



WALKER
PARKING CONSULTANTS

City of Corpus Christi, Texas

Parking Management Study and Strategic Plan

January 23 and 24, 2017





Project Approach



Conduct public and internal **stakeholder outreach**;



Develop a downtown **parking supply database**;



Develop a **parking demand assessment**;



Develop a **strategic implementation plan**;



Presentation of final products to the City and prepare an **executive summary of findings**



Guiding Principles

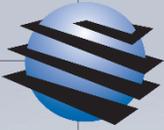
Support for a **park once, pedestrian friendly vision** that encourages walking around each district, but allows for choice of where to park

Maximizes parking options for residents, employees and visitors through the integration of **shared parking principles**

Maintain a responsibility to **optimize public investment in parking infrastructure**

Facilitates economic development through flexible policies

Provide a customer-friendly experience for **convenience and access**



Stakeholder Feedback

Stakeholder Meetings

1. City of Corpus Christi personnel – August 24th
2. Community Stakeholder meeting – August 25th

1

Rates and time limits are confusing and unorganized

2

Event Parking Program is needed

3

More public/private partnerships should be formed

PARKING SPACE AND LOCATION PREFERENCE

Most visitors like to park on-street or in public parking lots

27% of the people are staying 6 or more hours while 26% of people are staying 1-2 hours

Four factors stand out as the most important to consumers when deciding where to park, 1) Proximity to destination, 64%, 2) security, 42%, 3) cost vs. free parking, 42%, and 4) availability of parking, 39%

79% of responders stated they would park in a private lot or garage if it was available to the public

78% of responders state they feel the area is safe to park in during the day but only 23% feel it is safe to park in at night. Many comments cited challenges with transients in the area.

FREQUENCY AND REASONS FOR VISITING

48% are in the area 5 -7 days a week

Top three reasons for visiting:

1. Work
2. Dining
3. Special Events

86% of people drive alone

DEMOGRAPHICS

80% live more than one mile from the study area

Average age 25-54 (70%)

EXPERIENCE PARKING IN STUDY AREA

63% of consumers have had to park at least 2 blocks away from their destination at some point of time

Consumers spend approximately 2-10 minutes looking for a parking space

67% of the responders stated that most of the time parking in the area is available and only occasionally is it hard to find a parking space



Stakeholder Feedback

BEST ASPECTS OF THE PARKING SYSTEM (Actual Responses)

- It's free!
- Close to business and venues
- Shuttle service is offered when there are big events
- Parking meters that are the cheapest in the state, can usually find a space fast, and an overabundance of free options
- Few people visit the area, so parking is relatively simple. If the area were to revitalize, as intended, parking would become a priority issue
- The different options of parking available such as parking meters with 3 different payment methods, 2-hour parking and customer parking for certain businesses as well as private parking

72% of the responders stated that the hardest time to find a parking space is during special events; 39% stated it was during lunch time

55% of respondents rate the parking system in the study area as average and 21% rated it as good. The majority of the remaining respondents rated it as bad or terrible.

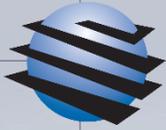
BIGGEST OPPORTUNITIES TO IMPROVE THE PARKING SYSTEM (Actual Responses)

- Repaint the lines, still unclear spots.
- Paved parking instead of parking on a grass lot. And more lighted area is needed for safety.
- Make the area safe, and put some thought into making tourism and residency able to get along instead of being forced to 'put up with' events if you live here.
- Provide more cohesive parking options and have people with vacant lots specify whether their lots can be used for parking or not. Too many empty lots downtown that get used for special events that probably shouldn't be used.

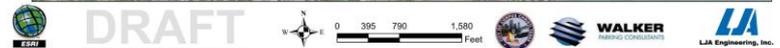
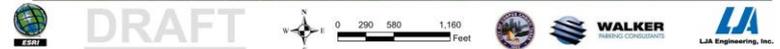
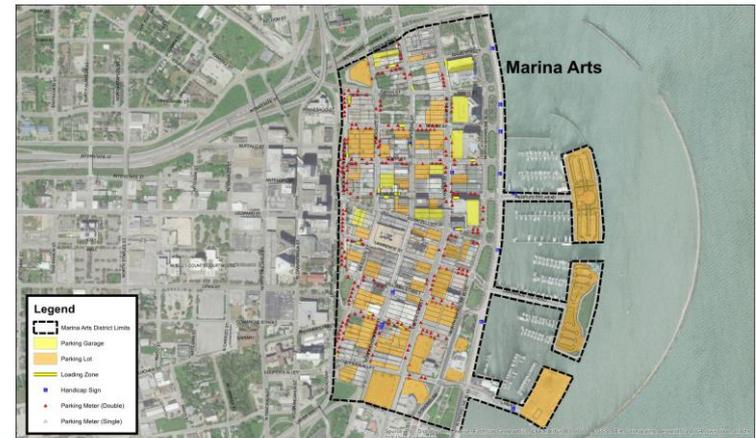
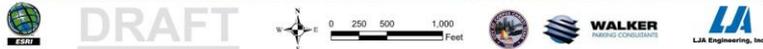
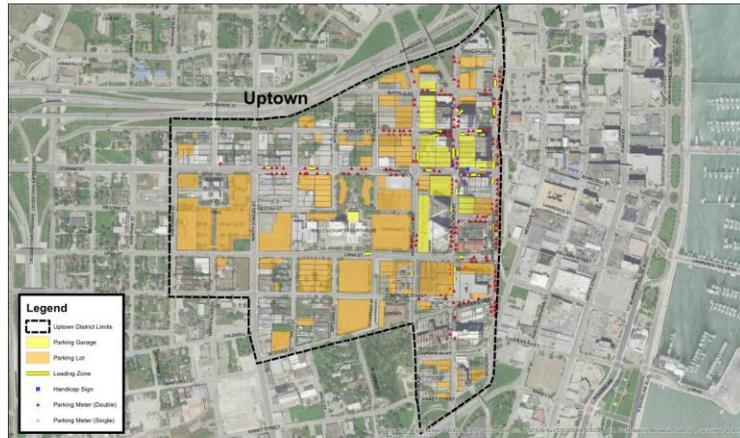
OTHER COMMENTS REGARDING THE PARKING SYSTEM (Actual Responses)

- Please concentrate on parking and other infrastructure needed to support festivals and events before rushing ahead to do these events.
- There is a lot of room to create more parking or to build a multi-level parking lot. And lighting where parking is available. Also a trolley system to give access to parking further away.
- I admire cities like Austin's pay-to-park meters that allow the swipe of a card and a sticker. I would like to see more uniformed, modern system here.
- Do not reduce the amount of parking for any kind of improvements that may be planned. There is not enough as it is. Do not reduce the width of the streets. There are not enough bars, restaurants and shops to make it more pedestrian friendly. Tear down old buildings or fix them up. Provide incentives for property owners to either fix up the buildings or sell them. Impose stiff penalties and time lines for the same. Keep the area clean.
- Spread the parking meters out on a more consistent basis. There are way to many areas that don't have meters and should. Why have the meters primarily where people are trying to conduct business and not where people are trying to spend money willingly
- Currently there's a parking garage downtown across from the bank on Water Street. Would be nice if it were available for public parking for a small fee 24 hours or late evening.





Parking Supply Database





Parking Supply and Occupancy

SUMMARY

On-street peak occupancy:

39%

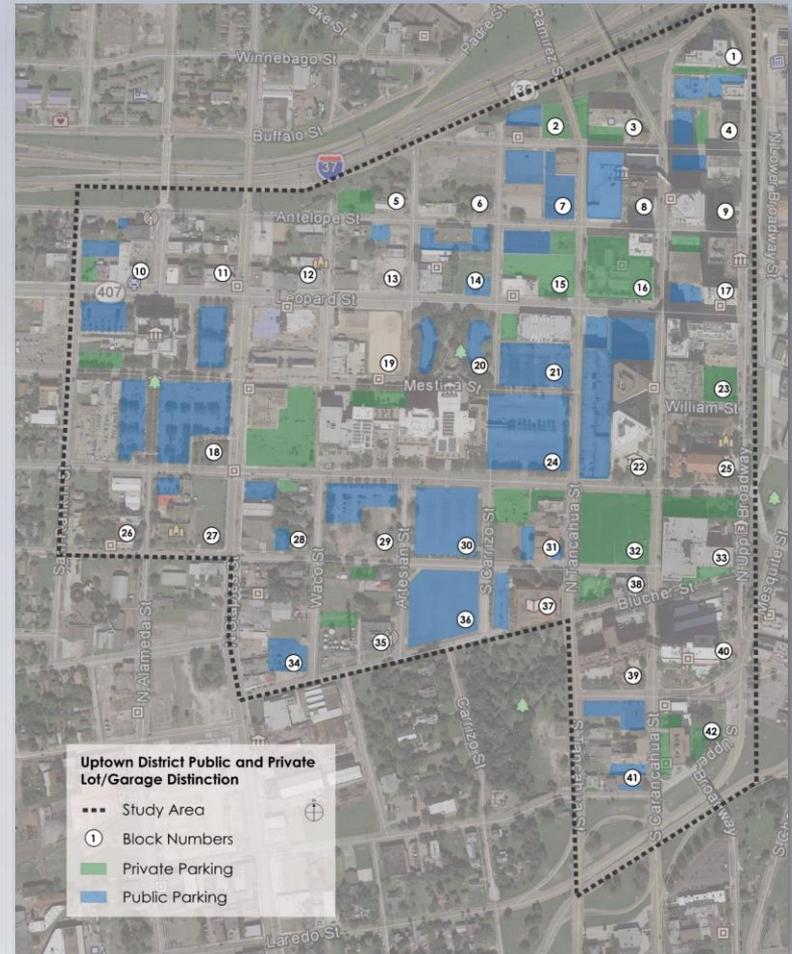
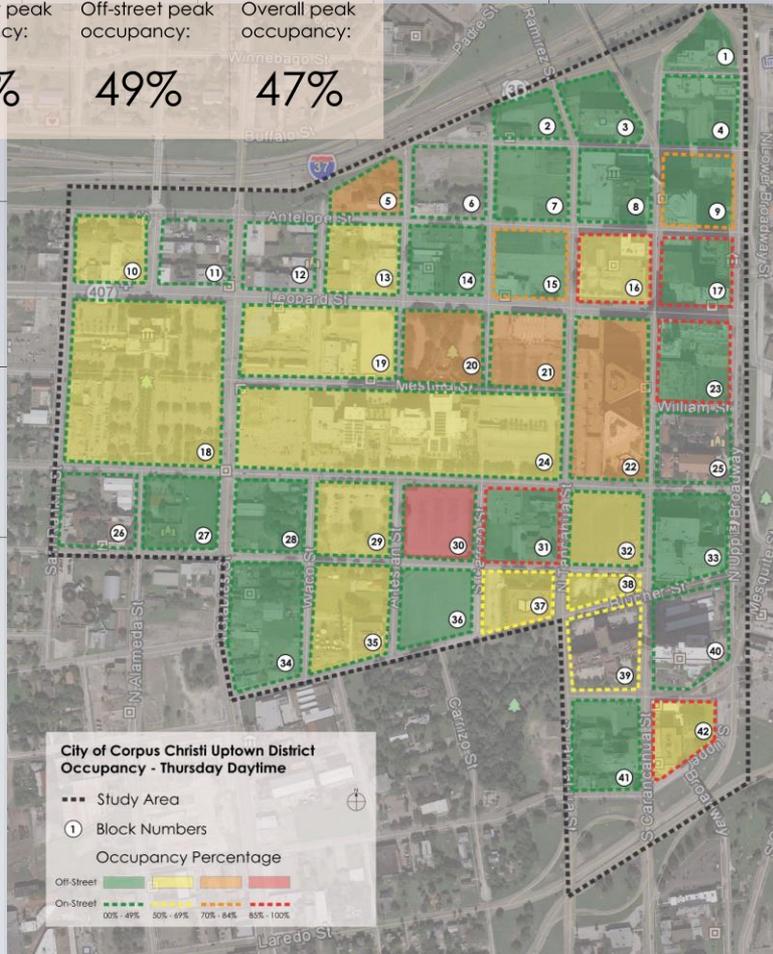
Off-street peak occupancy:

49%

Overall peak occupancy:

47%

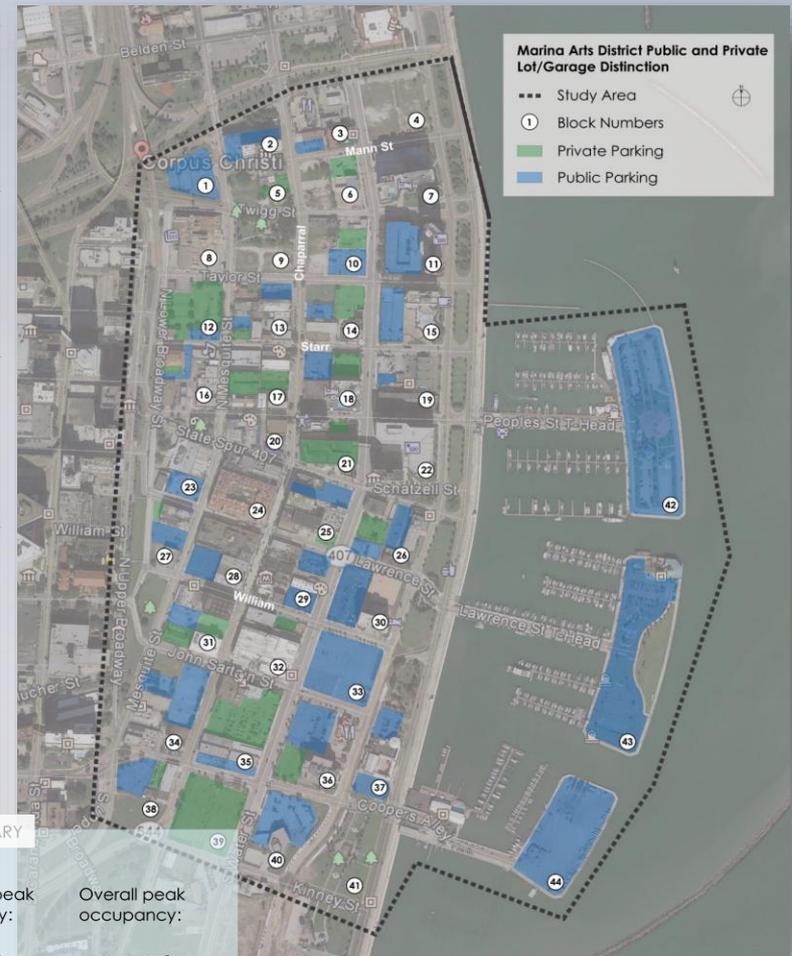
UPTOWN DISTRICT





Parking Supply and Occupancy

MARINA ARTS DISTRICT



SUMMARY

On-street peak occupancy:

41%

Off-street peak occupancy:

17%

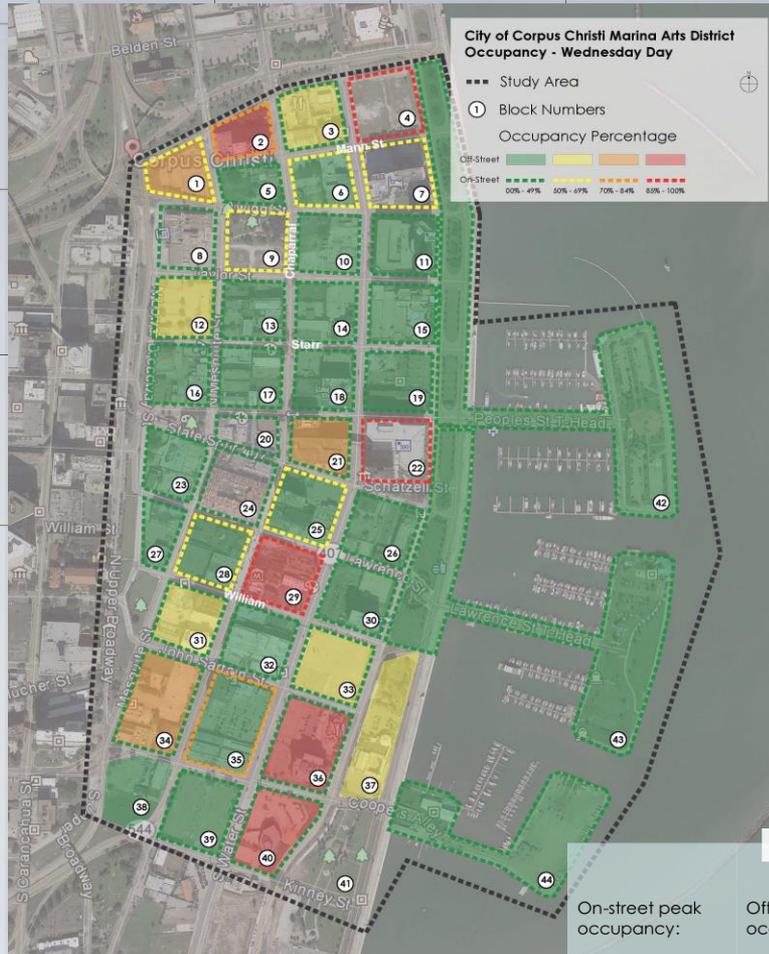
Overall peak occupancy:

21%



Parking Supply and Occupancy

MARINA ARTS DISTRICT



SUMMARY

On-street peak occupancy:

43%

Off-street peak occupancy:

42%

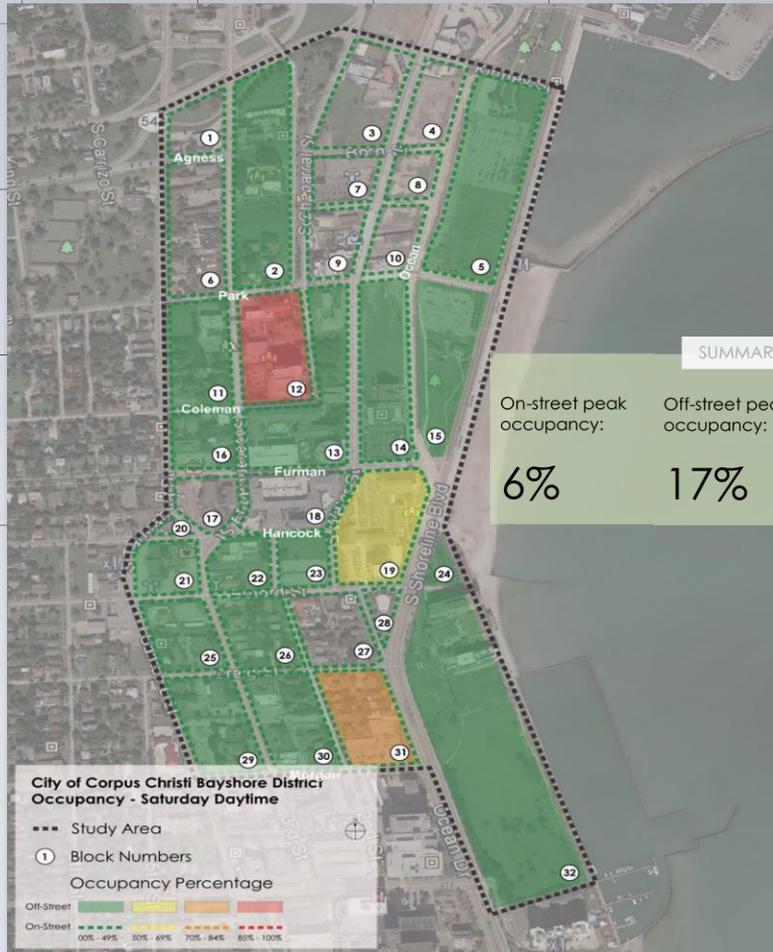
Overall peak occupancy:

41%



Parking Supply and Occupancy

BAYSHORE DISTRICT



SUMMARY

On-street peak occupancy:

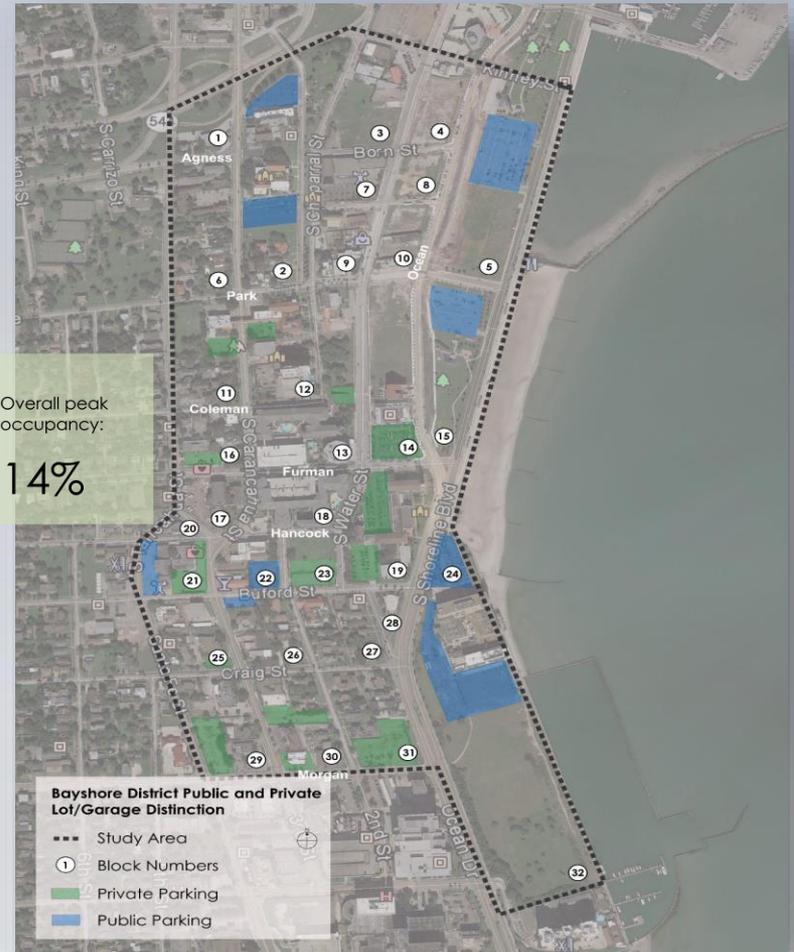
6%

Off-street peak occupancy:

17%

Overall peak occupancy:

14%





Parking Supply and Occupancy

SEA DISTRICT

SUMMARY

On-street peak
occupancy:

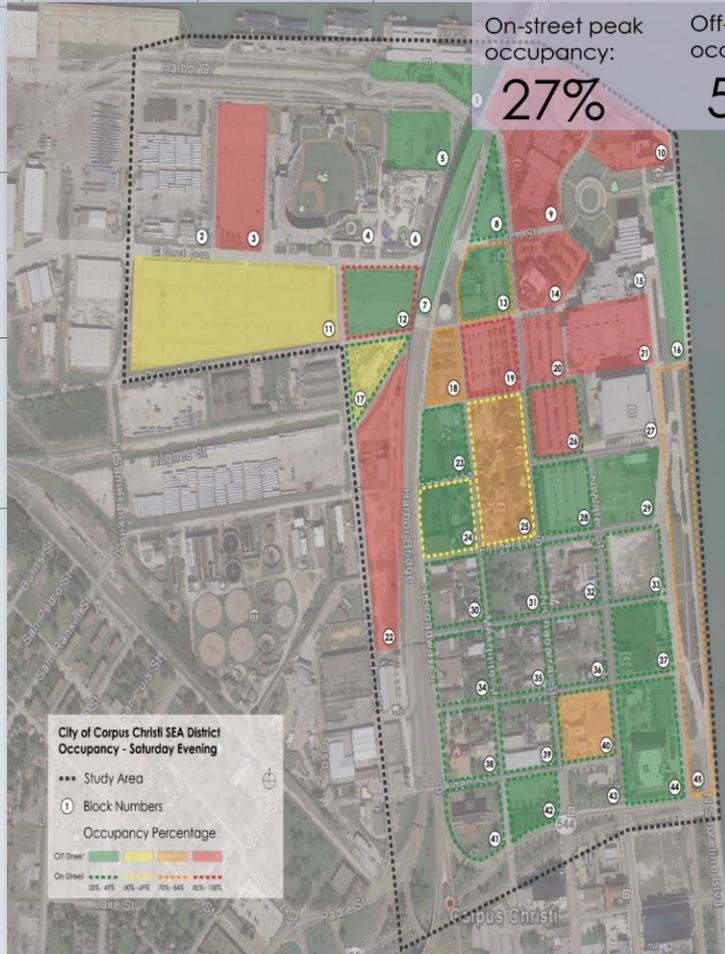
27%

Off-street peak
occupancy:

58%

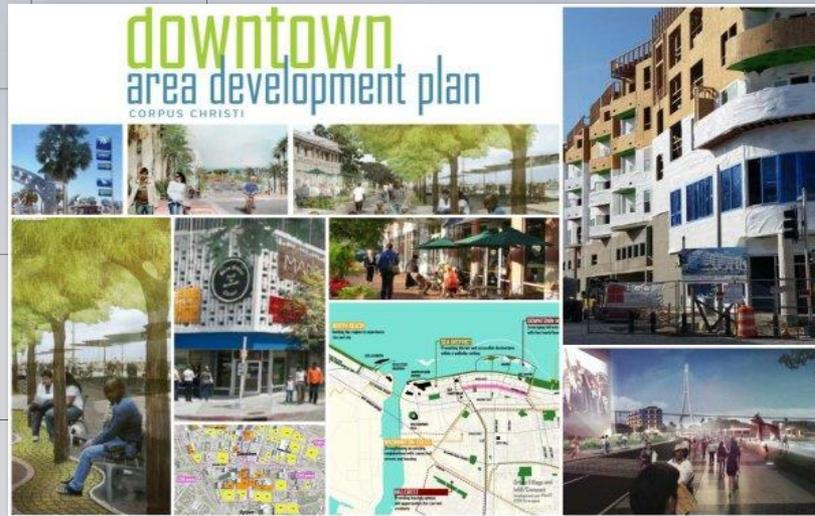
Overall peak
occupancy:

53%





Parking Demand Assessment



2015 Downtown Area Development Plan

UPTOWN	MARIANA ARTS	SEA	BAYSHORE
500-1,000 residential units	1,500-2,000 residential units	2,500-3,000 residential units	1,000-1,500 residential units
25,000-75,000 SF office	150,000 - 200,000 SF office	50,000-100,000 SF office	No office
50-150 hotel rooms	100-250 hotel rooms	100-250 hotel rooms	50-150 hotel rooms
Uptown District Development Program		1,667± parking spaces	
Marina Arts District Development Program		3,452± parking spaces	
SEA District Development Program		4,505± parking spaces	
<u>Bayshore District Development Plan</u>		<u>2,120± parking spaces</u>	
Total		11,744± parking spaces	



Parking Demand Assessment

10-Year District Parking Model (2.4% Growth Per Year)

Uptown District Weekday	2016 Inventory	Effective Supply	2016 Utilization	2.40% Growth	Development Program	2026 Demand	10-Year Adequacy
	7,146	6,548	3,090	742	223	4,055	2,493
Marina Arts District Weekday	2016 Inventory	Effective Supply	2016 Utilization	2.40% Growth	Development Program	2026 Demand	10-Year Adequacy
	6,923	6,334	2,848	684	594	4,126	2,208
Marina Arts District Evening	2016 Inventory	Effective Supply	2016 Utilization	2.40% Growth	Development Program	2026 Demand	10-Year Adequacy
	6,923	6,334	1,453	349	594	2,396	3,938
SEA District Evening	2016 Inventory	Effective Supply	2016 Utilization	2.40% Growth	Development Program	2026 Demand	10-Year Adequacy
	5,955	5,508	3,169	761	297	4,227	1,281
Bayshore District Weekend	2016 Inventory	Effective Supply	2016 Utilization	2.40% Growth	Development Program	2026 Demand	10-Year Adequacy
	3,131	2,869	434	104	0	538	2,331



Parking Demand Assessment

10-Year District Parking Model (3.5% Growth Per Year)

Uptown District Weekday	2016 Inventory	Effective Supply	2016 Utilization	3.50% Growth	Development Program	2026 Demand	10-Year Adequacy
	7,146	6,548	3,090	1,082	223	4,395	2,154
Marina Arts District Weekday	2016 Inventory	Effective Supply	2016 Utilization	3.50% Growth	Development Program	2026 Demand	10-Year Adequacy
	6,923	6,334	2,848	997	594	4,439	1,895
Marina Arts District Evening	2016 Inventory	Effective Supply	2016 Utilization	3.50% Growth	Development Program	2026 Demand	10-Year Adequacy
	6,923	6,334	1,453	509	594	2,556	3,778
SEA District Evening	2016 Inventory	Effective Supply	2016 Utilization	3.50% Growth	Development Program	2026 Demand	10-Year Adequacy
	5,955	5,508	3,169	1,109	297	4,575	933
Bayshore District Weekend	2016 Inventory	Effective Supply	2016 Utilization	3.50% Growth	Development Program	2026 Demand	10-Year Adequacy
	3,131	2,869	434	152	0	586	2,283



Parking Demand Assessment

10-Year District Parking Model (5% Growth Per Year)

Uptown District Weekday	2016 Inventory	Effective Supply	2016 Utilization	5.00% Growth	Development Program	2026 Demand	10-Year Adequacy
	7,146	6,548	3,090	1,545	223	4,858	1,690
Marina Arts District Weekday	2016 Inventory	Effective Supply	2016 Utilization	5.00% Growth	Development Program	2026 Demand	10-Year Adequacy
	6,923	6,334	2,848	1,424	594	4,866	1,468
Marina Arts District Evening	2016 Inventory	Effective Supply	2016 Utilization	5.00% Growth	Development Program	2026 Demand	10-Year Adequacy
	6,923	6,334	1,453	727	594	2,774	3,561
SEA District Evening	2016 Inventory	Effective Supply	2016 Utilization	5.00% Growth	Development Program	2026 Demand	10-Year Adequacy
	5,955	5,508	3,169	1,585	297	5,051	458
Bayshore District Weekend	2016 Inventory	Effective Supply	2016 Utilization	5.00% Growth	Development Program	2026 Demand	10-Year Adequacy
	3,131	2,869	434	217	0	651	2,218



Strategic Implementation Plan

Planning Priorities

Parking Management Plan

Existing Development for Potential Sites

Off-Street Parking Regulations

Organization Recommendations

Operating Priorities

District Based Parking Strategies

Event Parking Plan

Meter Parking Systems

Pay Station Implementation



Strategic Implementation Plan

PARKING MANAGEMENT PLAN

1. Formation of a Parking Alliance
2. Implementation of a sign package and wayfinding system
3. Creation of a public relations and communication program
4. Expansion of the ParkCC mobile app

Formation of a Parking Alliance (private land owners and event venue managers/owners)

Objective 1:

Create a parking system that opens up some of the private parking lots and garages to the general public



50% of parking supply is restricted in the evenings and on weekends

Objective 2:

Standard and Uniform Signage and Wayfinding



1. Signage placement on the lot or at the garage entry
2. Utilize the universal "P"
3. Design of the entrance signs



Objective 3:

Communication Methodology



Define most effective communication platforms and assist in spreading the communication



Strategic Implementation Plan

Funding a Parking Alliance

1. TIF – City of Fort Worth

- City gives portion of TIF tax dollars to private land owners
- Owners open their parking asset to public at no additional cost
- City of Fort Worth is an example
 - Has been in place for 20 years
 - Four parking garages are open to the public on nights and weekends at no cost

2. General or Parking Enterprise Fund

- City gives agreed upon lease payment to private owners
- Owners open their parking asset to public at no additional cost or reduced cost

Lease Cost per Month	Projected Months	Approximate Years
\$ 10,000	1440	120
\$ 15,000	960	80
\$ 20,000	720	60
\$ 25,000	576	48
\$ 30,000	480	40
\$ 40,000	360	30
\$ 50,000	288	24

Source: Walker Parking Consultants

Assumptions:

- 800 – space garage
- \$18,000/space
- Total cost - \$14.4M



Strategic Implementation Plan

Signage and Wayfinding Package

Objective : Develop and implement a consistent sign package that identifies and communicates the presence of parking lots available for public parking

Design Rules

- General organizing principle consistently evident in the system
- Continuous directional signage for both pedestrians and vehicles
- Place in consistent and predictable locations
- Easy to understand
- Placed perpendicular to the traffic





Strategic Implementation Plan



An Ideal Program Should:

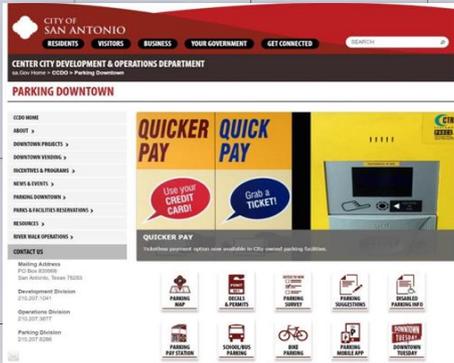
Public Relations and Communications Program

- Include a **comprehensive “Downtown Parking” website**. This website can share data and links with the current City site in order to reduce duplication and overall cost and effort;
- Respond to questions and requests from the general public for **locations of parking facilities, pricing, and availability**;
- Maintain the integrity of downtown **parking promotional materials**, and provide **parking maps**, business development packets, and **fact sheets**;
- Provide **day-to-day media relations**, and generate **press releases** as needed;
- Provide public relations **assistance to other district events** as needed.



Strategic Implementation Plan

Information Distribution



Website



Social Media



Venue Website(s)



Email

Why are parking hours changing?

Over the last 10 years, drivers have expressed a lack of available on-street parking, especially in the downtown area. On-street parking is meant for convenience for drivers making shorter visits. When parking hours are not limited, on-street parking becomes crowded with long-term parkers, spaces are harder to find, and traffic congestion occurs as drivers circle to find parking.

Where can I find parking?

While there are about 3,000 on-street parking spaces downtown, there are over 14,000 off-street parking spaces in surface lots and garages. A map of these locations is available at www.austinparking.org. On-street parking spaces north of 10th Street will remain free to the public after 6 p.m.

What if I choose to leave my car overnight?

Drivers can buy additional time into the next day the night before by pressing the yellow "next day purchase" button on the paystation. Place the pay station receipt on your windshield showing pre-payment.

How will my money be spent?

For every \$1 spent, \$0.40 goes toward downtown improvement projects including sidewalk improvements, street reconstruction, and other transportation initiatives. To help ensure safety of citizens in the evening, a portion of remaining funds will pay for parking enforcement officers who will provide enhanced security in coordination with the Austin Police Department.

What if I forget to pay & get a ticket?

If you choose to leave your car overnight and forget to buy extra hours, you could have your ticket dismissed with proof of receipt that you choose an alternate mode of transportation home (e.g. bus or taxi). Contact Parking Enterprise at 3-1-1 by 4 p.m. the following day to take advantage of this offer.

Attention Austin Drivers

PUBLIC PARKING IS CHANGING

Beginning September 6, 2011 the following parking hours will be in effect:

DOWNTOWN
(N. 25 to Lower Business St. and East to 10th Street)

Monday to Wednesday
8 a.m. to 6 p.m.
Thursday & Friday
8 a.m. to 12 Midnight
Saturday
11 a.m. to 12 Midnight

OUTSIDE DOWNTOWN
Monday to Saturday
8 a.m. to 6 p.m.

www.AustinParking.org

Brochures/Maps

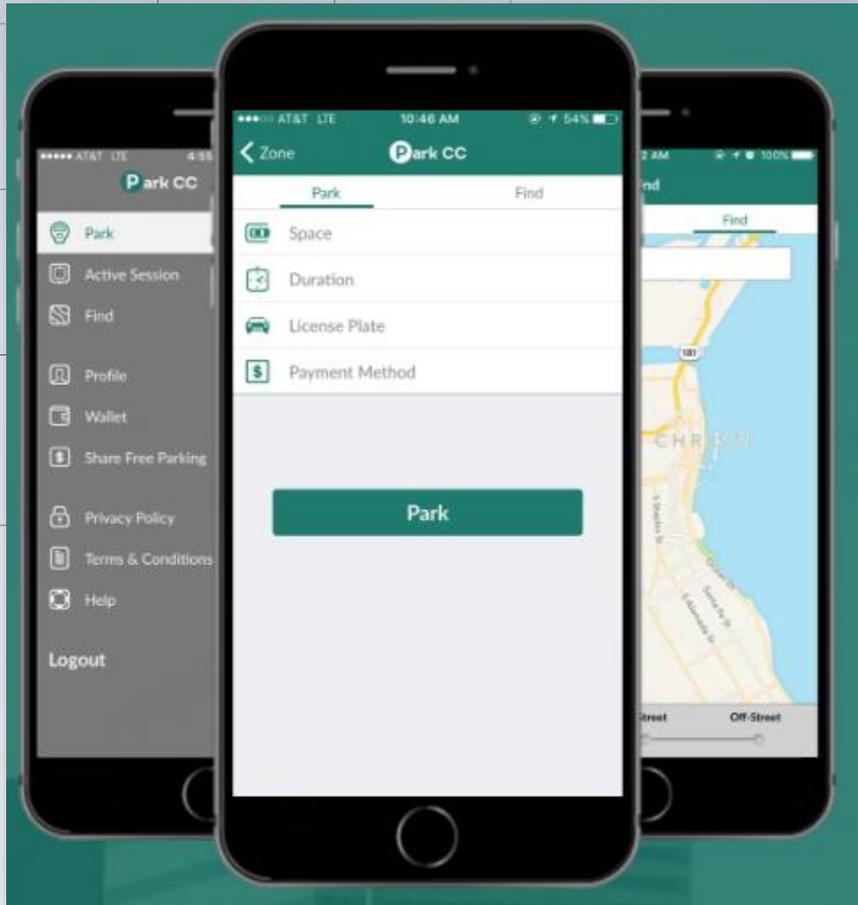


District Meetings



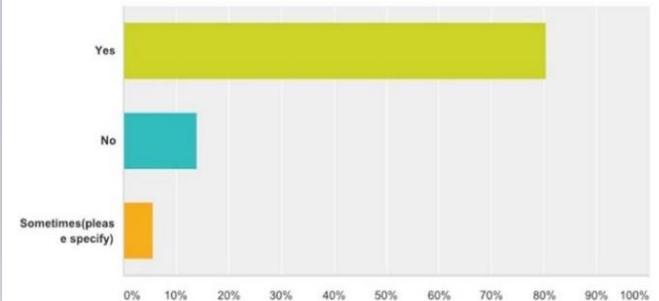
Strategic Implementation Plan

EXPAND PARKCC APP



Q25 Do you feel it would be helpful if parking information were made available online or via mobile phone? (i.e. location of public parking lots and garages, rates, posted time limits for on-street parking, special event parking)

Answered: 403 Skipped: 6

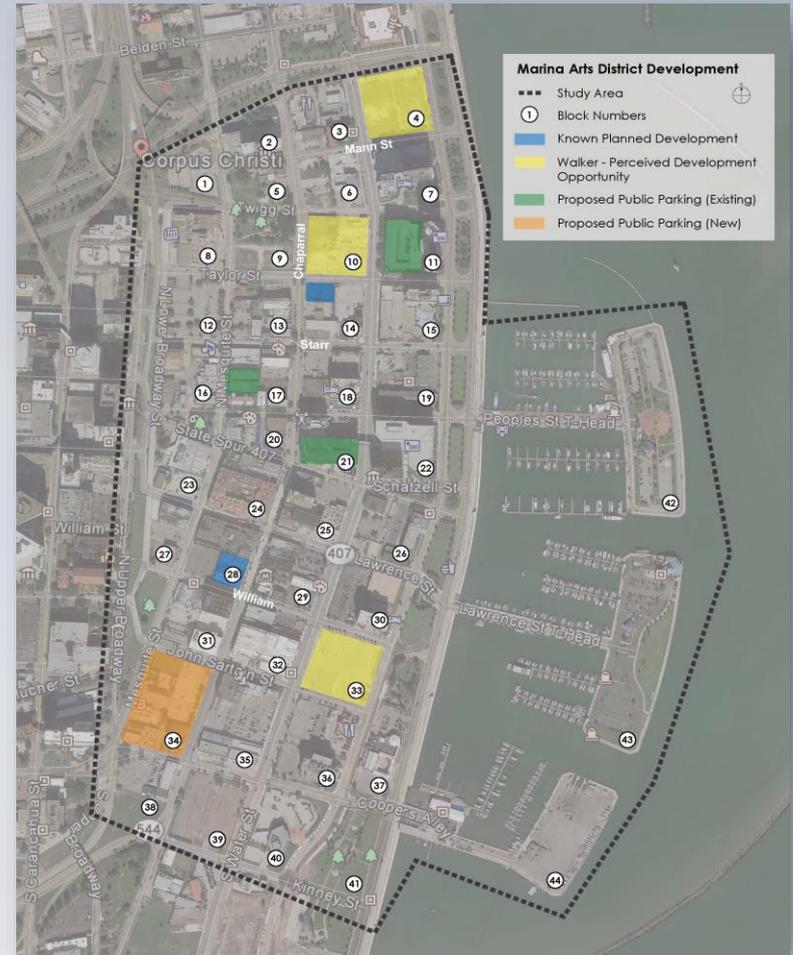
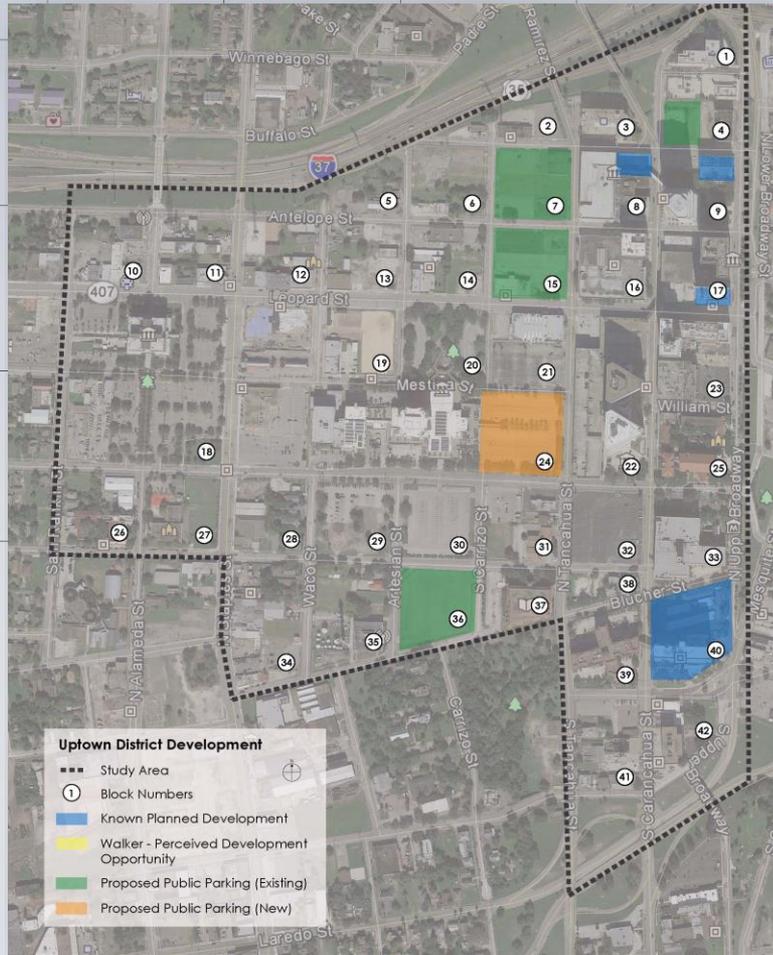


- Parking Location,
- Rates, and
- Special Events info



Strategic Implementation Plan

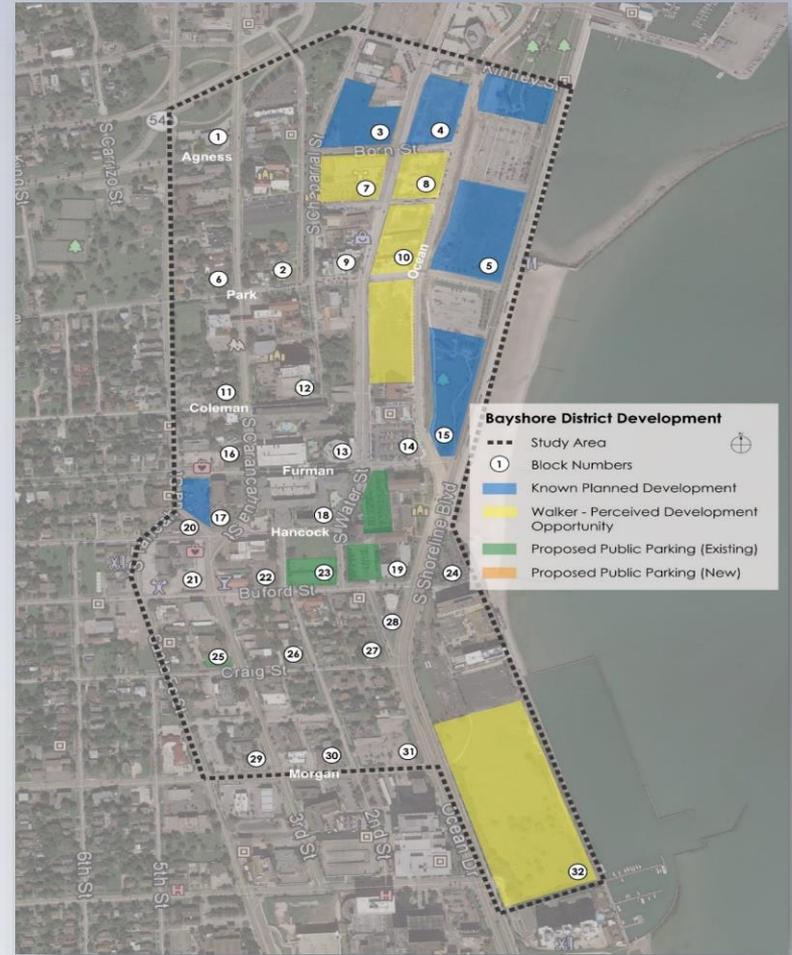
EXISTING DEVELOPMENT POTENTIAL FOR PARKING SITES





Strategic Implementation Plan

EXISTING DEVELOPMENT POTENTIAL FOR PARKING SITES





Strategic Implementation Plan

Walking Distance Level of Service Approach





Strategic Implementation Plan

OFF-STREET PARKING REGULATIONS

1

Enforce the Current Off-street Parking Regulation Ordinance

1. Section 22-1 & 2 – Development of parking spaces in conjunction with different types of development
2. Section 22-3 – Joint use and off-site facilities
3. Section 22-4 – Design standards

2

Expand the Current Ordinance

1. Signage requirements and uniformity
2. Lighting
3. Parking lot and garage maintenance
4. Private lot signs



Example of Surface Lot Lighting

3

Create Uniformity and Standardization Requirements

1. Size of the sign
2. Inclusion of a parking symbol
3. Rate amount
4. Font size
5. Operator phone number
6. Sign material



Strategic Implementation Plan

ORGANIZATIONAL RECOMMENDATIONS

1

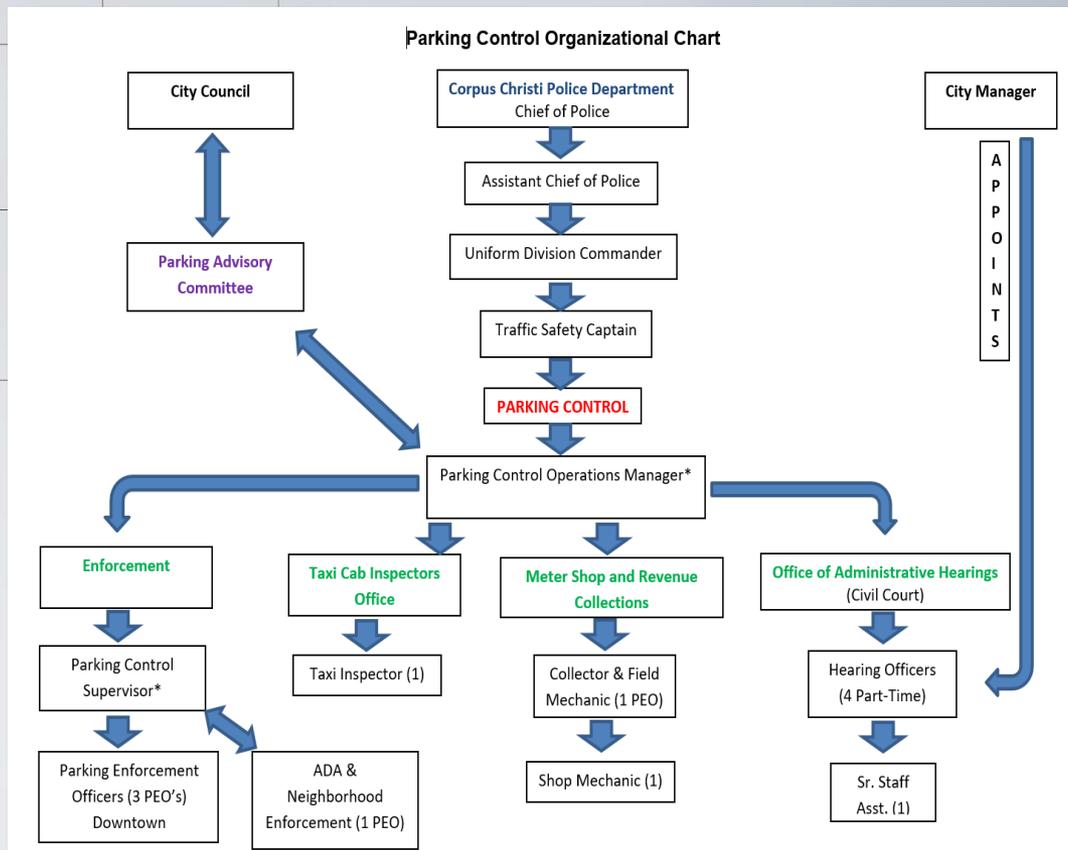
Parking Enterprise Fund

2

Downtown Partnership

3

Third Party Management





Strategic Implementation Plan

OPERATIONAL PRIORITIES



UPTOWN DISTRICT

District Based Parking Strategies

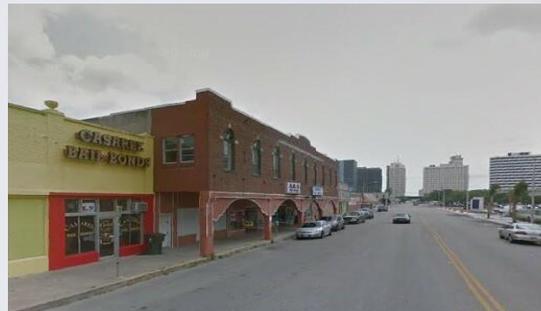
Recommendation 1: (Parking Alliance, District Brand and Visitor Parking Options)

Recommendation 2: (Paid Parking Rates, Hours of Operation and Additional Metered Spaces)

Corpus Christi Code of Ordinances: Under Chapter 53 – (Traffic, Article VII, Schedules, Section 53-257) Walker has identified the established parking meter zones detailing hours of operation, rates and duration of stay.

1. **Paid Parking Zone No. 2**, established as a two-hour paid parking zone in which parking shall be limited to fifteen (15) minutes upon deposit of twenty cents (\$.20), thirty (30) minutes upon deposit of forty cents (\$.40) and one (1) hour upon the deposit of seventy-five (\$.75) between the hours of 8:00 a.m. and 6:00 p.m., Mondays through Fridays.

Recommendation 3: (Loading Zone Management)



Leopard Street – Corpus Christi, Texas

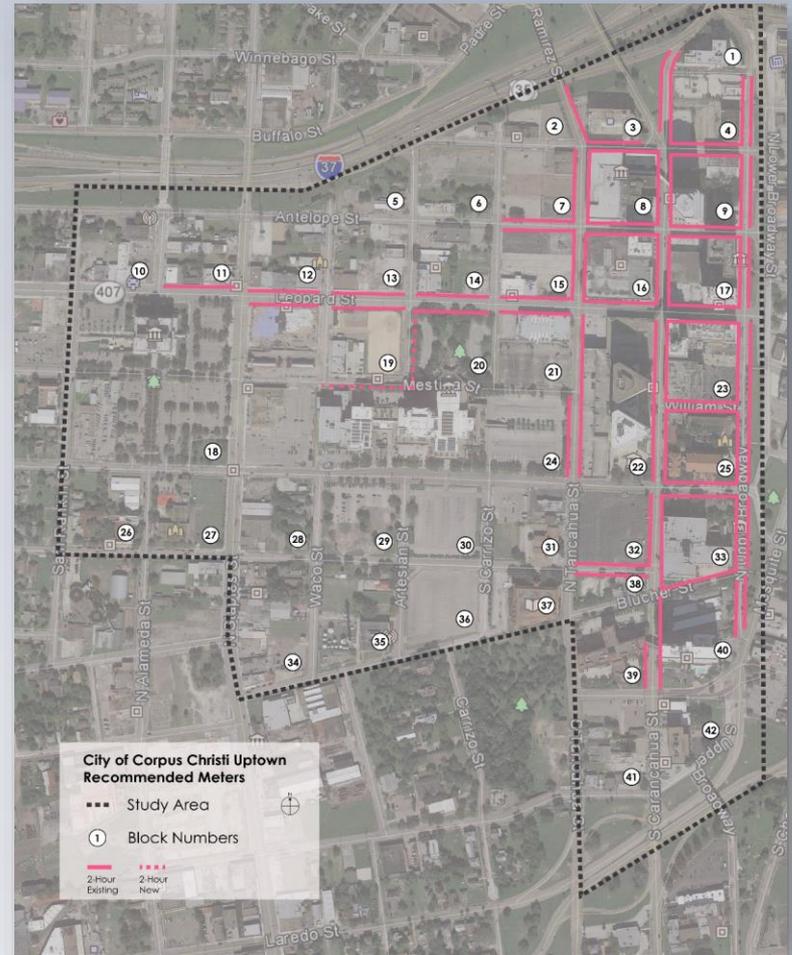
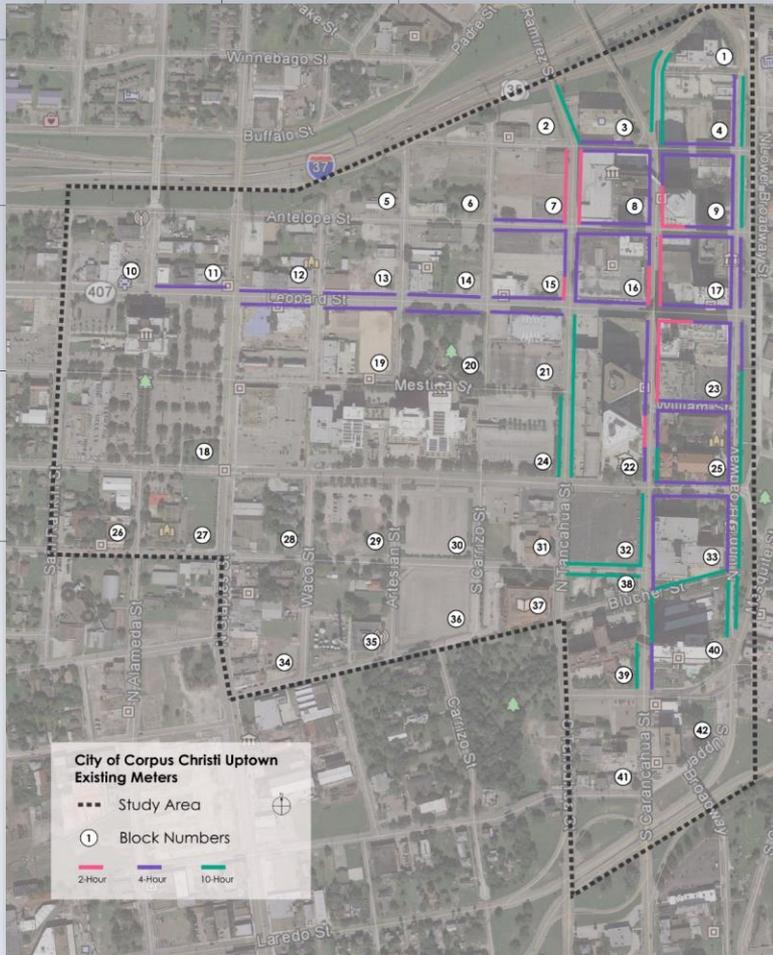
600 Building – Uptown District

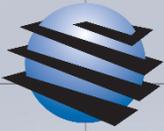




Strategic Implementation Plan

UPTOWN DISTRICT





Strategic Implementation Plan

MARINA ARTS DISTRICT

Recommendation 1: (Parking Alliance)

Recommendation 2: (District Parking Brand and Shared Parking)

Recommendation 3: (Install Additional Paid Parking Areas)

Recommendation 4: (Loading Zone Management)

Recommendation 5: (Paid Parking Rates and Hours of Operation)



Corpus Christi Code of Ordinances: Under Chapter 53 – (Traffic, Article VII, Schedules, Section 53-257) Walker has identified the following parking meter zones detailing hours of operation, rates and duration of stay.

1. **Paid Parking Zone No. 13 (**New**)**, established as a two-hour paid parking zone in which parking shall be limited to fifteen (15) minutes upon deposit of twenty cents (\$.20), thirty (30) minutes upon deposit of forty cents (\$.40) and one (1) hour upon the deposit of seventy-five (\$.75) between the hours of 8:00 a.m. and 6:00 p.m., Mondays through Saturdays.
2. **Paid Parking Zone No. 14 (**New**)**, established as a four-hour paid parking zone in which parking shall be limited to fifteen (15) minutes upon deposit of twenty cents (\$.20), thirty (30) minutes upon deposit of forty cents (\$.40) and one (1) hour upon the deposit of seventy-five (\$.75) between the hours of 8:00 a.m. and 6:00 p.m., Mondays through Saturdays.

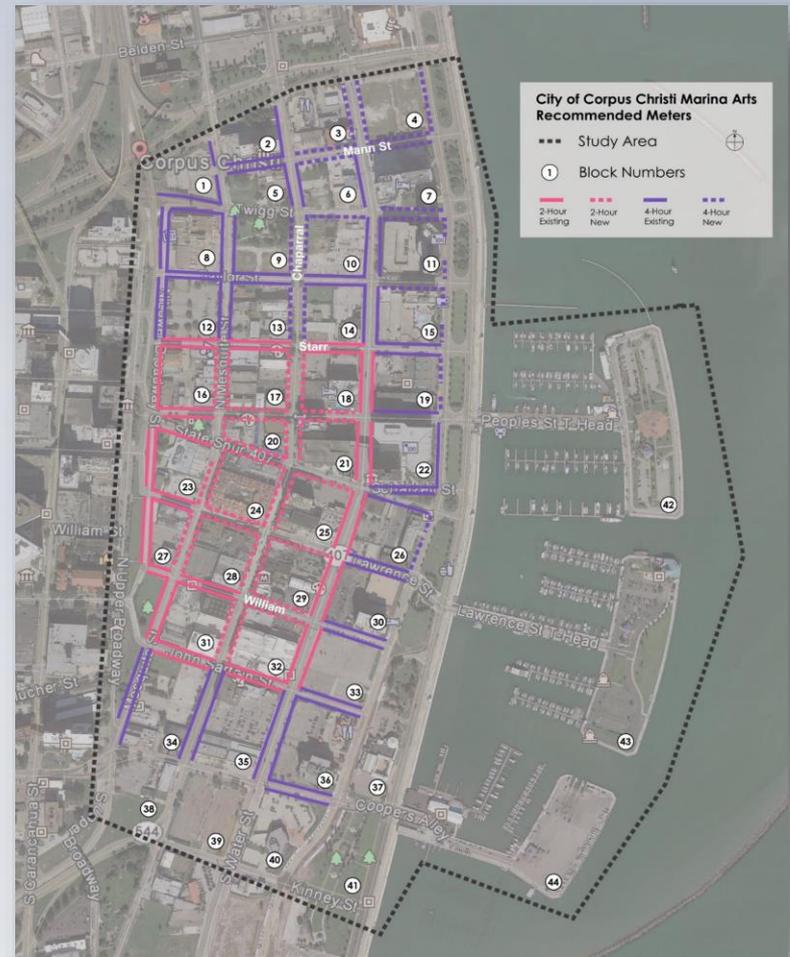
Recommendation 6: (Event Planning and Communications)

Recommendation 7: (Expanding the Marina Arts District Brand)



Strategic Implementation Plan

MARINA ARTS DISTRICT





Strategic Implementation Plan

BAYSHORE DISTRICT

Bayshore Park Redevelopment Plans



Capital Improvement Program (10 Pay Stations/474 Spaces)

Corpus Christi, Texas (Bayshore Parks)

Revenue Category	Unit		
Number of Metered Spaces	474		
Number of Multi-Space Meters	10		
Multi-Space Meter to Space Ratio	47		
Hours of Operation (8:00 AM to 6:00 PM)	10		
Days of Operation (Saturday and Sunday only)	104		
Meter Hourly Rate	\$0.75		
Collective Metered Space Occupancy (3 hours/12 hours)	25%		
Projected Annual Meter Revenue (New) (104 days per year with average 25% utilization)	\$180.19		\$85,410
Parking Citation per day @ \$35/per citation with 80% collection rate (New)	5		\$14,560
Total			\$99,970
Capital Expense Category	Unit		
Estimated Machine Cost (Installed with heater) - Manufacturer Direct	\$10,000		\$100,000
Spare Parts @ 3% of machine cost	3%		\$3,000
Estimated MSM Signage, installed (2@\$150 per MSM)	10		\$1,500
Estimated Marketing Costs for MSM Program	1		\$5,000
Total			\$109,500
Net Gain (+/-)			(\$9,530)
Payback Period (# of Months)			13.14



Strategic Implementation Plan

SEA DISTRICT

Recommendation 1: (Parking Inventory and Regulations)

Recommendation 2: (Future Parking Inventory after the Removal of Harbor Bridge)

Recommendation 3: (Paid Parking Rates and Hours of Operation)

Corpus Christi Code of Ordinances: Under Chapter 53 – (Traffic, Article VII, Schedules, Section 53-257) Walker has identified the established parking meter zones detailing hours of operation, rates and duration of stay.

1. **Paid Parking Zone No. 4**, established as a four-hour paid parking zone in which parking shall be limited to fifteen (15) minutes upon deposit of twenty cents (\$.20), thirty (30) minutes upon deposit of forty cents (\$.40) and one (1) hour upon the deposit of seventy-five (\$.75) between the hours of 8:00 a.m. and 6:00 p.m., Mondays through Friday.

Recommendation 4: (Event Planning and Communications)

Recommendation 5: (Expanding the SEA District Brand)





Strategic Implementation Plan

SEA DISTRICT





Strategic Implementation Plan

Event Parking Plan

1. Utilize **private parking lots** and garage to **shuttle** patrons
2. Increase **wayfinding** throughout the event areas
3. Create a **communication campaign**
4. Develop a **monthly special events planning meeting** with use of the City Event Coordinator position.





Strategic Implementation Plan

Meter Parking System Options

PAY AND DISPLAY

(Requires walking back to vehicle)

PAY-BY-SPACE

(Requires Space-Numbering Infrastructure)

PAY-BY-PLATE

(Walker Recommended for use with License Plate Recognition Technology – least amount of infrastructure maintenance)





Strategic Implementation Plan

10-YEAR PARKING FUND PROFORMA WITH RECOMMENDED PARKING RATES

	Year 1		Year 2	Year 3		
	Phase IA	Phase IB	Phase II	Phase III	Phase IV	Totals
On-Street Spaces	16	201	128	82	310	737
Pay Stations	2	20	13	8	0	43

Capital Improvement Program (43 Pay Stations/427 Spaces) Corpus Christi, Texas	Phase IA & IB 22 Stations		Phase II 13 Stations		Phase III 8 Stations		Phase IV No Stations	
Revenue Category	Unit		Unit		Unit		Unit	
Projected Annual Meter Revenue (New)	\$614.18	\$133,276	\$586.88	\$75,120	\$787.50	\$64,575	\$0.00	\$0
Parking Citation per day @ \$35/per citation with 80% collection rate (New)	16	\$112,448	9	\$63,252	5	\$35,140	0	\$0
Total		\$245,724		\$138,372		\$99,715		\$0
Capital Expense Category	Unit		Unit		Unit		Unit	
Estimated Machine Cost (Installed with heater) - Manufacturer Direct	\$10,000	\$220,000	\$10,000	\$130,000	\$10,000	\$80,000	\$0	\$0
Spare Parts @ 3% of machine cost	3%	\$6,600	3%	\$3,900	3%	\$2,400	0%	\$0
License Plate Camera (LPR) hardware and software	1	\$30,000	0	\$0	0	\$0	0	\$0
Permit and Enforcement Software Database - Manufacturer Direct	1	\$75,000	0	\$0	0	\$0	0	\$0
Enforcement Vehicle	1	\$21,000	0	\$0	0	\$0	0	\$0
Estimated MSM Signage, installed (2@\$150 per MSM)	22	\$3,300	13	\$1,950	8	\$1,200	0	\$0
Estimated Marketing Costs for MSM Program	1	\$25,000	0	\$0	0	\$0	0	\$0
Total		\$380,900		\$135,850		\$83,600		\$0
Net Gain (+/-)		(\$135,176)		\$2,522		\$16,115		\$0
Payback Period (# of Months)		18.60		11.78		10.06		0.00



Strategic Implementation Plan

ProForma Phase I

		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		2017E	2018E	2019E	2020E	2021E	2022E	2023E	2024E	2025E	2026E
Proposed 22 New Pay Stations for 217 On-Street Metered Spaces											
Account #	OPERATING REVENUE		0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02
308730	On-Street Meters (Current)	\$ 207,418	\$ 207,418	\$ 207,418	\$ 207,418	\$ 207,418	\$ 207,418	\$ 207,418	\$ 207,418	\$ 207,418	\$ 207,418
308730	On-Street Meters (Proposed)	\$ -	\$ 133,276	\$ 133,276	\$ 133,276	\$ 133,276	\$ 133,276	\$ 133,276	\$ 133,276	\$ 133,276	\$ 133,276
308731	Civil Parking Citations	\$ 180,416	\$ 292,864	\$ 292,864	\$ 292,864	\$ 292,864	\$ 292,864	\$ 292,864	\$ 292,864	\$ 292,864	\$ 292,864
	TIRZ #3 Financing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total Potential Gross Revenue (PGR)	\$ 387,834	\$ 633,558								
	Total Gross Revenue per Space	\$ 342	\$ 397	\$ 376	\$ 376	\$ 376	\$ 297	\$ 297	\$ 297	\$ 297	\$ 297
	OPERATING EXPENSE	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
	Personnel Costs	\$ 347,601	\$ 356,291	\$ 365,199	\$ 374,329	\$ 383,687	\$ 393,279	\$ 403,111	\$ 413,189	\$ 423,519	\$ 434,107
520040	Clothing	\$ 2,500	\$ 2,563	\$ 2,627	\$ 2,692	\$ 2,760	\$ 2,829	\$ 2,899	\$ 2,972	\$ 3,046	\$ 3,122
520050	Fuel and Lubricants	\$ 2,500	\$ 2,563	\$ 2,627	\$ 2,692	\$ 2,760	\$ 2,829	\$ 2,899	\$ 2,972	\$ 3,046	\$ 3,122
520090	Minor Tools and Equipment	\$ 1,000	\$ 1,025	\$ 1,051	\$ 1,077	\$ 1,104	\$ 1,131	\$ 1,160	\$ 1,189	\$ 1,218	\$ 1,249
520120	Office Supplies	\$ 1,000	\$ 1,025	\$ 1,051	\$ 1,077	\$ 1,104	\$ 1,131	\$ 1,160	\$ 1,189	\$ 1,218	\$ 1,249
520130	Maintenance and Repairs	\$ -	\$ 6,000	\$ 6,150	\$ 6,304	\$ 6,461	\$ 6,623	\$ 6,788	\$ 6,958	\$ 7,132	\$ 7,310
530000	Professional Services (Includes pay station mgmt fees)	\$ 1,918	\$ 29,566	\$ 34,966	\$ 35,840	\$ 36,736	\$ 64,655	\$ 66,271	\$ 67,928	\$ 69,626	\$ 71,366
530100	Vehicle Repairs	\$ 1,918	\$ 1,966	\$ 2,015	\$ 2,065	\$ 2,117	\$ 2,170	\$ 2,224	\$ 2,280	\$ 2,337	\$ 2,395
530140	Postage	\$ 250	\$ 256	\$ 263	\$ 269	\$ 276	\$ 283	\$ 290	\$ 297	\$ 305	\$ 312
530160	Rentals	\$ 20,500	\$ 21,013	\$ 21,538	\$ 22,076	\$ 22,628	\$ 23,194	\$ 23,774	\$ 24,368	\$ 24,977	\$ 25,602
530180	Non-Capital Lease Payments	\$ 1,536	\$ 1,574	\$ 1,614	\$ 1,654	\$ 1,695	\$ 1,738	\$ 1,781	\$ 1,826	\$ 1,871	\$ 1,918
530200	Telephone	\$ 250	\$ 258	\$ 265	\$ 271	\$ 278	\$ 285	\$ 292	\$ 300	\$ 307	\$ 315
530230	Equipment Maintenance	\$ 18,000	\$ 18,450	\$ 18,911	\$ 19,384	\$ 19,869	\$ 20,365	\$ 20,874	\$ 21,396	\$ 21,931	\$ 22,480
530250	Memberships/Licenses	\$ 895	\$ 917	\$ 940	\$ 964	\$ 988	\$ 1,013	\$ 1,038	\$ 1,064	\$ 1,090	\$ 1,118
530500	Printing Advertising	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
530520	Printing Outside	\$ 4,165	\$ 4,269	\$ 4,376	\$ 4,485	\$ 4,597	\$ 4,712	\$ 4,830	\$ 4,951	\$ 5,075	\$ 5,202
540030	Interest and Bank Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
547010	Travel	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400
	Bank & Bank Card Fees (3% Fee, 50% CC Payment) - Existing	\$ 5,818	\$ 5,963	\$ 6,112	\$ 6,265	\$ 6,421	\$ 6,582	\$ 6,747	\$ 6,915	\$ 7,088	\$ 7,265
	Pay Station CC Processing Fees (50% of revenue x 3%) - New	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
	TOTAL OPERATING EXPENSES (OPEX)	\$ 411,253	\$ 456,099	\$ 472,102	\$ 483,845	\$ 495,881	\$ 535,218	\$ 548,538	\$ 562,192	\$ 576,187	\$ 590,531
	Total OPEX per Space	\$ 363	\$ 286	\$ 280	\$ 287	\$ 294	\$ 251	\$ 257	\$ 263	\$ 270	\$ 277
	NET OPERATING INCOME BEFORE REPAIRS & REPLACEMENT	\$ (23,419)	\$ 177,459	\$ 161,456	\$ 149,713	\$ 137,677	\$ 98,340	\$ 85,019	\$ 71,366	\$ 57,371	\$ 43,026
	Repairs & Replacement (CAPEX Reserve Fund) (1.5% of Project Cost)	\$ -	\$ 5,714	\$ 5,714	\$ 5,714	\$ 5,714	\$ 5,714	\$ 5,714	\$ 5,714	\$ 5,714	\$ 5,714
	Estimated Net Operating Income after CAPEX Reserve Fund	\$ (23,419)	\$ 171,745	\$ 155,742	\$ 143,999	\$ 131,963	\$ 92,626	\$ 79,306	\$ 65,652	\$ 51,658	\$ 37,313
CONCEPTUAL ESTIMATE OF ANNUAL DEBT SERVICE											
	Principal Amount		\$ 380,900								
	Term		10								
	Rate		0.04								
	Average Annual PMT		\$ 46,962	\$ 46,962	\$ 46,962	\$ 46,962	\$ 46,962	\$ 46,962	\$ 46,962	\$ 46,962	\$ 46,962
	Surplus / (Deficit)	\$ (23,419)	\$ 124,784	\$ 108,780	\$ 97,038	\$ 85,002	\$ 45,665	\$ 32,344	\$ 18,691	\$ 4,696	\$ (9,649)
	Estimated Annual Debt Coverage Ratio		3.66	3.32	3.07	2.81	1.97	1.69	1.40	1.10	0.79



Strategic Implementation Plan

ProForma Phase I and II

		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		2017E	2018E	2019E	2020E	2021E	2022E	2023E	2024E	2025E	2026E
Proposed 35 New Pay Stations for 345 On-Street Metered Spaces											
Account #	OPERATING REVENUE		0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02
308730	On-Street Meters (Current)	\$ 207,418	\$ 207,418	\$ 207,418	\$ 207,418	\$ 207,418	\$ 207,418	\$ 207,418	\$ 207,418	\$ 207,418	\$ 207,418
308730	On-Street Meters (Proposed)	\$ -	\$ 208,396	\$ 208,397	\$ 208,398	\$ 208,398	\$ 208,398	\$ 208,398	\$ 208,398	\$ 208,398	\$ 208,398
308731	Civil Parking Citations	\$ 180,416	\$ 356,116	\$ 356,116	\$ 356,116	\$ 356,116	\$ 356,116	\$ 356,116	\$ 356,116	\$ 356,116	\$ 356,116
	TIRZ #3 Financing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total Potential Gross Revenue (PGR)	\$ 387,834	\$ 771,930	\$ 771,931	\$ 771,932						
	Total Gross Revenue per Space	\$ 342	\$ 483	\$ 458	\$ 458	\$ 458	\$ 362	\$ 362	\$ 362	\$ 362	\$ 362
	OPERATING EXPENSE	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
	Personnel Costs	\$ 347,601	\$ 356,291	\$ 365,199	\$ 374,329	\$ 383,687	\$ 393,279	\$ 403,111	\$ 413,189	\$ 423,519	\$ 434,107
520040	Clothing	\$ 2,500	\$ 2,563	\$ 2,627	\$ 2,692	\$ 2,760	\$ 2,829	\$ 2,899	\$ 2,972	\$ 3,046	\$ 3,122
520050	Fuel and Lubricants	\$ 2,500	\$ 2,563	\$ 2,627	\$ 2,692	\$ 2,760	\$ 2,829	\$ 2,899	\$ 2,972	\$ 3,046	\$ 3,122
520090	Minor Tools and Equipment	\$ 1,000	\$ 1,025	\$ 1,051	\$ 1,077	\$ 1,104	\$ 1,131	\$ 1,160	\$ 1,189	\$ 1,218	\$ 1,249
520120	Office Supplies	\$ 1,000	\$ 1,025	\$ 1,051	\$ 1,077	\$ 1,104	\$ 1,131	\$ 1,160	\$ 1,189	\$ 1,218	\$ 1,249
520130	Maintenance and Repairs	\$ -	\$ 6,000	\$ 6,150	\$ 6,304	\$ 6,461	\$ 6,623	\$ 6,788	\$ 6,958	\$ 7,132	\$ 7,310
530000	Professional Services (Includes pay station mgmt fees)	\$ 1,918	\$ 29,566	\$ 34,966	\$ 35,840	\$ 36,736	\$ 37,655	\$ 38,601	\$ 39,578	\$ 40,586	\$ 41,626
530100	Vehicle Repairs	\$ 1,918	\$ 1,966	\$ 2,015	\$ 2,065	\$ 2,117	\$ 2,170	\$ 2,224	\$ 2,280	\$ 2,337	\$ 2,395
530140	Postage	\$ 250	\$ 256	\$ 263	\$ 269	\$ 276	\$ 283	\$ 290	\$ 297	\$ 305	\$ 312
530160	Rentals	\$ 20,500	\$ 21,013	\$ 21,538	\$ 22,076	\$ 22,628	\$ 23,194	\$ 23,774	\$ 24,368	\$ 24,977	\$ 25,602
530180	Non-Capital Lease Payments	\$ 1,536	\$ 1,574	\$ 1,614	\$ 1,654	\$ 1,695	\$ 1,738	\$ 1,781	\$ 1,826	\$ 1,871	\$ 1,918
530200	Telephone	\$ 252	\$ 258	\$ 265	\$ 271	\$ 278	\$ 285	\$ 292	\$ 300	\$ 307	\$ 315
530230	Equipment Maintenance	\$ 18,000	\$ 18,450	\$ 18,911	\$ 19,384	\$ 19,869	\$ 20,365	\$ 20,874	\$ 21,396	\$ 21,931	\$ 22,480
530250	Memberships/Licenses	\$ 895	\$ 917	\$ 940	\$ 964	\$ 988	\$ 1,013	\$ 1,038	\$ 1,064	\$ 1,090	\$ 1,118
530500	Printing Advertising	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
530520	Printing Outside	\$ 4,165	\$ 4,269	\$ 4,376	\$ 4,485	\$ 4,597	\$ 4,712	\$ 4,830	\$ 4,951	\$ 5,075	\$ 5,202
540030	Interest and Bank Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
540710	Travel	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400
	Bank & Bank Card Fees (3% Fee, 50% CC Payment) - Existing	\$ 5,818	\$ 5,963	\$ 6,112	\$ 6,265	\$ 6,421	\$ 6,582	\$ 6,747	\$ 6,915	\$ 7,088	\$ 7,265
	Pay Station CC Processing Fees (50% of revenue x 3%) - New	\$ -	\$ 1,563	\$ 1,563	\$ 1,563	\$ 1,563	\$ 1,563	\$ 1,563	\$ 1,563	\$ 1,563	\$ 1,563
	TOTAL OPERATING EXPENSES (OPEX)	\$ 411,253	\$ 456,662	\$ 472,666	\$ 484,408	\$ 496,444	\$ 535,781	\$ 549,102	\$ 562,755	\$ 576,750	\$ 591,095
	Total OPEX per Space	\$ 363	\$ 286	\$ 281	\$ 288	\$ 295	\$ 251	\$ 257	\$ 264	\$ 270	\$ 277
	NET OPERATING INCOME BEFORE REPAIRS & REPLACEMENT	\$ (23,419)	\$ 315,267	\$ 299,265	\$ 287,524	\$ 275,487	\$ 236,150	\$ 222,830	\$ 209,176	\$ 195,182	\$ 180,837
	Repairs & Replacement (CAPEX Reserve Fund) (1.5% of Project Cost)	\$ -	\$ 7,751	\$ 7,751	\$ 7,751	\$ 7,751	\$ 7,751	\$ 7,751	\$ 7,751	\$ 7,751	\$ 7,751
	Estimated Net Operating Income after CAPEX Reserve Fund	\$ (23,419)	\$ 307,516	\$ 291,514	\$ 279,772	\$ 267,736	\$ 228,399	\$ 215,079	\$ 201,425	\$ 187,430	\$ 173,086
CONCEPTUAL ESTIMATE OF ANNUAL DEBT SERVICE											
	Principal Amount		\$ 516,750								
	Term		10								
	Rate		0.04								
	Average Annual PMT	\$ 63,711	\$ 63,711	\$ 63,711	\$ 63,711	\$ 63,711	\$ 63,711	\$ 63,711	\$ 63,711	\$ 63,711	\$ 63,711
	Surplus / (Deficit)	\$ (23,419)	\$ 243,806	\$ 227,803	\$ 216,062	\$ 204,026	\$ 164,689	\$ 151,368	\$ 137,715	\$ 123,720	\$ 109,375
	Estimated Annual Debt Coverage Ratio		4.83	4.58	4.39	4.20	3.58	3.38	3.16	2.94	2.72



Strategic Implementation Plan

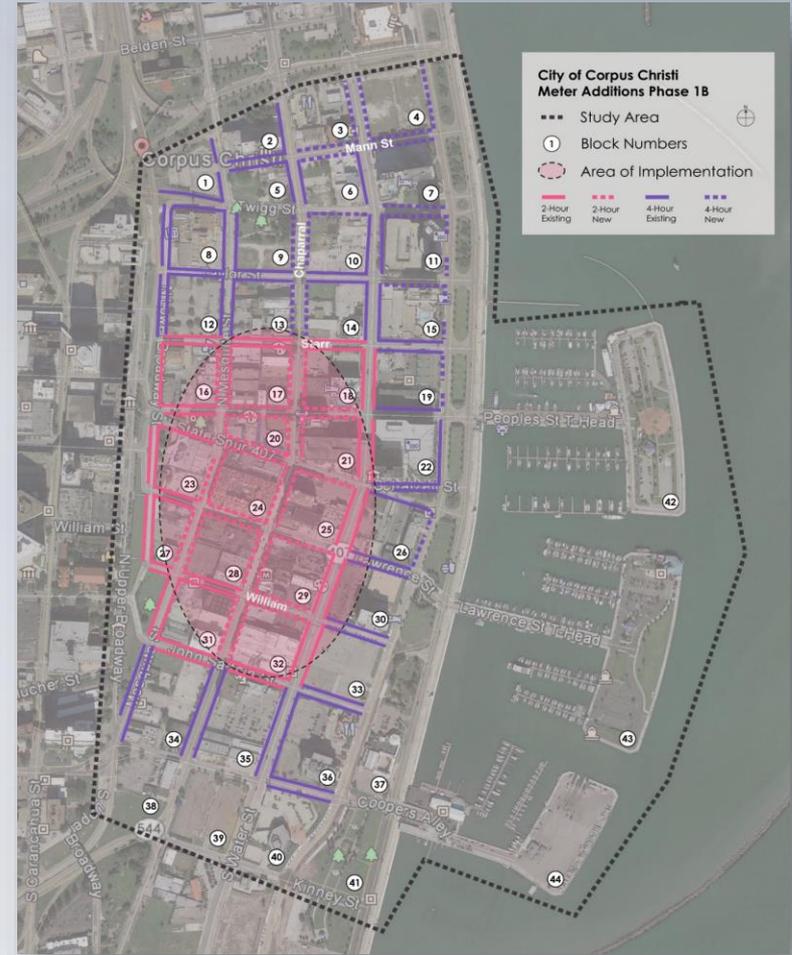
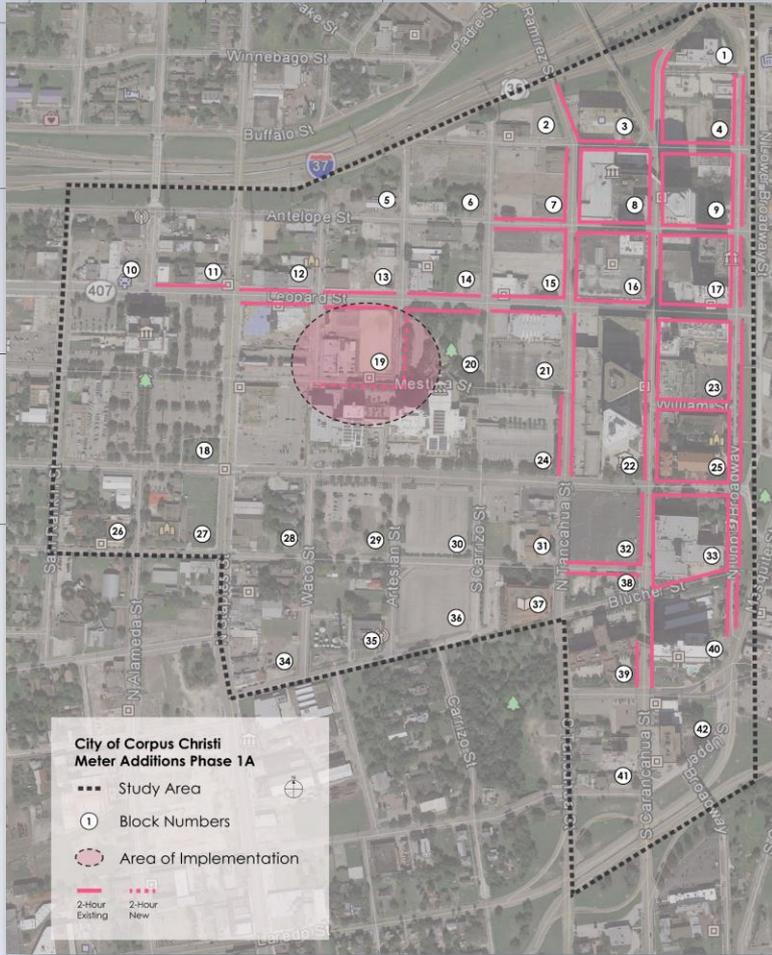
ProForma Phases I through IV

		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		2017E	2018E	2019E	2020E	2021E	2022E	2023E	2024E	2025E	2026E
Proposed 43 New Pay Stations for 427 On-Street Metered Spaces											
Account #	OPERATING REVENUE		0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02
308730	On-Street Meters (Current)	\$ 207,418	\$ 207,418	\$ 207,418	\$ 207,418	\$ 207,418	\$ 207,418	\$ 207,418	\$ 207,418	\$ 207,418	\$ 207,418
308730	On-Street Meters (Proposed)	\$ -	\$ 133,276	\$ 208,396	\$ 272,971	\$ 272,971	\$ 272,971	\$ 272,971	\$ 272,971	\$ 272,971	\$ 272,971
308731	Civil Parking Citations	\$ 180,416	\$ 252,582	\$ 310,076	\$ 391,256	\$ 391,256	\$ 391,256	\$ 391,256	\$ 391,256	\$ 391,256	\$ 391,256
	TIRZ #3 Financing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total Potential Gross Revenue (PGR)	\$ 387,834	\$ 593,276	\$ 725,890	\$ 871,645						
	Total Gross Revenue per Space	\$ 342	\$ 371	\$ 431	\$ 518	\$ 518	\$ 408	\$ 408	\$ 408	\$ 408	\$ 408
	OPERATING EXPENSE	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
	Personnel Costs	\$ 347,601	\$ 356,291	\$ 365,199	\$ 374,329	\$ 383,687	\$ 393,279	\$ 403,111	\$ 413,189	\$ 423,519	\$ 434,107
520040	Clothing	\$ 2,500	\$ 2,563	\$ 2,627	\$ 2,692	\$ 2,760	\$ 2,829	\$ 2,899	\$ 2,972	\$ 3,046	\$ 3,122
520050	Fuel and Lubricants	\$ 2,500	\$ 2,563	\$ 2,627	\$ 2,692	\$ 2,760	\$ 2,829	\$ 2,899	\$ 2,972	\$ 3,046	\$ 3,122
520090	Minor Tools and Equipment	\$ 1,000	\$ 1,025	\$ 1,051	\$ 1,077	\$ 1,104	\$ 1,131	\$ 1,160	\$ 1,189	\$ 1,218	\$ 1,249
520120	Office Supplies	\$ 1,000	\$ 1,025	\$ 1,051	\$ 1,077	\$ 1,104	\$ 1,131	\$ 1,160	\$ 1,189	\$ 1,218	\$ 1,249
520130	Maintenance and Repairs	\$ -	\$ 6,000	\$ 6,150	\$ 6,304	\$ 6,461	\$ 6,623	\$ 6,788	\$ 6,958	\$ 7,132	\$ 7,310
530000	Professional Services (Includes pay station mgmt fees)	\$ 1,918	\$ 29,566	\$ 34,966	\$ 35,840	\$ 36,736	\$ 64,655	\$ 66,271	\$ 67,928	\$ 69,626	\$ 71,366
530100	Vehicle Repairs	\$ 1,918	\$ 1,966	\$ 2,015	\$ 2,065	\$ 2,117	\$ 2,224	\$ 2,280	\$ 2,337	\$ 2,395	\$ 2,454
530140	Postage	\$ 250	\$ 256	\$ 263	\$ 269	\$ 276	\$ 283	\$ 290	\$ 297	\$ 305	\$ 312
530160	Rentals	\$ 20,500	\$ 21,013	\$ 21,538	\$ 22,076	\$ 22,628	\$ 23,194	\$ 23,774	\$ 24,368	\$ 24,977	\$ 25,602
530180	Non-Capital Lease Payments	\$ 1,536	\$ 1,574	\$ 1,614	\$ 1,654	\$ 1,695	\$ 1,738	\$ 1,781	\$ 1,826	\$ 1,871	\$ 1,918
530200	Telephone	\$ 252	\$ 258	\$ 265	\$ 271	\$ 278	\$ 285	\$ 292	\$ 300	\$ 307	\$ 315
530230	Equipment Maintenance	\$ 18,000	\$ 18,450	\$ 18,911	\$ 19,384	\$ 19,869	\$ 20,365	\$ 20,874	\$ 21,396	\$ 21,931	\$ 22,480
530250	Memberships/Licenses	\$ 895	\$ 917	\$ 940	\$ 964	\$ 988	\$ 1,013	\$ 1,038	\$ 1,064	\$ 1,090	\$ 1,118
530500	Printing Advertising	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
530520	Printing Outside	\$ 4,165	\$ 4,269	\$ 4,376	\$ 4,485	\$ 4,597	\$ 4,712	\$ 4,830	\$ 4,951	\$ 5,075	\$ 5,202
540030	Interest and Bank Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
547010	Travel	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400
	Bank & Bank Card Fees (3% Fee, 50% CC Payment) - Existing	\$ 5,818	\$ 5,963	\$ 6,112	\$ 6,265	\$ 6,421	\$ 6,582	\$ 6,747	\$ 6,915	\$ 7,088	\$ 7,265
	Pay Station C.C. Processing Fees (50% of revenue x 3%) - New	\$ -	\$ 1,000	\$ 1,563	\$ 2,047	\$ 2,047	\$ 2,047	\$ 2,047	\$ 2,047	\$ 2,047	\$ 2,047
	TOTAL OPERATING EXPENSES (OPEX)	\$ 411,253	\$ 456,099	\$ 472,666	\$ 484,892	\$ 496,929	\$ 536,266	\$ 549,586	\$ 563,240	\$ 577,234	\$ 591,579
	Total OPEX per Space	\$ 363	\$ 286	\$ 281	\$ 288	\$ 295	\$ 251	\$ 258	\$ 264	\$ 270	\$ 277
	NET OPERATING INCOME BEFORE REPAIRS & REPLACEMENT	\$ (23,419)	\$ 137,177	\$ 253,224	\$ 386,752	\$ 374,716	\$ 335,379	\$ 322,059	\$ 308,405	\$ 294,411	\$ 280,066
	Repairs & Replacement (CAPEX Reserve Fund) (1.5% of Project Cost)	\$ -	\$ 9,005	\$ 9,005	\$ 9,005	\$ 9,005	\$ 9,005	\$ 9,005	\$ 9,005	\$ 9,005	\$ 9,005
	Estimated Net Operating Income after CAPEX Reserve Fund	\$ (23,419)	\$ 128,172	\$ 244,219	\$ 377,747	\$ 365,711	\$ 326,374	\$ 313,054	\$ 299,400	\$ 285,405	\$ 271,061
CONCEPTUAL ESTIMATE OF ANNUAL DEBT SERVICE											
	Principal Amount		\$ 600,350								
	Term		10								
	Rate		0.04								
	Average Annual PMT		\$ 74,018	\$ 74,018	\$ 74,018	\$ 74,018	\$ 74,018	\$ 74,018	\$ 74,018	\$ 74,018	\$ 74,018
	Surplus / (Deficit)	\$ (23,419)	\$ 54,154	\$ 170,201	\$ 303,729	\$ 291,693	\$ 252,356	\$ 239,036	\$ 225,383	\$ 211,388	\$ 197,043
	Estimated Annual Debt Coverage Ratio		1.73	3.30	5.10	4.94	4.41	4.23	4.04	3.86	3.66



Strategic Implementation Plan

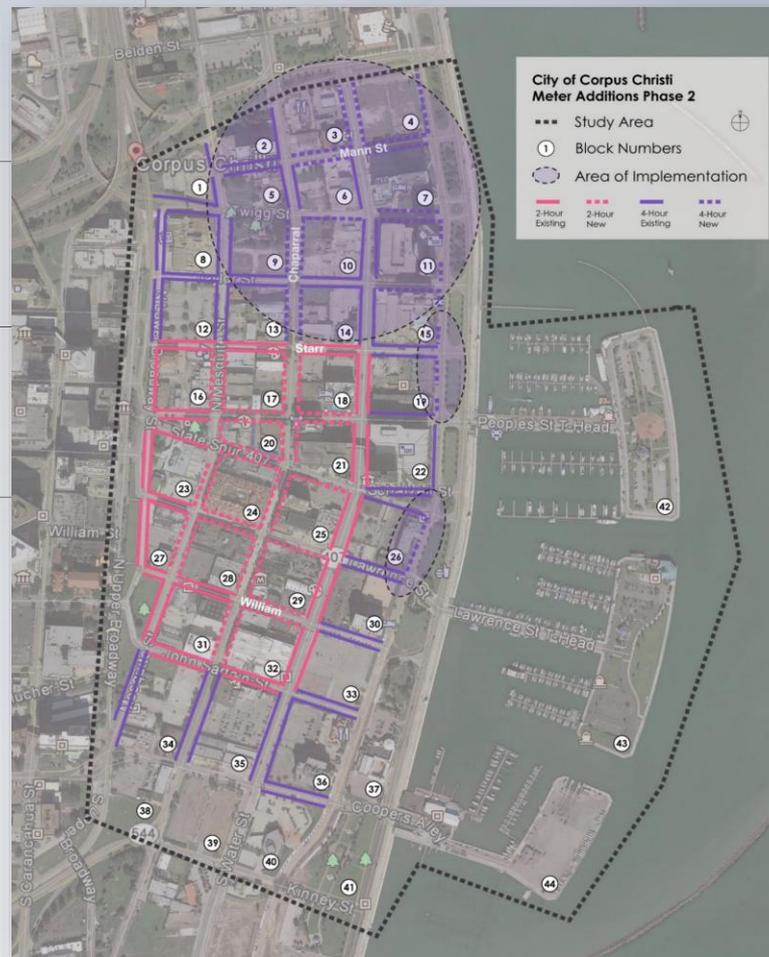
Pay Station Installation – Phase IA and IB





Strategic Implementation Plan

Pay Station Installation – Phase II





Strategic Implementation Plan

Pay Station Installation – Phase III and IV





Strategic Implementation Plan

FUNDING MECHANISM OPTIONS

Parking and Transportation Enterprise Fund

Parking In-Lieu Fees

Tax Increment Reinvestment Zone

Public Improvement District

Parking Assessment District