

# BUSINESS DISTRICT PARKING STUDY

## Borough of Wilkinsburg



Wilksburg Community  
Development Corporation



Borough of Wilksburg

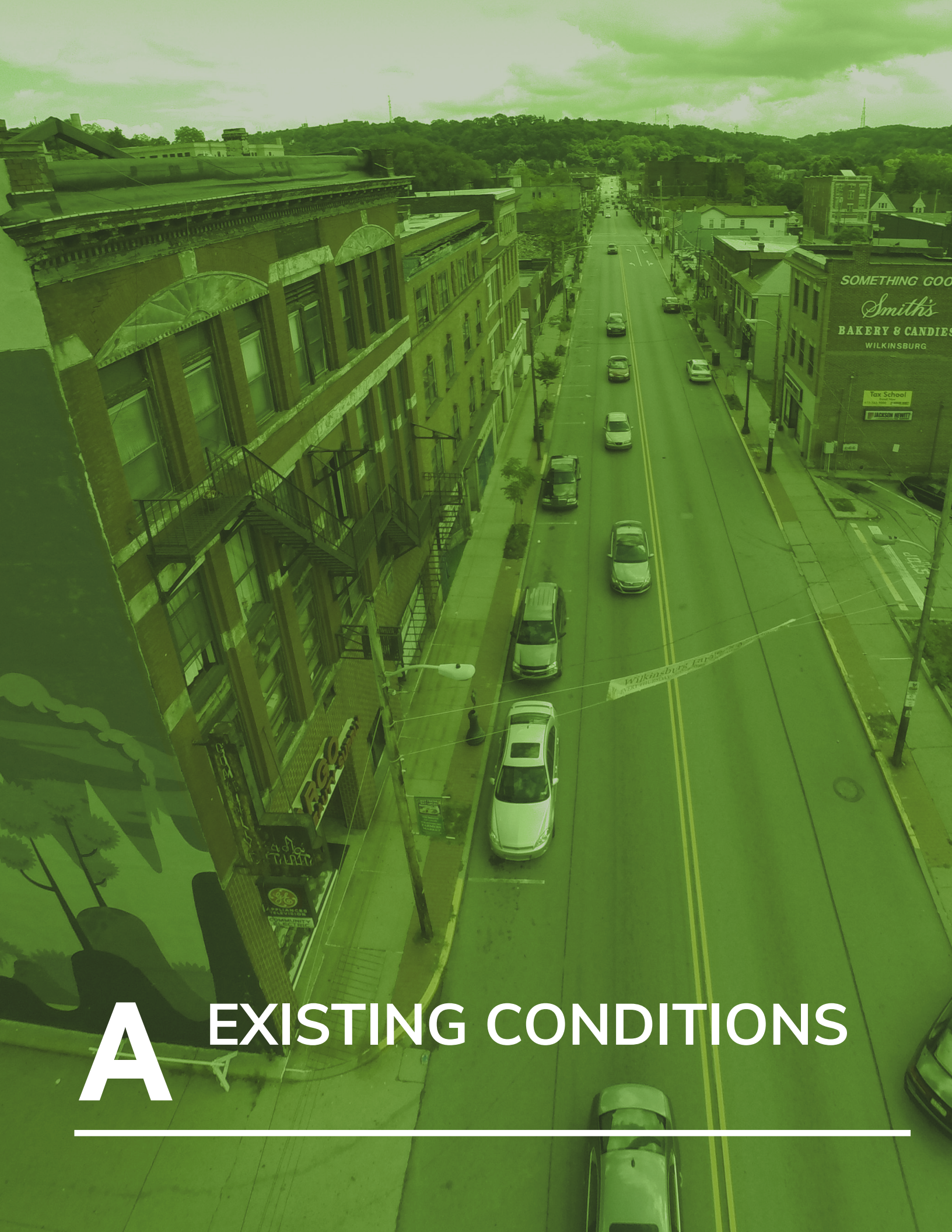
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# TABLE OF CONTENTS

|   |           |
|---|-----------|
| <b>A. EXISTING CONDITIONS.....</b>                    | <b>4</b>  |
| BACKGROUND.....                                       | 5         |
| PARKING MANAGEMENT PRINCIPLES & STRATEGIES.....       | 6         |
| PUBLIC/ACTIVE TRANSPORTATION MODES.....               | 8         |
| EXISTING PARKING SUPPLY.....                          | 11        |
| EXISTING PARKING DEMAND.....                          | 17        |
| PARKING ORGANIZATION & ADMINISTRATIVE PROCEDURES..... | 22        |
| ZONING REGULATIONS.....                               | 23        |
| STAKEHOLDER INTERVIEWS.....                           | 24        |
| FUTURE PARKING DEMAND.....                            | 25        |
| KEY FINDINGS.....                                     | 26        |
| <b>B. RECOMMENDATIONS.....</b>                        | <b>28</b> |
| <b>C. IMPLEMENTATION MATRIX.....</b>                  | <b>45</b> |





# A EXISTING CONDITIONS

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## Background

Wilkesburg is a Borough of approximately 15,000 people in Allegheny County, Pennsylvania, experiencing multiple revitalization projects occurring within its boundaries which is increasing the number of residents and visitors driving—and parking—on a regular basis. As a means of addressing these issues, Sam Schwartz Consulting, LLC (Sam Schwartz) was retained by the Wilkesburg Community Development Corporation (WCDC) to complete a parking study for the Wilkesburg Business District which will determine parking behavioral patterns; identify major concerns raised by visitors, residents and business owners; project long-term parking demand; and develop recommendations aligned with the Wilkesburg Comprehensive Plan.

According to the US Census Bureau, the Borough of Wilkesburg had a population of 15,930 in 2010, and was estimated to be 15,813 in 2016. Wilkesburg borders Penn Hills Township to the northeast, Churchill Borough to the east, Forest Hills Borough to the southeast, Edgewood Borough to the south, Swissvale to the southwest, East Hills to the north,

and Point Breeze to the west. One of the key attributes of Wilkesburg is its proximity and accessibility to Pittsburgh, the state's second largest city and the region's cultural and economic center. The presence of this connection gives the Borough a unique opportunity to attract new visitors traveling through the region. Establishing a convenient, comprehensive parking system is vital to providing access, managing demand patterns, and creating a more vibrant community for visitors, residents, and employees in Wilkesburg.

The following study focuses on the Business District bounded by North Avenue to the north, Montier Street to the east, Kelly Avenue to the south and the MLK Jr Busway to the west, as seen in **Figure 1**. While this study will focus on Borough-owned and operated on- and off-street facilities, it will also examine privately owned and operated facilities in order to develop recommendations from a comprehensive perspective and optimize parking assets system-wide.

**Figure 1: Study Area**





## Parking management principles & Strategies

Parking management is a key community's parking resource, with the goal of balancing supply and demand through pricing, time limits, and/or other regulations. Well-designed parking policies ensure the continued health and vibrancy of a downtown. When parking is the dominating land use, it separates and expands the area of each individual store or land use. This forces shoppers to re-park and walk when completing each task, creating a car-oriented landscape surrounded by surface lots as opposed to a walkable area that encourages cross-shopping and increases social interaction. Accordingly, best practices in parking management show parking as one of many mobility options necessary to serve the future of the community, as opposed to its primary land use.

### Evolution of Parking Management

Typically, the amount of parking supplied influences its demand, making it impossible to determine the optimal supply without considering the long-term costs and benefits of increasing the number of spaces. Although each Borough or municipality approaches these issues differently, trends have emerged in how to handle parking demand issues. Most communities begin by providing free parking for residents, visitors, and employees. However, as more development occurs, more visitors come downtown and main commercial corridors become congested and negatively impact the area's ability to attract shoppers or other pedestrians. Local governments then tend to put parking regulations in place, including time restrictions, establishing boundaries for specific users, and increasing enforcement fees.

If the demand for available spaces, as well as complaints and frustration of visitors continues to increase, cities often construct additional parking in the form of surface lots or garages. Although increasing the supply of parking will reduce the number of complaints in the short-term, longer term issues are likely to occur as the demand for parking will inevitably increase. If this practice continues the downtown will quickly be dominated with parking and the city will have spent a large portion of its revenue on increasing its parking supply as opposed to improving physical appearance or economic initiatives

Downtown. Often there is actually enough supply throughout a city's downtown to accommodate the demand. However, it is in areas that are not directly in front of the driver's ultimate destination, perceived as dangerous, or in locations that are difficult to find. Parking management works to balance this demand and supply.

#### No parking measures or enforcement efforts



#### Introduce Regulations



#### Implement TDM Strategies





Below are several best practices to manage supply and “right-size” the parking system.

**1) Encouraging a “Park Once” environment.** One of the most valuable aspects of a downtown is that drivers are able to complete a variety of tasks within a single area. For example, a shopper might come to the Business District to get a manicure at A A Nail Spa, stop by First National Bank, and grab a snack at the Asian Market, all within the same Business District. Ideally a driver would be able to do all those things while only using one parking space, as opposed to getting back into their car and parking in a separate space or lot for each.

The “Park Once” strategy allows people to complete tasks quickly, conveniently and in a lively, safe environment, while encouraging walking and social interaction. The particular characteristics that enable people to do a lot of different things in a small area are distinctly what makes downtowns attractive places to live and visit: density, mix of uses, and walkability. Each of these characteristics are enhanced in a Park Once environment.

**2) Introducing pricing policies to manage demand.** In an effort to balance parking demand and encourage parkers to use the system in its entirety, parking management strategies can be used to shift the demand to some of the downtown’s more underutilized areas. Parking pricing policies align supply with demand, typically increasing the rate of parking in high demand areas and decreasing the rate of parking in low demand areas. This is intended to encourage those who are parking long term to locate in areas with lower demand while ensuring that spaces are available for incoming shoppers.

**3) Reinvest parking funds to the community.** One of the main reasons people are opposed to paying for parking is because the revenue typically doesn’t fund any immediately tangible benefits. Reserving a portion of the generated revenue and putting it back into the community to increase safety efforts, promote alternative transportation modes, or enhance physical improvements ties the payment to a benefit, and makes parkers more likely to support these changes.



## What motivates parkers?

Prior to discussing existing rates and proposed alterations, it is important to identify who currently parks where and what motivates them. Gaining an understanding of existing parking behavior within a downtown will allow us to more effectively shape policies that will alter their behavior. Although each person acts in their individual self-interest when parking, the majority of parkers can be identified as one of three types, based on their behavior: Convenience Parkers, Reasonable Parkers and Bargain Parkers. The defining characteristics of each are presented below:

**1) Convenience Parkers:** Convenience parkers are generally new or occasional visitors traveling to downtown for a relatively short period of time to shop, eat, or run errands. They are typically unfamiliar and sometimes even uncomfortable with the higher concentration of activities within a downtown and would like their parking experience to be as seamless as possible. They prioritize convenience and are willing to pay or park in a timed area for a space in close proximity to their destination. This user group is also the most likely to give up and drive to an alternative location to shop, eat, or run errands if they are unable to locate a space.

**2) Reasonable Parkers:** Reasonable Parkers are frequent visitors, nearby residents or customers who are typically familiar with the area, making medium length trips to meet a friend for coffee, shop for the day, or go out to dinner. They may also be part-time or full-time employees who are willing to pay a higher price to park closer to their job. Like all user groups, Reasonable Parkers prefer free parking but are willing to pay or walk, as long as it is within reason and they understand why their choice is logical.

**3) Bargain Parkers:** Bargain Parkers are residents, employees, or long-term shoppers frequently making longer trips downtown. As the name implies, bargain parkers avoid paying for parking at any cost. They are the most willing to circle the block to locate a space, walk a few blocks away, or alter their commute in order to save money. Some thrifty parkers may even decide to walk or bike instead of paying for parking or they may decide to shop somewhere else altogether if they can't find free parking.

Each type of parker has different priorities. These priorities can be managed by implementing parking management policies that distribute parkers throughout a downtowns parking system. In a typical downtown, the most desirable parking spaces are on-street along commercial corridors in which the majority of businesses and retail activities take place, closely followed by on-street spaces along side streets. Surface lots are less desirable but are still easily accessible for patrons to enter and exit. Structured parking facilities or remote surface lots are typically the least popular due to the perceived hassle associated with getting in and out of them, although winter weather conditions can make garages more desirable than surface lots.



## Public/Active Transportation Modes

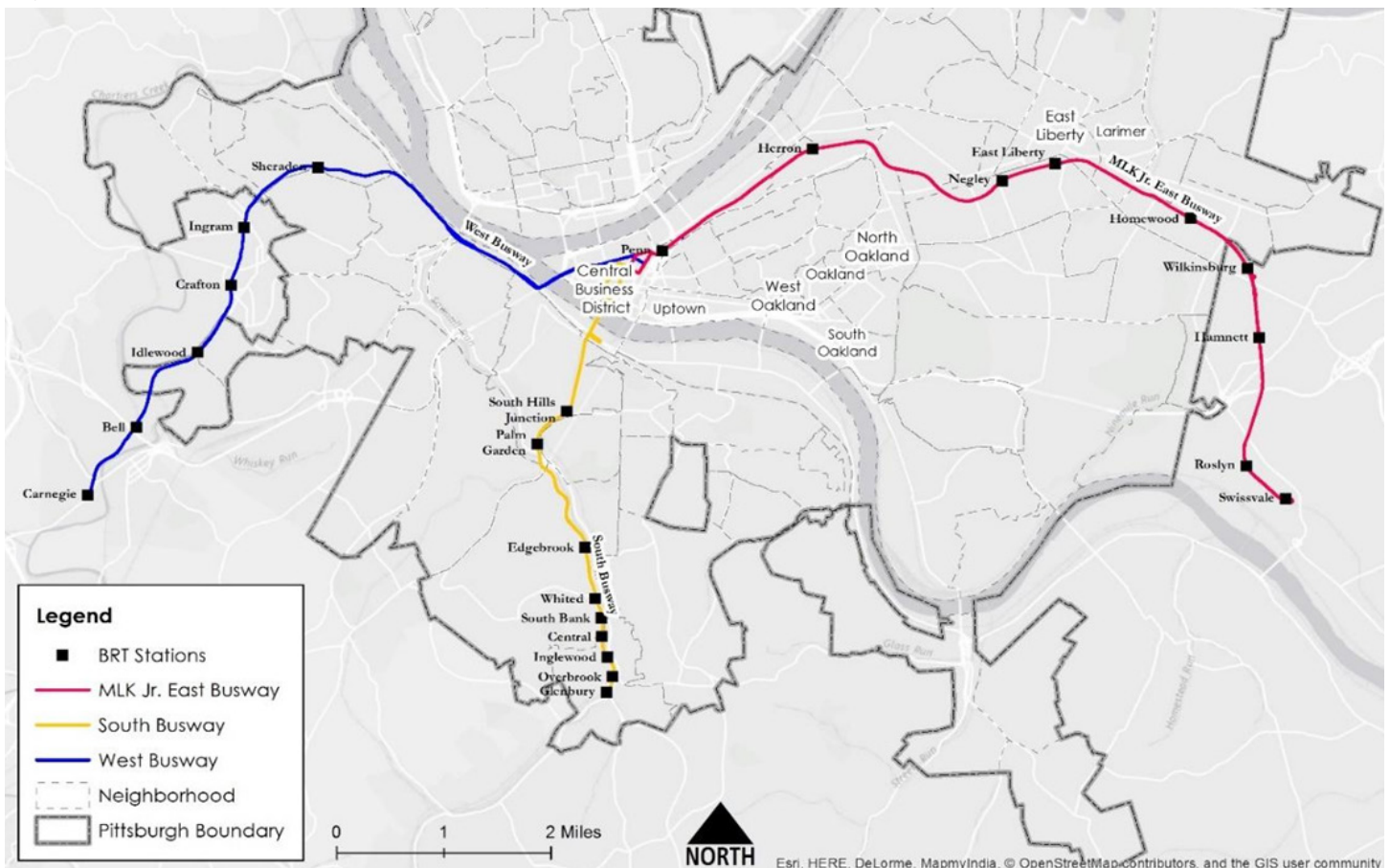
One of the primary assets of Wilkinsburg is its proximity to a variety of convenient and accessible transportation modes, including amenities for vehicles, transit, and bicycles. These facilities allow users to comfortably travel within the Borough and throughout the region.

**Route 8.** Pennsylvania Route 8 (Penn Avenue) is a 148-mile-long roadway, terminating at Interstate 376 (Wilkinsburg) to the south and US 20 (Erie) to the north. Penn Avenue serves as the central retail corridor of the Business District, connecting Wilkinsburg to Pittsburgh, and the rest of the state, seeing an average daily traffic count of 19,298 . This is by far the most traffic seen on any road within the Business District and will be a focal point of the study. Martin Luther King Jr East Busway. Penn Avenue is the primary corridor of the Martin Luther King Jr East Busway, a two-lane bus only highway serving the City of Pittsburgh and several eastern neighborhoods ending in Swissvale Borough. The East Busway

offers several fundamental BRT features including a dedicated lane, increased frequency , signal prioritization, and direct service operations. As seen in **Figure 2**, the East Busway also connects to the West and South Busway, giving East Busway passengers access to Carnegie Borough and Glenbury Street in Pittsburgh's South Hills.



**Figure 2: Busway Routes**

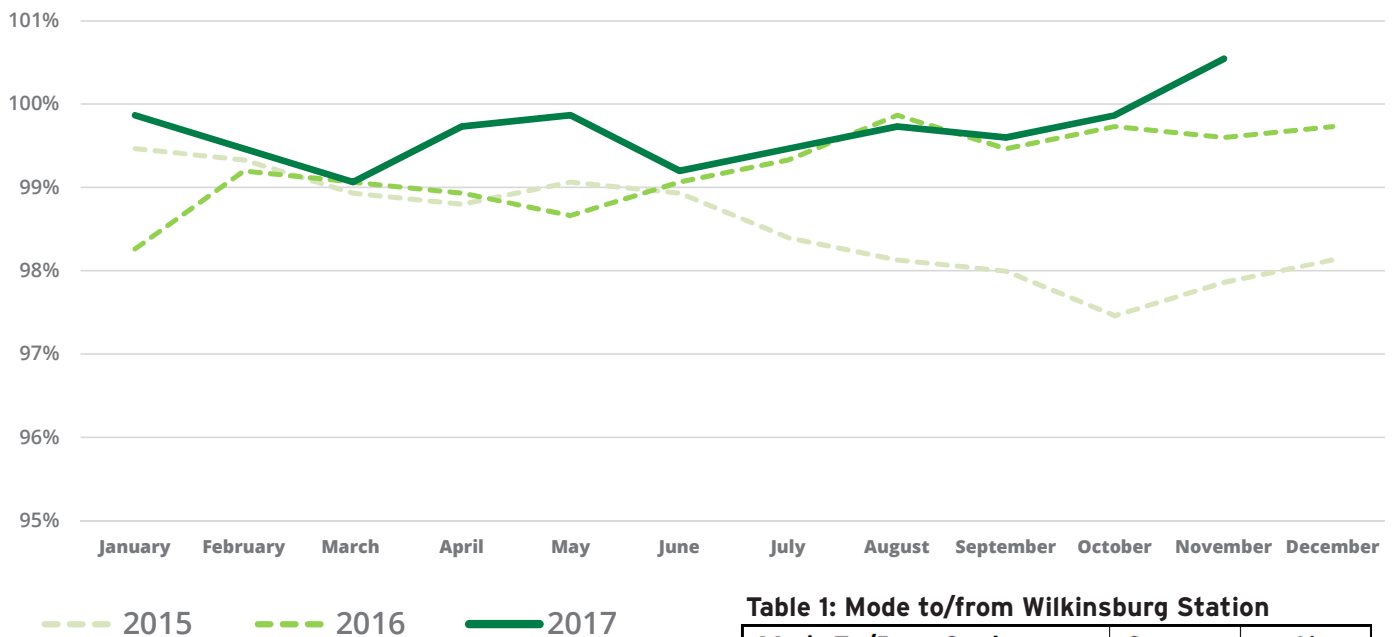




There are three stations within the Borough: Hamnett, Wilkinsburg, and Hay Street Station. Although none of these stations are located within the Business District, the Wilkinsburg Station is adjacent the western portion of the study area and can cause parking spillover during periods of peak demand. The Wilkinsburg station currently has approximately 750 spaces, which have recorded an occupancy rate over 100% since October 2017, as seen in **Figure 3**.



**Figure 3: Park and Ride Lot Utilization**



One of the key findings of the study is that 42% of riders drove and parked when getting to the Wilkinsburg station while 39.7% of passengers travel two miles or less when going to and from the Busway stations. This indicates that the Borough has an opportunity to encourage riders within two miles to use active or public transportation modes as a means of decreasing parking demand. The Port Authority plans develop and finalize station design solutions and program strategies after the Borough has completed the Transit Revitalization Investment District (TRID) study.

**Table 1: Mode to/from Wilkinsburg Station**

| Mode To/From Station               | Count | %     |
|------------------------------------|-------|-------|
| Drive and park in facility         | 110   | 42.0% |
| Walk                               | 99    | 37.8% |
| Transit                            | 25    | 9.5%  |
| I get dropped off at this facility | 19    | 7.3%  |
| Other                              | 4     | 1.5%  |
| Drive and park near                | 3     | 1.1%  |
| Bike (bike taken with)             | 2     | 0.8%  |

**Table 2: Distance from Wilkinsburg Station**

| Distance          | Count | %     |
|-------------------|-------|-------|
| 0 - 1/2 mile      | 33    | 13.8% |
| 1/2 mile - 1 mile | 24    | 10.0% |
| 1 mile - 2 miles  | 38    | 15.9% |
| 2 miles - 3 miles | 30    | 12.6% |
| 3 miles - 4 miles | 32    | 13.4% |
| More than 4 miles | 82    | 34.3% |

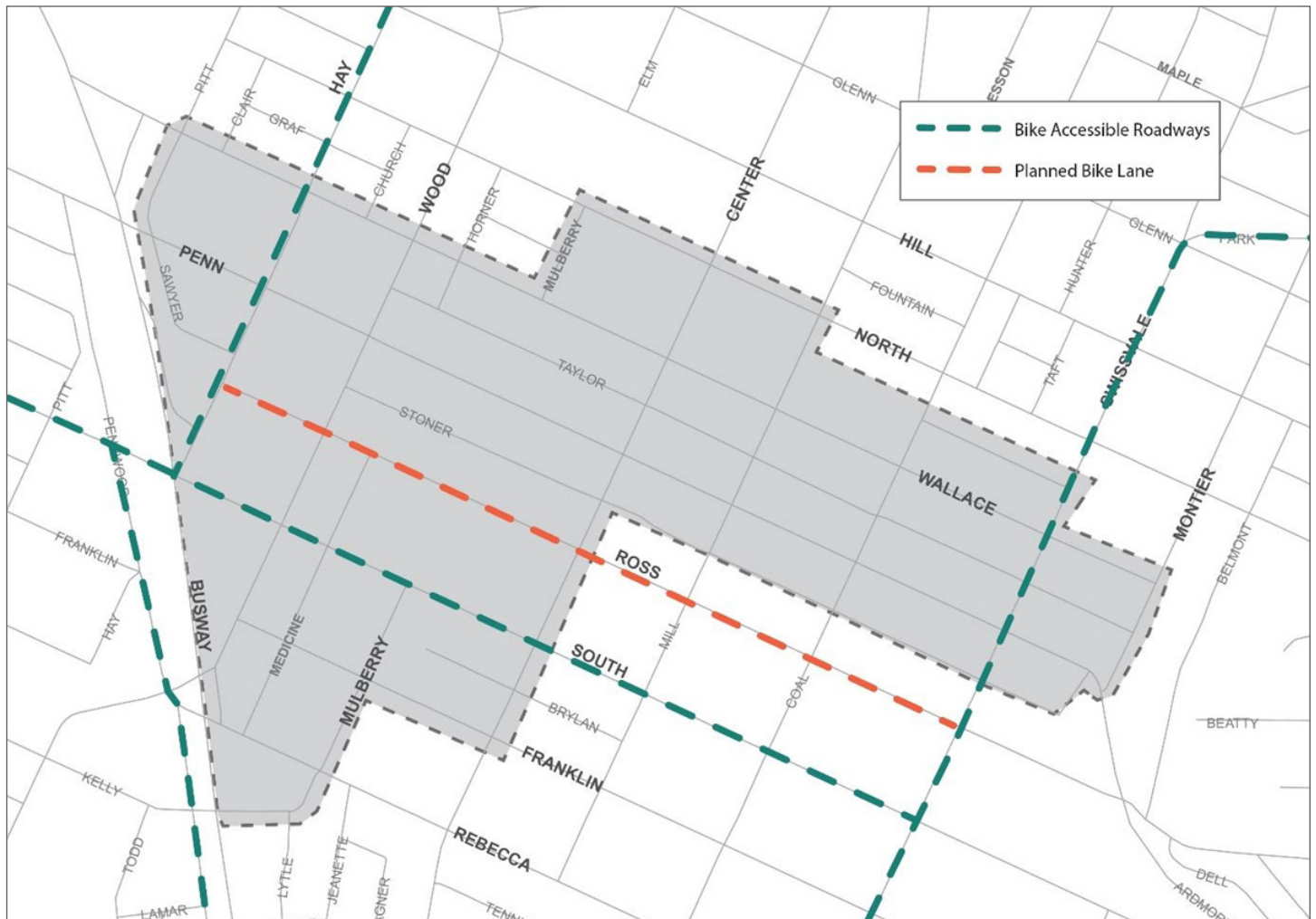


**Bicycle routes.** Although there are no designated bike lanes within the Business District, there are several streets that are considered accessible via bicycle due to their reduced vehicle traffic and accommodating street width. BikePGH, a local bicycle advocacy group, mapped major bicycle facility types in the Pittsburgh region, which are shown in **Figure 4**.

Streets considered accessible via bike include South Avenue, Swissvale Avenue, and Hay Street.

In addition to these facilities, the Borough has plans to place a dedicated bike lane on Ross Avenue to further bike/pedestrian circulation and connect the Business District to the region’s larger bike network.

**Figure 4: Bike routes in Wilksburg**

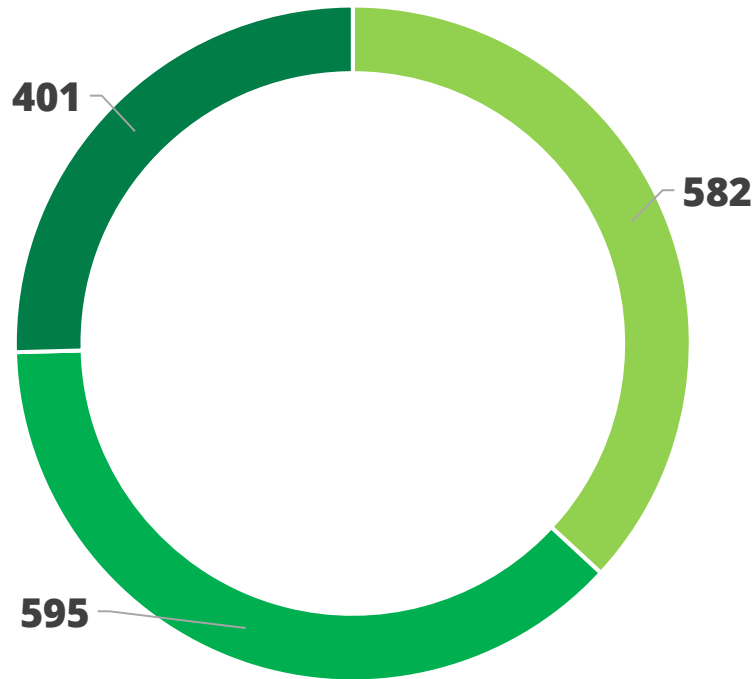




## Existing Parking Supply

Wilkinsburg's parking system accommodates a variety of users through a combination of on-street and off-street parking, both Borough-owned and privately owned. There are currently approximately 1,580 total spaces within the Business District between these parking types, which are broken down in **Figure 5** and discussed in more detail below.

**Figure 5:  
Parking Supply  
Breakdown**





## On-street Facilities

To gain a better understanding of Wilkinsburg’s parking system, Sam Schwartz performed a parking inventory analysis within the Business District. **Table 3** breaks down the total number and percentage of each on-street parking type.

This shows that the majority of on-street parking is free (55.6%), followed by metered parking. A map of these parking designations can be seen in **Figure 6**, demonstrating that metered parking is primarily located along Penn Avenue, Wood Street, and their adjacent side streets.

**Table 3: On-street parking by type**

| Type                   | Inventory  |             |
|------------------------|------------|-------------|
|                        | #          | %           |
| Free                   | 331        | 55.6%       |
| Metered                | 211        | 35.5%       |
| Loading                | 10         | 1.7%        |
| HC                     | 13         | 2.2%        |
| 1 HR                   | 9          | 1.5%        |
| Police                 | 5          | 0.8%        |
| Residential            | 16         | 2.7%        |
| <b>Total On-street</b> | <b>595</b> | <b>100%</b> |

**Figure 6: On-street parking by type**



The Borough has been using Duncan single space meters to manage their parking system for 20 to 30 years. Meter rates vary between \$0.05 per five minutes and \$0.25 per half-hour, with time limits ranging between 30 minutes to two hours, as seen in **Table 4.**

**Table 4: On-street parking rates**

| Type      | # of meters | Rate                 |
|-----------|-------------|----------------------|
| 1-hour    | 164         | \$0.25 per 1/2 hour  |
| 2-hour    | 92          | \$0.25 per 1/2 hour  |
| 15-minute | 12          | \$0.05 per 5 minutes |
| 30-minute | 10          | \$0.05 per 5 minutes |

The Borough Police Department records any meters that are malfunctioning or in need of repair during their enforcement routes. In addition, the Streets Department performs a bi-weekly review of the on-street parking system to determine if any meters are broken or malfunctioning. Meters that are not working are collected by a Duncan maintenance representative who repairs meters individually. The Duncan maintenance representative makes monthly trips to Wilkesburg to collect broken meters and delivers the meters which have been fixed at a rate of \$512.82 per month.

Meter enforcement is performed by the Borough Police Department. If a meter is expired, then the vehicle is fined \$25. However, if the fine is paid within 24 hours then the fine is discounted to \$15. Parking enforcement officers complete their route two times each day, between the hours of 10:00am and 5:00pm. The remaining on-street categories make up approximately 12% of the on-street system and are discussed further below.

**Loading & 15-minute zones.** There are approximately 10 loading spaces throughout the Business District. Loading spaces are designated after a business, restaurant, or other property owner makes a request to the Borough. If the applicant's request is granted, the loading zone is installed and a 15- or 30-minute restriction is placed on the space. There is an annual fee of \$100 to establish a loading zone. A full list of Time-Limit parking, as specified in the Borough's zoning code, can be seen in the Appendix A.

**Special Use Parking.** Specific parking designations for individual are established by the Borough under "Special Use" parking and enforced by the Wilkesburg Police Department. Any changes made to these designations must be approved by the Borough Council prior to implementation. Special Use parking should be approved in moderation as designating specific spaces for individual users prevents the public from accessing these spaces and the businesses adjacent to them. Special Use designations within the Business District include 1-hour parking and police parking. A full list of special use parking zones, as specified in the Borough's zoning code can be seen in the Appendix A.

**Residential Parking Permits.** Residential parking is located along North Avenue and Wallace Avenue. Residential parking is acquired when residents sign a petition to get their street permitted. The petition is reviewed by the Borough Engineer and, if accepted, sent to Borough Council for approval. If the request is granted, residents pay a yearly fee of \$5 per vehicle and park on designated residential streets, and receive up to four guest passes. Non-residential vehicles are fined \$25 if parked along residential streets between the hours of 7:00am and 3:00pm, Monday through Friday.

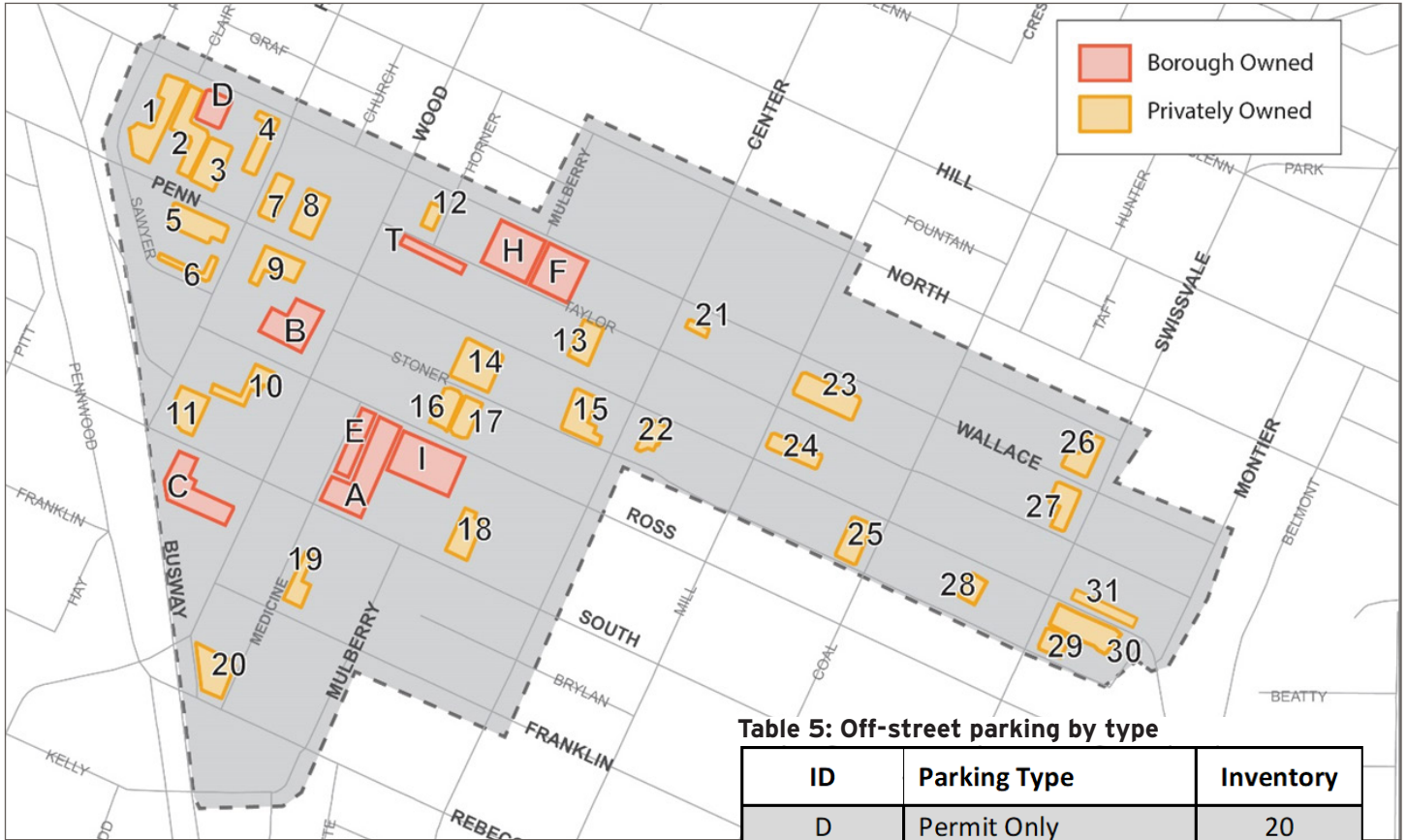
While the location of the spaces in Figure 6 were identified while completing fieldwork, these locations are not aligned with the Borough's zoning code. It is essential to have consistent parking location designations to limit confusion of enforcement officers, Borough staff/officials, and the public. Metered, loading, residential, 15-30 minute, and Handicapped zones as specified in the Borough's Zoning Code can be seen in Appendix A.



## Off-street Facilities

There are approximately 39 publicly and privately owned off-street facilities. The geographic location of each is presented in **Figure 7**.

**Figure 7: Off-street parking by type**



**Table 5: Off-street parking by type**

| ID    | Parking Type      | Inventory |
|-------|-------------------|-----------|
| D     | Permit Only       | 20        |
| B     | Police Only       | 11        |
| B     | Library/Employees | 27        |
| C     | Metered           | 47        |
| H     | Metered/permit    | 52        |
| F     | Metered/permit    | 48        |
| E     | Metered           | 27        |
| A     | Metered           | 79        |
| I     | Metered/permit    | 40        |
| I     | Metered/permit    | 40        |
| T     | Metered           | 10        |
| Total |                   | 401       |

This shows that the majority of off-street facilities are privately owned and located throughout the Business District. There is a total of nine Borough-owned facilities within the Business District, the type and inventory of which are summarized in **Table 5**.

The largest lots are Lots H with 52 spaces and the smallest lot is Lot T with 10 spaces, closely followed by the Police Lot located along Wood Street (11 spaces).

**Monthly Permit Program.** Wilkes-Barre also runs a monthly permit program, offering regular long-term parking for \$30 per month. Permit holders can park in any Borough-owned lot, but the permits are not valid for on-street parking. These permits are sold by the Borough's Finance Department, who stores and collects the data long-term. Information provided by the Borough shows that there are between 100

and 150 parking permits issued per month, with a slightly lower number of permits being sold in the summer months. Permits are available for employers or individuals and there is no waitlist for parking at this time.

## Parking Communications

**Signage/Wayfinding.** Although Wilkesburg's parking lots are familiar destinations that cannot be missed for those who know them well, many of the Borough's parking assets may go unnoticed to an unfamiliar eye. Gateway and wayfinding signage is an effective tool to welcome and direct visitors to key parking destinations. Additionally, a well-coordinated sign program is an effective method to communicate the Borough's unique character and identity.

The idea of parking signage is not a new concept, the Borough's parking assets currently have some signage in the Business District. However, several of these signs have not been maintained or are no longer relevant.

When developing signage/wayfinding strategies, major roadways such as Penn Avenue should be prioritized as it is the primary entry corridor used by incoming visitors and customers. Gateway and wayfinding signage should connect visitors entering the community from main corridors to local roads and to their ultimate destination. Sign features should be reflective of the roadway type to accommodate the speed of incoming vehicles. A conceptual hierarchy of sign types and their primary functions can be seen in Appendix B.

Signage concepts should consider themes that are reflective of the Borough's architectural character and primary building materials.

It should also be noted that all sign features located within Pennsylvania Department of Transportation (PennDOT) rights-of-way will require permitting. Penn Avenue is a PennDOT route.

All sign elements should be designed to maximize clarity and legibility. The Manual on Uniform Traffic Control Devices (MUTCD) standards are applied to sign features within state rights-of-way and identifies elements such as lettering height, color, and placement.



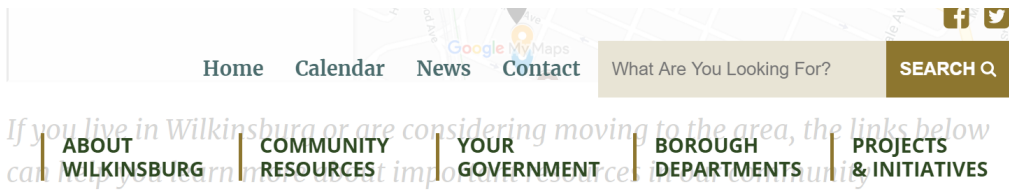


**Website Parking Communications.** While physical parking signs are an integral part of guiding drivers to available spaces, it is also important to effectively communicate parking information on the Borough's website to accommodate drivers traveling to Wilkinsburg for the first time, or who would like to learn more about parking there beforehand.

Helpful topics featured on a parking web page include location of publicly available parking facilities, on- and off-street parking designations, hours of enforcement, information on how to obtain a residential parking permit, and additional information about future parking programs.

The Borough's website features upcoming events, announcements, and the Borough's services. Currently, parking information included on the Borough's website includes information to pay parking tickets.

There is an opportunity to increase the information and improve the interface regarding parking on the Borough's website through providing maps, forms, and other frequently asked questions about parking.



**LINKS:**

- [Maps](#)
- [Local News Sources](#)
- [Park Profiles](#)
- [Library](#)
- [School](#)
- [Council Members](#)
- [Ward Map](#)
- [Codes & Ordinances Site](#)
- [Tax Information](#)
- [Police/Fire/Ambulance Information](#)
- [Recycling Drop-Off Center](#)
- [Block and Service Clubs](#)
- [Nonprofits](#)

**FORMS:**

- [Parking Tickets \[PDF\]](#)
- [2018 Recycling Calendar \[PDF\]](#)
- [Wilkinsburg Police Anonymous Complaint Form \[PDF\]](#)

**Parking Tickets**

Parking tickets can be paid online or by phone:

Pay Online: <https://www.tocite.net/wilkinsburgpd/searchticket/index/parkingtickets>

Pay By Phone: 412-593-5581

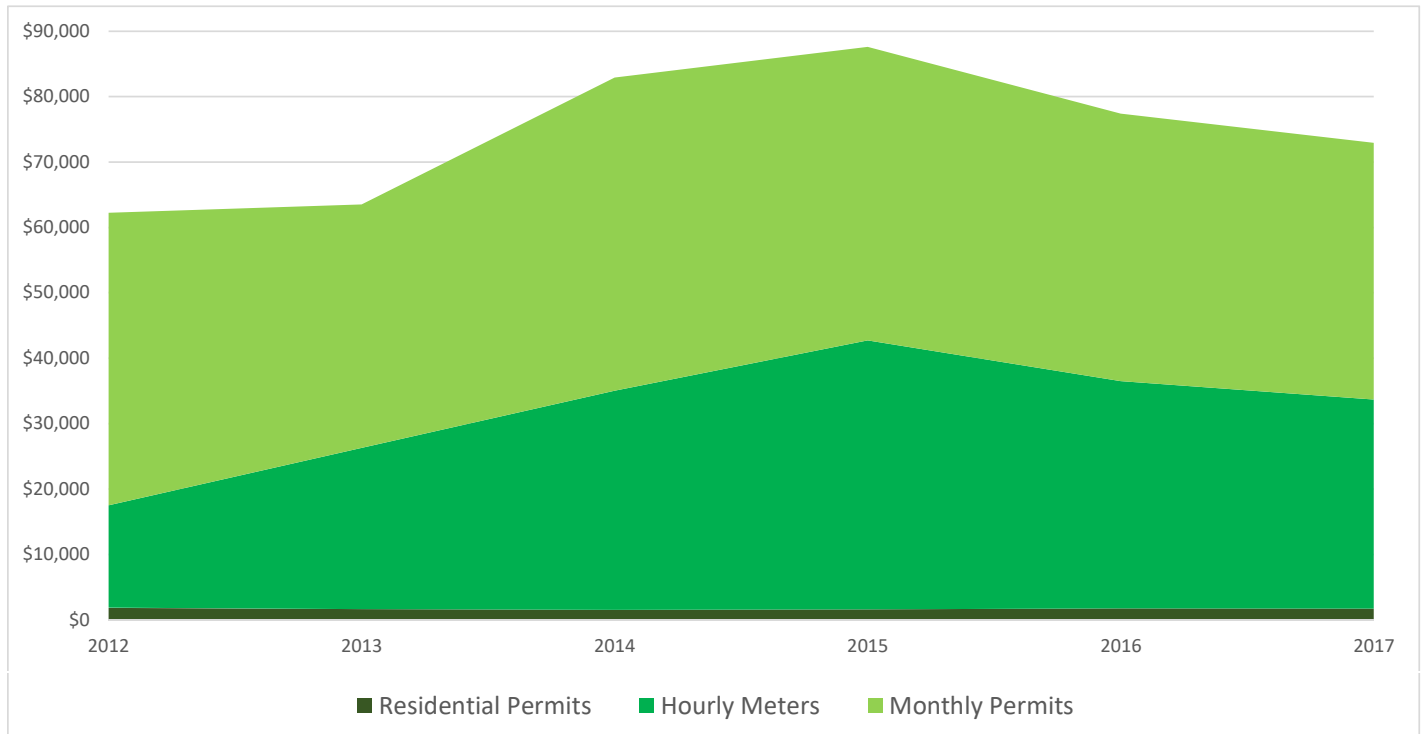
Parking tickets can also be paid in person at the Finance Office during regular business hours by cash, check, money order, or credit card. Payments may also be placed in drop boxes located on the first floor of the Borough building near the Police Department, and on the 3rd floor outside the Finance Department. Be sure to include your ticket or citation number on your check or money order. Questions related to parking fines can be answered at (412) 242-7251.

To dispute a parking ticket, complete a [dispute form](#) and return it to the Finance Department. Your form will be forwarded to the Police Department for review, and then sent to the Magistrate, who will set a hearing date. Note that the Finance Department only processes payments, and cannot forgive or adjust fines.

## Existing Parking Demand

Parking demand was analyzed through two primary methods: (1) historic revenue and (2) a system-wide utilization survey completed on Friday, October 27th and Saturday October 28th, 2017. An evaluation and discussion of these demand patterns is presented below.

**Figure 8: Parking revenue by type**



**Historic Revenue.** The Wilkinsburg Finance Department collects all parking revenue, which is divided into three categories: (1) residential permits, (2) hourly meters, and (3) monthly permits. The Finance Department provided historic revenues gained from these categories, which are presented in **Figure 8**.

The majority of parking revenue is gained from monthly parking permits, followed by hourly meter revenues and, lastly, residential permits.

This also shows that the overall revenue peaked in 2015, reaching \$87,597, after which point it experienced a gradual decline which has continued through 2017, seeing an overall revenue of \$72,949.



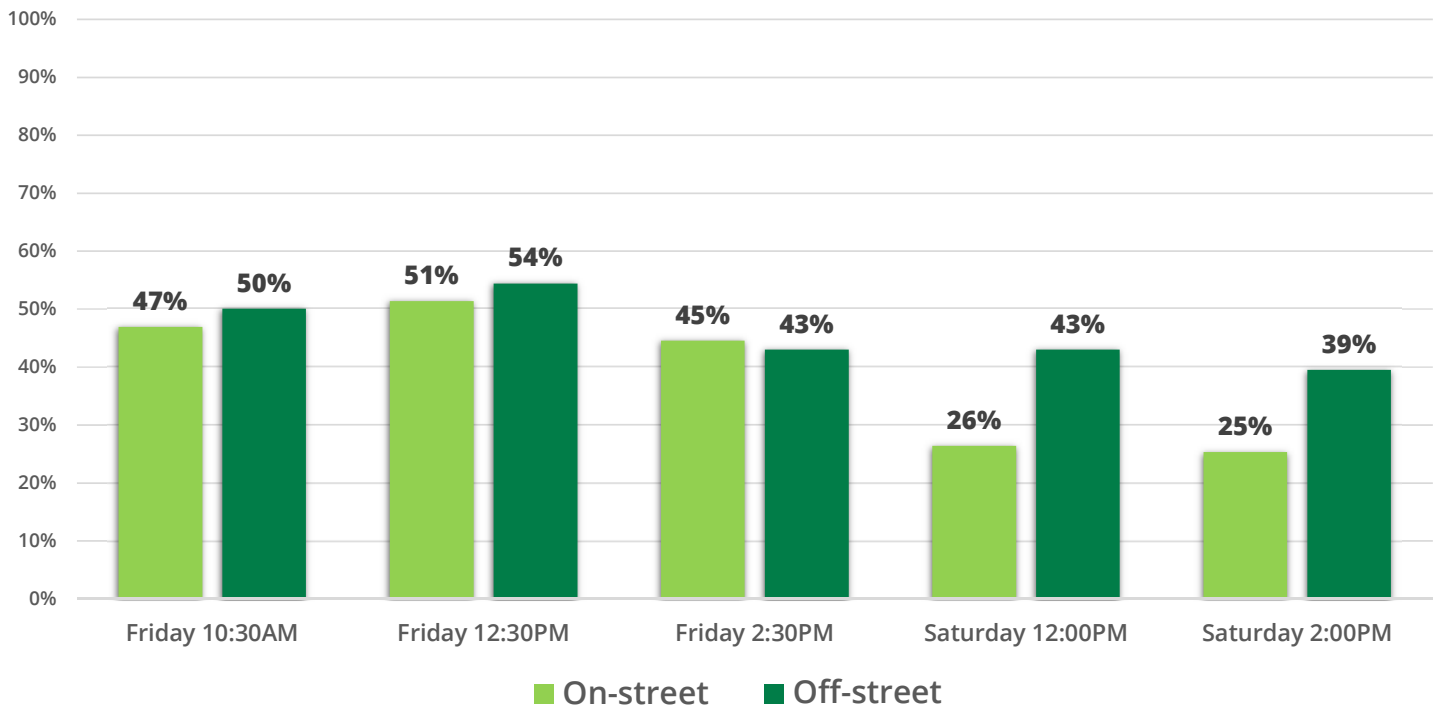
**Surveyed utilization.** The Sam Schwartz team completed a series of utilization surveys on Friday October 27th at 10:30am, 12:30pm and 2:30pm, and Saturday at 12:00pm and 2:00pm to determine the Business District’s peak period of demand. The results of these surveys are summarized in **Figure 9**.

The data shows that the peak period of demand for both on- and off-street facilities is Friday at 12:30pm, while the lowest period of demand for both on- and off-street facilities was seen on Saturday at 2:00 pm. Although each of these rates are below 60% systemwide, there are specific lots and street segments in which the parking demand exceeded its functional capacity.

The effective and efficient turnover of convenient parking spaces is most successful when the facility reaches an 85% occupancy rate, meaning that 10% to 15% of spaces are not occupied at any given time and are available for incoming parkers. This translates to approximately 1 to 2 open spaces per block.

Accordingly, the remainder of the report will refer to a parking facility as exceeding its “functional capacity” or its “effective utilization rate” if the parking occupancy is greater than 85%.

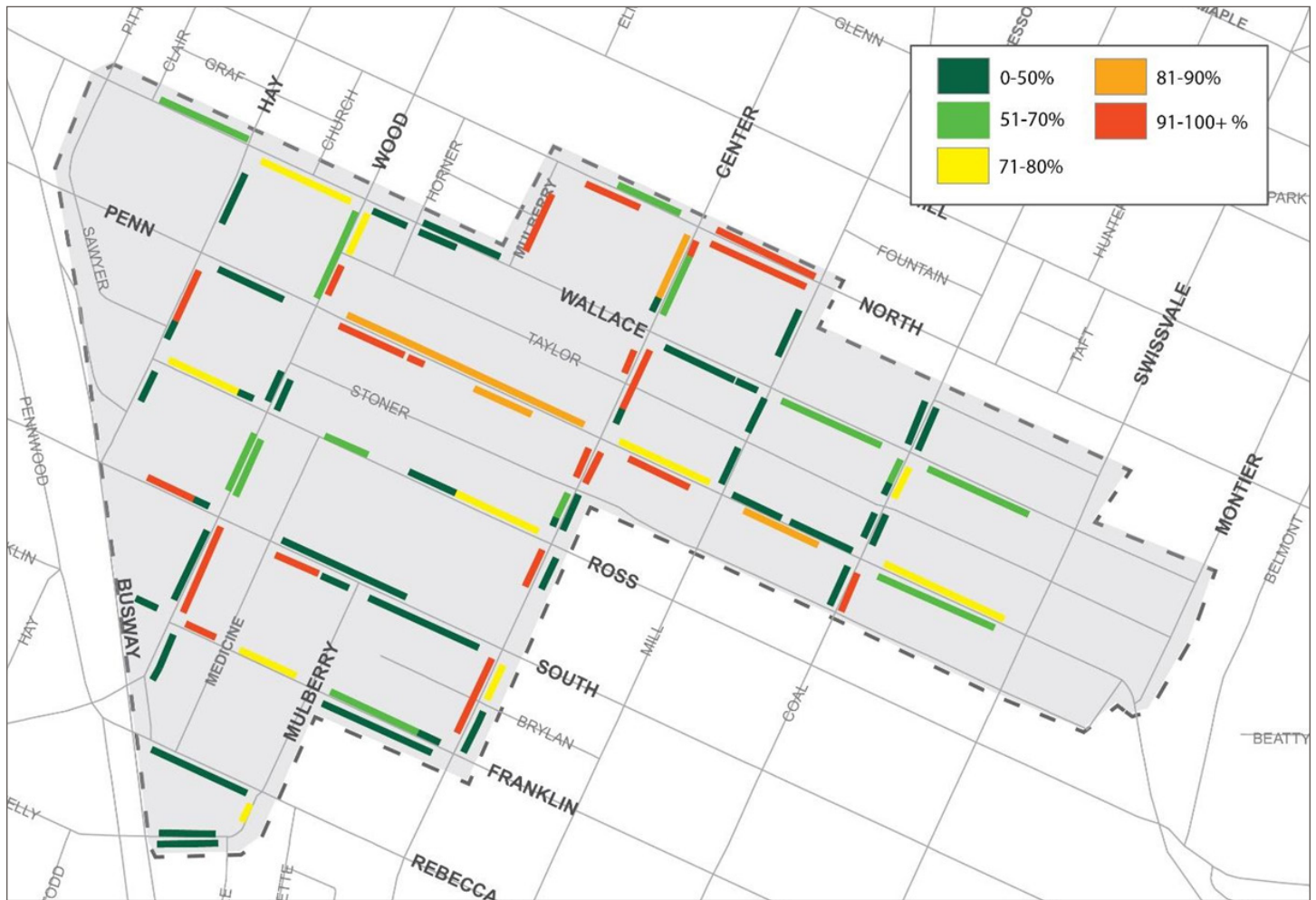
**Figure 9: Surveyed Utilization by type**



**On-street Demand.** Figure 10 shows the peak period for on-street facilities (12:30pm Friday October 27, 2017), demonstrating that the streets with the highest demand are Penn Avenue and North Avenue, with portions of Center Street and Wood Street also exceeding a 90% occupancy rate.

Many of the parking spaces along Center Street and North Avenue are designated as free, which would likely lead to high demand for parking. However, the parking located along Penn Avenue and Wood Street are metered, but directly in front of high demand land uses, including a bank, grocery store, and other retail services. It is critical to ensure that spaces are available for incoming customers in these areas to encourage customers and increase turnover. This is not possible when cars are already parked in these spaces.

**Figure 10: On-street utilization**



The utilization of each individual street segment for all survey periods can be seen in Appendix C.



**Off-street Demand.** Figure 11 shows the peak period of demand for off-street facilities (12:30 Friday October 27, 2017).

**Figure 11: Off-street utilization**



The utilization of each individual facility and street segment be seen in Appendix D.

This demonstrates that the facilities with the highest demand include lot 11, 20, 14, 24, 28 and 31. Each of these facilities are not Borough owned and primarily used for employee or customer parking. The Borough owned facility with the highest demand was Lot E (85% occupied), and the lot with the lowest demand was Lot I (5% occupied). While there is a large disparity of parking demand between these two lots, the price is identical (\$0.25 per hour).

The overall parking utilization of Borough-owned off-street facilities, privately-owned off-street facilities, and on-street facilities is 52%.

**Enforcement Patterns.** In addition to surveying parking utilization, the Sam Schwartz team observed parking enforcement violations during the peak hour of demand in selected locations on-street and in Borough owned lots. Meters along Penn Avenue between Hay Street and Coal Street were examined on-street, and all Borough owned facilities were examined, with the exception of the Lot B and Lot T. The results of this survey are summarized in **Table 6.**

**Table 6: Observed enforcement rate**

|                         | # of spaces | # of occupied vehicles | # of occupied vehicles in violation | % of occupied vehicles in violation |
|-------------------------|-------------|------------------------|-------------------------------------|-------------------------------------|
| Off-street <sup>1</sup> | 347         | 120                    | 80                                  | 67%                                 |
| On-street <sup>2</sup>  | 107         | 82                     | 67                                  | 82%                                 |
| <b>Total</b>            | <b>454</b>  | <b>202</b>             | <b>147</b>                          | <b>73%</b>                          |

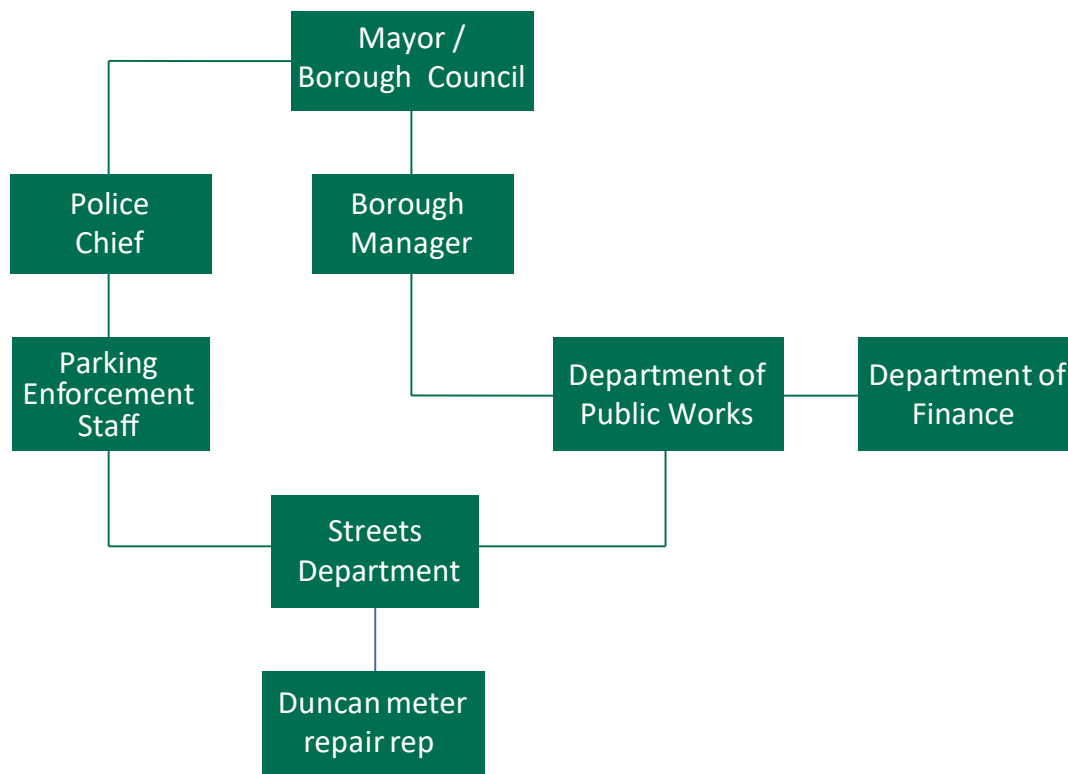
82% of vehicles parked on-street and 67% of vehicles parked off-street were found in violation and not ticketed. While enforcement can be costly and burdensome, it is vital to ensure that spaces are available for incoming visitors and customers who may drive away if not able to locate an empty space. When enforcement is not present, vehicles are parked long-term and parking abuse in the form of long-term parking





## Parking Organization & Administration Procedures

Wilkinsburg’s parking system is managed by three primary entities: (1) the Department of Public Works, (2) the Police Department, and (3) the Finance Department, which are overseen by the Borough Manager and, ultimately, Borough Council, as seen in **Figure 12**. Generally, ordinance changes are overseen by the Borough Manager and approved from Borough Council, such as alterations of parking designations, hours of enforcement, or parking rates; while alterations pertaining to enforcement such as enforcement routes, frequency of enforcement, and other internal changes would be overseen by the Borough Police Chief. The following sections will discuss the roles and responsibilities played by each of these entities.



**Figure 12:**  
**Organizational Structure**

**Department of Public Works (DPW).** DPW manages the majority of the parking decisions and procedures, which include:

- The installation, maintenance, and upkeep of parking signage
- The designation and allocation of metered, permit, and free parking for on-street parking and Borough owned off-street facilities
- The placement and upkeep of meters
- Technology enhancements
- The monitoring and storing of parking utilization data

- The placement of other parking types including residential permits, loading zones, police parking, and other special parking designations
- Residential parking permit programs
- Approving special use parking designations

To get parking changes approved, businesses, residents, or—in some cases—the Department of Public Works will propose and present changes to Borough Council, and it is passed, denied, or amended.

**Police Department.** The Police Department oversees parking enforcement efforts within the Business District. This includes managing enforcement staff, creating or changing parking enforcement routes, staffing enforcement routes, and determining staff schedules.

**Finance Department.** The Finance Department is responsible for selling residential and monthly parking permits, and collecting money from the Borough's meters and permit sales. Residents, employers, and individual employees can purchase permits from the Finance department at any time. Residents must prove their address to receive a residential parking permit, while employers/employees can purchase a monthly permit at any time.

Money collected from the meters and permit sales is received bi-weekly and sorted into three primary categories: monthly permits, hourly meters, and residential parking. Money is recorded and stored by the Finance Director.

Unless individual issues arise in which a vehicle is towed and the driver does not comply with the violation, these three entities do not interact or collaborate with one another.

**Parking Financing/Funding.** The parking system is funded by the Borough's General Fund, including technology upgrades, enforcement staff, and other operational costs. Similarly, revenue collected from parking meters and permits is placed into the Borough's General Fund.

## Zoning Regulations

Zoning is overseen by the Borough's Code Enforcement Department and approved by the Zoning Hearing Board. Minimum parking requirements are included in the Borough's zoning code and determine the number of spaces required for incoming developments. The Borough's zoning code specifies parking minimum requirements for over 50 land uses. Six primary land uses, Wilkinsburg's minimum parking requirements, and national parking demand standards are specified in **Table 7**.

**Table 7: Minimum Parking Requirements**

| Landuse                      | Wilkinsburg Parking Ratio <sup>1</sup> | National Standard <sup>2</sup> | Unit           |
|------------------------------|--|--------------------------------|----------------|
| Multifamily residential      | 1.00                                   | 1.20                           | /dwelling unit |
| Single-family residential    | 2.00                                   | 1.83                           | /dwelling unit |
| Convenience/department store | 3.33                                   | 2.87                           | /1000 sqft GFA |
| Drugstore                    | 5.00                                   | 2.20                           | /1000 sqft GFA |
| Restaurant                   | 13.40                                  | 10.60                          | /1000 sqft GFA |
| Library                      | 3.33                                   | 3.50                           | /1000 sqft GFA |

In comparison to national standards, Wilkinsburg's parking maximums are slightly higher, which can lead to overbuilt parking, sprawled development patterns, and uncomfortable walking environments. Altering the Borough's zoning code to decrease the minimum parking requirements or establishing parking maximums would create more dense, walkable development patterns within the Business District.



## Stakeholder Interviews

The primary parking concerns, issues, and experiences of local business owners, developers, institutions, and other organizations throughout the Wilkesburg Business District were discussed in a series of stakeholder interviews conducted by Sam Schwartz. Namely, the following entities were interviewed:

- Wilkesburg Borough Director of Finance
- Wilkesburg Borough Police Department
- Wilkesburg Borough Manager
- Pittsburgh Urban Christian School
- First National Bank
- Wood Street Towers
- Hosanna House
- Port Authority of Allegheny County

Key comments, issues and concerns are summarized below:

- Very little has changed in the Borough's parking operations, enforcement technology, and rates in the past 30 to 40 years.
- Parking data is not collected for off-street facilities, making it difficult to understand demand patterns and alter policies in response to demand.
- There is minimal communication and understanding between parking procedures that occur between the Department of Public Works, Police Department, Finance Department, Duncan repair rep, enforcement staff, and Streets Department.

- The Save-a-Lot parking lot is not owned by the Borough and consistently full of employees, not customers, parked all day. This prohibits users from entering the First National Bank and surrounding retail stores.
- Residential signage is confusing. People often park in permit areas without knowing it and are ticketed.
- Several of the Business District's anchor institutions including the Hosanna House, PUCS, and the Library are expanding and concerned about long-term parking supply.
- None of the private or public employers interviewed implemented transportation benefits programs such as subsidized bus passes, carshare membership, bike lockers or other incentives encouraging employees to use alternative modes, nor were they aware of other employers that did.
- There are several studies being performed within and around the Borough that will affect—and could potentially benefit from—the parking study being performed.
- The Wilkesburg Station lot is consistently full, with demand for the MLK East Busway growing.
- Several of the privately-owned and Borough-owned off-street facilities have overgrown landscaping, poor lighting and an absence of striping.
- There is the perception that employees parked on-street throughout the Business District do not pay the full amount (if at all) and have made “deals” with enforcement staff.
- The conversion of Wood Street from two-way to one-way and the bike lane addition to Ross Avenue raised concerns about the parking supply adequacy.

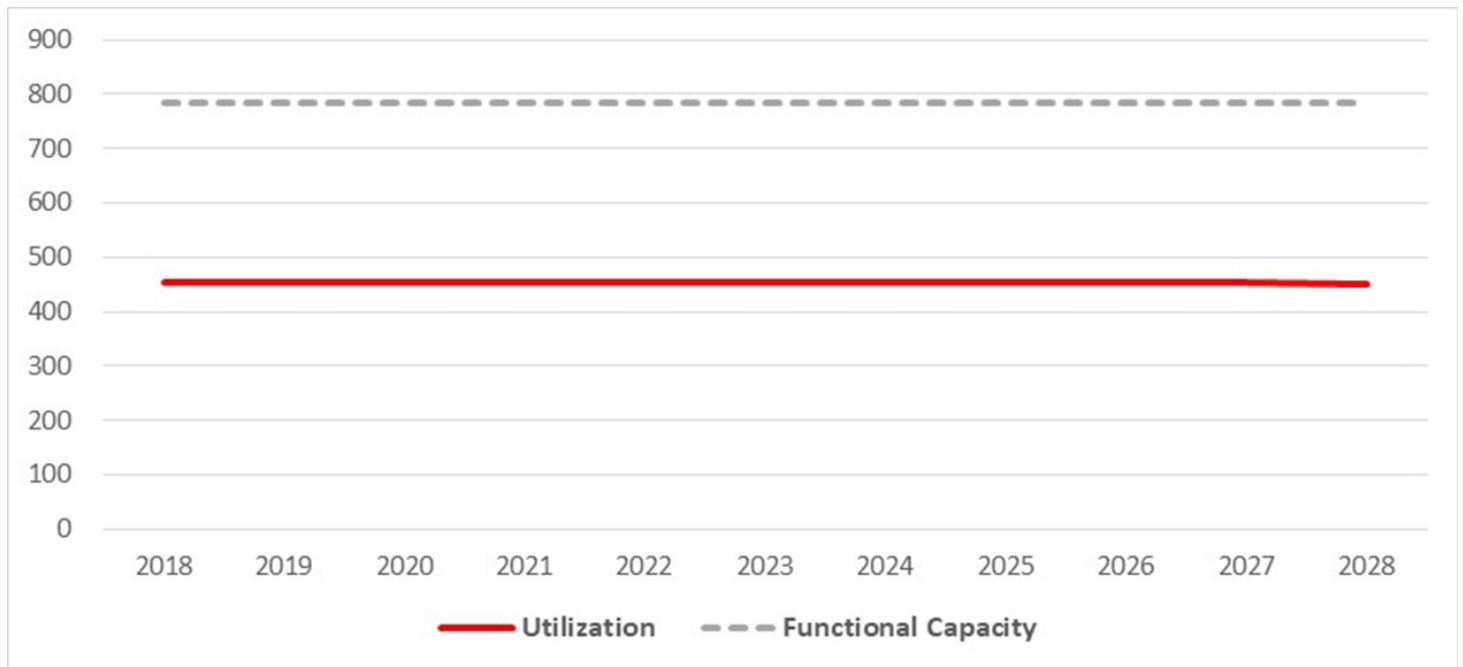
In addition to stakeholder interviews, the Sam Schwartz team held a public meeting on March 7, 2018 that was attended by over 30 residents, employees, and visitors of Wilkesburg. This meeting included a series of activities to gain input on preferred parking locations and parking management solutions, as well as one-on-one conversations that informed the plan's recommendations.



## Future Parking Demand

Based on growth projections provided by the Borough, upcoming development plans, and current parking utilization, a parking projection through 2028 was completed and is presented in **Figure 13**.

**Figure 13: Projected Parking Demand**



The red line represents the estimated parking demand growth within the Business District under existing conditions. The dotted gray line represents the functional capacity of the Borough owned parking system, approximately 85% of the existing supply. This assumes that the Borough does not make any changes to its parking policies, does not adopt or react to emerging transportation technologies, and no additional efforts are made to encourage alternative transportation modes. All employers would provide private parking for their employees and existing parking supply is not reduced through the development of existing privately-owned/operated parking lots. A full list of assumptions for the model produced above is provided in Appendix E.

Given these factors, the parking demand is projected to slightly decline by approximately 2% between 2018 and 2028, resulting in an overall parking surplus of 331 spaces. This translates into an overall occupancy rate of 42% for Borough owned on- and off-street facilities.

Although the projected demand is well below the systems functional capacity, there are several street segments, particularly those along Penn Avenue, which are—and will continue—to show demand exceeding 85%. This indicates that there are opportunities to absorb excess demand in the surrounding on- and off-street parking supply within the Business District.



## Key Findings

**1. Minimal updates and alterations have been implemented to the Business District's parking system.** Stakeholder interviews and data provided by the Borough show that the rates, procedures, and technology surrounding Wilkinsburg's parking system have not been altered in over two decades. While the overall parking demand is not projected to change long-term, the demand of individual facilities will continue to vary due to parking preferences, building expansions, commuting trends, or property owner changes. These changes should come with rate alterations, policy initiatives, and regulations to account for and better manage the parking network.

**2. 73% of parked cars are in violation during the Borough's peak period of demand.** A survey of vehicles parked in Business District meters found that 73% were expired and not ticketed. The purpose of installing meters is to increase turnover and deter parking abuse. But without consistent, reliable enforcement, these regulations become ineffective. The Borough should focus on prioritizing the enforcement of key retail areas to ensure spaces are available for their intended users.

**3. There is a wide range of on- and off-street demand, with no variation in prices.**

While the overall utilization rate of Wilkinsburg's parking system is 53%, there was a wide range of occupancy rates within the system, with the lowest Borough-owned off-street utilization rate being 6% and the highest being 75%. However, all off-street parking rates (both permit and non-permit) have identical prices (\$0.25 per hour). Some parking spaces in the Business District are more popular than others and the rate or time limit of these spaces should be managed in a way that balances demand systemwide.

**4. Key parking tasks and data are completed by separate organizations that do not regularly communicate with one another.** Currently, parking tasks are segmented among three separate departments, each with their own motivations and interests related to parking. While this model satisfies the current needs of the community, it would be extremely beneficial to unify some of the parking duties to more conveniently collect and access parking data, make decisions, gain feedback from the public, and establish long-term goals.



**5. The Borough’s zoning code is inconsistent with existing on- and off-street parking regulations.**

The documented location of metered, handicapped, and loading zones in the Borough’s zoning code is not consistent with current parking designation locations. Ensuring that parking regulations are consistent with the zoning code would allow the Borough to more readily understand and enforce their parking system.

**6. The Borough’s current peak parking demand is 52%, and projected to decline.**

Based on the Borough’s population growth and upcoming development plans, there will be a surplus of 331 spaces in 2028 or 42%. Not only does this indicate that there is no need for additional parking to be constructed, but that existing parking facilities could be used as development sites, shared parking for incoming developments, or other uses.

**7. Parking signage is inconsistent and confusing for unfamiliar parking customers and visitors.**

While employees and residents of Wilkinsburg are keenly aware of the location of different parking facilities and designations within the Business District, infrequent visitors and customers are not aware of the location of these spaces, how long they are able to remain there, what the rate is, and their hours of enforcement. Improved communication of parking types and procedures via updated signage and other platforms would create a more comfortable and convenient experience for all Wilkinsburg parkers.

**8. The Wilkinsburg Park and Ride Lot has an average peak parking demand that exceeds the lots functional capacity.** Data provided by the Port Authority shows that the parking demand at the Wilkinsburg Station park and ride facility has been exceeding 100% since 2015, and continuing to grow. The Port Authority is also pursuing Transit Oriented Development efforts surrounding the station, which will eliminate a portion of the facilities supply and further exacerbate demand issues if mode shifts are not altered or additional supply is not identified. The Borough is likely to experience spillover from this growing demand and would benefit from developing policies to better manage Wilkinsburg Station parkers and shift modes.







SOMETHING GOOD

*Smith's*  
BAKERY & CANDIES  
WILKESBURG

Tax School

JACKSON HEWITT

Wilkesburg, WV  
EVERYBODY'S HOME

# B RECOMMENDATIONS

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**1. Verify and update parking designations within the Borough's zoning code.** The location of handicapped, residential, metered, and loading designations in the Borough's zoning code is not consistent with the physical location of parking designations. While there are currently provisions within the Borough's zoning code that allow some flexibility in the location of parking designations, the inconsistencies limit the police department's authority to enforce parking violations as they no longer have an accurate document to reference for ticketing vehicles.

We recommend the Borough work with the Director of Code Enforcement to identify inconsistencies between the physical locations of parking designations and the specified locations in the Borough's Zoning Code. The Borough should also evaluate if the current designations are appropriate for their corresponding land uses. There are "1 hour", "Police Parking", and "Loading" signs throughout the Business District, each serving specific users. When there are several different signs for specific designations and the signs are not clear, it is confusing for infrequent visitors that do not know where to park. The number of different types of signs should be limited to minimize confusion and accommodate more drivers.

For example, a short-term (15 to 30-minute standing zone) would likely accommodate the "1-hour", "Police Parking", and "Loading Zone" parkers in the area. Other areas that could benefit from short-term parking include the southeastern corner of Wood Street and Penn Avenue, and in front of the Wilksburg Library. Short term parking is an effective way to increase turnover and the number of patrons accessing specific stores. However, it can be difficult to implement if enforcement is not reliable. For this reason, the Borough should regularly re-evaluate the effectiveness of their signage designations by conducting annual internal evaluation meetings that review signage location and if the location should be maintained, altered, or eliminated. The existing designations of the Business District's parking regulations can be seen in the Appendix.





**2. Enhance signage and website communication efforts.** As stated, parking signage and wayfinding is confusing in some locations, particularly for infrequent visitors and customers that are unfamiliar with the location of the Borough's time limits, rates, or hours of enforcement. It is recommended the Borough create a separate parking information page on their website that includes the following information:

- The location of publicly available on- and off-street parking assets
- Their hours of enforcement
- Information about price (or timed regulations)
- How to pay in person and via phone
- Technology updates
- Any other initiatives being considered

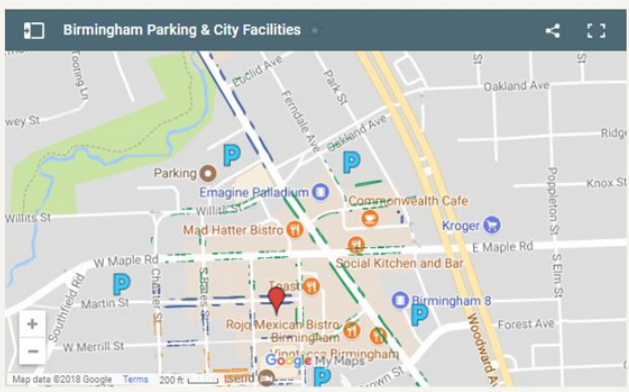
We also recommend that the Borough strategically install parking wayfinding signage at key intersections and entrance points within and surrounding the Business District to effectively guide parkers to available surface lots. A map of potential locations to place signage is shown in **Figure 14**.

**Figure 14: Potential Signage Placement**




Parking wayfinding signage should connect the dots for visitors entering the Business District's main corridors. Sign features should be designed to accommodate motorists and pedestrians. These signs are intended to announce the front door to Wilkinsburg and should be located prior to or along the District's boundaries and key decision points within the Business District. Typically, the amount of sign copy on wayfinding signs should be minimized for legibility and to maintain a reasonable sign panel size. Based on utilization data, wayfinding signs should guide patrons to the following key parking facilities: C, F, H, and I.

## CASE STUDY: Birmingham, AL.



**Rates**

The City of Birmingham owns and operates five parking structures providing over 3,500 parking spaces for public use in the Central Business District. The following rates apply at all five locations:

|   |                   |      |
|---|-------------------|------|
|  | Less than 2 hours | Free |
|   | Less than 3 hours | \$2  |
|   | Less than 4 hours | \$4  |
|   | Less than 5 hours | \$6  |
|   | Less than 6 hours | \$8  |
|   | More than 6 hours | \$10 |

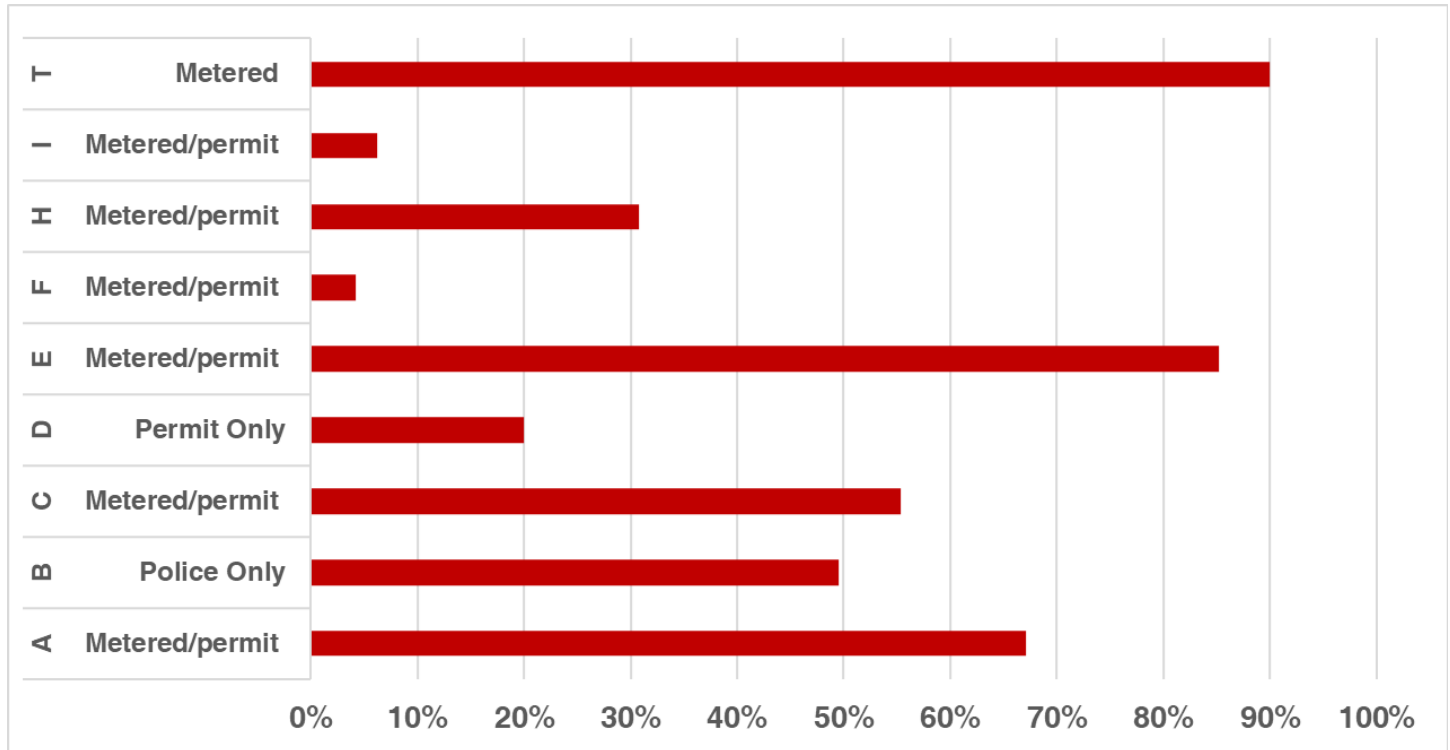
The City of Birmingham, Alabama website features parking information for employees, residents, and visitors including a map of existing facilities, time limits, rates, forms of payment, permit information, transportation benefits initiatives, and real-time availability of off-street structured parking.





**3. Create a tiered pricing structure, prioritizing convenient, short-term spaces used by customers.** During the peak period of demand, the parking utilization among facilities ranged widely between 3% and 90%, indicating that some parking facilities and street segments are more desirable than others, as seen in **Figure 15**.

**Figure 15: Parking Utilization by facility**



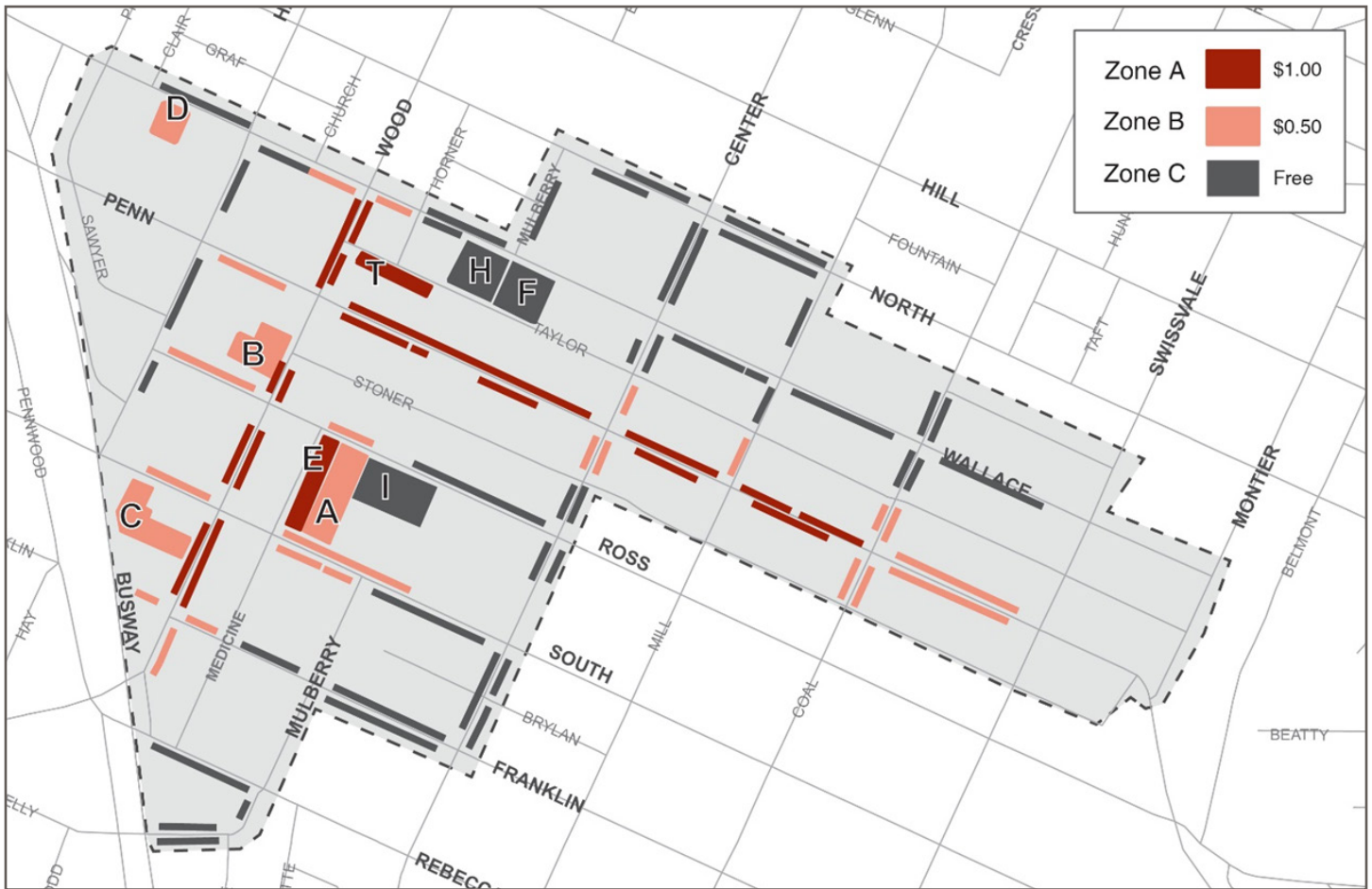
An effective way to balance this demand is to increase the rate of parking in high-demand facilities, and lower prices in underutilized facilities. This methodology is also known as demand-based pricing, and ensures that the supply of parking is aligned with its demand; that utilization is evenly distributed throughout the system; and that parking is not oversupplied.

We recommend the Borough alter the \$0.25 per hour rate currently instated throughout the district, into three parking rate tiers broken down into the following zones, as seen in **Figure 16**.

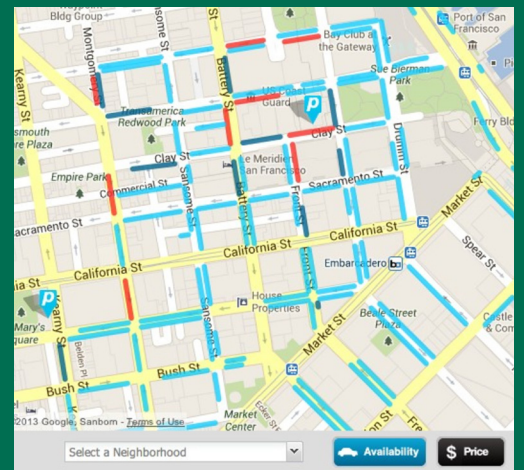
- Zone A:** High demand facilities that should be increased to \$1 per hour
- Zone B:** Moderate demand facilities that should be increased to \$0.50 per hour
- Zone C:** Low demand facilities that should be free, with timed signage for up to 4 hours

As Wilkinsburg continues to evolve, land uses change, and certain areas redevelop, it is vital to continue to monitor and alter the parking rates accordingly. We recommend the Borough conduct and record systemwide utilization surveys of on- and off-street facilities a minimum of four times per year (once per season) and conduct an internal parking committee meeting annually to determine if parking rates should be increased, decreased, or maintained.

**Figure 16: Proposed Rate Revisions**



**CASE STUDY: San Francisco, CA.** From 2011 to 2013, the City of San Francisco implemented a “demand-based” pricing pilot program in seven neighborhoods, 14 city-managed parking garages, and one surface lot. The pilot was measured against two control areas to compare behavior changes. Data revealed that parking availability in garages grew by 11%; the average meter rate fell by 4% and overall parking availability increased 45%. In 2014, the MTA board voted to make demand-based pricing permanent in the pilot areas and in December of 2017, the City instituted demand-based parking to all parking assets system-wide.





**4. Work with the Port Authority to accommodate Busway commuters in the Borough's underutilized lots.** The 750 spaces at Wilkinsburg's station have recorded an occupancy rate over 100% since October 2017 and will likely continue to increase in demand. Given that the Business District's parking demand is 53% during the peak period of demand, there is an opportunity to accommodate commuter parkers within the underutilized lots, namely, lots D, H, and F.

We recommend offering these spaces for a slightly discounted rate (\$20 per month), or until the Borough pursues parking beautification programs in these facilities (landscaping, restriping, etc.) or until the lot experiences an occupancy rate exceeding 90%. Supplementary to this recommendation is the need to designate adjacent streets for residents or limit the time period in which vehicles can remain parked, including Wallace Avenue and Pitt Street.

**Figure 17: Recommended shared lots**



**CASE STUDY: Western Springs, IL.** Western Springs is located 18 miles west of the City of Chicago, along a major Metra commuter rail line with a large portion of its population parking and commuting into downtown Chicago each day. Accordingly, there is a high demand for parking during weekday business hours. To better manage spillover parking, the Village rents a portion of its privately-owned assets to commuters during workday hours and offers the spaces to incoming customers and visitors during evening hours (6pm-5am). These spaces cost more than Metra spaces in neighboring communities, but are in a safe and conveniently located lot; there is currently a waitlist in the Village to lease these spaces.



**5. Establish a Parking Benefits District in the Business District.** Under a Parking Benefits District (PBD), additional revenue gained from rate increases in a specific boundary are dedicated to beautification efforts within that area. A PBD ties the economic benefits of performance pricing directly to improving the amenities of the downtown core. Potential projects could include improving surface lot landscaping/striping, upgrading parking payment technologies, updating the parking signage and wayfinding, or enhancing pedestrian amenities.

We recommend that the Borough establish a Parking Benefits District in the Business District and dedicate a minimum of 80% of the increased revenues gained to capital improvement projects within the Business District boundaries. Capital improvement projects should be discussed and approved by a parking committee with key stakeholders in the community. Projects that should be prioritized include lot landscaping, lot restriping, updating parking signage, and wayfinding.

**CASE STUDY: Old Pasadena, CA.** Old Pasadena saw substantial parking availability issues as it continued to undergo revitalization efforts. In 1993, the Old Pasadena Parking Meter Zone—or Parking Benefits District—was created and meters were installed to create availability in the central Old Town area, as seen in Figure 6. Meter revenues were placed into a parking benefits district which was used to fund streetscape improvements, landscape enhancements, and beautification of downtown alleys. These investments increased sales tax revenue and created a cycle of reinvestment back into the community. Today, the district is managed by the Old Pasadena Management District (OPMD), a non-profit management entity .



**CASE STUDY: Austin, TX.** The City of Austin Department of Transportation initiated a PBD pilot program in 2007 96 parking metered spaces near an existing metered commercial strip were installed. The pilot proved successful in managing parking-generated revenue to help pay for neighborhood improvement projects. In 2012, Austin’s Parking Benefits District installed 200 additional meters within its borders, with 51% of the revenue designated towards benefits within the district’s boundaries, which will be largely decided by neighborhood associations within Austin. Parking Benefits Districts have also been successfully implemented in other cities throughout the country.



**6. Streamline parking operations and enforcement procedures.**

Meters in the Wilksburg Business District are 20 to 30 years old and experience frequent malfunctions. Currently, the Borough's parking signage states that on- and off-street metered parking is enforced 24 hours a day, 7 days a week. While all-day enforcement would limit parking abuse, it is time consuming and expensive for the Borough to hire sufficient staff to enforce parking all day and night. A survey of vehicles parked at meters in the Business District found that 73% were expired and not ticketed. When parking designations are signed and not enforced, drivers are less likely to abide by marked regulations, leading to abuse and confusion. There is an abundance of parking technology solutions that are capable of increasing revenue, enhancing the amount and quality of data, and streamlining the enforcement process. The Pittsburgh Parking Authority presents a key opportunity to the Borough as it has deployed a highly sophisticated and successful on-street parking meter system in the City of Pittsburgh.

**A. Update technology to be consistent with the Pittsburgh Parking Authority:** We recommend the Borough work with the Pittsburgh Parking Authority (PPA) to install the Cale America pay-by-plate kiosks along high-demand street segments (Zone A shown in Figure 5). Each meter kiosk is \$6,500 and covers approximately 20 parking spaces, which translates to roughly one kiosk per block. Not only will installing these meters within the Business District ensure customer consistency between the Borough and the City of Pittsburgh, but it will give the Borough the opportunity to utilize resources, expertise, and insights that the Parking Authority has had installing this system. For example, the Parking Authority would allow the Borough to use their meter technicians for maintenance, as well as provide software and other resources to train the Borough's enforcement staff to use the new technology. The phase I and phase II approach to this installation can be seen in **Figure 18** and summarized in **Table 8**.

**Figure 18: Recommended meter locations**



We also recommend that the Borough work with the Parking Authority to oversee enforcement efforts, long-term. Due to intergovernmental differences in procedures, enforcement efforts would have to be performed and overseen by the Borough for the short-term. In the long-term, however, the Borough should work with the City to enter into a revenue sharing agreement that would allow the City to manage enforcement operations on their machines

located within the Business District. This would involve completing a formal intergovernmental agreement allowing the Parking Authority to complete enforcement efforts outside Pittsburgh City limits and the Borough to pursue legislative changes that would decriminalize parking tickets, thus allowing tickets to be issued and paid digitally (as opposed to requiring hard copies via mail.)

**B. Alter hours of enforcement.** It is recommended that the Borough reduce the hours of parking enforcement from 24/7 to 7am to 7pm, Monday through Friday. The Borough should also ensure that the police department is completing and recording their enforcement routes multiple times per day, targeting facilities where abuse is high.



**Table 8: Proposed meter installation cost**

| Street                  | Side | Street From | Street to | Space count | Number of kiosks | Cost            |
|-------------------------|------|-------------|-----------|-------------|------------------|-----------------|
| <b>Phase I</b>          |      |             |           |             |                  |                 |
| Penn                    | N    | Wood        | Center    | 30          | 2                |                 |
| Penn                    | N    | Center      | Mill      | 7           | 1                |                 |
| Penn                    | N    | Mill        | Coal      | 12          | 1                |                 |
| Penn                    | S    | Coal        | Mill      | 10          | 1                |                 |
| Penn                    | S    | Mill        | Center    | 5           | 0                |                 |
| Penn                    | S    | Center      | Wood      | 22          | 2                |                 |
| Wood                    | E    | Franklin    | South     | 8           | 1                |                 |
| Wood                    | E    | South       | Ross      | 6           | 1                |                 |
| Wood                    | E    | Ross        | Penn      | 4           | 0                |                 |
| Wood                    | E    | Penn        | Wallace   | 8           | 1                |                 |
| Wood                    | W    | Wallace     | Penn      | 9           | 1                |                 |
| Wood                    | W    | Penn        | Ross      | 4           | 0                |                 |
| Wood                    | W    | Ross        | South     | 11          | 1                |                 |
| Wood                    | W    | South       | Franklin  | 10          | 1                |                 |
| <b>On-street total</b>  |      |             |           | <b>146</b>  | <b>13</b>        | <b>\$84,500</b> |
| Lot T                   |      |             |           |             | 1                |                 |
| Lot E                   |      |             |           |             | 1                |                 |
| <b>Off-street total</b> |      |             |           |             | <b>2</b>         | <b>\$13,000</b> |
| <b>Phase I total</b>    |      |             |           |             |                  | <b>\$97,500</b> |

| Street                        | Side | Street From | Street to | Space count | Number of kiosks | Cost             |
|-------------------------------|------|-------------|-----------|-------------|------------------|------------------|
| <b>Phase II</b>               |      |             |           |             |                  |                  |
| Penn                          | N    | Coal        | Swissvale | 5           | 1                |                  |
| Penn                          | S    | Swissval    | Coal      | 13          | 1                |                  |
| Penn                          | S    | Wood        | Hay       | 5           | 1                |                  |
| Wallace                       | S    | Horner      | Wood      | 4           | 1                |                  |
| Wallace                       | S    | Wood        | Church    | 4           |                  |                  |
| Ross                          | N    | Hay         | Wood      | 6           | 1                |                  |
| Ross                          | N    | Wood        | Center    | 6           | 1                |                  |
| South                         | N    | Medicine    | Center    | 8           | 1                |                  |
| South                         | S    | Mulberry    | Medicine  | 4           | 1                |                  |
| South                         | N    | Hay         | Wood      | 4           |                  |                  |
| Wood                          | E    | Rebecca     | Franklin  | 10          | 1                |                  |
| Center                        | E/W  | Penn        | Stoner    | 4           | 1                |                  |
| <b>On-street total</b>        |      |             |           |             | <b>10</b>        | <b>\$65,000</b>  |
| Lot A                         |      |             |           |             | 1                |                  |
| Lot C                         |      |             |           |             | 1                |                  |
| Lot D                         |      |             |           |             | 1                |                  |
| <b>Off-street total</b>       |      |             |           |             | <b>3</b>         | <b>\$19,500</b>  |
| <b>Phase II total</b>         |      |             |           |             |                  | <b>\$84,500</b>  |
| <b>Phase I &amp; II total</b> |      |             |           |             |                  | <b>\$182,000</b> |



**CASE STUDY: Pittsburgh, PA.** In 2012, Pittsburgh became the first U.S. city to implement an on-street pay-by-plate system on a large scale, replacing 5,500 parking meters with 905 Pay-by-Plate kiosks, or 80% of all metered spaces in the City. To park in a Pay-by-Plate lot or zone, motorists input their license plate number into the kiosk and follow on-screen instructions to pay for parking either by coin or credit card. The new system is both flexible and convenient for motorists since they are no longer restricted to a specific parking spot and can pay for additional time at nearby kiosks. The technology has also allowed the PPA to accurately track transactions, enforce parking rules, and create parking reports in real time using handheld devices equipped with Pay-by-Plate software. Implementation of the Pay-by-Plate system was paid for out of the Pittsburgh Parking Authority's fund (\$6.8 million). Operating costs are financed through PPA funds as well as parking fees (which vary by location), tickets, and fines.

Since the installation of the updated technology, the City has seen a 68% increase in parking revenue (from \$5.5 million in 2011 to \$17.1 million in 2015). The PPA issued approximately 15% less tickets between January and August of 2014 than in 2013 .

SEP 16 2013 **MOBILITY**

## Pittsburgh Leads in Parking Payment Technology

City replaces individual meters with pay-by-plate solution.

## License Plate Readers Are Being Used To Record Pennsylvanians' Movements

By MEGAN HARRIS · JUN 13, 2017

Tweet Share Google+ Email

| LPN     | Timestamp          | Patch | Overview | Device                 |
|---------|--------------------|-------|----------|------------------------|
| 1374467 | 5/13/2015 9:51 AM  |       |          | Airport_LGB_LGB_Warlow |
| 1374467 | 4/23/2015 12:22 PM |       |          | West Division 11       |
| 1374467 | 4/9/2015 12:01 PM  |       |          | West Division 4        |
| 1374467 | 3/30/2015 12:05 AM |       |          | West Division 5        |

System: BOSS Server Status: Available Reads: 78055216, Hits: 193635, Moreads: 484 Devices Offline: 3



**7. Restructure employee permit program to more evenly distribute demand systemwide.**

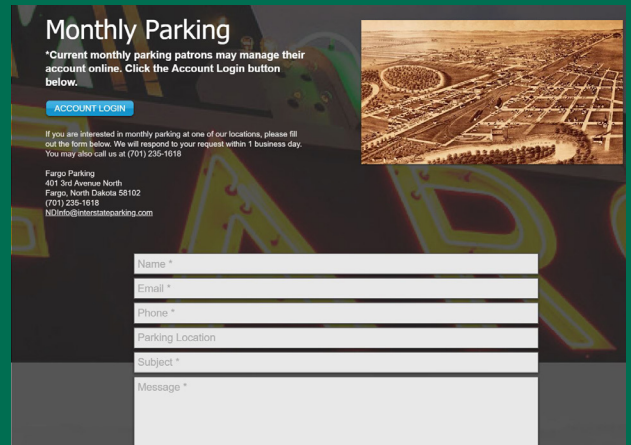
Currently, employee permits are offered in all off-street parking facilities for a monthly cost of \$30. Permits must be physically purchased and picked up at the Finance Department each month. Monthly employee permits make up approximately 54% of the Borough’s parking revenue, with the number of permits issued varying between 100 and 150 per month. The Borough should:

- A.** Develop an online platform for employees to purchase and manage their parking permits.
- B.** Increase the rate of parking permits in higher demand lots to ensure that they are available for short-term, transient parkers and encourage permit holders to park in low-demand lots to balance demand.
- C.** Create an option for employees to purchase seasonal permits January through April, May through August, and September through December for \$120 as well as yearly permits at a 15% discounted rate.

**Figure 19: Proposed pricing structure**



**CASE STUDY: Fargo, ND.** The City of Fargo allows employees or residents to park monthly in one of seven off-street parking locations. Permits can be requested, purchased, renewed, or terminated via an online portal. This provides the City with increased data and oversight of the changing variations of monthly parking demand within the downtown area, allowing them to make price changes in response to the demand of their parking assets throughout the year.





**8. Develop and incorporate parking policies that encourage shared parking.** Given the Business District's existing demand and Borough's population projection, there will be a surplus of 332 spaces in 2028, which is enough to sustain, say, approximately 25,000 square feet of restaurant space or 332 residential units, under existing minimum parking requirements. To optimize these spaces and promote sustainable development within the Business District, we recommend the Borough encourage incoming developments to accommodate parkers by using existing, underutilized, publicly available parking assets as opposed to constructing additional parking facilities. Not only would this increase the demand and revenue generated by the Borough, but it would enable more compact, walkable development patterns. We also suggest the Borough pursue adopting the following zoning policy initiatives:

**A. Fees in-lieu of parking.** A fee in-lieu of on-site parking provides incoming developments with the choice to opt out of providing parking and instead pay a specified fee to the Borough. This money would go towards improving existing parking facilities in the Business District short-term, and expanding publicly available parking long-term.

## CASE STUDY: Coconut Grove, FL.

Coconut Grove is a community south of Miami, Florida that adopted a fee-in-lieu of parking program in 1993. Instead of constructing parking for their individual projects, developers can pay the City a fee of \$10,000 per stall, or payments of \$50/month/stall. In the first 10 years of the program, developers have opted out of approximately 1,000 spaces, generating approximately \$3 million in revenue. These funds were used to develop a 416-space garage with ground floor retail adjacent to downtown, as well as alternative transportation initiatives including a \$250,000 study for a downtown circulator, a \$100,000 Parking Mitigation Project, landscaping improvements, and the installation of traffic control devices to improve parking and pedestrian access.



- |  |   |   |
|--|---|---|
| 1. MPA Playhouse Lot<br>3500 Main Highway      | 6. Cocowalk Lot<br>3351 Virginia Street       | 11. Mayfair Promenade Garage<br>2911 Grand Ave. |
| 2. Commodore Lot<br>3121 Commodore Plaza       | 7. Mayfair Garage<br>3300 Rice Street         | 12. Yacht Harbor Lot<br>2984 Grand Avenue       |
| 3. Knife Parking Lot<br>3140 Grand Ave.        | 8. MPA-Oak Garage<br>2850 Oak Ave.            | 13. 2889 McFarlane Road                         |
| 4. Coconut Grove Elementary<br>3062 Grand Ave. | 9. Coconut Grove Bank Lot<br>3301 Mary Street | 14. Eagle Building Lot<br>2980 McFarlane Road   |
| 5. Cocowalk Lot<br>3059 Grand Ave.             | 10. Mayfair Garage<br>2800 Florida Ave        | 15. King's Lot<br>3431 Main Highway             |

**B. Encourage infill development on surface lots.**

Given the Business District’s low parking utilization rate, there is an opportunity to pursue infill development and not requiring additional off-street. Parking facilities that could be targeted for infill development include lots that are located within the transit overlay zone that displayed a low utilization rate; namely, Lot B, C, or D. The Borough should discuss the long-term cost/benefit of developing active retail land uses on these parcels of land versus maintaining them as parking facilities. We also recommend the Borough encourage infill development on privately owned surface lots. This can be pursued through implementing tax incentives, abatements, or other incentives.

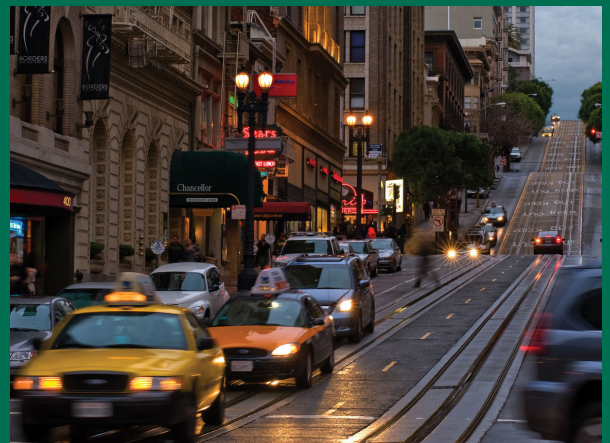
**C. Unbundle parking from lease agreements.** When a building is rented or purchased, parking is included (or bundled) into the property/lease agreement then offered to renters, leasers, or as employee contracts. While this can be seen as a benefit, it incentivizes them to drive and park, as opposed to using other modes of transportation. Unbundling parking allows owners to rent or sell parking spaces separately, decreasing the price, and giving them the opportunity to offer employees or residents subsidies for transit, rideshare, or other active transportation modes. By separating the cost of parking from the cost of buying or leasing, the construction cost and the price to rent or buy building space is lowered.

**CASE STUDY: Philadelphia, PA.**



Philadelphia implemented a tax abatement program which granted a 10-year property tax exemption on improvements to residential and commercial properties. New or renovated buildings are tax-exempt, while the land itself is not, discouraging developers to pursue projects that are on undeveloped land. The City also changed the way property values are assessed. In 2013, 579,383 properties in the City’s tax were asses through the “Actual Value Initiative”, placing greater emphasis on the value of land in relation to structures and location. This encourages property owners to develop or sell their land, as opposed to retain low-value land uses (such as parking). These efforts have contributed to a seven percent decline in the number of off-street parking spaces between 2000 and 2015 and a two percent utilization drop during the same time, while the City’s population has continued to grow.

**CASE STUDY: San Francisco, CA.**



The City of San Francisco currently has an unbundled parking policy that states that “all off-street parking spaces accessory to residential uses in new structures of 10 dwelling units or more shall be leased or sold separately from the rental or purchase fees for dwelling units for the life of the dwelling units, such that potential renters or buyers have the option of renting or buying a residential unit at a price lower than would be the case if there were a single price for both the residential unit and the parking space”.



**D. Alter parking minimum requirements.** The Borough's minimum parking requirements were created over 20 years ago and are not consistent with the demand in the area. Minimum parking requirements force developers to construct a specific number of spaces based on land use, whereas zoning codes seldom impose equivalent requirements for bus, bicycle, or pedestrian facilities (which are at a lower investment level). When minimum parking requirements are implemented, even those who do not drive share in paying the cost of parking through higher retail prices, lower workplace salaries, higher rents, and other taxes. Deregulating off-street parking allows the market to determine parking supply levels, create more walkable development patterns, and begins to level the playing field for all travel modes.

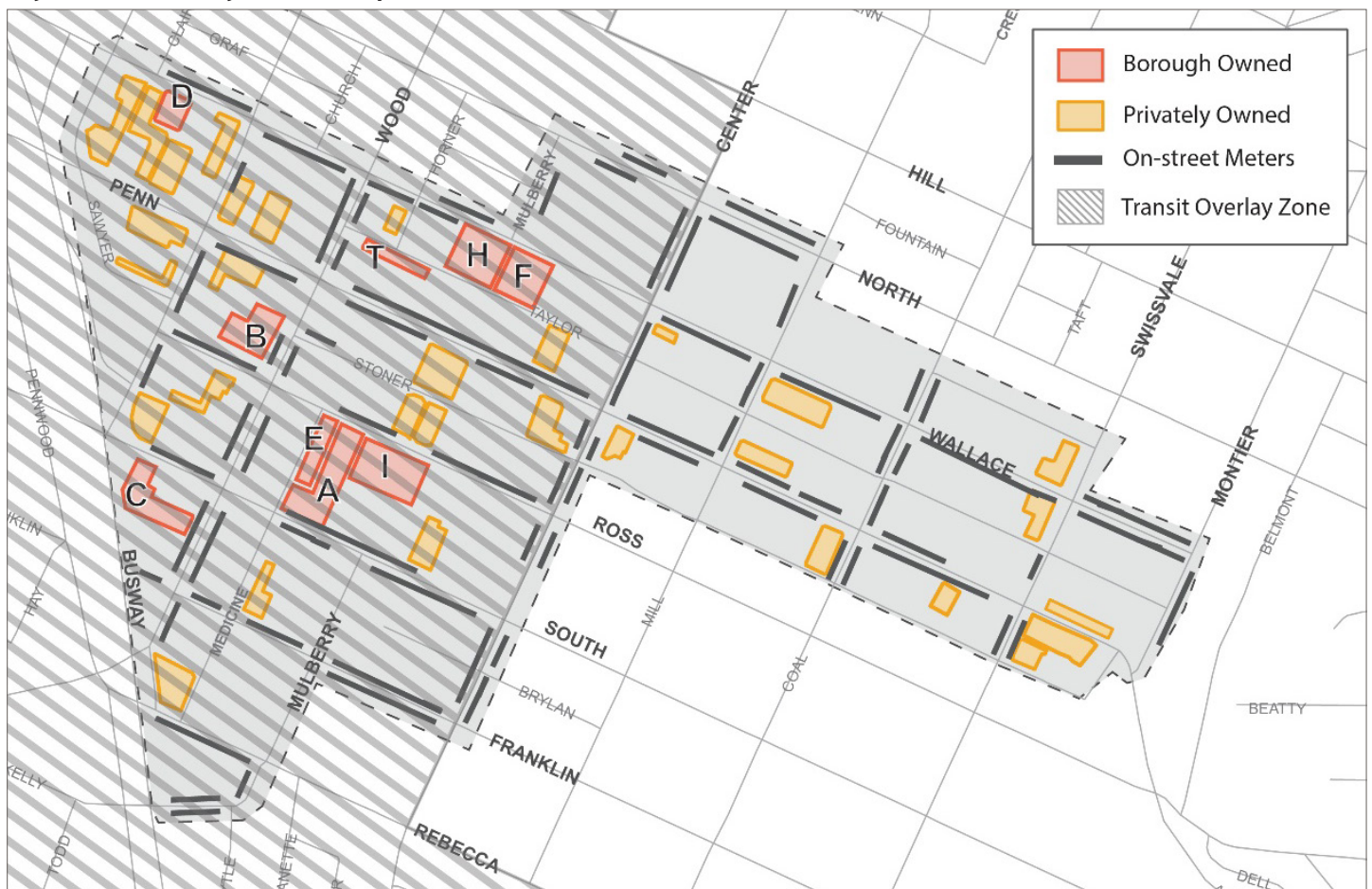
There is currently a TOD Overlay District that makes up a portion of the Business District. This zoning code provides options for incoming developments to

reduce the required number of spaces and improve the pedestrian environment, but does not have any requirements for reduced or shared parking programs.

We recommend the Borough pursue the following:

- Reduce the minimum parking requirements within the Business District
- Implement parking maximums within the TOD Overlay Zone, allowing developers to exceed the stipulated maximum on a case-by-case basis
- Require a shared parking study be completed for new development in the Business District to ensure that parking is not overbuilt
- Include options to further reduce parking for affordable and senior housing
- Consider implementing a parking freeze within the Business District to optimize the use of existing facilities

**Figure 20: Existing TOD overlay**



## CASE STUDY: Evanston, IL.

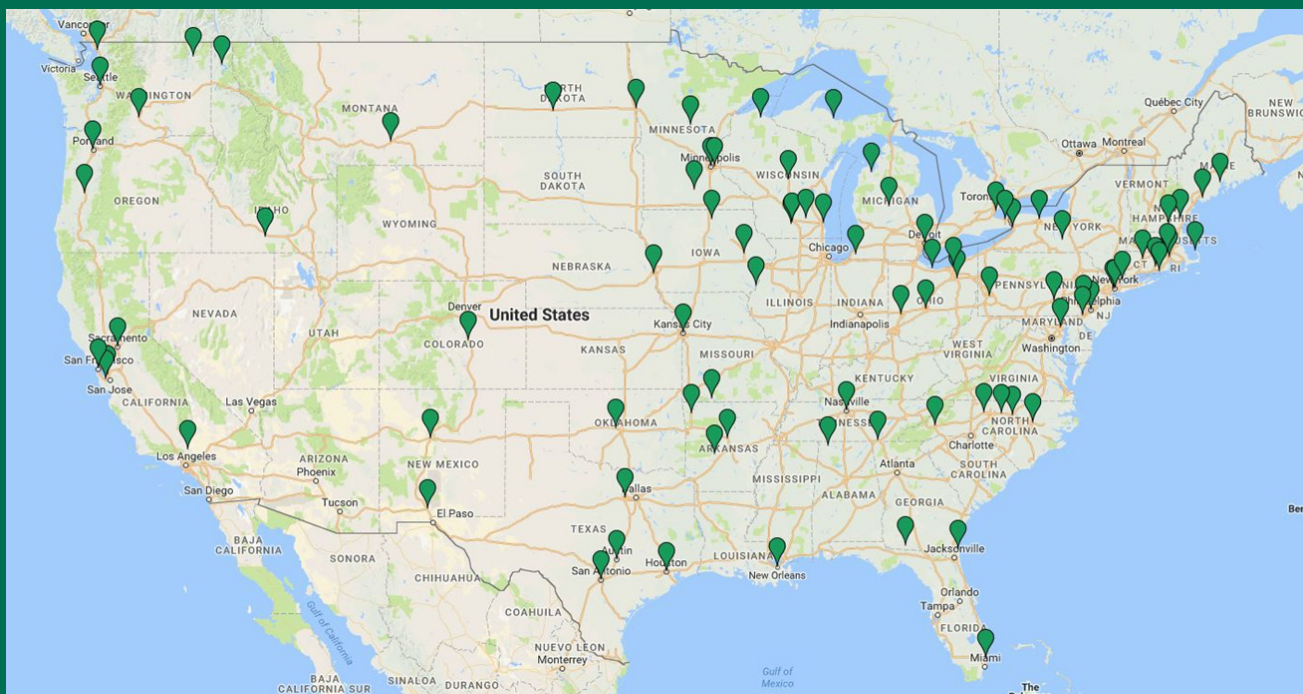
In 2017, the City of Evanston adopted a series of code revisions to increase density and encourage other modes in Transit-Oriented Development areas. Incoming residential developments located in proximity to transit stations were required to provide .5 spaces per bedroom (a 60% reduction from the previous code). These zoning changes also allowed developers to propose further reductions on a case-by-case basis and require developments that are over 100 units to provide a transportation demand management plan that establishes mode share goals that align with the City's.

## CASE STUDY: Pasadena, CA.

To promote the use of transit and alternative modes of transportation in Downtown Pasadena, the City reduced their minimum parking requirements:

- For short-term/high-turnover land uses (by 10% (retail, customer, restaurant, etc.)
- For long-term/low-turnover land uses (office, employee, etc.) by 25%
- For residences there is a minimum parking requirement of 1 space per unit and a maximum of 1.75 spaces per unit.

While these represent two case studies in which parking minimums have been altered, there are many cities and towns throughout the country that have eliminated parking minimums altogether, as shown below.





**9. Develop Strategies to encourage employees to use alternative transportation modes when traveling to and from the Business District.**

A 2016 market study conducted by Disalvo Development Advisors found that there are approximately 1,035 employees and 1,045 residents within the Business District . Although employees have access to a variety of transportation modes outside of their private automobile, existing policies and parking rates make driving alone the most convenient means of transportation. While the monthly price of parking in Wilkinsburg's Business District is currently \$30 per month, a busway pass costs \$98 per month. This low cost of parking encourages employees to continue driving, increasing the likelihood that employees will park along street segments that could be used by visitors or customers. The Wilkinsburg busway station is in proximity to the Business District and presents a major opportunity to encourage transit use.

We recommend the Borough work with major employers to initiate transportation benefit programs. This program would offer employees a free (or discounted) Busway pass, rideshare credits, carshare membership, and/or providing subsidies for bikers. This program could also include an emergency ride home program that offers discounted rideshare credits or reimbursements. Potential major employers eligible for this program include Borough staff, Hosanna House, Pittsburgh Urban Public Schools (PUCS), and Sister Thea Bowman Catholic.

**CASE STUDY: Boulder, CO.** In 1990, the City of Boulder introduced a program in which businesses were able to provide free transit “ECO Passes” to their employees, for \$40 per employee per year. This program included a guaranteed ride home via taxi if they had to work late or in an emergency. During the first year of the program, the City provided an additional incentive to participate by discounting companies by 25% the first year they participated in the program. Each company was also encouraged to choose a representative to act as an Employee Transportation Coordinator, who acted as liaison between the Go Boulder program and the workplace, distributing all communications and encouraging employees to choose alternative modes of transportation. Boulder saw a 6% shift in the percentage of daily trips from single-occupant vehicles to other modes after four years of implementing the program, with pedestrian trips increasing by 3.5%, bicycle trips increasing by 2.2%, and transit trips increasing by 1.7% .







# C IMPLEMENTATION MATRIX

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