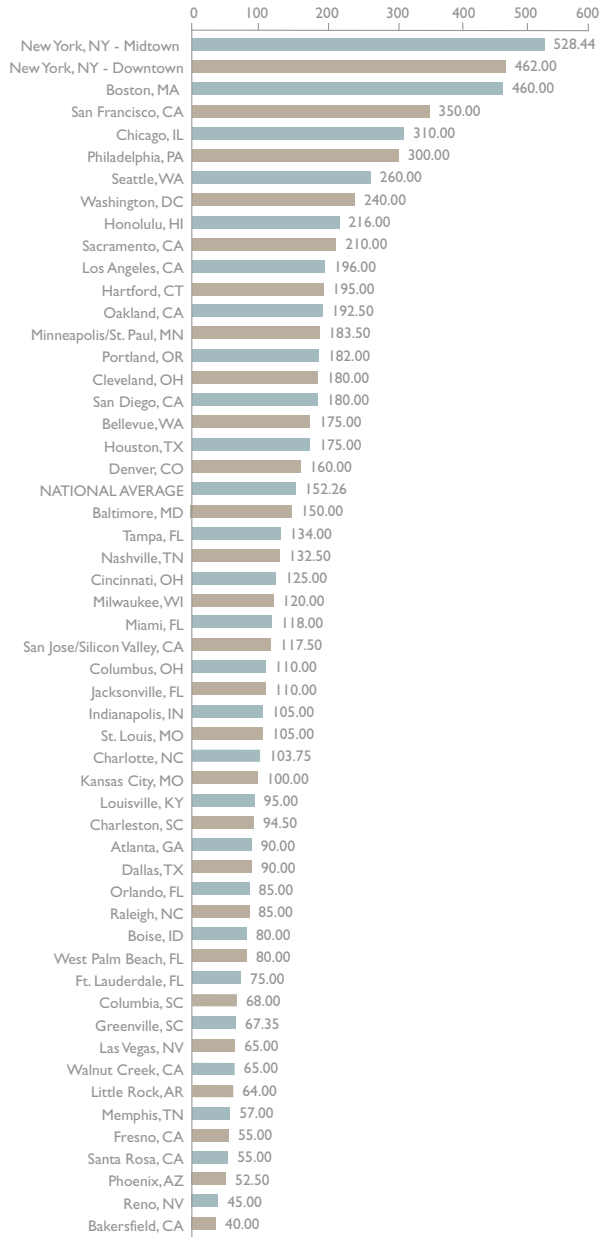
MARKET	HOURLY PARKING RATE (US$)			HOURLY METERED PARKING RATE (US$)		
	HIGH	LOW	MEDIAN	HIGH	LOW	MEDIAN
Atlanta, GA	8.00	1.00	4.00	2.00	1.00	2.00
Bakersfield, CA	1.50	1.00	1.00	–	–	–
Baltimore, MD	10.00	5.00	7.00	1.00	0.25	0.50
Bellevue, WA	7.00	2.00	4.50	–	–	–
Boise, ID	1.50	1.50	1.50	1.00	1.00	1.00
Boston, MA	20.00	8.00	12.00	1.00	–	–
Charleston, SC	2.50	1.00	2.00	1.25	1.25	1.25
Charlotte, NC	4.00	1.00	2.99	–	–	–
Chicago, IL	22.00	10.00	15.00	3.00	0.50	1.00
Cincinnati, OH	8.00	1.00	3.75	1.00	1.00	1.00
Cleveland, OH	10.00	6.00	9.00	0.75	0.25	0.50
Columbia, SC	2.00	0.78	2.00	0.75	0.50	0.75
Columbus, OH	6.00	1.00	3.00	1.25	0.25	1.00
Dallas, TX	8.00	1.00	4.50	1.25	0.75	1.00
Denver, CO	10.00	5.00	6.00	6.00	2.00	4.00
Fresno, CA	1.00	0.50	0.75	0.60	0.60	0.60
Ft. Lauderdale, FL	1.00	0.75	1.00	3.00	1.00	2.00
Greenville, SC	1.50	1.50	1.50	–	–	–
Hartford, CT	10.00	5.00	8.00	1.50	1.50	1.50
Honolulu, HI	7.00	1.50	3.75	1.25	0.75	1.00
Houston, TX	11.00	1.50	4.50	6.00	1.00	2.00
Indianapolis, IN	11.00	2.00	4.00	0.75	0.75	0.75
Jacksonville, FL	2.00	1.00	1.50	1.00	0.50	0.75
Kansas City, MO	6.00	2.00	4.00	1.00	1.00	1.00
Las Vegas, NV	3.00	1.00	2.00	–	–	–
Little Rock, AR	1.61	1.07	1.34	5.35	4.25	4.25
Los Angeles, CA	24.00	3.75	12.00	2.50	0.50	2.00
Louisville, KY	5.00	1.00	2.00	1.00	0.25	0.50
Memphis, TN	12.00	2.00	6.00	5.00	2.00	4.00
Miami, FL	6.25	1.00	3.25	3.00	1.00	2.00
Milwaukee, WI	8.00	1.00	4.00	1.00	0.25	0.63
Minneapolis/St. Paul, MN	23.00	3.50	13.94	2.00	0.25	1.00
Nashville, TN	10.00	2.00	4.00	1.00	1.00	1.00
New York, NY - Downtown	26.00	17.00	19.00	2.00	2.00	2.00
New York, NY - Midtown	33.00	12.00	21.98	2.00	2.00	2.00
Oakland, CA	8.00	1.50	6.00	1.25	1.25	1.25
Orlando, FL	3.00	1.00	2.00	1.00	0.50	0.75
Philadelphia, PA	16.00	8.50	12.00	1.00	1.00	1.00
Phoenix, AZ	1.50	1.00	1.25	1.50	1.00	1.25
Portland, OR	5.00	1.25	3.50	1.25	1.25	1.25
Raleigh, NC	3.00	1.00	2.00	0.50	0.50	0.50
Sacramento, CA	3.00	1.00	1.50	1.00	1.00	1.00
San Diego, CA	8.00	4.00	6.00	1.25	1.25	1.25
San Francisco, CA	15.00	2.00	9.00	3.00	1.00	2.00
San Jose/Silicon Valley, CA	3.50	2.25	2.88	1.00	1.00	
Santa Rosa, CA	0.75	0.75	0.75	0.75	0.50	0.75
Seattle, WA	10.50	6.00	7.00	1.50	1.50	1.50
St. Louis, MO	12.00	1.00	3.00	0.75	0.75	0.75
Tampa, FL	3.25	2.00	2.50	1.50	0.25	0.75
Walnut Creek, CA	1.00	2.50	1.25	1.00	–	–
Washington, DC	9.00	6.00	7.00	2.00	1.00	2.00
West Palm Beach, FL	1.50	1.00	1.00	8.00	4.00	6.00
NATIONAL AVERAGE	**8.21**	**2.87**	**5.10**	**1.88**	**1.05**	**1.48**

MARKET	HOURLY PARKING RATE (C$)			HOURLY METERED PARKING RATE (C$)		
	HIGH	LOW	MEDIAN	HIGH	LOW	MEDIAN
Calgary, AB	10.00	7.00	8.50	4.00	2.00	3.00
Edmonton, AB	7.50	4.00	5.00	7.00	2.50	3.00
Halifax, NS	3.00	2.25	2.25	7.00	1.50	2.75
Montreal, QC	9.00	6.00	8.00	3.00	3.00	3.00
Ottawa, ON	5.00	2.50	3.00	2.50	1.50	2.50
Regina, SK	3.00	2.00	2.00	1.00	1.00	1.00
Saskatoon, SK	2.00	2.00	2.00	1.75	1.75	1.75
Toronto, ON	15.75	4.00	9.00	3.50	2.50	3.50
Vancouver, BC	6.00	2.50	3.75	5.00	2.00	3.50
Victoria, BC	3.00	2.00	2.00	3.00	2.00	2.00
Winnipeg, MB	2.75	1.00	1.00	1.00	1.00	1.00
NATIONAL AVERAGE	**6.09**	**3.20**	**4.23**	**3.52**	**1.89**	**2.45**

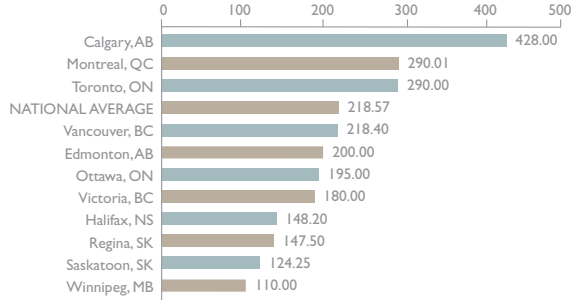
MARKET	GARAGES OFFERING ADDITIONAL SERVICES (%)	GARAGES WITH WAITING LISTS (%)	TYPICAL WAIT PERIOD (# OF MONTHS)	AVAILABILITY OF PARKING	ADDITIONAL GARAGES TO BE ADDED IN NEXT 24 MONTHS	# OF PLANNED GARAGES	# OF PLANNED PARKING SPOTS
Atlanta, GA	25	5	–	Fair	Yes	3	2,800
Bakersfield, CA	0	10	3.0	Fair	No	–	–
Baltimore, MD	0	10	1.0	Fair	Yes	11	6,000
Bellevue, WA	75	1	Limited	Yes	–	–	–
Boise, ID	–	75	3.0	Limited	No	–	–
Boston, MA	–	–	–	Fair	No	–	–
Charleston, SC	0	–	2.0	Limited	Yes	1	300
Charlotte, NC	–	–	Limited	n/a	–	–	–
Chicago, IL	50	20	1.5	Fair	Yes	4	600
Cincinnati, OH	10	50	9.0	Fair	Yes	1	–
Cleveland, OH	10	–	3.0	Limited	No	–	–
Columbia, SC	0	50	3.0	Limited	Yes	4	2,600
Columbus, OH	0	15	–	Fair	Yes	2	500
Dallas, TX	20	50	2.0	Fair	Yes	1	–
Denver, CO	10	5	4.5	Fair	No	–	–
Fresno, CA	10	10	–	Fair	No	–	–
Ft. Lauderdale, FL	25	10	1.0	Abundant	No	–	–
Greenville, SC	0	20	–	Fair	Yes	1	249
Hartford, CT	25	15	1.5	Fair	No	–	–
Honolulu, HI	5	25	–	Limited	No	–	–
Houston, TX	75	75	30.0	Limited	Yes	3	3,660
Indianapolis, IN	10	25	12.0	Fair	Yes	2	1,000
Jacksonville, FL	5	5	1.0	Fair	No	0	–
Kansas City, MO	25	15	3.0	Abundant	Yes	2	1,450
Las Vegas, NV	0	0	–	Fair	No	–	–
Little Rock, AR	15	50	2.5	Fair	No	–	–
Los Angeles, CA	50	0	–	Fair	No	–	–
Louisville, KY	5	75	9.0	Limited	No	–	–
Memphis, TN	5	5	–	Fair	No	–	–
Miami, FL	50	15	–	Fair	No	–	–
Milwaukee, WI	25	15	–	Fair	Unknown	–	–
Minneapolis/St. Paul, MN	15	5	–	Fair	No	–	–
Nashville, TN	5	5	1.0	Fair	Yes	1	400
New York, NY - Downtown	100	10	1.0	Fair	Yes	2	150
New York, NY - Midtown	100	5	1.0	Fair	No	–	–
Oakland, CA	5	0	–	Fair	No	–	–
Orlando, FL	25	0	–	Fair	No	–	–
Philadelphia, PA	10	5	–	Fair	No	–	–
Phoenix, AZ	5	0	–	Fair	Yes	2	2,000
Portland, OR	0	5	–	Fair	Yes	3	–
Raleigh, NC	25	25	2.5	Fair	Yes	2	1,561
Reno, NV	0	0	–	Fair	No	–	–
Sacramento, CA	20	15	1.5	Limited	Yes	2	–
San Diego, CA	15	10	3.0	Limited	No	–	–
San Francisco, CA	75	15	–	Fair	NO	–	–
San Jose/Silicon Valley, CA	5	0	–	Fair	No	–	–
Santa Rosa, CA	0	50	12.0	Fair	Yes	1	700
Seattle, WA	0	20	1.0	Limited	Yes	3	–
St. Louis, MO	20	25	–	Fair	No	–	–
Tampa, FL	25	5	6.0	Fair	NO	–	–
Walnut Creek, CA	0	0	–	Fair	No	–	–
Washington, DC	25	50	–	Fair	Yes	–	–
West Palm Beach, FL	15	50	3.0	Fair	No	–	–
NATIONAL AVERAGE	**19.3**	**20.9**	**4.3**	**–**	**–**	**–**	**–**

MARKET	GARAGES OFFERING ADDITIONAL SERVICES (%)	GARAGES WITH WAITING LISTS (%)	TYPICAL WAIT PERIOD (# OF MONTHS)	AVAILABILITY OF PARKING	ADDITIONAL GARAGES TO BE ADDED IN NEXT 24 MONTHS	# OF PLANNED GARAGES	# OF PLANNED PARKING SPOTS
Calgary, AB	0	100	–	Limited	Yes	8	2,295
Edmonton, AB	10	15	3.0	Fair	No	–	–
Halifax, NS	0	100	6.0	Limited	No	0	0
Montreal, QC	75	15	5.0	Limited	Yes	1	660
Ottawa, ON	20	15	6.0	Fair	Yes	3	1,700
Regina, SK	0	100	6.0	Limited	Yes	2	–
Saskatoon, SK	0	100	15.0	Limited	No	–	–
Toronto, ON	25	50	3.0	Fair	No	–	–
Vancouver, BC	20	50	3.0	Limited	Yes	6	425
Victoria, BC	0	100	18.0	Limited	No	–	–
Winnipeg, MB	0	75	–	Fair	No	–	–
NATIONAL AVERAGE	**13.6**	**65.5**	**7.2**	**–**	**–**	**–**	**–**

US MONTHLY UNRESERVED PARKING RATES – MEDIAN (US$)



CANADA MONTHLY UNRESERVED PARKING RATES – MEDIAN (C$)



Even in Slowing Economy Parking Rates Inch Higher *(Continued from page 1)*

USA (Continued)

- Over four fifths (74%) of cities surveyed described the supply of parking as "fair" (parking garages are 60-80% full Mon-Fri and on weekends during special events), while 23% indicated parking was "limited" (parking garages are usually full Mon-Fri and on weekends during special events) and 3.0% said "abundant" (parking garages are consistently less than 60% full).
- Fifteen cities have ordinances in place restricting parking garage development leaving the majority (72%) with no such restrictions.
- Some relief may be on the way with 40% of cities indicating new garages will be constructed in the next 24 months.

Canada

- Monthly parking rates in Canada increased moderately during the past 12 months rising 8.0%.
- The monthly median parking rate in Canada now averages CAD 211.94.
- Canadian daily rates increased by 8.8%.
- The median rate for daily parking now averages CAD 15.16.
- The five most expensive parking districts in Canada are; Calgary (CAD 428.00), Toronto (CAD 290.00), Montreal (CAD 290.00), Vancouver (CAD 218.00) and Edmonton (CAD 200.00) median per month.

International (See Global Report for Full List)

- London again ranked as the most expensive with London – City leading the way (USD 1,167.00), followed by London – West End (USD 1,136.00), Sydney (USD 775.00), Hong Kong (USD 742.00) and Perth (USD 610.00) median rate per month.

Ross J. Moore
Senior Vice President, Market and Economic Research
Colliers International, ross.moore@colliers.com

METHODOLOGY AND DEFINITIONS

Survey only includes covered or underground parking garages located in prime central business districts (CBD's). Parking rate data was collected during the month of June 2008 and includes all relevant taxes. Sources include third parties, owners/operators and Colliers International.

Daily Parking – The customer is permitted to park for a full day and is not impacted by "early bird" restrictions.

Early Bird Parking – Early bird parking rates, or early in parking rates, refers to discounted parking offered to those that park before the work day begins, often 8:00-9:00AM.

Unreserved Parking – The customer is guaranteed a space upon entry.

Reserved Parking – The customer is guaranteed the same space for every entry.

Parking Availability – **Fair**: parking garages are 60-80% full Mon-Fri and on weekends during special events. **Limited**: parking garages are usually full Mon-Fri and on weekends during special events. **Abundant**: parking garages are consistently less than 60% full. (US only)

Colliers Office Locations

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62 Asia Pacific

61 COUNTRIES ON 6 CONTINENTS

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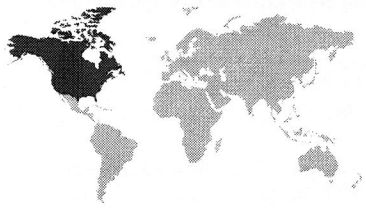
ATTACHMENT F

COLLIER'S INTERNATIONAL PARKING SURVEY, 2009

COLLIERS INTERNATIONAL | NORTH AMERICA

Parking Rates

CBD PARKING RATE SURVEY | 2009



GLOBAL COMPARISON

TOP 25 MONTHLY UNRESERVED PARKING RATES – MEDIAN (US$)

London – City	1,020.29
London – West End	955.51
Amsterdam	805.36
Hong Kong	748.20
Sydney	587.72
New York, NY – Midtown	550.00
Brisbane	529.19
Tokyo	525.00
Perth	517.16
Zurich	515.74
New York, NY – Downtown	500.00
Milan	495.39
Oslo	477.30
Copenhagen	472.75
Dublin	467.08
Calgary, AB	460.00
Stockholm	447.44
Geneva	431.34
Boston, MA	402.50
Vienna	396.31
Helsinki	396.31
Munich	370.55
St. Petersburg	350.00
San Francisco, CA	350.00
Melbourne	340.77

Parking Garages Buck Economic Recession

By Ross J. Moore, Executive Vice President, Market and Economic Research

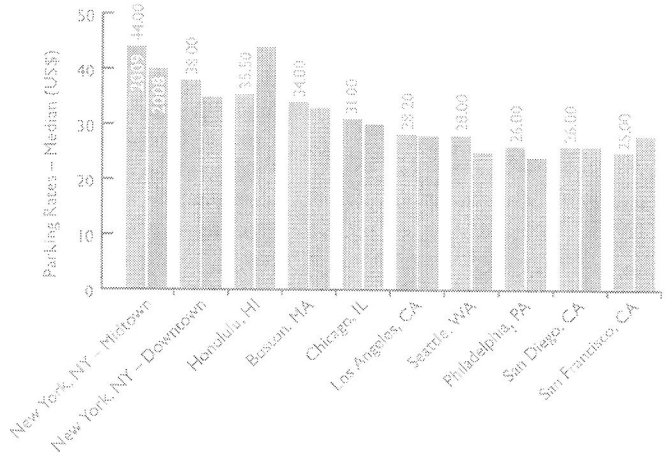
Colliers' ninth annual North America Parking Rate Survey indicates even in the face of economic hardship by many, parking garage owners and operators have managed to hold rates at last year's levels. Despite a loss of six million jobs and a significantly more challenging business environment, few markets have seen a significant pullback in parking rates. Daily and monthly parking rates largely held steady over the past 12 months (ending June) with daily parking charges up 1.2% while monthly rates fell 0.9%. Supporting parking rates is the continued imbalance between supply and demand – even in the current economic environment. Contributing to the modest drop in monthly parking rates has been the substantial decline in office occupancies which places downward pressure on monthly parking rates. Daily rates, which are more a function of the general economy and consumer spending, show demand for infrequent parking remains remarkably strong and most likely reflects long-held commuting patterns seen in most parts of North America. While higher fuel prices have reduced total miles driven, demand for parking looks to be more price insensitive, allowing parking garage owners and operators to charge more. With the economy anticipated to remain sluggish, and a still-weak labor market, parking rates are expected to show little change in the coming year, but when the economy recovers, rising parking rates are almost sure to return.

UNITED STATES OF AMERICA

- Monthly parking rates decreased marginally during the past 12 months, falling just $1.47 or 0.9%.
- The monthly median parking rate now averages $154.23 USD per month.
- By contrast daily rates increased slightly rising 1.2%.
- The median rate for daily parking now averages $15.96 USD.

continued on page 2

NORTH AMERICA – TOP 10 DAILY PARKING RATES



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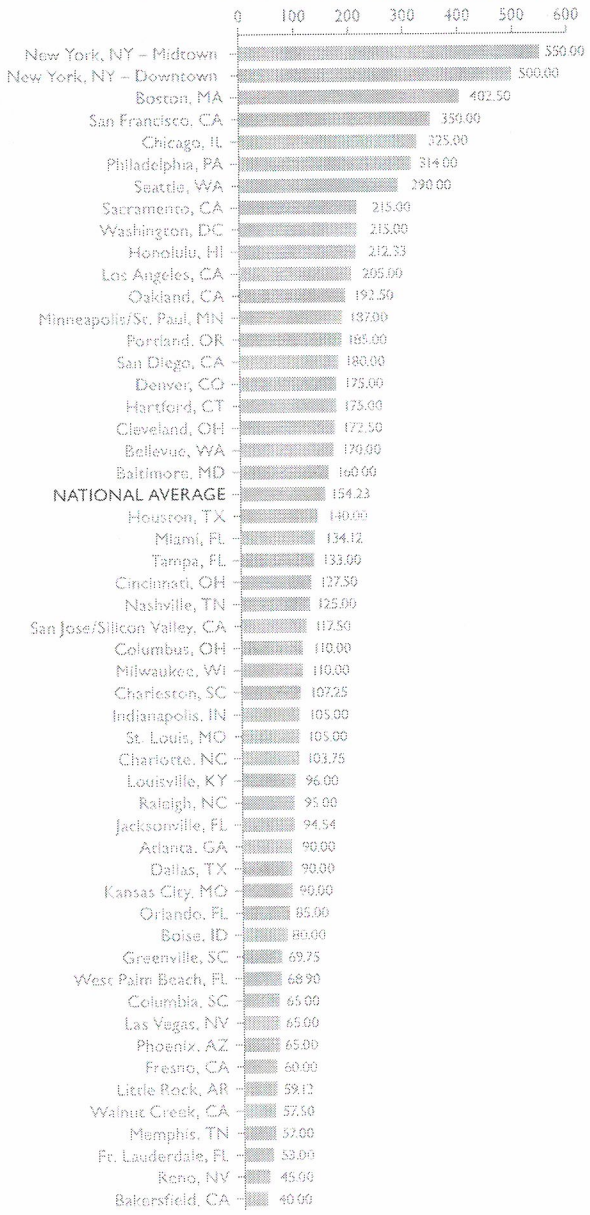
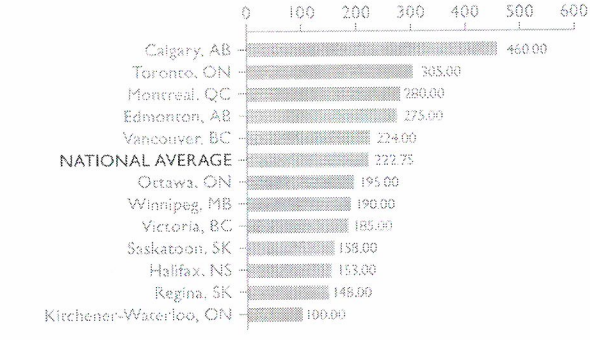
USA – UNRESERVED MONTHLY PARKING RATES – MEDIAN (US$)



CANADA – UNRESERVED MONTHLY PARKING RATES – MEDIAN (C$)



Parking Garages Buck Economic Recession

Continued from page 1

- Monthly parking rates range from a high of $700.00 USD in midtown Manhattan to a low of $20.00 USD in Memphis.
- The five most expensive parking districts in the USA are: midtown Manhattan ($550.00 USD), downtown Manhattan ($500.00), Boston ($403.00), San Francisco ($350.00) and Chicago ($325.00) median rate per month.
- The five least expensive are: Bakersfield ($40.00 USD), Reno ($45.00), Ft. Lauderdale ($53.00), Memphis ($57.00) and Walnut Creek, CA ($57.50), median per month.
- In contrast to last year, 13.6% of parking garages had a waiting list, with an average wait of 3.7 months compared with 12 months ago when just over one in five garages (20.9%) had a waiting list, with an average wait of 4.3 months.
- Just over three quarters (78%) of cities surveyed described the supply of parking as "fair" (parking garages are 60-80% full Mon-Fri and on weekends during special events), while 16% indicated parking was "limited" (parking garages are usually full Mon-Fri and on weekends during special events) and 6.0% said "abundant" (parking garages are consistently less than 60% full). By all these measures, parking pressures have eased.
- 36% of cities survey indicated new garages will be constructed in the next 24 months.

CANADA

- Monthly parking rates in Canada increased by $20.00, a robust 9.9% over the past year, compared with an 8.0% increase during the 2007/2008 period.
- The monthly median parking rate in Canada now averages $222.60 CAD.
- Canadian daily rates also increased by 9.9%.
- The median rate for daily parking now averages $15.04 CAD.
- The five most expensive parking districts in Canada are: Calgary ($460.00 CAD), Toronto ($305.00), Montreal ($280.00), Edmonton ($275.00) and Vancouver ($224.00), median per month.

INTERNATIONAL *(see Global report for full list)*

- London again ranked as the most expensive with London – City leading the way ($1,020.00 USD), followed by London – West End ($956.00), Amsterdam ($805.00), Hong Kong ($748.00) and Sydney ($588.00), median rate per month.

METHODOLOGY AND DEFINITIONS

- Survey only includes covered or underground parking garages located in prime central business districts (CBDs). Parking rate data was collected during the month of June 2008 and includes all relevant taxes. Sources include third parties, owners/operators and Colliers International.
- Daily Parking – The customer is permitted to park for a full day and is not impacted by "early bird" restrictions.
- Unreserved Parking – The customer is guaranteed a space upon entry.
- Reserved Parking – The customer is guaranteed the same space for every entry.
- Parking Availability –
  - *Fair:* parking garages are 60-80% full Mon-Fri and on weekends during special events.
  - *Limited:* parking garages are usually full Mon-Fri and on weekends during special events.
  - *Abundant:* parking garages are consistently less than 60% full. (US only)

USA

MARKET	MONTHLY UNRESERVED PARKING RATE (US$)				MONTHLY RESERVED PARKING RATE (US$)		
	High	Low	Median	% Change From 2008	High	Low	Median
Atlanta, GA	135.00	35.00	90.00	0.00	200.00	40.00	135.00
Bakersfield, CA	50.00	40.00	40.00	0.00	70.00	60.00	60.00
Baltimore, MD	180.00	110.00	160.00	6.67	400.00	210.00	230.00
Bellevue, WA	210.00	136.13	170.00	-2.86	385.00	150.00	250.00
Boise, ID	90.00	80.00	80.00	0.00	100.00	90.00	95.00
Boston, MA	500.00	325.00	402.50	-12.50	630.00	400.00	550.00
Charleston, SC	125.00	85.00	107.25	13.49	150.00	85.00	117.50
Charlotte, NC	170.00	20.00	103.75	0.00	215.00	85.00	140.35
Chicago, IL	505.00	210.00	325.00	4.84	515.00	289.99	400.00
Cincinnati, OH	225.00	25.00	127.50	2.00	250.00	150.00	197.50
Cleveland, OH	260.00	90.00	172.50	-4.17	295.00	120.00	215.00
Columbia, SC	90.00	40.00	65.00	-4.41	135.00	65.00	82.50
Columbus, OH	200.00	60.00	110.00	0.00	240.00	100.00	130.00
Dallas, TX	160.00	45.00	90.00	0.00	300.00	115.00	185.00
Denver, CO	195.00	165.00	175.00	9.38	300.00	200.00	225.00
Fresno, CA	95.00	40.00	60.00	9.09	100.00	50.00	70.00
Ft. Lauderdale, FL	63.60	26.50	53.00	-29.33	–	–	–
Greenville, SC	70.00	69.70	69.75	3.56	94.70	94.70	94.70
Hartford, CT	210.00	100.00	175.00	-10.26	235.00	135.00	195.00
Honolulu, HI	325.00	130.00	212.33	-1.70	425.00	150.00	314.14
Houston, TX	250.00	76.00	140.00	-20.00	350.00	97.00	200.00
Indianapolis, IN	130.00	90.00	105.00	0.00	175.00	105.00	130.00
Jacksonville, FL	125.00	85.60	94.54	-14.05	155.00	100.00	127.50
Kansas City, MO	136.00	75.00	90.00	-10.00	210.00	110.00	125.00
Las Vegas, NV	–	–	65.00	0.00	–	–	95.00
Little Rock, AR	77.40	48.37	59.12	-7.63	107.85	48.37	53.75
Los Angeles, CA	363.00	100.00	205.00	4.59	580.00	170.00	292.50
Louisville, KY	150.00	70.00	96.00	1.05	165.00	110.00	135.00
Memphis, TN	90.00	20.00	57.00	0.00	140.00	65.00	100.00
Miami, FL	147.54	127.36	134.12	13.66	–	–	207.89
Milwaukee, WI	180.00	70.00	110.00	-8.33	190.00	100.00	136.00
Minneapolis/St. Paul, MN	270.00	105.00	187.00	1.91	290.00	95.00	115.00
Nashville, TN	180.00	75.00	125.00	-5.66	180.00	75.00	125.00
New York, NY – Downtown	550.00	450.00	500.00	8.23	–	–	–
New York, NY – Midtown	700.00	350.00	550.00	-5.98	–	–	–
Oakland, CA	220.00	136.56	192.50	0.00	255.00	180.00	245.00
Orlando, FL	150.00	75.00	85.00	0.00	300.00	125.00	150.00
Philadelphia, PA	464.00	200.00	314.00	4.67	582.00	295.00	413.00
Phoenix, AZ	75.00	40.00	65.00	23.81	95.00	65.00	80.00
Portland, OR	195.00	160.00	185.00	1.65	210.00	185.00	197.50
Raleigh, NC	125.00	60.00	95.00	11.76	150.00	115.00	115.00
Reno, NV	55.00	30.00	45.00	0.00	75.00	45.00	60.00
Sacramento, CA	322.50	161.25	215.00	2.38	322.50	161.25	215.00
San Diego, CA	190.00	150.00	180.00	0.00	275.00	190.00	250.00
San Francisco, CA	475.00	130.00	350.00	0.00	600.00	125.00	383.00
San Jose/Silicon Valley, CA	135.00	100.00	117.50	0.00	250.00	150.00	200.00
Seattle, WA	353.88	178.65	290.00	11.54	650.00	275.00	400.00
St. Louis, MO	140.00	45.00	105.00	0.00	160.00	120.00	138.50
Tampa, FL	140.00	105.00	133.00	-0.75	242.00	135.00	196.00
Walnut Creek, CA	65.00	50.00	57.50	-11.54	65.00	50.00	57.50
Washington, DC	260.00	200.00	215.00	-10.42	520.00	400.00	430.00
West Palm Beach, FL	85.00	68.90	68.90	-13.88	–	–	–
NATIONAL AVERAGE	**208.98**	**107.16**	**154.23**	**-0.94**	**268.13**	**136.55**	**188.75**

CANADA

MARKET	MONTHLY UNRESERVED PARKING RATE (C$)				MONTHLY RESERVED PARKING RATE (C$)		
	High	Low	Median	% Change From 2008	High	Low	Median
Calgary, AB	585.00	240.00	460.00	7.48	650.00	295.00	475.00
Edmonton, AB	350.00	150.00	275.00	37.50	375.00	275.00	332.50
Halifax, NS	186.00	130.00	153.00	3.24	–	–	–
Kitchener-Waterloo, ON	118.00	99.00	100.00	0.00	131.11	99.74	115.43
Montreal, QC	361.00	253.00	280.00	(3.45)	586.95	300.00	423.28
Ottawa, ON	210.00	155.00	195.00	0.00	210.00	155.00	195.00
Regina, SK	160.00	105.00	148.00	0.34	180.00	105.00	145.00
Saskatoon, SK	184.00	131.00	158.00	27.16	210.00	131.25	141.75
Toronto, ON	418.00	240.00	305.00	5.17	681.00	274.00	483.00
Vancouver, BC	336.00	140.00	224.00	2.56	448.00	201.60	336.00
Victoria, BC	230.00	170.00	185.00	2.78	330.00	250.00	280.00
Winnipeg, MB	210.00	125.00	190.00	72.73	250.00	180.00	210.00
NATIONAL AVERAGE	**279.00**	**161.50**	**222.75**	**9.94**	**368.37**	**206.05**	**285.18**

USA

MARKET	DAILY PARKING RATE (US$) High	Low	Median	% Change From 2008	HOURLY PARKING RATE (US$) High	Low	Median
Atlanta, GA	22.00	4.00	12.00	0.00	8.00	1.00	4.00
Bakersfield, CA	9.00	6.00	7.25	11.54	2.00	1.50	1.50
Baltimore, MD	25.00	10.00	13.00	-13.33	15.00	7.00	10.00
Bellevue, WA	20.00	6.00	14.00	-9.68	8.00	3.00	4.50
Boise, ID	12.00	12.00	12.00	0.00	1.50	1.50	1.50
Boston, MA	39.00	25.00	34.00	3.03	27.00	14.00	18.00
Charleston, SC	16.00	10.00	12.80	6.67	6.00	1.00	2.25
Charlotte, NC	20.00	10.00	13.61	0.00	4.00	1.00	2.99
Chicago, IL	52.00	17.00	31.00	3.33	22.00	10.00	17.00
Cincinnati, OH	16.00	1.50	9.50	0.00	8.00	1.00	2.75
Cleveland, OH	20.00	6.00	10.00	0.00	12.50	6.00	8.00
Columbia, SC	12.00	7.00	10.00	0.00	2.00	0.75	2.00
Columbus, OH	15.00	5.00	9.00	0.00	6.00	0.50	3.00
Dallas, TX	22.00	3.00	10.50	0.00	8.00	1.00	4.50
Denver, CO	26.00	12.00	16.00	33.33	10.00	2.00	10.00
Fresno, CA	10.00	6.00	8.00	0.00	1.00	0.50	0.75
Ft. Lauderdale, FL	–	–	15.00	25.00	–	–	1.00
Greenville, SC	6.00	6.00	6.00	0.00	1.50	1.50	1.50
Hartford, CT	30.00	15.00	20.00	0.00	10.00	5.00	8.00
Honolulu, HI	75.00	21.00	35.50	-19.32	10.00	1.50	6.00
Houston, TX	30.00	5.00	12.00	-14.29	10.00	1.00	4.50
Indianapolis, IN	23.00	8.00	11.00	0.00	11.00	2.00	4.00
Jacksonville, FL	15.00	6.96	8.70	-33.08	4.00	1.07	1.47
Kansas City, MO	15.00	8.00	10.00	-9.09	4.00	2.00	3.00
Las Vegas, NV	–	–	–	–	–	–	–
Little Rock, AR	10.75	3.22	6.46	-20.25	1.61	1.45	1.61
Los Angeles, CA	47.00	7.00	28.20	3.49	28.00	3.00	12.00
Louisville, KY	19.00	5.00	9.00	0.00	5.00	1.00	2.00
Memphis, TN	6.00	1.00	4.00	-33.33	12.00	2.00	6.00
Miami, FL	19.00	12.00	17.00	30.77	7.00	4.00	6.00
Milwaukee, WI	20.00	4.00	12.00	0.00	8.00	1.00	3.00
Minneapolis/St. Paul, MN	27.00	7.50	17.25	29.60	10.00	1.00	5.50
Nashville, TN	22.00	6.00	12.00	20.00	6.00	2.00	5.00
New York, NY – Downtown	45.00	25.69	38.00	8.57	26.00	17.00	20.00
New York, NY – Midtown	65.00	32.00	44.00	10.00	33.00	13.00	23.00
Oakland, CA	30.00	10.00	18.00	0.00	8.00	1.50	6.00
Orlando, FL	15.00	9.00	15.00	0.00	3.00	1.00	2.00
Philadelphia, PA	33.00	20.50	26.00	8.33	16.00	9.00	12.00
Phoenix, AZ	12.00	6.00	9.00	12.50	1.50	1.00	1.25
Portland, OR	12.00	6.00	9.00	-25.00	6.00	1.15	3.00
Raleigh, NC	24.00	6.00	12.00	50.00	3.00	1.00	1.00
Reno, NV	–	–	–	–	–	–	–
Sacramento, CA	32.25	12.90	19.35	-3.25	4.30	1.08	1.88
San Diego, CA	30.00	18.00	26.00	0.00	9.00	4.00	8.00
San Francisco, CA	39.00	6.00	25.00	-10.71	12.50	2.00	9.00
San Jose/Silicon Valley, CA	15.00	15.00	15.00	0.00	3.50	2.25	2.88
Seattle, WA	35.00	18.00	28.00	12.00	12.00	7.00	10.00
St. Louis, MO	24.00	5.00	12.00	-11.11	12.00	1.00	3.00
Tampa, FL	20.00	10.00	15.00	22.45	3.25	1.60	2.25
Walnut Creek, CA	12.00	9.00	10.00	0.00	1.00	0.50	0.75
Washington, DC	20.00	13.00	14.00	-6.67	12.00	7.00	8.00
West Palm Beach, FL	20.00	15.00	16.00	0.00	1.25	0.75	1.00
NATIONAL AVERAGE	**24.16**	**10.07**	**15.96**	**1.15**	**8.91**	**3.12**	**5.57**

CANADA

MARKET	DAILY PARKING RATE (C$) High	Low	Median	% Change From 2008	HOURLY PARKING RATE (C$) High	Low	Median
Calgary, AB	28.00	17.00	22.00	7.48	6.50	5.50	5.50
Edmonton, AB	26.00	9.00	14.00	37.50	7.50	3.00	5.00
Halifax, NS	19.00	10.00	14.00	3.24	3.50	2.00	2.75
Kitchener-Waterloo, ON	11.00	8.00	10.00	0.00	3.00	2.00	2.25
Montreal, QC	18.00	15.00	17.00	-3.45	9.60	6.00	7.75
Ottawa, ON	26.28	12.00	17.00	0.00	6.00	3.00	3.50
Regina, SK	10.00	6.50	8.00	0.34	2.00	1.00	1.00
Saskatoon, SK	11.00	7.00	9.00	27.16	3.00	2.00	2.50
Toronto, ON	29.00	14.00	22.50	5.17	15.75	4.00	9.00
Vancouver, BC	25.00	9.00	17.00	2.56	10.00	2.75	6.00
Victoria, BC	15.00	11.00	12.00	2.78	3.00	2.00	2.00
Winnipeg, MB	20.00	16.00	18.00	72.73	3.00	2.50	2.75
NATIONAL AVERAGE	**19.86**	**11.21**	**15.04**	**9.94**	**6.07**	**2.98**	**4.17**

USA

MARKET	Garages Offering Additional Services (%)	Garages with Waiting Lists (%)	Typical Wait Period (Months)	Availability of Parking	Garages to be Added in Next 24 Months	Number of Parking Spots to be Added
Atlanta, GA	25	0	–	Fair	2	2,000
Bakersfield, CA	0	–	3.0	Fair	–	–
Baltimore, MD	5	0	–	Fair	1	1,139
Bellevue, WA	–	5	–	Fair	–	–
Boise, ID	0	75	2.5	Limited	–	–
Boston, MA	75	5	6.0	Abundant	–	–
Charleston, SC	25	5	–	Fair	–	–
Charlotte, NC	–	–	–	Limited	–	–
Chicago, IL	50	15	1.5	Fair	3	450
Cincinnati, OH	5	50	9.0	Fair	1	–
Cleveland, OH	10	–	–	Limited	–	–
Columbia, SC	5	10	–	Limited	1	–
Columbus, OH	0	10	–	Fair	2	500
Dallas, TX	50	50	2.0	Fair	0	–
Denver, CO	50	5	–	Fair	1	1,900
Fresno, CA	10	0	–	Fair	1	1,509
Ft. Lauderdale, FL	–	–	–	Fair	–	–
Greenville, SC	0	0	–	Fair	1	249
Hartford, CT	25	15	–	Fair	0	0
Honolulu, HI	5	5	3.0	Fair	0	–
Houston, TX	75	75	18.0	Limited	–	–
Indianapolis, IN	10	5	1.5	Fair	–	–
Jacksonville, FL	5	5	1.0	Fair	–	–
Kansas City, MO	25	10	2.0	Fair	1	700
Las Vegas, NV	0	0	–	Fair	0	0
Little Rock, AR	15	0	–	Limited	0	0
Los Angeles, CA	50	–	2.5	Fair	–	–
Louisville, KY	5	75	–	Limited	1	760
Memphis, TN	5	5	–	Fair	1	205
Miami, FL	–	10	3.5	Fair	1	800
Milwaukee, WI	20	20	2.0	Fair	1	–
Minneapolis/St. Paul, MN	15	5	–	Fair	0	0
Nashville, TN	5	0	–	Limited	–	–
New York, NY – Downtown	100	5	1.0	Fair	–	–
New York, NY – Midtown	100	5	1.0	Fair	–	–
Oakland, CA	5	0	–	Fair	–	–
Orlando, FL	20	–	–	Fair	0	0
Philadelphia, PA	15	5	3.0	Fair	0	0
Phoenix, AZ	5	0	–	Abundant	2	2,000
Portland, OR	15	10	–	Fair	1	300
Raleigh, NC	25	25	2.5	Fair	–	–
Reno, NV	0	0	–	Fair	–	–
Sacramento, CA	25	0	–	Fair	1	866
San Diego, CA	5	5	–	None	–	–
San Francisco, CA	20	10	–	Fair	0	0
San Jose/Silicon Valley, CA	5	0	–	Fair	–	–
Seattle, WA	15	5	–	Abundant	0	0
St. Louis, MO	15	20	–	Fair	0	0
Tampa, FL	50	10	6.0	Fair	1	–
Walnut Creek, CA	0	0	–	Fair	–	–
Washington, DC	25	50	–	Fair	–	–
West Palm Beach, FL	–	–	–	Fair	–	–
NATIONAL AVERAGE	**21.6**	**13.6**	**3.7**			

CANADA

MARKET	Garages Offering Additional Services (%)	Garages with Waiting Lists (%)	Typical Wait Period (Months)	Availability of Parking	Garages to be Added in Next 24 Months	Number of Parking Spots to be Added
Calgary, AB	0	–	10.0	Fair	7	4,530
Edmonton, AB	10	15	3.0	Fair	–	–
Halifax, NS	0	75	3.0	Limited	1	60
Kitchener-Waterloo, ON	–	75	–	Limited	1	500
Montreal, QC	75	15	5.0	Limited	1	219
Ottawa, ON	25	20	6.0	Fair	3	1,700
Regina, SK	0	75	–	Limited	0	0
Saskatoon, SK	0	75	15.0	Limited	1	95
Toronto, ON	–	5	6.0	Fair	–	–
Vancouver, BC	25	25	2.0	Fair	3	450
Victoria, BC	0	100	18.0	Limited	0	0
Winnipeg, MB	5	15	–	Limited	–	–
NATIONAL AVERAGE	**14.0**	**45.0**	**7.6**			

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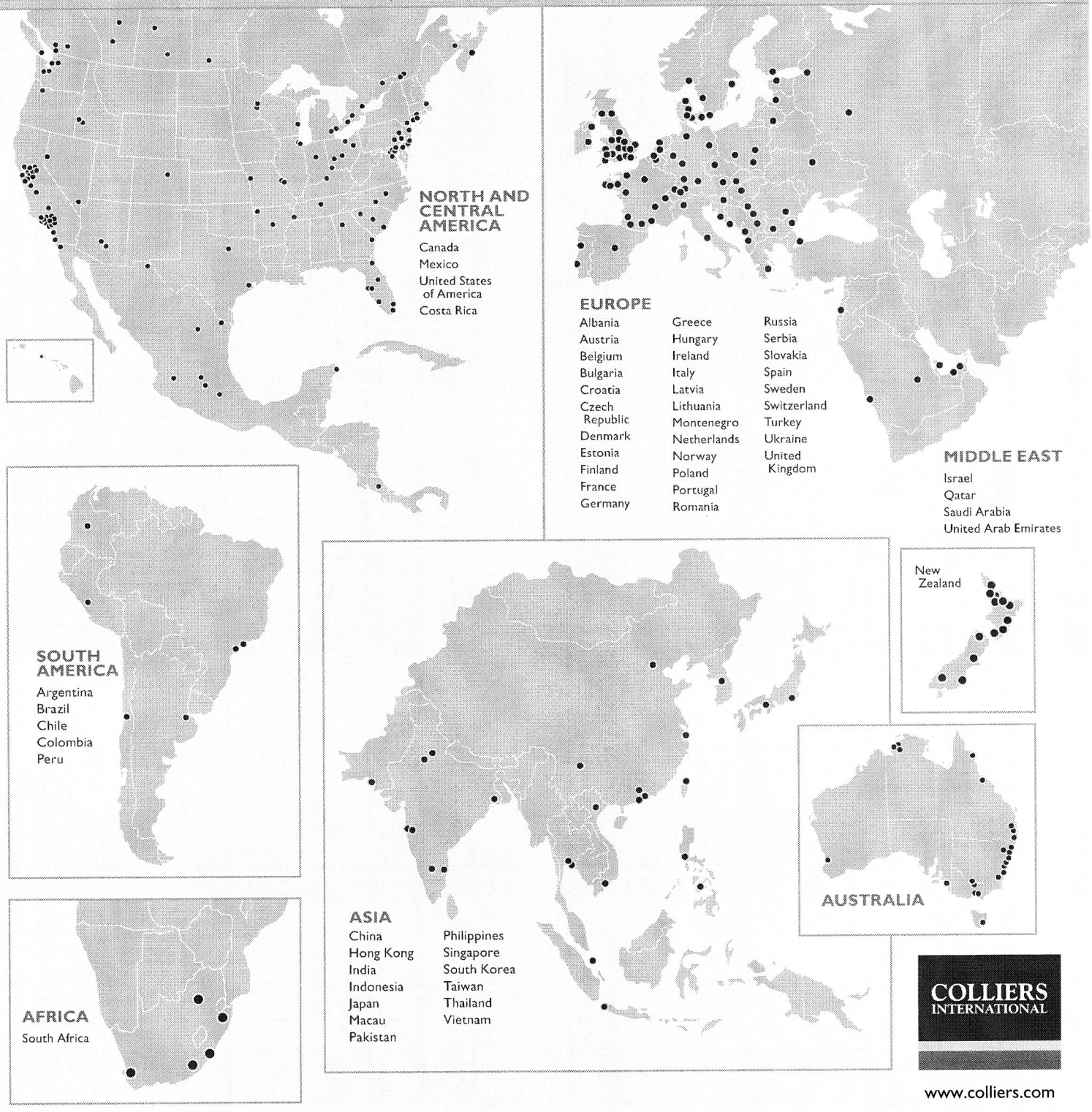

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