Montage Mountain

Economic Development Plan

2025



Source: Google Earth (2025)

This report was produced by

ESI ECONSULT SOLUTIONS INC.
economics | strategy | insight

Acknowledgments

This planning effort was supported through interviews and outreach with a number of key stakeholders, including individuals representing Moosic Borough, Greater Scranton Chamber of Commerce, Northeastern Pennsylvania Alliance, Lackawanna County Convention and Visitors Bureau, DiscoverNEPA, Lackawanna County Performing Arts Center Authority, and Live Nation, among other property and business owners. This planning process also included a web-based community survey.

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Table of Contents

The Montage Mountain Economic Development Plan is divided into four parts: Introduction and Executive Summary, Implementation Framework, Existing Conditions, Strategic Goals and Recommendations.

Part 1	Introduction & Executive Summary	4
Part 2	Implementation Framework	13
Part 3	Existing Conditions	28
Section 3A:	Regional Context	29
Section 3B:	Physical Characteristics & Infrastructure	37
Section 3C:	Demographic & Economic Profile	46
Section 3D:	Real Estate Overview	55
Section 3E:	Market Demand Factors	70
Part 4	Strategic Goals & Recommendations	83
Section 4A	Overview & Strategic Framework	84
Section 4B	Improve Accessibility & Connectivity	87
Section 4C	Invest in Infrastructure & the Public Realm	97
Section 4D	Improve Coordination & Governance	103
Section 4E	Expand Tourism & Visitation Activities	106
Section 4F	Create Development & Redevelopment Opportunities	112
Section 4G	Expand Marketing & Branding Efforts	124

Part 1

Introduction & Executive Summary

Project Goals



Address Design and Transportation Challenges



Create a Comprehensive Plan for Montage Mountain



Leverage Assets to Attract New Investment



Plan for Future Growth for Lackawanna County



Enhance the Competitive Positioning of Lackawanna County

Project Purpose and Goals

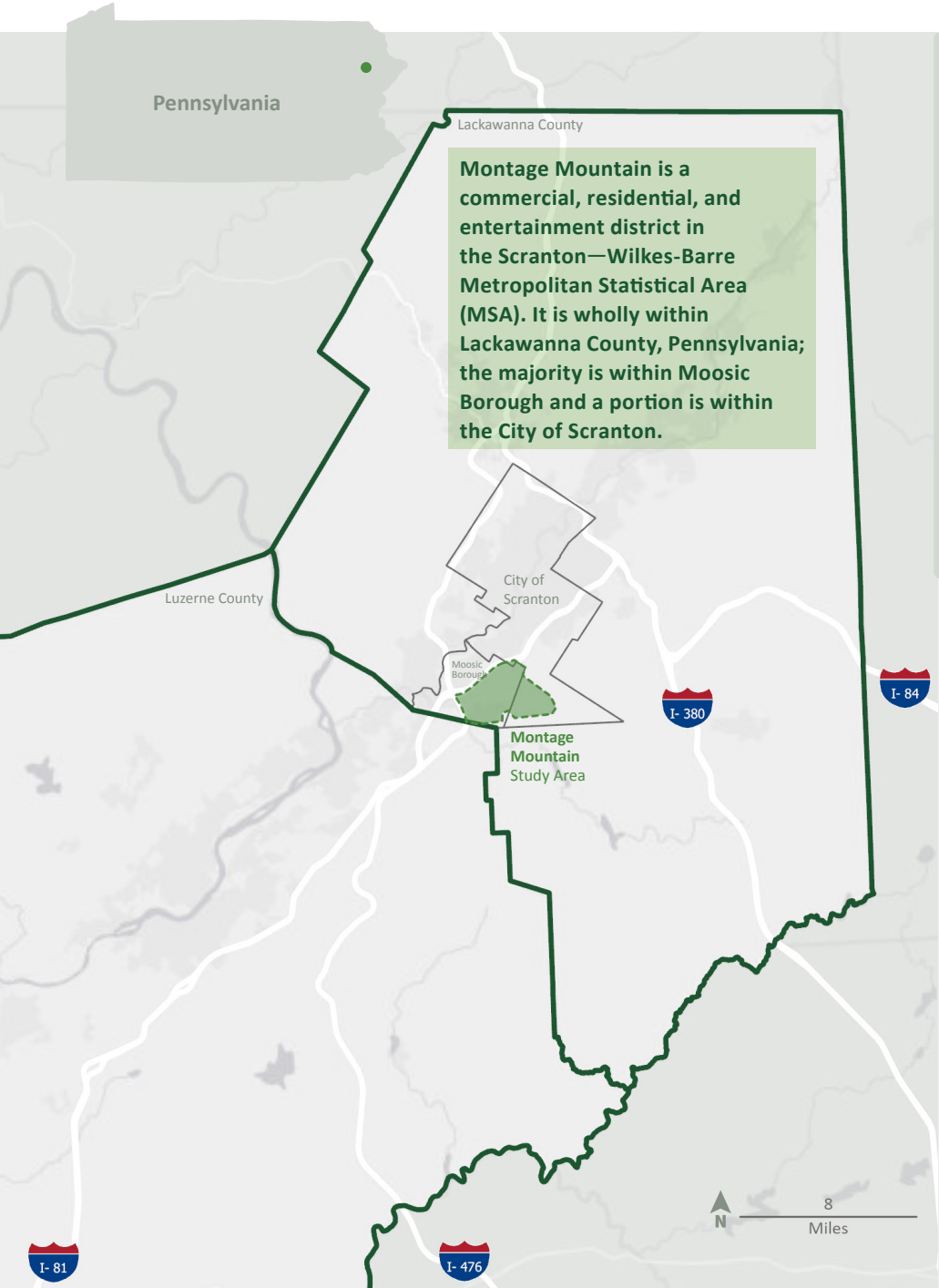
Despite its assets and the success of its key economic drivers, Montage Mountain is in need of a new vision for attracting investment to maintain its competitiveness as a visitor destination. Such a vision for real estate and the built environment, and one that provides the amenities to attract visitors, must also support residents and the workforce of Lackawanna County and the broader Scranton—Wilkes-Barre region.

In November 2023, Lackawanna County Department of Planning and Economic Development released a Request for Proposal (RFP) for an Economic Development Plan for Montage Mountain. The purpose was to include an analysis of business development, strategic investment and transformative projects, real estate market analysis, assessments of existing lots and land uses, an infrastructure needs assessment (including water, sewer, utilities, broadband, roads, and pedestrian infrastructure). The Econsult Solutions, Inc. (ESI), Kimley-Horn, and The Riddle Company team was selected to lead the process and develop the following plan.

While the RFP included specific project goals, the overall guiding principles of the plan include the following:

Address Design & Transportation Challenges	Create a Comprehensive Plan for Montage Mountain	Leverage Assets to Attract New Investment	Plan for Future Growth for Lackawanna County	Enhance the Competitive Positioning of Lackawanna County
While roadway capacity can serve the existing and future development, there are significant challenges during event days. Concerts, events, and festivals can lead to substantial vehicular delays for event goers, but also shoppers, workers, and residents. This severely detracts from the overall visitor experience and presents a barrier to investment and growth.	Creating opportunities for new investment needs to be comprehensive in nature with considerations for all relevant and interrelated systems, including transportation, connectivity, accessibility, infrastructure, land capacity, and market conditions as well as identifying policies and programs to help facilitate activities that collectively create value throughout the community.	Montage Mountain has some of the region's top tourism and visitation anchors, including Montage Mountain Resorts, The Pavilion, and PNC Field, all of which attract hundreds of thousands of visitors annually, as well as a large supply of hotels, retail, and office space. The area is well-positioned to build off of these assets to attract new investment activity that, in turn, will grow the tax base of Lackawanna County and Moosic Borough.	While the population is relatively stable with limited projected growth over the next decade, the County's employment base has been growing with the continued proliferation of industrial development and strong healthcare sector. Montage Mountain should be positioned to provide development opportunities to support the growing workforce.	As Lackawanna County competes for economic development opportunities, Montage Mountain serves as a regional asset for attracting employers, residents, visitors, and a talented workforce. The are very few markets in the Northeast than can offer this mix of recreational winter sports, professional sports, concerts, retail, open space, and natural beauty, including premium views, in a concentrated area.

Montage Mountain in Context





Source: Google Maps (2024)

Key Facts about Montage Mountain ...

... home of Montage Mountain Resorts which includes skiing in the winter and a waterpark and festivals in the summer;

... anchored by two major entertainment venues: The Pavilion at Montage Mountain with a capacity of 18,000 for concerts and events, and PNC Field, a 10,000-seat minor league baseball stadium and home to the RailRiders, the AAA affiliate of the New York Yankees;

... has a nationally renowned golf club: Glenmaura National Golf Club;

... 436,000 square feet of commercial retail space anchored by the Shoppes at Montage and Cinemark 20 movie theater;

... more than 1 million square feet of office space anchored by major regional employers, including Geisinger, Bank of America and Prudential;

... 669 hotel rooms within six properties, and;

... easily accessible from Interstate 81 and Montage Mountain Road interchange.

Summary of Opportunities and Challenges

Opportunities

Tourism and Visitation Anchors: The area has a concentration of major activity generators, including Montage Mountain Resorts (skiing, water park, and special events), The Pavilion (18,000 capacity amphitheater) and PNC Field (home of RailRider, the New York Yankees AAA affiliate) as well as Dave & Buster's and Cinemark Montage Mountain 20 (movie theater).

Regional Destination: Given its anchors, as well as retail and hotel supply, Montage Mountain is a major regional destination attracting visitors from throughout Northeast Pennsylvania and East Coast.

Hotel Supply: Montage Mountain has 669 hotel rooms representing 27 percent of Lackawanna County's total hotel supply. Since the end of the COVID-19 pandemic, these hotels have generated nearly 160,000 room nights over the last 12-month period, surpassing the 136,000 room nights recorded in 2019.

Regional Accessibility: Montage Mountain is directly accessible via Intestate 81 and the Montage Mountain Road interchange. The regional arterial network includes Interstates 476, 380, and 84 providing direct access to and from Philadelphia and New York in less than a 2.5-hour drive. Montage Mountain is also within two miles of Wilkes-Barre Scranton International Airport and a short drive from Downtown Scranton.

Property Values and Socioeconomic Conditions: Montage Mountain has some of the highest valued homes in the Scranton area and the median household income is well above the regional median. Montage Mountain is also home to Glenmaura National Golf Club, which enhances nearby property values and draws its members from throughout the region.

Open Space and Premium Views: Montage Mountain is characterized by its open space, tree cover, and premium views, which enhance the marketability and value of current and future real estate.



Source: Montage Mountain Resorts (top); DWPhotographic (bottom) / Courtesy of Lackawanna County Visitors Bureau

Summary of Opportunities and Challenges

Challenges

Topography: Montage Mountain is characterized by steep slopes, which limits the availability of developable parcels and substantially increases site preparation costs (e.g.,earthwork, excavation, grading). The terrain also challenges opportunities for pedestrian connectivity between commercial areas, recreational, and entertainment amenities.

Congestion/Coordination on event day: With only a single access road to Montage Mountain Resorts and The Pavilion, there are very high levels of traffic and congestion on event days with some visitors spending hours in traffic after events. Since portions of Montage Mountain are within the City of Scranton and Moosic Borough, this adds to coordination challenges for safety and traffic control departments and personnel.

Slow Regional Economic Growth: While the region has a stable population and the employment base is higher than pre-pandemic levels, the lack of robust economic growth limits opportunities for larger scale residential or commercial development or redevelopment.

Increasing Retail Vacancy: The Shoppes at Montage Mountain currently has 165,000 square feet of vacant space (around 46 percent). Limited visibility, above market asking rents, and inconsistent sloping across the site has created challenges in leasing, including the ability to combine spaces to accommodate larger tenants. This coupled with increasing regional competition from other retail hubs, including the retail centers with strong national tenants near Wyoming Valley Mall and Viewmont Mall, has diminished its position as a retail destination. There is risk that negative perceptions of the area due to increasing vacancy will aversely impact existing businesses.

Viability of Existing Office Space: There is 1.1 million square feet of office space on Montage Mountain, of which 334,000 square feet is vacant for a vacancy rate of 27 percent. This vacancy number does not consider space that is leased or owned and not utilized. While certain types of office users such as medical office space is viable, conventional office users such as administrative or professional services is less viable in the post-pandemic era. There is risk of long-term vacancy and obsolescence that will reduce the local property tax base.

Untested Regional Multifamily Market: With the exception of affordable and senior-oriented apartments, there has been very limited new market rate development in the Scranton region over the last decade. While historic loft development has proliferated in and around Downtown Scranton and has been supportive of revitalization efforts, there are limited options for higher-income renters, including professionals and empty-nesters. Given its views, location, and amenities, Montage Mountain would be marketable for multifamily development, although given high development costs, there are feasibility challenges for supporting new development without subsidy or incentives.





Source: Econsult Solutions, Inc.

Leveraging Assets & Addressing Challenges

Strategic Framework

In order to address challenges on Montage Mountain and create opportunities for new development, investment activity, and economic growth, there are three interlocking and synergistic focus areas:

1. Transportation and Public Realm

2. Real Estate Investment and Development

3. Visitation and Tourism

Key objectives of the plan include:

Objective 1 Improving roadway connections and making investments in the public realm will make the area more attractive for new real estate development.

Objective 2 Creating better and more seamless circulation for visitors will enhance the visibility for area, encourage repeat visitors, and create more opportunities for visitors to stay longer (and spend more).

Objective 3 Improving coordination and governance on Montage Mountain will lead to better outcomes for safety and transportation efficiency as well as improve efforts for attracting new investment.

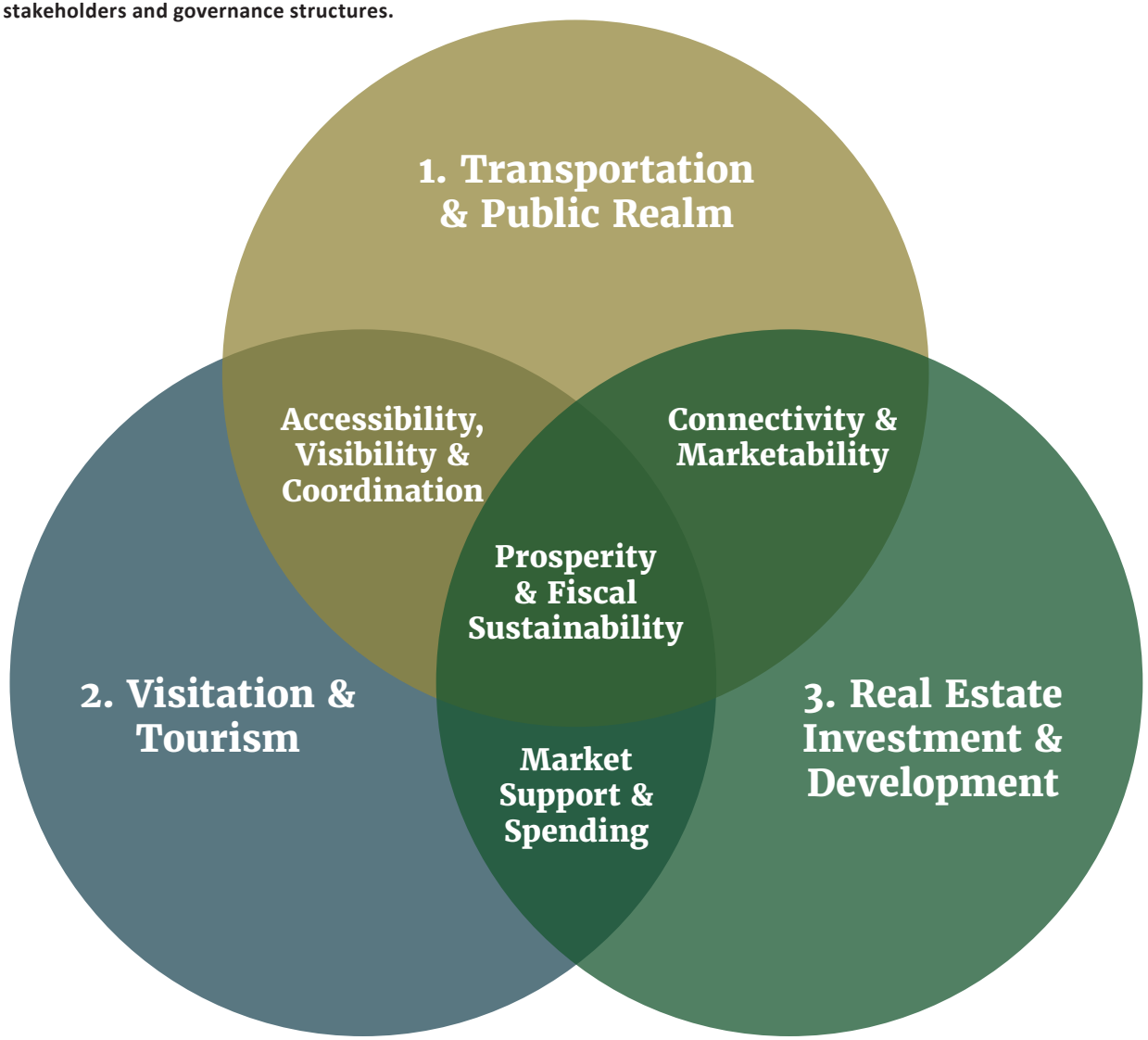
Objective 4 Attracting more visitors and tourists will support and diversify retail, food and beverage offerings, and hotel supply. This in turn will make the area more marketable for other types of uses such as residential and commercial development.

Objective 5 Supporting real estate investment on Montage Mountain will create economic opportunity and sustainable and long-term tax revenue streams for the County and Moosic Borough.

Objective 6 Expanding marketing and branding efforts will ensure that Montage Mountain becomes a competitive location for the types of business opportunities and expansion that address local demand.

The Interlocking & Synergistic Strategies for Achieving the Goals of the Plan

The success of the Plan will be dependent on the alignment of all three of these focus areas, especially for the key stakeholders and governance structures.



How are the Project Goals Achieved?

Improve Accessibility & Connectivity

While the existing roadways have capacity to accommodate demand generated from new development, ***vehicular congestion during event days creates substantial delays for visitors, residents, and employees of nearby businesses. This limits the ability for operators to increase attendance and/or expand the number of event days and detracts from the overall visitor experience causing people to avoid Montage Mountain altogether.*** Creating better roadway and pedestrian connections as well as implementing more efficient park and ride systems can help mitigate these adverse impacts.

Invest in Infrastructure & the Public Realm

High quality streets, sidewalks, parks, and public spaces contribute to the identity and vibrancy of an area, which in turn, enhances the value and marketability of the surrounding real estate. Given market challenges for new real estate development, investment in infrastructure and the public realm will be needed to make the area more attractive for future development. Some of these improvements can include signage and lighting as well as incorporating trails and open space throughout.

Improve Coordination & Governance

Montage Mountain is challenged by its multi-jurisdictional boundaries with portions within Moosic Borough and City of Scranton, which causes public safety and transportation coordination issues during event days. An event management plan could help alleviate these issues for addressing traffic flow and emergency responses. From an economic development perspective, creating a dedicated organization to oversee development activities, marketing, branding, and infrastructure investment would create opportunities for a dedicated creation and allocation of resources.

Expand Tourism & Visitation Activities

The economic development potential of Montage Mountain will require building upon its already strong tourism and visitation ecosystem. Drawing visitors both within the Scranton region and a broader area (two- to three-hour drive) directly supports retail sales and hotel and admissions tax base. Given limited retail market support within the trade area, the success of Montage Mountain's future retail space will be a focus on food & beverage and entertainment uses, dependent on drawing visitors. Improving accessibility and connectively during event days will be critical, but also creating new amenities and expanding marketing efforts.

Create Development & Redevelopment Opportunities

Attracting new real estate investment will create new amenities for visitors, provide opportunities for the County's employers and workforce, and grow the tax base for Lackawanna County and Moosic Borough. The identification of priority sites and leveraging technical assistance and financial resources from key stakeholders will be needed to generate catalytic development opportunities. Given finite resources, concentrating real estate investment with place-based investments will be critical.

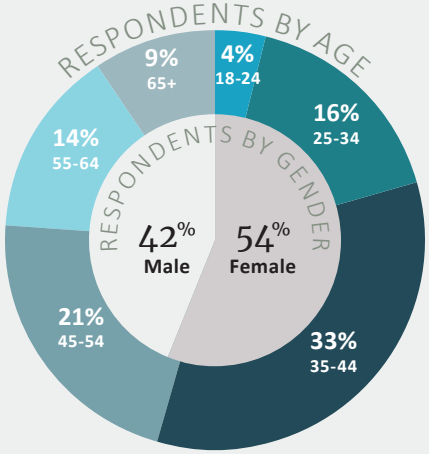
Expand Marketing & Branding Efforts

While Montage Mountain has name reorganization within the Scranton—Wilkes-Barre region, there is a need to bolster its positioning as a retail destination and expand its brand to a broader market beyond the region. There are a number of tourism and marketing resources provided by the Lackawanna County Convention and Visitors Bureau, but there are opportunities for coordinated efforts both in terms of promotion and advertising as well as retail and entertainment recruitment.

Community Survey Results

About the Survey

The Montage Mountain Community Development Survey was conducted to capture community input on current use of local amenities, preferences, and challenges related to the study area. More than 190 respondents shared their preferences regarding visitation patterns, barriers to access, transportation challenges, and dining and shopping habits, informing potential improvements and developments that can enhance the Montage Mountain area.



Note: Share of respondents do not add up to 100% since a share of respondents preferred not to answer questions about their gender and age.

POTENTIAL ADDITIONAL USES

54% WANT MORE SEASONAL ACTIVITIES LIKE ICE SKATING

51% WANT MORE OUTDOOR ACTIVITIES, BIKING & TRAILS (INCL. RESPONDENTS LIVING IN THE STUDY AREA)

42% WANT MORE POP-UP EVENTS & BREWERIES

10% WANT MORE HOUSING IN THE STUDY AREA

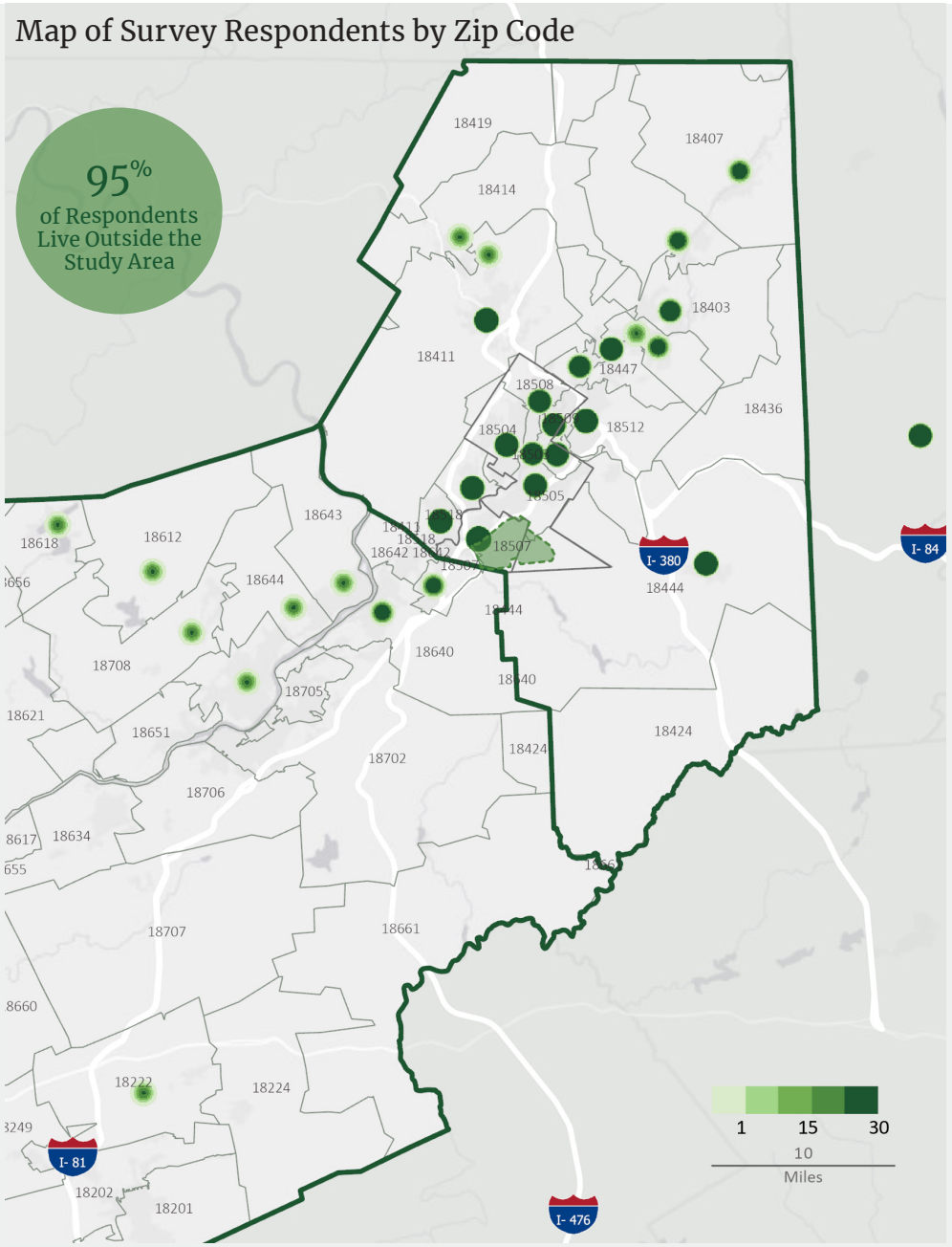
"A focus on local business owners. Create more space for local businesses to create a more authentic experience, instead of focusing on large franchises or chains."

Quote from survey participant about possibilities

"Better quality stores. Better urban planning. Better pedestrian friendly places; could use trails connecting places, shopping is not covered—hard to go from store to store "

Quote from survey participant about challenges

Map of Survey Respondents by Zip Code



Source: ArcGIS (2024); Econsult Solutions, Inc.

Community Survey Results

The community survey revealed a range of uses and amenities that respondents would like to see improved or developed on Montage Mountain, including retail, transportation and infrastructure, entertainment, and outdoor recreation. About 39 percent of the respondents, including those living on the Mountain, would like better traffic control on the Mountain, especially during concerts, games, and events, upgraded infrastructure on roads, improvements to I-81, and more frequent and reliable public transport connections between Montage Mountain and Downtown Scranton. Almost 44 percent of respondents would like to see improvements to concert venue and parks and additionally, new retail stores, restaurants, and grocery stores—with significant preference to Trader Joe's.

Survey Response Trends

Visitation Patterns		Barriers to Visitation		Transportation & Parking		Dining & Shopping Trends	
Frequent Activities	*Underutilized Activities*	*Primary Concerns*		*Transport*	*Parking*	*Dining*	*Shopping*
Shopping, skiing, Cinemark theater, and dining are the most popular activities, with a significant number visiting monthly. Festivals, concerts, and events follow in popularity.	Golfing, healthcare visits, and hotels are less popular.	Lack of quality retail stores and restaurants.	Excessive traffic during concerts and events.	Most visitors drive (98%); public transit options are infrequent and unreliable.	Parking is generally accessible, with 53% preferring to park in the Rail Riders Lot; most others parking at the Cinemark Theater or near their event location.	Family sit-down and local casual restaurants are the most preferred (76%), followed by fine dining (64%).	Grocery shopping is dominated by chains (Gerrity's and Wegmans). For apparel and home goods, Viewmont Mall is the most popular across all age groups. Only 23% respondents visit the Shoppes at Montage.

"Montage Mountain is a beautiful natural resource and the environment should be protected."

Quote from survey participant about possibilities

"More shopping options (Shoppes are largely vacant—losing Christmas Tree Shop was a major loss for the area), more dining options—the ones there now are extremely limited, and just more general attractions."

Quote from survey participant about possibilities

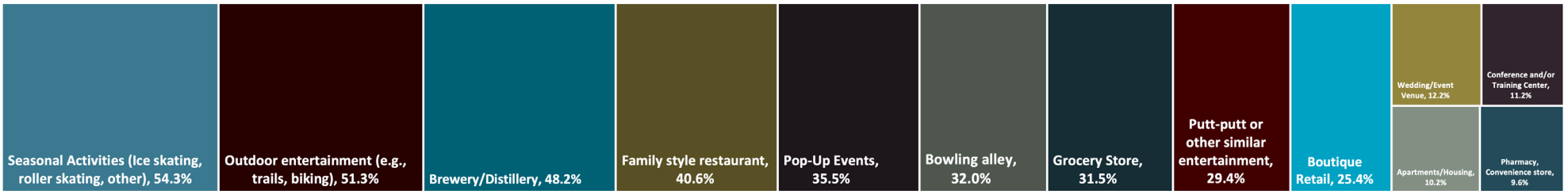
"The concert pavilion needs to get back to where it used to be as there is a ton of opportunity to retain local concert revenue and not continually lose out to Hershey, Philly, Camden, MSG."

Quote from survey participant about challenges

"When there's a concert and ballgame on the same day, it's a nightmare getting in and out. What is there now is a disaster."

Quote from survey participant about challenges

Activities and Uses Survey Respondents Would Like at Montage Mountain



Part 2

Implementation Framework

Implementation Framework

The implementation framework is effectively the playbook for addressing challenges and implementing the goals of the plan over the next decade. For each of the six goals, there are specific implementation actions through policies, programs, partnerships, and/or funding. In some cases, there are existing programs or initiatives already underway, but there are opportunities to better align, promote and/or expand these efforts to specifically address the economic needs of Montage Mountain.

The implementation framework provides:

1. The purpose of each recommendation;
2. Key outcomes, or concrete ways to implement the recommendations;
3. Steps for implementation, including stakeholder involvement;
4. Prioritization, whether it is low, medium, or high priority, and;
5. Timing for implementation, whether it is near-term (roughly one to two years), medium-term (roughly two to five years), or long-term (more than five years).

Part 4 of this plan provides background on the strategic goals and recommendations with narratives, maps, images, visualizations, and examples where appropriate.

Improve Accessibility & Connectivity

- Extend & Expand Roadway Capacity
- Implement New Traffic Circulation System for Event Days
- Develop a Park & Ride System as well as Leverage Existing Surface Parking Lots for Event Days
- Add Trails, Sidewalks, Bike Lanes & Other Connections Between Commercial/Activity Areas

Invest in Infrastructure & the Public Realm

- Incorporate Park & Trails Planning & Investment as Part of Future Development Efforts
- Establish Gateways & District Identity
- Encourage Short-Term Uses to Establish Placemaking & Space Activation

Improve Coordination & Governance

- Create & Implement Event Management Plan for Special Events
- Create a Dedicated Organization Focused on Marketing, Public Realm Enhancement & Branding

Expand Tourism & Visitation Activities

- Expand Retail & Entertainment Offerings
- Diversify Hotel Supply
- Explore Creation of Event/Conference Space
- Increase the Number of Event Days
- Incorporate Ecotourism Offerings & Synergies

Create Development & Redevelopment Opportunities

- Identify Catalyst Redevelopment Sites
- Update Zoning Ordinances & Zoning District Designations
- Work to Ensure Montage Mountain is Promoted in Site Selection Efforts
- Leverage Technical Assistance & Resources from the Chamber of Commerce

Expand Marketing & Branding Efforts

- Leverage Regional Marketing/Branding Efforts
- Actively Engage with Regional & National Retail Industry Organizations
- Proactively Recruit Retail & Entertainment Uses
- Create a Retail/Entertainment Centric Marketing Pitch Deck & Collateral
- Create Property Owner, Stakeholder & Anchor Employer Marketing Alliance or Committee

Improve Accessibility & Connectivity

Extend & Expand Roadway Capacity

Purpose

Improving access to the top of Montage Mountain during events that overlap with baseball events will also divert traffic away from residences along Montage Mountain Road.

Key Outcomes

Conversion of the existing emergency access road to a permanent roadway. Widening of Montage Mountain Road to provide an additional travel lane.

Key Actions & Stakeholders

Lackawanna County should initiate the process by determining funding courses and performing preliminary engineering and engineers' opinion of probable cost.

Priority	*Timing*
High	**Medium-Term (2-5 years)**

Implement New Traffic Circulation System for Event Days

Purpose

A traffic circulation system will contribute to decrease the amount of traffic that travels and parks at the top of the mountain during event days.

Key Outcomes

Establish a system to separate RailRiders traffic from event traffic generated by the Pavilion at Montage Mountain by utilizing the newly established Lakeview Commons Circle. Effectively minimize event traffic through residential areas on Montage Mountain Road. Resulting in a traffic control plan for simultaneous and overlapping events.

Key Actions & Stakeholders

Lackawanna County should implement this by engaging in discussions with event venues and determining execution of the traffic system on event days.

Priority	*Timing*
High	**Short-Term (1-2 years)**

Improve Accessibility & Connectivity

Develop Park & Ride System as well as Leverage Existing Surface Parking Lots for Event Days

Purpose

A centralized transportation method will contribute to decreasing the volume of traffic that travels to park at the top of the mountain during special events.

Key Outcomes

Establishment of a park-and-ride shuttle service with designated pick-up and drop-off areas near the Pavilion with existing parking lots.

Key Actions & Stakeholders

Lackawanna County should implement this by engaging in discussions with existing landowners to determine where parking areas might be available for shared use. Then determine potential shuttle type services.

Priority	*Timing*
High	**Short-Term (1-2 years)**

Add Trails, Sidewalks, Bike Lanes & Other Connections Between Commercial/Activity Areas

Purpose

Trails, sidewalks, bike lanes and other connections will encourage multiple modes of transportation within the study area.

Key Outcomes

Pavement re-striping along Glenmaura National Boulevard.

Key Actions & Stakeholders

Lackawanna County should initiate the process by determining funding courses and performing preliminary engineering and engineers' opinion of probable cost.

Priority	*Timing*
Medium	**Long-Term (5+ years)**

Invest in Infrastructure & the Public Realm

Incorporate Park & Trails Planning & Investment as Part of Future Development Efforts

Purpose

Expanding parks and trail network will create an amenity for visitors and residents, but also enhance the value of surrounding real estate. Given the area's topography, an expanded trail network can create better pedestrian connections between commercial, residential, recreational, and entertainment areas.

Key Outcomes

Develop and implement trail plan for Montage Mountain with an emphasis on making connections to commercial areas and protecting open space along the Interstate 81 corridor.

Key Actions & Stakeholders

Lackawanna County should engage with The Greater Scranton Chamber of Commerce, Moosic Borough, the City of Scranton, and the Pennsylvania Department of Conservation and Natural Resources, and regional conservation organizations and land trusts to incorporate parks and trails in the planning process to advance these efforts.

Priority	*Timing*
High	**Near-Term (1-2 years)**

Establish Gateways & District Identity

Purpose

Establishing gateways and creating a district identity throughout the study area can significantly enhance the appeal and functionality of Montage Mountain.

Key Outcomes

Creation of new gateway markers at select locations throughout Montage Mountain to announce arrival. Overhead catenary lighting at entry and exit points of sub districts. Identity building and gateway markers throughout the area.

Key Actions & Stakeholders

Lackawanna County and Moosic Borough should coordinate to establish district branding, identity, and design guidelines and incorporate signage and design elements at key gateways throughout the study area.

Priority	*Timing*
Medium	**Medium-Term (2-5 years)**

Invest in Infrastructure & the Public Realm

Placemaking & Space Activation with Short-Term Uses

Purpose

Lackawanna County should engage with property owners and venue operators, including RailRiders, Live Nation, and Shoppes at Montage to explore creation of pop-up event programming, including ice skating, outdoor roller skating, beer gardens, and food truck parks, among other activities.

Key Outcomes

Pop-ups can help raise public awareness for various causes, products, and initiatives. They provide opportunities to promote local artists, sustainable products, and community projects, enhancing the visibility and impact of these efforts

Key Actions & Stakeholders

Lackawanna County should coordinate with property owners and avenue operators to create more opportunities for space activation and work with Moosic Borough to create resources and expedited permitting processes for these types of activities.

Priority	*Timing*
Medium	**Near-Term (1-2 years)**

Improve Coordination & Governance

Create & Implement Event Management Plan for Special Events

Purpose

Overcoming the risks from multiple jurisdictional boundaries at Montage Mountain, specifically when managing traffic operations for events.

Key Outcomes

The outcome would be an operation event management plan that documents roles and responsibilities for each agency having jurisdiction within the study area.

Key Actions & Stakeholders

Lackawanna County should convene all relevant public safety and traffic management entities and take the lead on implementing an event management plan for special events.

Priority	*Timing*
High	**Near-Term (1-2 years)**

Create a Dedicated Organization Focused on Marketing, Public Realm Enhancement & Branding

Purpose

A Downtown Business Improvement District (BID) or Special Improvement District (SID) enables local businesses and property owners within a designated area to pool their resources to fund improvements and initiatives that enhance the district's overall appeal and vitality.

Key Outcomes

Forming an organization as recommended can generate funds to support enhancements such as landscaping, signage, and branding, making the area more visible and visually appealing. Examples of what can be achieved include Downtown Allentown, Scranton Tomorrow, Downtown Wilkes-Barre, Downtown State College Improvement District.

Key Actions & Stakeholders

Lackawanna County should form a strategy committee consisting of property owners, venue operators, the Greater Scranton Chamber of Commerce, and Lackawanna County Convention and Visitors Bureau, among other stakeholders explore formation of a dedicated organization.

Priority	*Timing*
Medium	**Medium Term (2-5 years)**

Expand Tourism & Visitation Activities

Expand Retail & Entertainment Offerings

Purpose

Enhance Montage Mountain's competitiveness as a regional shopping destination and capture a greater share of visitor and tourism spending.

Key Outcomes

More destination food and beverage establishments, such as a brew pub, distillery, fast casual restaurants, or family restaurants. Expanded entertainment options with venues, concert halls, or amusements (e.g., bowling alley, escape rooms, trampoline park, virtual golf). Additional community-serving retail, including a grocery store and pharmacy.

Key Actions & Stakeholders

Leverage the Greater Scranton Chamber of Commerce's business attraction and site selection resources to engage with brokers, developers, and property owners. Pursue media coverage in industry news outlets that reach potential investors, tenants, and brokers.

Priority	*Timing*
High	**Immediately and ongoing**

Diversify the Hotel Supply

Purpose

Leverage existing tourism assets to grow hotel supply and tax base and create opportunities for expanding market draw from beyond the Northeast Pennsylvania region.

Key Outcomes

Develop Montage Mountain Hotel and Conference Center and expand supply of national brand hotels.

Key Actions & Stakeholders

Lackawanna County and The Greater Scranton Chamber of Commerce should support development and redevelopment efforts by offering technical assistance, incentives, and creating site selection collateral to attract hotel developers and operators.

Priority	*Timing*
High priority but will require significant roadway and transportation improvements.	**Medium term (2-5 years)**

Expand Tourism & Visitation Activities

Explore Creation of Event/Conference Space

Purpose

Development of event and conference space for weddings, special events, retreats, and corporate events will generate added demand for hotel rooms, retail, and entertainment.

Key Outcomes

The development of the Montage Mountain Hotel and Conference Center could expand capacity for events and weddings. If this plan is not realized, alternate locations for an event space should be explored, including leveraging portions of the Shoppes at Montage or potential redevelopment areas with premium views (e.g., existing office building surface parking).

Key Actions & Stakeholders

Lackawanna County and The Greater Scranton Chamber of Commerce should support development and redevelopment efforts by offering technical assistance and incentives and creating site selection collateral for hotel developers and operators.

Priority	*Timing*
High priority but requires significant roadway and transportation improvements.	**Medium term (2-5 years)**

Increase Number of Event Days

Purpose

More event days at Montage Mountain would generate added demand for hotel rooms and retail amenities, which in turn would expand the local tax base.

Key Outcomes

Expand offerings at PNC Field and renovate and expand The Pavilion to enhance its competitive positioning.

Key Actions & Stakeholders

Lackawanna County Performing Arts Authority should continue pursuing facility upgrades to The Pavilion, and Lackawanna County Stadium Authority should explore opportunities at PNC Field as well as maintaining partnerships with Live Nation and the RailRiders, respectively.

Priority	*Timing*
High	**Medium term (2-5 years)**

Expand Tourism & Visitation Activities

Incorporate Ecotourism Offerings & Synergies

Purpose

Promoting tourism at Montage Mountain can be effectively sustained through an ecologically conscious approach. This strategy, alongside previous initiatives, aims to increase the number of visitors throughout the year and stimulate business growth in the area.

Key Outcomes

Explore expansion of trail network in conservation areas and Rocky Glen Park and seek partnerships with other regional ecotourism organizations; examples include: the Wildlife Tours with Pocono Wildlife Rehabilitation and Education Center, Bird Watching at the Pocono Environmental Education Center, Pocono Forest and Waters Conservation Landscape.

Key Actions & Stakeholders

Lackawanna County, The Greater Scranton Chamber of Commerce, and the Lackawanna County Convention and Visitors Bureau should pursue partnerships with the Pennsylvania Department of Conversation and Natural Resources as well as regional ecotourism organizations and providers. A trail network plan should coincide with these efforts.

Priority	*Timing*
Medium	**Long-term (5+ years)**

Create Development & Redevelopment Opportunities

Identify Catalyst Redevelopment Sites

Purpose

Identify opportunities for attracting real estate investment through new construction, renovation of existing structures, and/or redevelopment of existing sites.

Key Outcomes

Focus on key priority areas, including 1) areas in and around Shoppes on Montage and Glenmaura National Boulevard corridor, and 2) areas near intersection of Glenmaura National Boulevard and Lakeview Commons.

Key Actions & Stakeholders

Continue to work with the Greater Scranton Chamber of Commerce's business attraction and site selection resources to prioritize Montage Mountain sites when they are a good fit for those seeking business locations and development opportunities; and engage with brokers, developers, and property owners.

Priority	*Timing*
High	**Medium-Term (2-5 years)**

Update Zoning Ordinances & Zoning District Designations

Purpose

Updating zoning will allow for and encourage higher density multifamily and mixed-use development that can provide numerous benefits to the study area, including more efficient land use, economic growth, and housing diversification.

Key Outcomes

Make amendments to zoning code and map to expand PDZ district and/or establish a new mixed-use district.

Key Actions & Stakeholders

Lackawanna County to coordinate with Moosic Borough Zoning Office to initiate rezoning process.

Priority	*Timing*
Medium	**Near-Term (1-2 years)**

Create Development & Redevelopment Opportunities

Work to Ensure Montage Mountain is Promoted in Site Selection Efforts

Purpose

Elevating the draw of Montage Mountain to national site selectors will broaden the pool of interested investors and developers.

Key Outcomes

Develop targeted marketing campaigns, a webpage, and ensure that Montage Mountain is incorporated in existing site selection materials for the Scranton region.

Key Actions & Stakeholders

Lackawanna County should engage with The Greater Scranton Chamber of Commerce and incorporate portions of this plan as part of these efforts.

Priority	*Timing*
High	**Near-Term (1-2 years)**

Leverage Technical Assistance & Resources from the Chamber of Commerce

Purpose

Build upon existing resources and technical assistance provided by the Chamber of Commerce, including business planning, funding opportunities, and regulatory and compliance assistance, to support regional developers and businesses, and liaise with national investors.

Key Outcomes

Continue promoting existing tools and resources to regional and national investors and developers.

Key Actions & Stakeholders

Lackawanna County should engage with The Greater Scranton Chamber of Commerce and incorporate portions of this plan as part of these efforts.

Priority	*Timing*
Medium	**Near-Term (1-2 years)**

Expand Marketing & Branding Efforts

Leverage Regional Marketing/Branding Efforts

Purpose

Existing organizations have very strong market penetration with intended and target audiences, largely tourism oriented. Leveraging regional marketing can help market to those targeted audiences.

Key Outcomes

Outcomes could be adding a page, a link to a portal, a website that is focused on retail marketing and attraction (tenants, entertainment) that is relevant to support the retail industry.

Key Actions & Stakeholders

Lackawanna County should coordinate with the Greater Scranton Chamber of Commerce and Lackawanna County Convention and Visitors Bureau to create content and establish audience engagement platforms, including social media and web site.

Priority	*Timing*
Medium	**Short-Term (1-2 years)**

Actively Engage with Regional & National Retail Industry Organizations

Purpose

Engaging in regional and national retail industry organizations can help expand retail and entertainment offerings in Montage Mountain to fill vacant retail space.

Key Outcomes

Become a member of the International Council of Shopping Centers (ICSC). The ICSC is the leading association within the retail real estate industry, and has several conferences a year, including one in PA/NJ market.

Key Actions & Stakeholders

Lackawanna County and The Greater Scranton Chamber of Commerce should coordinate and designate a staff person to become a member and be the prime point of contact for retailers. The County can then support brokers' efforts on leasing space through this membership.

Priority	*Timing*
Medium	**Short-Term (1-2 years)**

Expand Marketing & Branding Efforts

Proactively Recruit Retail & Entertainment Uses

Purpose

Proactive retail attraction can help the area to be more competitive to retail tenants to other markets, similarly to Allentown, Wilkes-Barre, State College through their BID. Doing so builds trust with tenants and enables critical communication with prospects and existing tenants.

Key Outcomes

The goal is to position the county as a resource for retail site selection, especially through building relationships with brokers and investors.

Key Actions & Stakeholders

Lackawanna County should implement this by designating a staff person to be the focus on business attraction. Identify retail brokers working within the region (such as CBRE, JLL, MSC, US Properties Group). Identify brokers working in the region, and which tenants they represent. Consider hosting a quarterly meeting to update brokers on the gaps in the market and sites that are available. Pursue media coverage in industry news outlets that reach potential investors, tenants, and brokers.

Priority	*Timing*
Medium	**Medium-Term (2-5 years)**

Create a Retail/Entertainment Centric Marketing Pitch Deck & Collateral

Purpose

Creation of material to send potential tenants, including basic market and demographic information, imagery and information on the offerings and assets on the Mountain (and nearby) and any tools and resources available for retail and entertainment uses.

Key Outcomes

Create marketing brochure and pitch deck specific to Montage Mountain

Key Actions & Stakeholders

Lackawanna County should implement this with other partners such as Lackawanna County Convention and Visitors Bureau and Greater Scranton Chamber of Commerce.

Priority	*Timing*
Medium, priority to have before engaging with retail industry organizations.	**Short-Term (1-2 years)**

Expand Marketing & Branding Efforts

Create Property Owner, Stakeholder & Anchor Employer Marketing Alliance or Committee

Purpose

Ensuring that the stakeholders in the market have the same information to make informed decisions, and ensuring messaging about Montage Mountain is consistent.

Key Outcomes

Explore creation of an alliance for retail owners, similar to Philadelphia Retail Marketing Alliance (Center City District), or the D.C. Retail Committee

Key Actions & Stakeholders

Lackawanna County should facilitate the creation of a strategy committee with local property owners, brokers, and venue operators to explore options for pooling resources and establishing a formal marketing plan.

Priority	*Timing*
Low	**Short-Term (1-2 years)**

Part 3

Existing Conditions

Section 3A: Regional Context
Section 3B: Physical Characteristics & Infrastructure
Section 3C: Demographic & Economic Profile
Section 3D: Real Estate Overview
Section 3E: Market Demand Factors

3A: Regional Context

Montage Mountain is located on the western edge of Lackawanna County, just west of the county line shared with Luzerne County. Its competitive positioning is enhanced by its highly accessible location with immediate access to the regional arterial network via Interstate 84 and Interstate 380 making it accessible to the New York City and Philadelphia markets within a 2.5-hour drive.

Montage Mountain is within close proximity to major regional assets and economic activity centers, including Wilkes-Barre Scranton International Airport and Downtown Scranton. The City of Scranton, serves as the cultural and economic heart of Northeastern Pennsylvania.

Access & Proximity

2 hr, 15 minutes from Philadelphia

2 hr, 30 minutes from New York City

Near I-81, I-84, I-380, & I-476 interchanges

15 minutes to Wilkes-Barre Scranton International Airport

15 minutes from Downtown Scranton

About Montage Mountain

Montage Mountain, is situated in Lackawanna County, Pennsylvania, along the border with Luzerne County and is within Moosic Borough and the City of Scranton.

Moosic Borough, located in a region once dominated by coal mining, has a rich industrial history. In its early days, the borough was home to industries such as canvas glove and silk manufacturing. From 1886 to 1987, Moosic was also known for Rocky Glen Park, an amusement park that played a significant role in the community. The park offered a variety of rides and lakeside activities and hosted top entertainers of the day, drawing visitors from across the East Coast until its closure in 1988.

Since 2010, Moosic Borough has seen a steady increase in population. This growth is not limited to residential areas but extends to industrial and commercial development as well, signaling a vibrant and expanding community.

Scranton, the seventh most populated city in Pennsylvania, serves as the cultural and economic heart of Northeastern Pennsylvania. Incorporated as a borough in Luzerne County on February 14, 1856, and later as a city on April 23, 1866, Scranton quickly became a major industrial center. It attracted thousands of immigrants and became a hub for mining and railroads. The city was the site of the Scranton General Strike in 1877 and was designated the county seat when Lackawanna County was established in 1878.

Known as the “Electric City,” Scranton earned its nickname when electric lights were introduced at the Dickson Manufacturing Company in 1880. By 1886, it was home to the first streetcars in the United States powered solely by electricity. The city’s industrial production and population peaked in the 1930s and 1940s, driven by the demand for coal and textiles, especially during World War II. However, post-war economic shifts led to a decline in coal demand and the rail industry. In response, city leaders developed the Scranton Plan in 1945 to diversify the local economy, but challenges persisted. The Knox Mine disaster of 1959 marked the end of coal mining in the region.

Despite a significant population decline from its peak of 143,433 in the 1930 census to 76,089 in 2010, Scranton has experienced a slight rebound, with a population increase by 2020. Today, the city boasts robust healthcare, academic, tourism, railroad, and manufacturing sectors, reflecting its resilience and adaptability.



Montage Mountain within Reach of Population Centers

Montage Mountain is within easy reach of easy reach of major population centers in eastern Pennsylvania as well as upstate New York, the Hudson Valley, and the New York City metropolitan area. The interstate highway system connects the cities and towns of greater region to the cities of Scranton and Wilkes-Barre, where Montage Mountain is centrally located.

The infographic to the right illustrates the interconnectedness of the interstate highway system into the study area. Interstate routes I-81, I-84, I-380, and I-476 are automotive conduits directly leading to the area; I-80, I-86, and I-88 all tie into I-81, further extending convenient travel to Montage Mountain from regions of New York, New Jersey, and Pennsylvania and beyond.

Greater regional access and context are fundamental to promoting Montage Mountain as an attraction and visitor destination, given that major East Coast markets within a two- to three-hour drive.

Travel Times from Key Population Centers to Montage Mountain

I-476 Philadelphia (2 hrs, 15 min)

I-380/I-80 New York City (2 hrs, 30 min)

I-84 Hudson Valley (1 hr, 45 min)

I-476 Lehigh Valley (1 hr, 30 min)

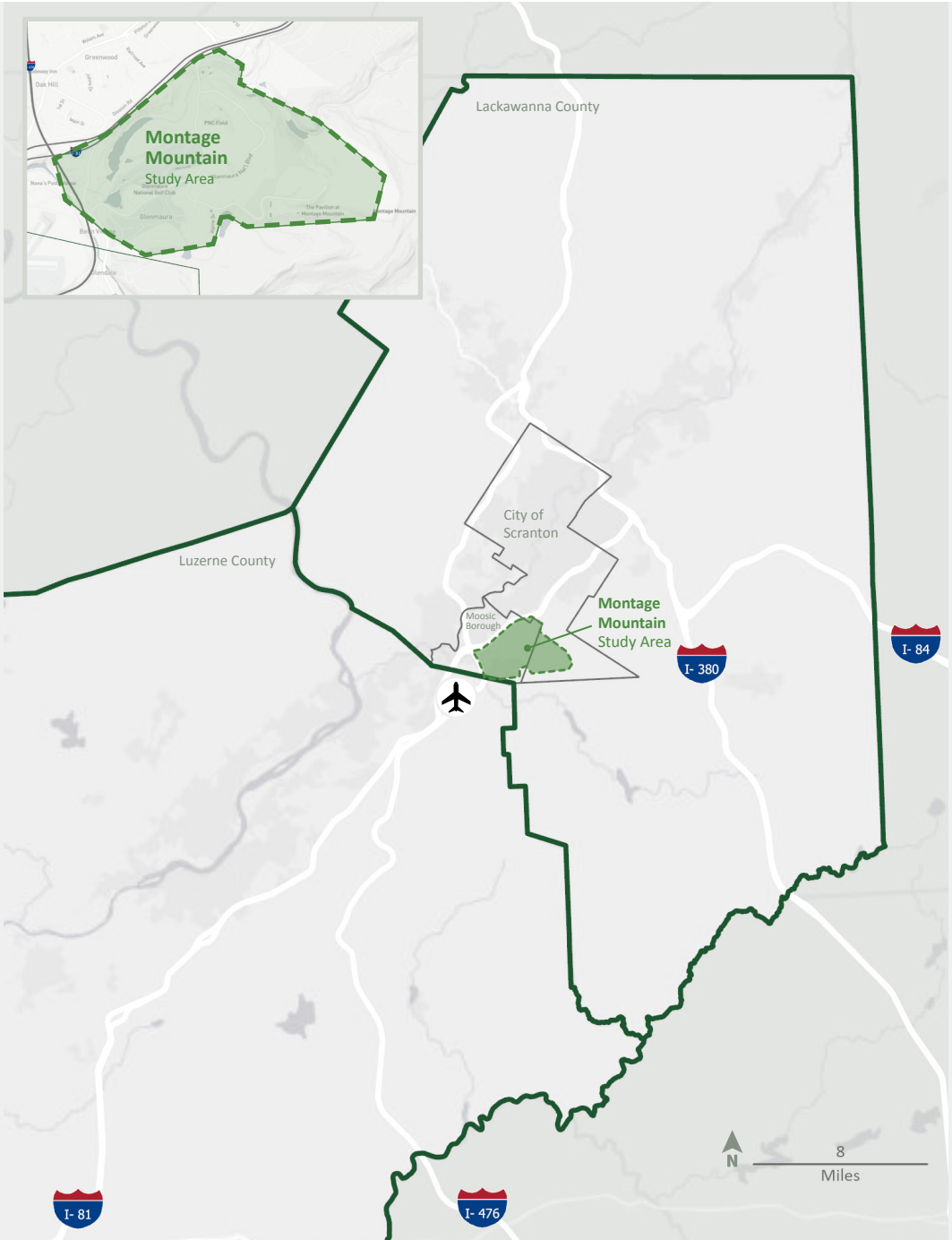
I-81 Harrisburg (2 hr, 20 min)

I-81 Syracuse (2 hrs, 30 min)

Interstate Access from the Greater Region



Context of Montage Mountain in Lackawanna County, Pennsylvania



The Montage Mountain study area is located on the western edge of Lackawanna County. It is completely contained within Lackawanna County with portions in Moosic Borough and City of Scranton.

Montage Mountain is located near regional assets which provide significant economic, tourism, and recreation opportunities.

Transportation connections play a crucial role in this potential. Further extending the reach afforded by the interstate highway system, Wilkes-Barre Scranton International Airport is nearby, providing convenient air travel options.

Proximity to Downtown Scranton offers access to cultural, historical, and commercial activities, including Steamtown National Historic Site. The Keystone Industrial Park helps foster economic growth.

For nearby outdoor activities, Nay Aug Recreation Park is a beautiful green space with picnic areas, trails, a gorge and waterfalls. Lackawanna County parks, including: Aylesworth Park, Covington Park, McDade Park, and Merli-Sarnoski Park provide recreation space within easy reach of Montage Mountain. The Anthracite Heritage Museum provides a look into the region's past and includes Eckley Miner's Village. Pennsylvania State parks, including Lackawanna State Park, Goldsboro State Park, and Tobyhanna State Park are within the region. Pinchot State Forest incorporates a portion of the study area as well as nearby holdings, where an array of outdoor recreational opportunities are available.

Other assets include The Glenmaura National Golf Club, which attracts golfers and tournament attendees. The University of Scranton contributes to the educational and cultural landscape. The Geisinger Community Medical Center ensures access to top-notch healthcare.

Proximity of Montage Mountain to Regional Assets

The close proximity of the study area to regional assets strengthens the potential for Montage Mountain to serve as an economic, tourism, and recreation hub.

Inter-Regional Transportation

Wilkes-Barre Scranton International Airport.

Regional Highlights

Downtown Scranton, Keystone Industrial Park, and Nay Aug Recreation Park.

Key Regional Assets

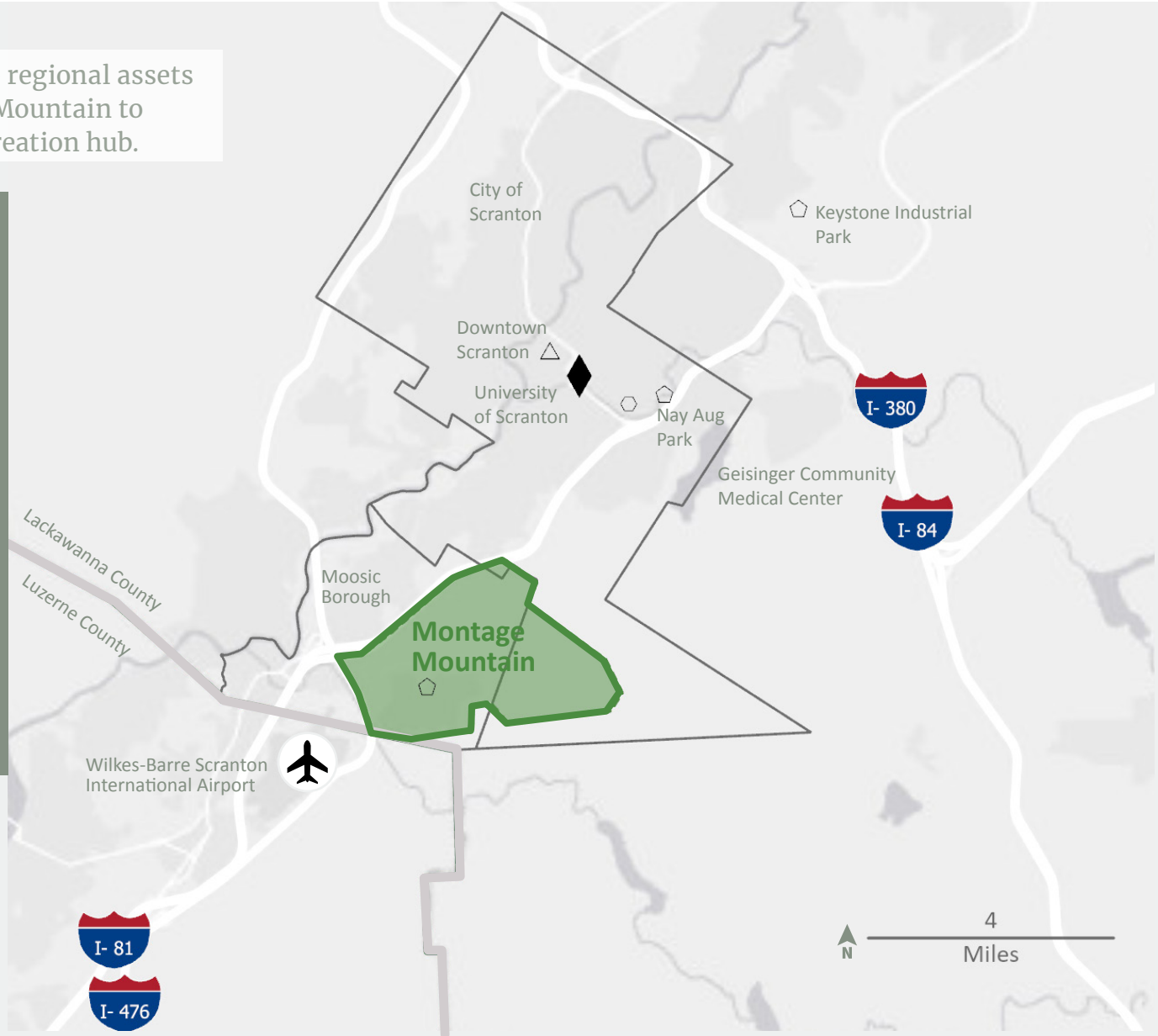
University of Scranton, Geisinger Community Medical Center.

Key Assets at Montage Mountain

PNC Field, The Pavilion at Montage Mountain, Montage Mountain Resort, Glenmaura National Golf Club.

Regional Environmental Assets

Pinchot State Forest, Pennsylvania State Parks and State Game Lands, Conservation and Nature Preserves, Endless Mountains, Pocono Mountains, Lake Wallenpaupack.



History of Montage Mountain

The development trajectory of Montage Mountain was catalyzed by the development of the ski resort in 1983. Initially owned by Montage, Inc., a non-profit corporation, the resort was purchased by Lackawanna County in 1991. In 2006, it was sold to a Philadelphia-based investment group and renamed Snö Mountain. However, after financial difficulties and a bankruptcy filing in 2012, the resort was sold again in 2013, and the original name, Montage Mountain, was restored.

Montage Mountain is renowned for its diverse terrain, including White Lightning, one of the steepest trails in the Eastern United States. The resort also features a water park during the summer months, making it a year-round destination.

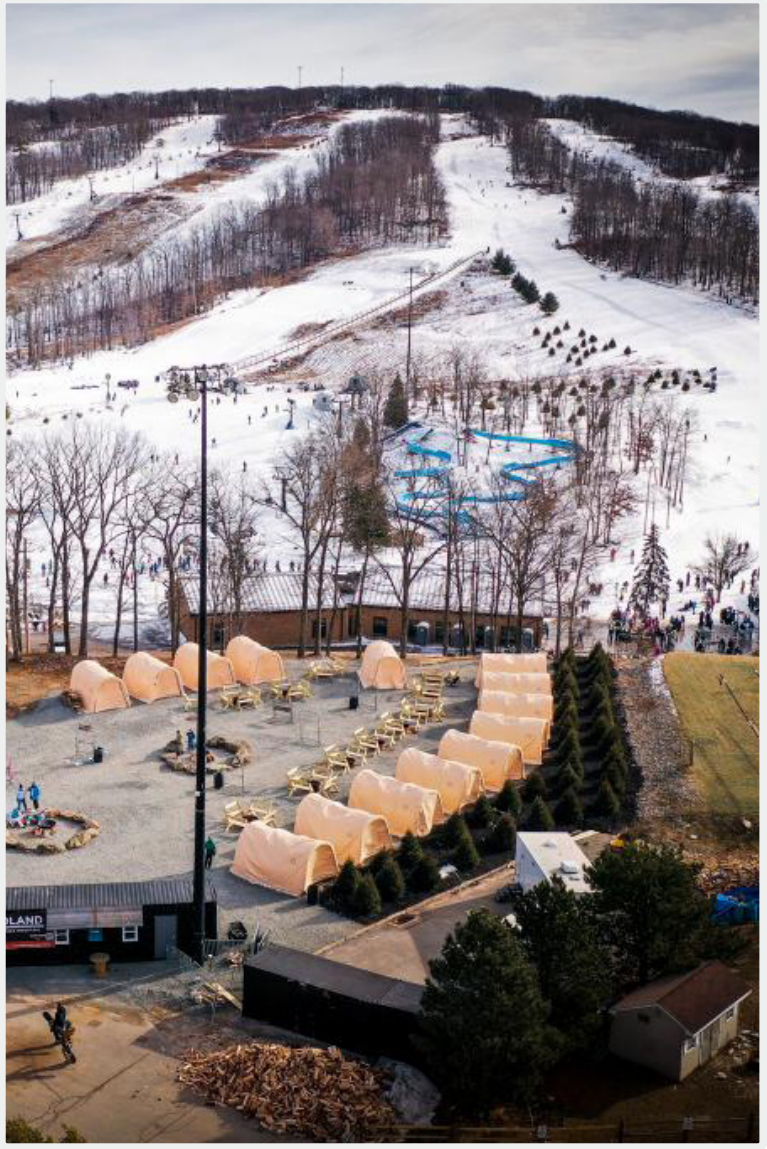
In 1990, Montage Mountain began hosting music festivals to generate additional revenue during the off-season. Two years later, a temporary stage with open lawn seating was set up for a concert by “The Twist” icon Chubby Checker, marking the inception of the Montage Mountain Amphitheater. This venue quickly gained popularity.

By 1994, the resort partnered with Metropolitan Entertainment to extend its concert season. The venue transitioned from temporary staging to include bleacher-style seating, increasing its capacity from 5,000 to 16,000, and was renamed the Montage Mountain Performing Arts Center. In 2000, a permanent facility was constructed.

In 2007, the venue faced a significant setback when the roof collapsed. After rebuilding, the venue was refurbished with first-class seating, lighting, sound, and video equipment. By 2014, the venue was renamed “The Pavilion at Montage Mountain.”

Glenmaura National Golf Club was established in 1991 as a private, member-owned, golf and country club. The golf course opened for play in 1994 and was designed by award winning Golf Course Architect, Dr. Michael Hurdzan, with assistance from PGA Tour Champion, Larry Mize. The course plays to a total yardage of 6890 and par of 71 and can be challenge form any of five tees per hole.

The Shoppes at Montage Mountain opened in 2007. It is the first lifestyle shopping center in the nearby area, and it focuses on mid to high-end retailers and seeks to attract patrons from the Scranton—Wilkes-Barre region.



Source: Montage Mountain Resorts / Courtesy of Lackawanna County Visitors Bureau

History of Development on Montage Mountain



Source: Google Maps (2024)

Existing Plans

Lackawanna-Luzerne Counties Joint Comprehensive Plan and Long-Range Transportation Plan, 2021

In 2021, Lackawanna County and Luzerne County developed a Joint Comprehensive Plan and Long-Range Transportation Plan. However, it is important to note that there are no other studies that specifically include the Montage Mountain study area.

Recommendations

Expanding rental assistance and creating workforce development initiatives to retain more college graduates.

Future land use plan:

Urban Centers should not be less than 12 residential units per buildable acre

Primary Growth Areas (including Scranton) should be 6 units per acre and have flexible local zoning codes

Preservation areas should have exclusive agricultural zoning and control farm parcel subdivisions to a minimum of 25 acres or higher

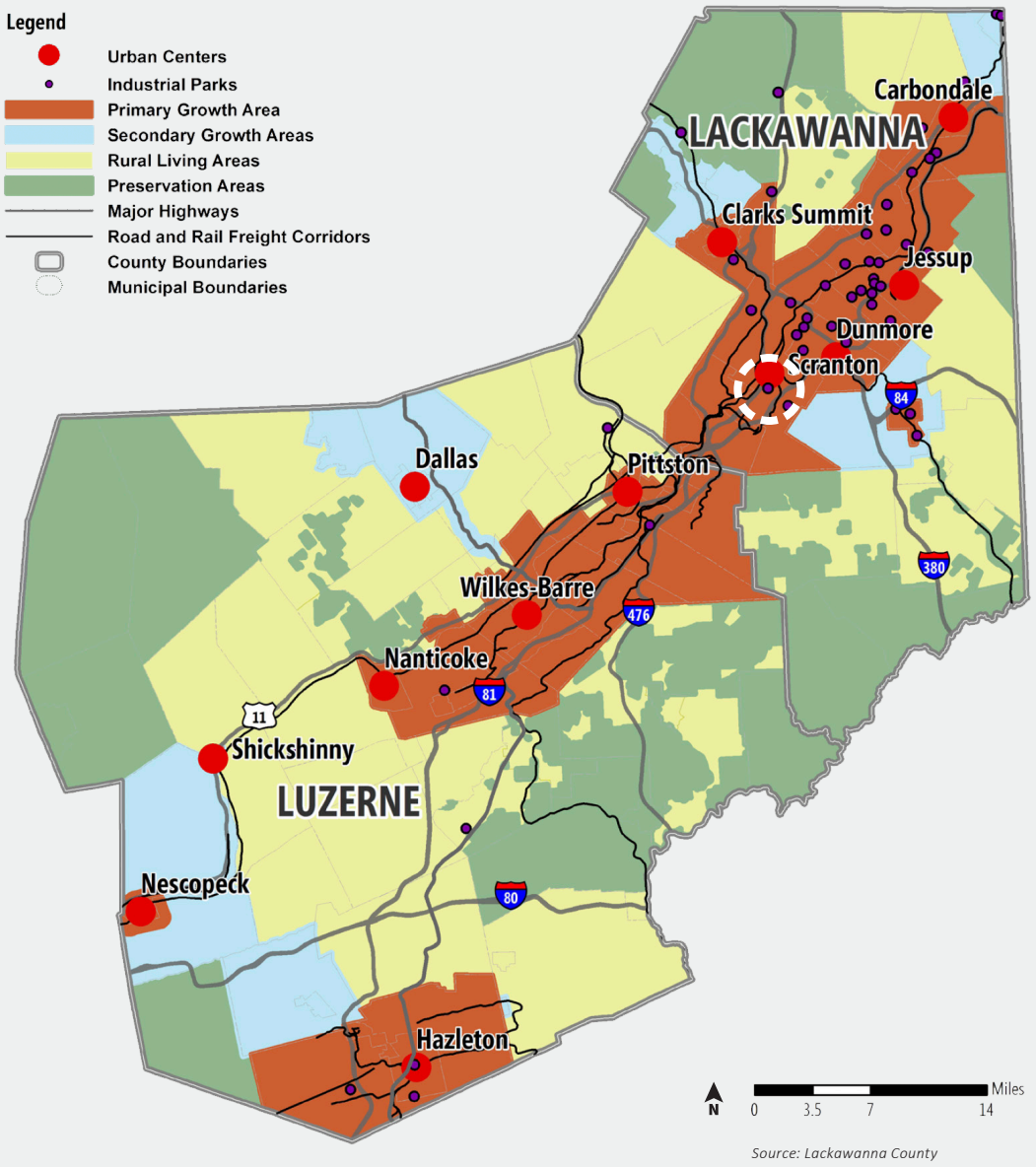
Implications for Study Area

Montage Mountain falls under land zoned as Primary Growth Area

Future development is prioritized in this region including stronger connections between employment centers, essential services, neighborhoods, and open space

Flexible zoning codes in this region can allow for the development of mixed-use buildings and multifamily units

Future Land Use—Total Region



Source: Lackawanna County

3B: Physical Characteristics & Infrastructure

Infrastructure and development patterns on Montage Mountain are a reflection of its topographical conditions with winding roadways and limited development-ready parcels. This has also contributed to many of the congestion challenges on event days with limited pedestrian connectivity throughout and lack of sufficient vehicular circulation within the road network. At the same time, current roadways have ample capacity to accommodate new development.

Key Data

Walk Score: 15

Bike Score: 4

3 Emergency Service Jurisdictions

4 Bus Routes

50% of Land is Vacant or Open Space

Transportation

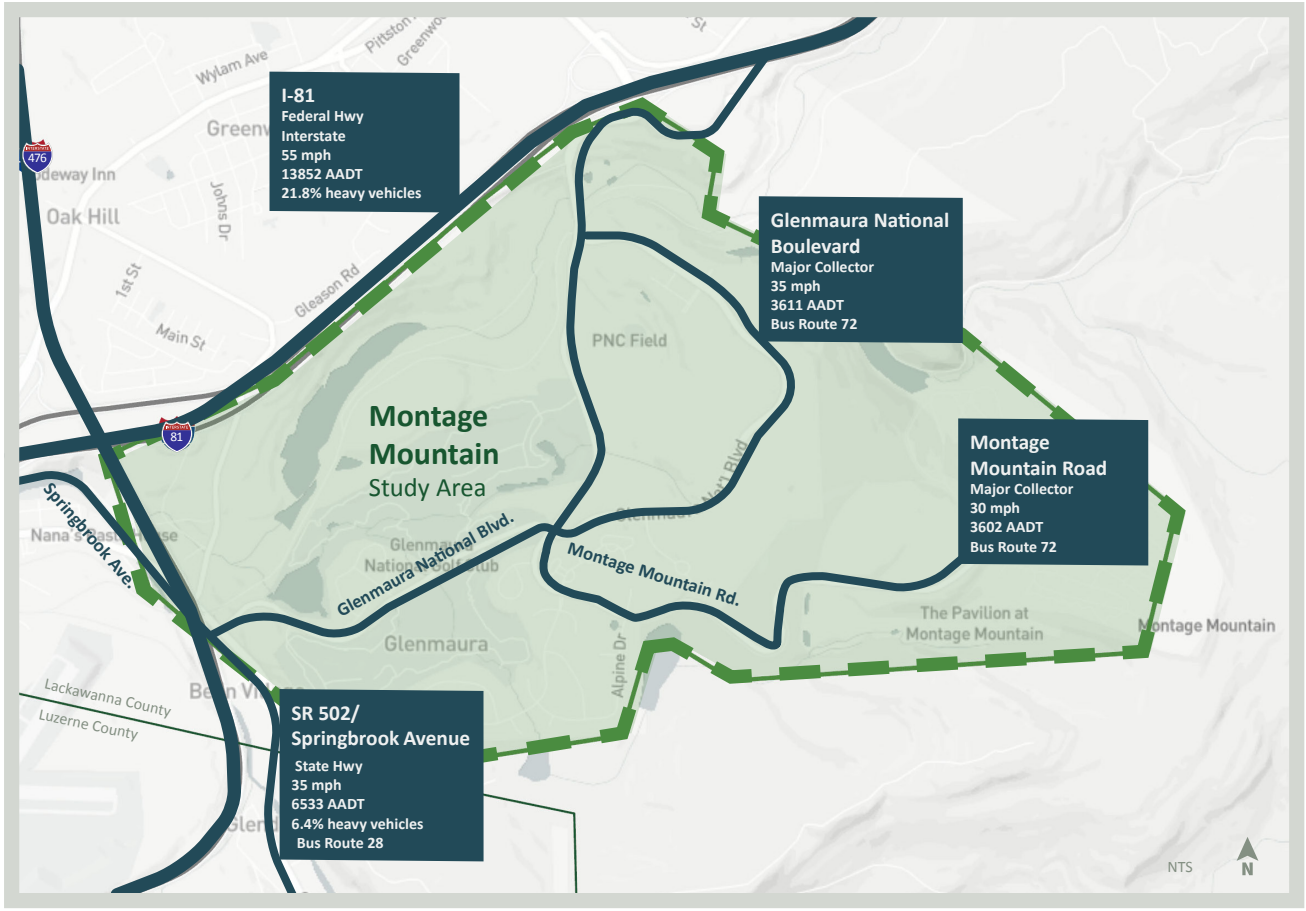
Roads

The region of Lackawanna and Luzerne Counties encompasses 4,252 linear miles of roadways, with over 30 percent managed by PennDOT and approximately 65 percent under the jurisdiction of local governments.

The Study Area is situated just 8 miles south of downtown Scranton, conveniently accessible from Pennsylvania's Turnpike I-476 and I-81.

Key roads, including Montage Mountain Road and Glenmaura National Boulevard. Manage the traffic flows to and from various destinations such as the Montage Mountain Ski Resort and Water Park, The Pavilion, and The Shoppes. These roads also connect to PNC Field and nearby residential neighborhoods.

Four Main Routes Used to Access Montage Mountain



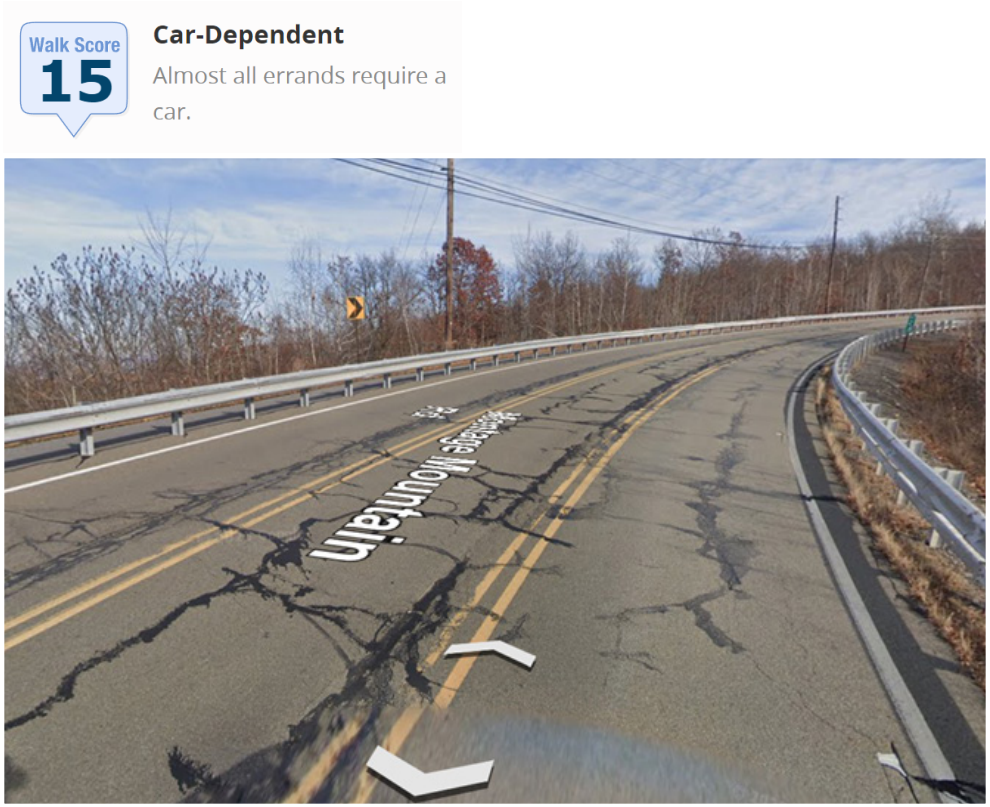
Transportation

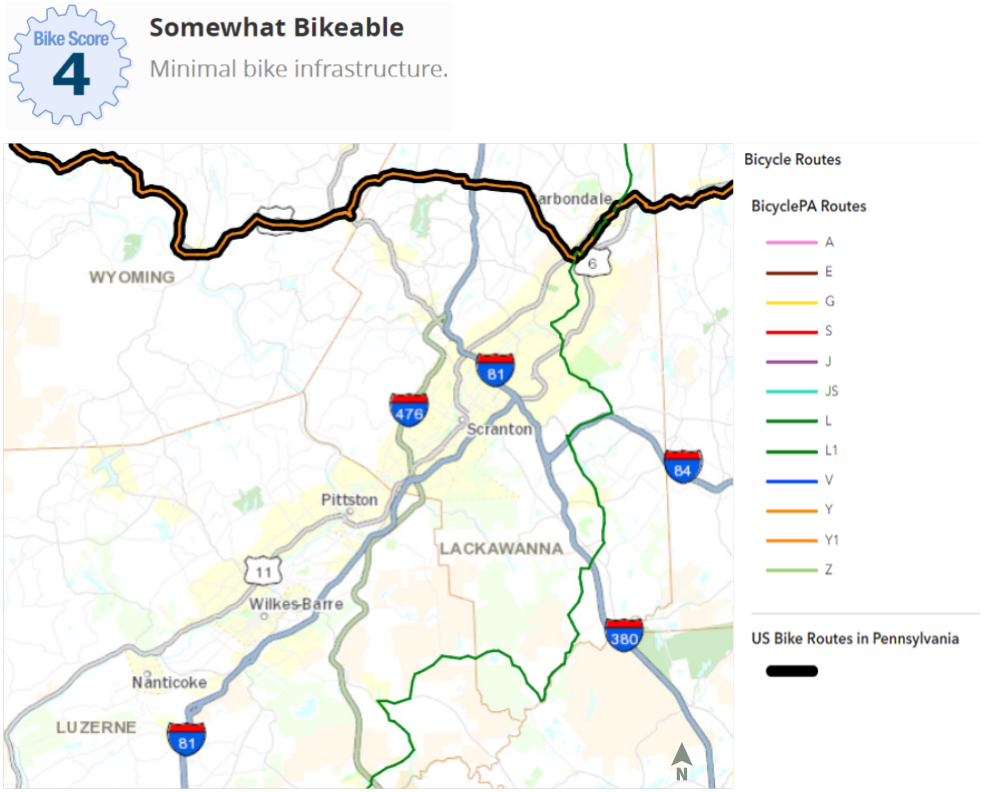
Pedestrian Walkways

The Study Area has a Walk Score of 15/100, indicating a high reliance on automobiles for transportation. Consequently, it is essential that each major venue provides ample parking. During simultaneous events, a shortage of parking spaces, coupled with the area's limited pedestrian infrastructure, could present significant challenges for attendees. Moreover, it is important to develop safe walkways to improve accessibility for pedestrians.

Bicycle Routes

The Study Area has a Bike Score of 4/100. The closest official Pennsylvania Bicycle Route is 15 miles away, and the nearest U.S. Bicycle Route is 20 miles away, each requiring over two hours of travel to reach.



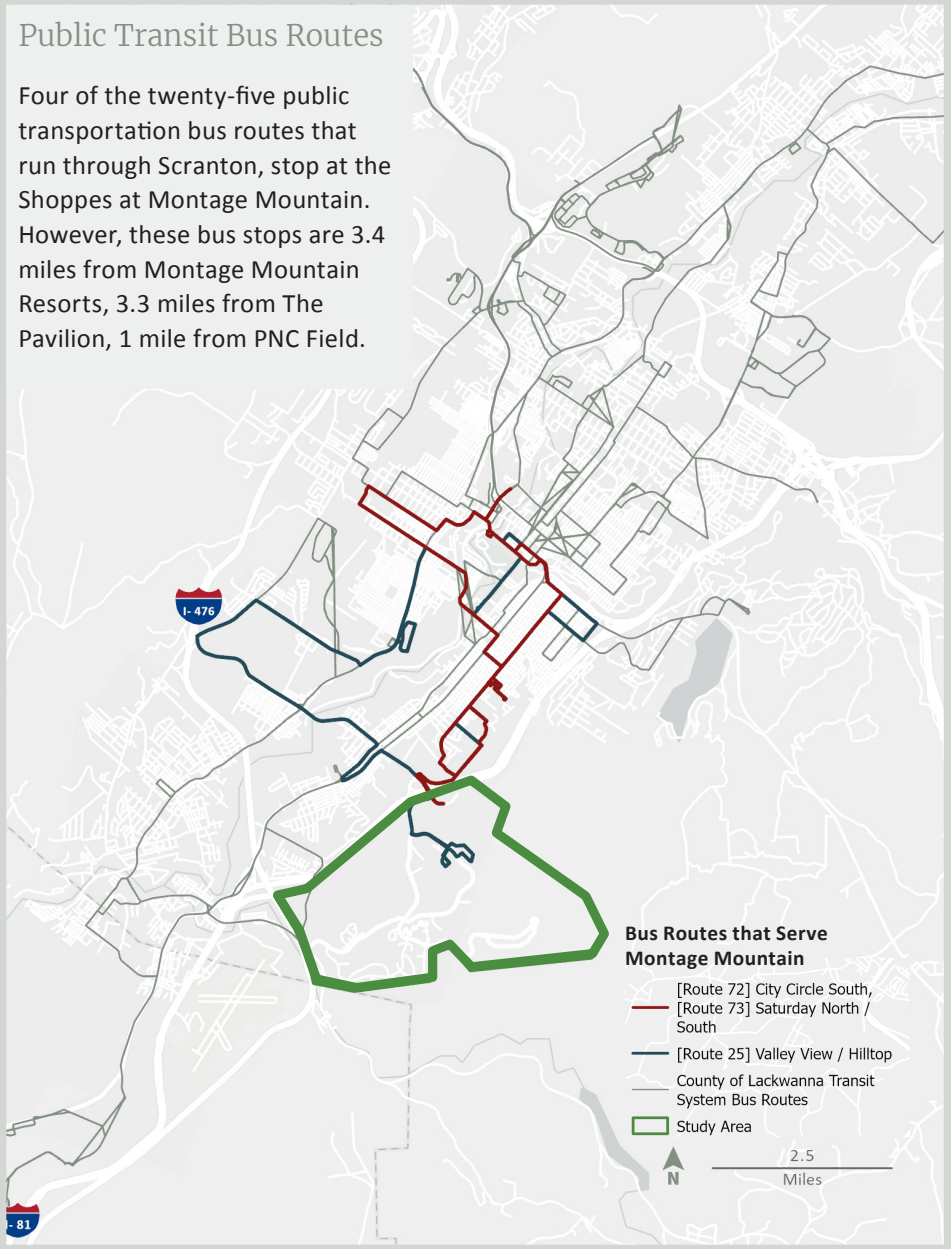


Source: Kimley-Horn

Transportation

Public Transit Bus Routes

Four of the twenty-five public transportation bus routes that run through Scranton, stop at the Shoppes at Montage Mountain. However, these bus stops are 3.4 miles from Montage Mountain Resorts, 3.3 miles from The Pavilion, 1 mile from PNC Field.



Rail

Passenger Trolley

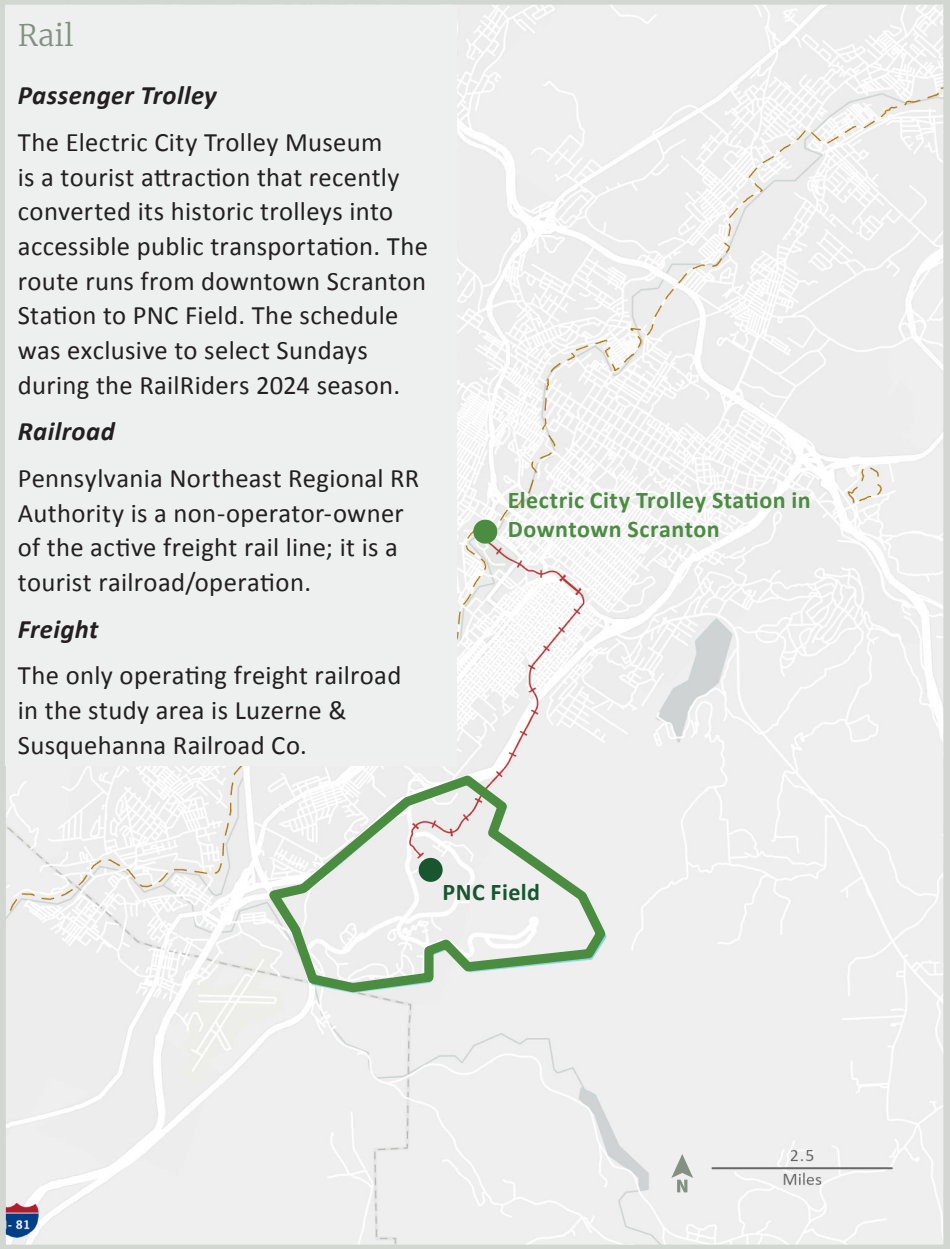
The Electric City Trolley Museum is a tourist attraction that recently converted its historic trolleys into accessible public transportation. The route runs from downtown Scranton Station to PNC Field. The schedule was exclusive to select Sundays during the RailRiders 2024 season.

Railroad

Pennsylvania Northeast Regional RR Authority is a non-operator-owner of the active freight rail line; it is a tourist railroad/operation.

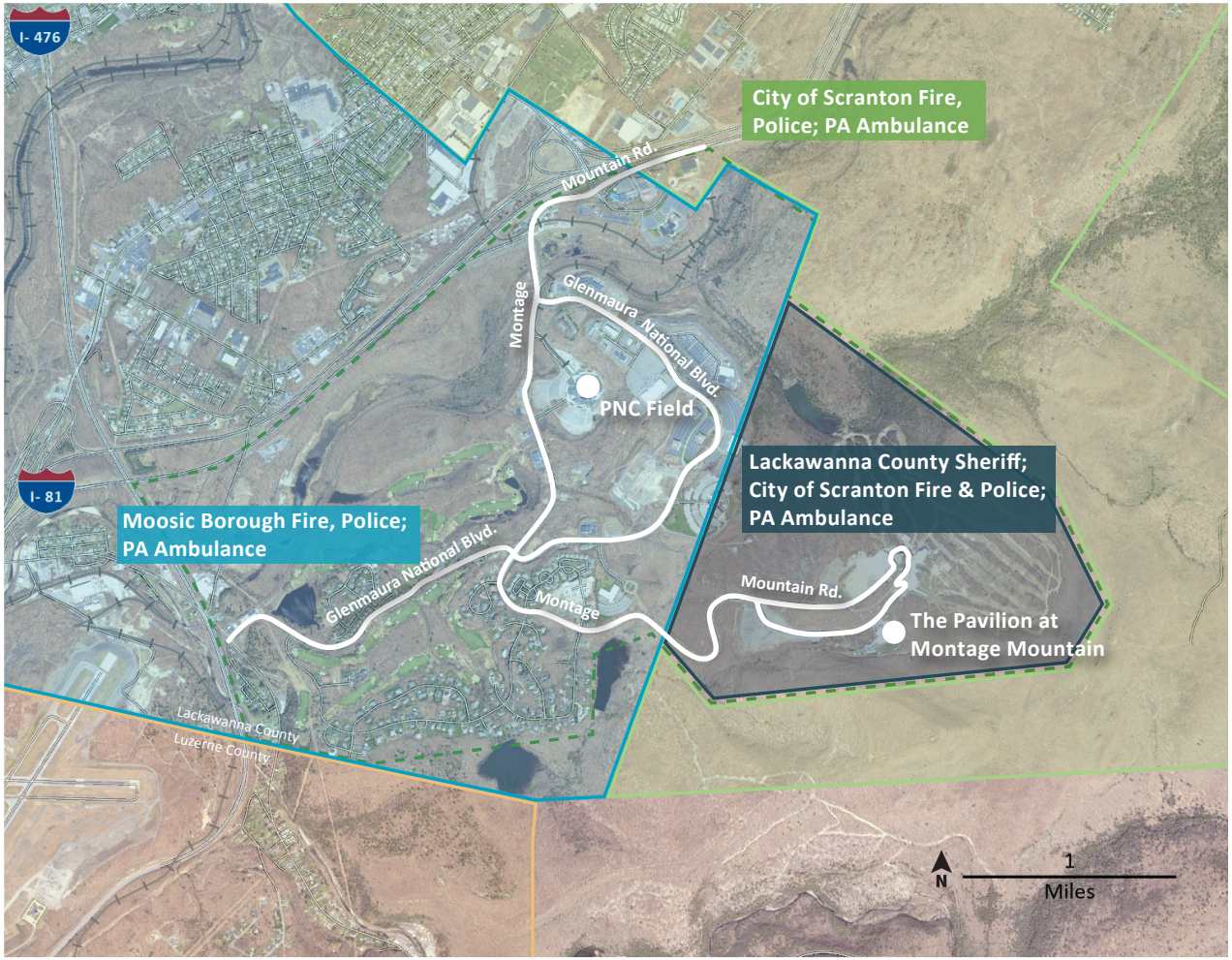
Freight

The only operating freight railroad in the study area is Luzerne & Susquehanna Railroad Co.



Source: Kimley-Horn

Traffic Operations



Source: Kimley-Horn

The presence of multiple entertainment venues within the study area makes Montage Mountain an attraction for many people. These venues all have their own operating characteristics in terms of seasonal traffic demands. For example, Montage Mountain Resort is popular in the summertime with the water park and skiing in the winter season. The Pavilion at Montage Mountain is a popular venue during the spring, summer and early fall. The Scranton—Wilkes-Barre RailRiders, the Triple-A affiliate of the New York Yankees, play at PNC Field located at the base of Montage Mountain; their season generally runs from the end of March through September. Traffic congestion occurs during the summer months when events are programmed simultaneously at each of these venues.

Based on stakeholder feedback and on-site observations, event day roadway congestion is exacerbated by there being multiple traffic and emergency management agencies each responsible for a portion of Montage Mountain. The map on the left shows how the study area is divided between the various fire, police, and emergency medical services jurisdictions. Pre-planning, day-of events coordination, and communication between these responding authorities are all critical to success of a traffic operations plan.

Water & Waste Water Systems

Waste Water Systems

There are two separate sanitary sewer collection systems within the study area. The first system collects and transports wastewater along Montage Mountain Road and the Northern portion of Glenmaura National Boulevard. This system is owned and operated by the Lackawanna River Basin Sewer Authority (LRBSA) within the Montage Mountain study area before being transfered to the jurisdiction of PA American Water in the City of Scranton. The PA American Water wastewater treatment plant (WWTP) is permitted for 20 million gallons per day (MGD) of average daily flow (ADF) and has a current flow rate of 10 MGD. The plant can handle a peak flow of 60 MGD.

The second system collects and transports wastewater along the southern portion of Glenmaura National Boulevard and from the Glenmaura Estates. This system is owned and operated by Moosic Borough within the Montage Mountain study area before being transfered to LRBSA and then finally to the Lower Lackawanna Valley Sanitary Authority (LLVSA). The LLVSA WWTP has a design flow is 6 MGD with a current flow rate of 3.5 MGD.

Potable Water System

The Montage Mountain study area falls within the PA American Water limits of service for potable water. For PA American Water to determine system capacity, they would need to understand characteristics of the proposed development such as location, elevation, and type of use. The ability to serve proposed development is determined on a case-by-case basis.

Capacity

LRBSA, LLVSA and PA American Water were not able to provide general system capacity for the collection system but shared that if a client chose to develop and add additional wastewater flow to the system, a capacity request should be submitted to each entity involved in collection, conveyance, and treatment of the system.

Kimley-Horn ran some calculations based on existing and proposed development envisioned in this planning study: 885,250 square feet (as presented in the following section). Conservatively, there is an estimated 100,000 GPD of average daily flow from the envisioned development and redevelopment. From these preliminary calculations and information shared by the utility owners, both the LLVSA WWTP and the PA American Water WWTP should have adequate capacity for the possible sanitation loads.

Broadband Service

250mbps Download/25 MBPS Upload

Shaded dark blue areas represent 75+ percent coverage with the selected speed and the light blue shaded areas represent 50-75 percent coverage.

Per a cursory review, the majority of the study area has more than 90 percent coverage of selected speeds, less in business areas near Montage Mountain Resorts and south of Glenmaura National Golf Club shown below in the light blue hexagon, where coverage is 66.7 percent.

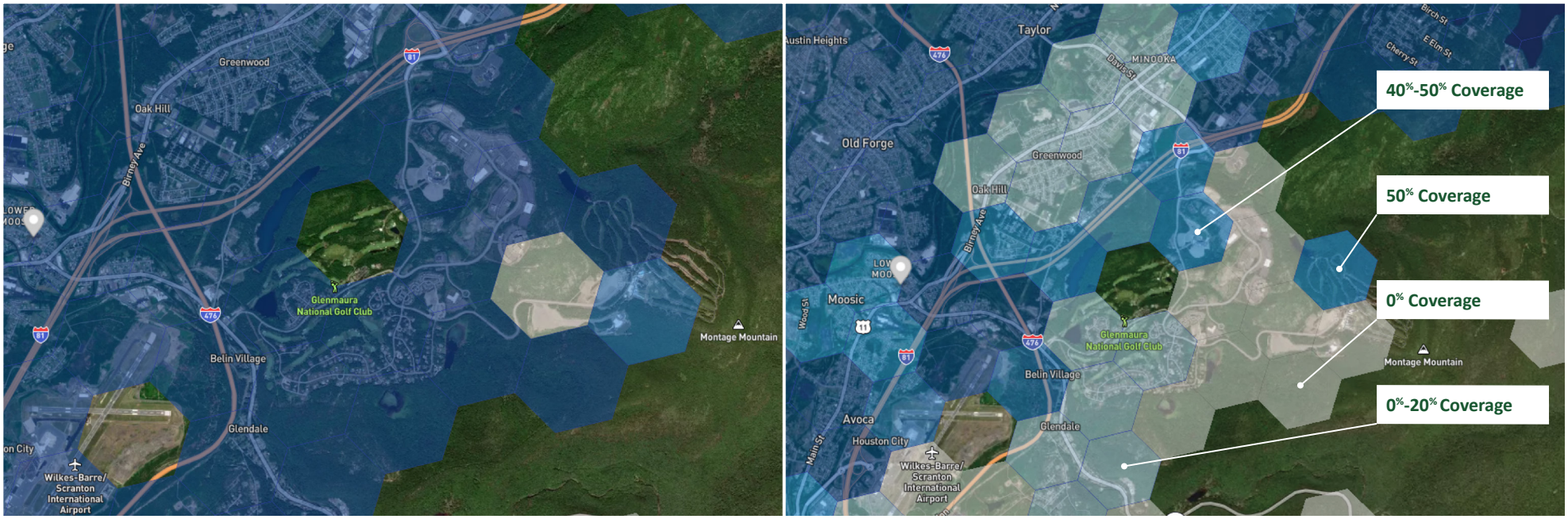
250mbps download and 25mbps upload meets and exceeds the definition of modern broadband based on the FCC definition. A business with 15-20 staff should be able to operate streaming data, conference calls, host servers, and the like, simultaneously without interruptions.

1Gbps Download/100 MBPS Upload

1gbps broadband service generally means fiber optic cables are in place in the area, which is the highest level of technology available for servicing broadband.

The depicted speeds below are generally what is currently provided and available in the area. The area surrounding Old Forge has very high coverage at these speeds, which indicates a provider has fiber optic cables in place around and is actively servicing this area.

From this assessment it is recommended that extending fiber optic service into the study area to attract future businesses would be beneficial if needed for specific uses, such as hotels, healthcare, technology companies.



Source: FCC National Broadband Map

Current Zoning

The following are the zoning district designations of portions of the study area that are within the boundaries of Moosic Borough, as per the current Moosic Borough Zoning Ordinance.

C-N: Conservation

R-1: Low Density Residential

Single-family homes or possibly duplexes.
Larger lot sizes compared to medium/ high-density areas.
Restrictions - height, size, and number of units per property.
Limits on commercial or industrial uses,
Preserving the residential character.

C-1: Local Commercial

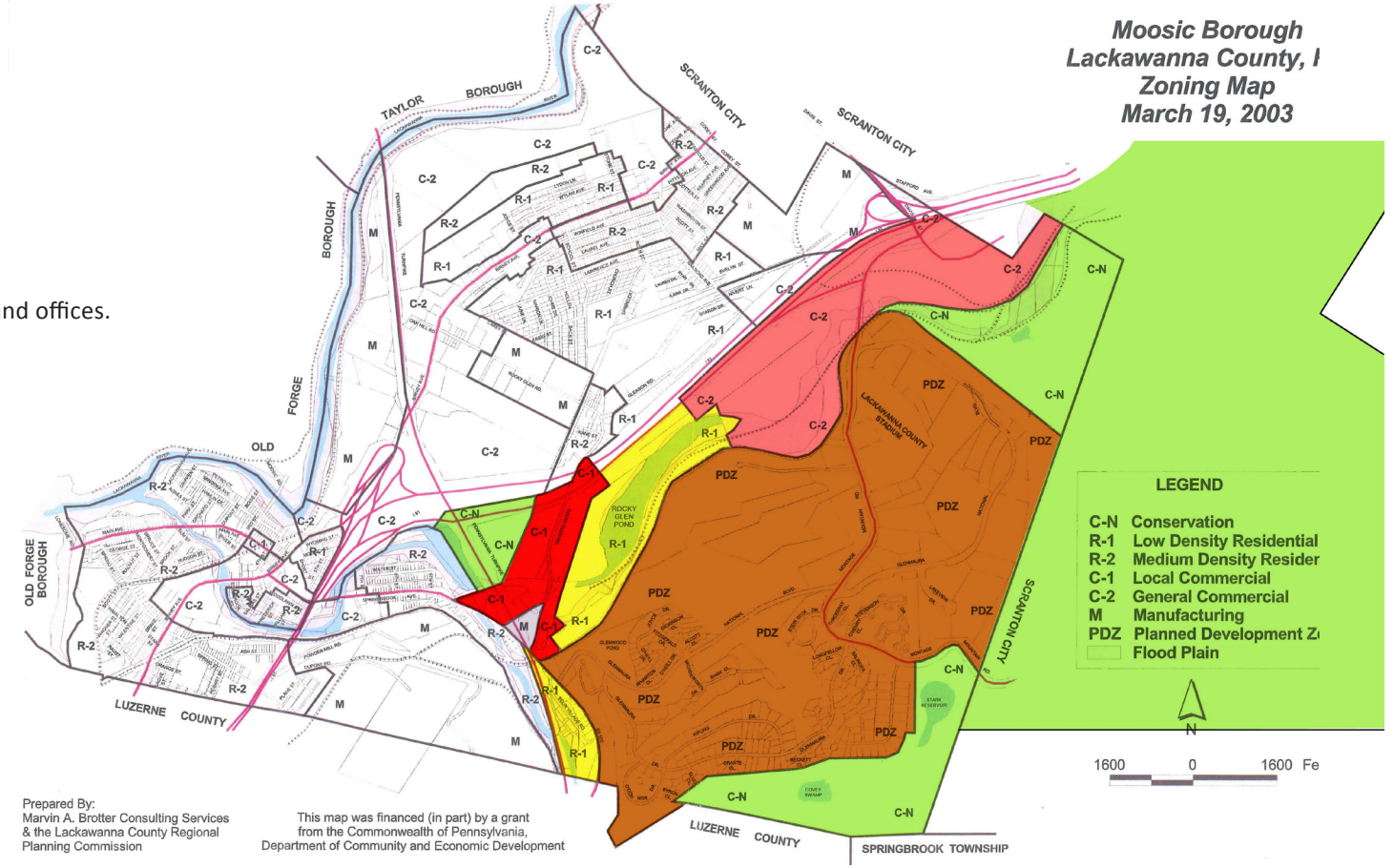
Small businesses - retail stores, restaurants, and offices.
Service-oriented businesses, including barbershops and salons.
Professional offices, such as doctors, lawyers, or finance.
Low-impact mixed-use development (res.

C-2: General Commercial

Larger retail - supermarkets and shopping centers.
Restaurants and bars, including drive-through facilities.
Office buildings for professional services.
Entertainment - theaters or recreational facilities.
Larger service-oriented businesses, such as hotels or gyms.

Planned Development Zone

Mixed-use development that can include residential, commercial, and possibly industrial components.
Flexible design standards for things like lot size, setbacks, and building height to encourage creative site layouts.
Master planning for larger parcels of land to ensure cohesive development above commercial.



Source: Moosic Borough

Current Land Use

The study area in Montage Mountain showcases a diverse range of land uses.

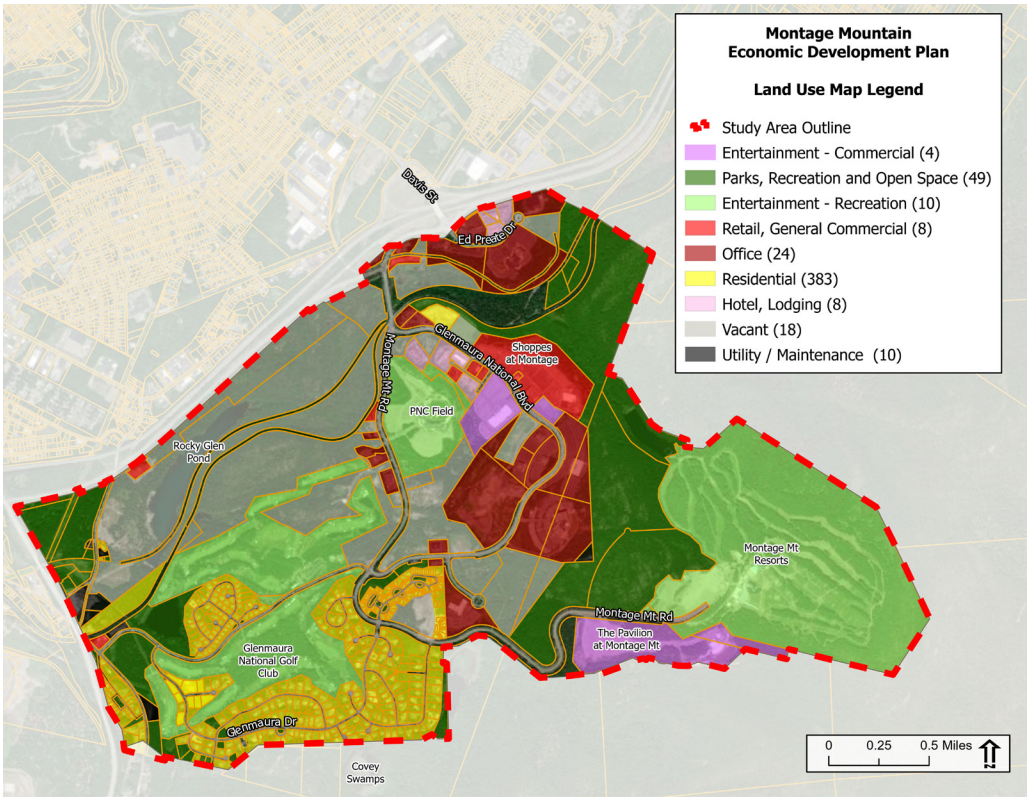
The largest land use category is entertainment and recreation, which is predominantly driven by Montage Mountain Resorts, Glenmaura National Golf Club, and PNC Field.

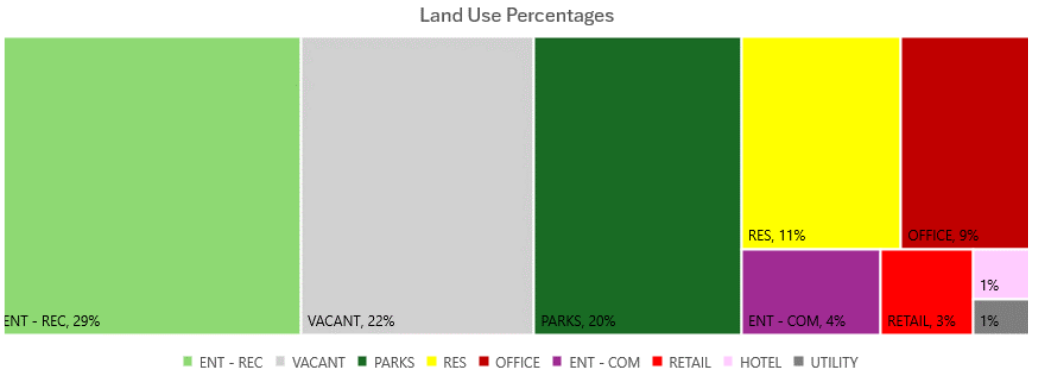
The second largest land use category is vacant land. However, it's important to note that this includes areas that may remain undeveloped due to the natural characteristics of the terrain, such as steep slopes or protected natural habitats. This vacant land represents potential for future development, or opportunities for preservation and creation of recreational amenities like parks and trails.

Parks occupy 20 percent of the study area, providing ample green space for residents and visitors to enjoy outdoor activities and natural beauty. Residential uses account for 11 percent of the land. Office space comprises nine percent of the land use.

Commercial entertainment properties, which include venues like the Cinemark, make up four percent of the land use. Retail represents three percent of the land area. Finally, hotels account for one percent of land use.

The mix of parks, residential areas, office spaces, and commercial properties creates a balanced and dynamic environment. As the area continues to evolve, careful planning and sustainable development will be essential to maintaining its unique character and meeting the needs of its diverse stakeholders.





Source: Kimley-Horn; based on Lackawanna County GIS data

3C: Demographic & Economic Profile

Demographic conditions on Montage Mountain are strong with steady population growth since 2010 and median household income well above Lackawanna County's, although retail buying power is low given its population of just under 1,200.

Regional economic conditions are stable, experiencing steady employment growth over the last decade with a large share of this growth attributable to a strong Transportation and Warehousing sector. While some office-serving sectors like Professional/Scientific/Technical Services have declined since 2010, steady growth in healthcare and finance sectors creates some market opportunity for supporting and expanding the office supply.

Key Data

- 1,200 population of Montage Mountain
- $109K Median Income of Montage Mountain households
- 14% projected increase in working age population (25-44)
- 27K jobs added to Scranton—Wilkes-Barre MSA since 2010
- Transportation & Warehousing are fastest growing business sectors

Demographic Profile

Study Area Population and Income

Socioeconomic conditions in the study are very strong compared to Moosic Borough, Lackawanna County and MSA with a median household income of more than $109,000 and 43 percent of households earning more than $150,000. Median home values are also very high ($567,000), more than double the countywide median of just under $229,000.

While population growth on Montage Mountain has been strong since 2010 (+12.8 percent), given continued development of single-family homes and Glenmaura Senior Living, with fewer than 1,200 residents, the local buying power can support only a limited amount of retail. This emphasizes the importance of drawing visitors to support the retail supply.

Key Socioeconomic Indicators

Study Area	Moosic Borough	Lackawanna County	Region (MSA)
12.8% Population Growth	2.9% Population Growth	0.4% Population Growth	0.7% Population Growth
1,035 (2010) ↗ 1,167 (2024)	5,719 (2010) ↗ 5,886 (2024)	214,441 (2010) ↗ 215,376 (2024)	563,631 (2010) ↗ 567,841 (2024)
$109,082 Median Household Income	$80,045 Median Household Income	$64,847 Median Household Income	$63,421 Median Household Income
43.0% Share HHI + $150K	22.3% Share HHI + $150K	21.8% Share HHI + $150K	18.7% Share HHI + $150K
$567,308 Median Housing Value	$257,888 Median Housing Value	$228,617 Median Housing Value	$216,461 Median Housing Value

Source: U.S. Census Bureau. American Community Survey, ACS 5-Year Estimates Subject Tables



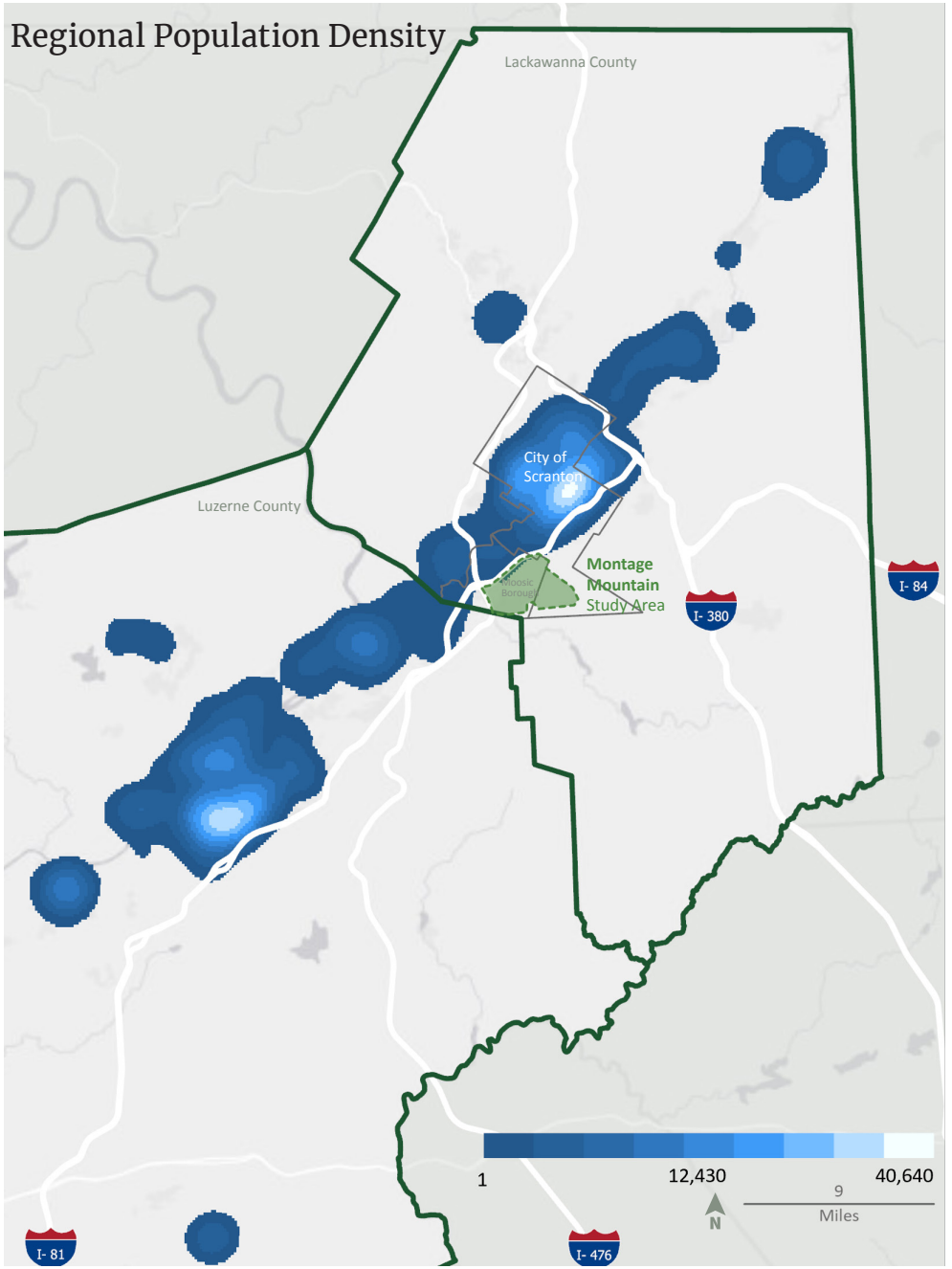
Image source: Kimley-Horn

Demographic Profile

Regional Population and Income

Montage Mountain is well positioned near high density areas, including the urban core of Scranton. This creates an opportunity to attract a higher share of the local workforce to generate market support for the retail supply, but also position Montage Mountain for more residential development given its close-in location. This emphasizes the importance of creating better connections to population and employment centers as well as aligning future shopping, amenities, and housing to align with demand preferences in these densely developed areas.

Even if median income is lower in the core parts of Scranton compared to the Montage Mountain study area, higher density translates to a higher concentration of buying power. Conversely, with only a population of 1,200 within the study area, the lack of density limits local retail market support.



Sources: ArcGIS Pro (2024), Econsult Solutions (2024), U.S. Census (2013-2022)

Demographic Profile

Regional Population Changes

Lackawanna County and Luzerne County's population increased one and two percent respectively since 2010. Projections from The Center for Rural Pennsylvania indicate that population for both counties will continue to increase.

While the Scranton-Wilkes-Barre Metropolitan Statistical Area (MSA) includes Wyoming County, this analysis focuses on Lackawanna and Luzerne counties since they account for more than 95 percent of the MSA's population. The population growth of Lackawanna and Luzerne counties has been driven mostly by an increase of those aged 65 and older with a net increase of this cohort of 13 percent and 12 percent, respectively. However, this rate of growth is still well-below the rate for Pennsylvania and nationally of 26 percent and 41 percent, respectively.

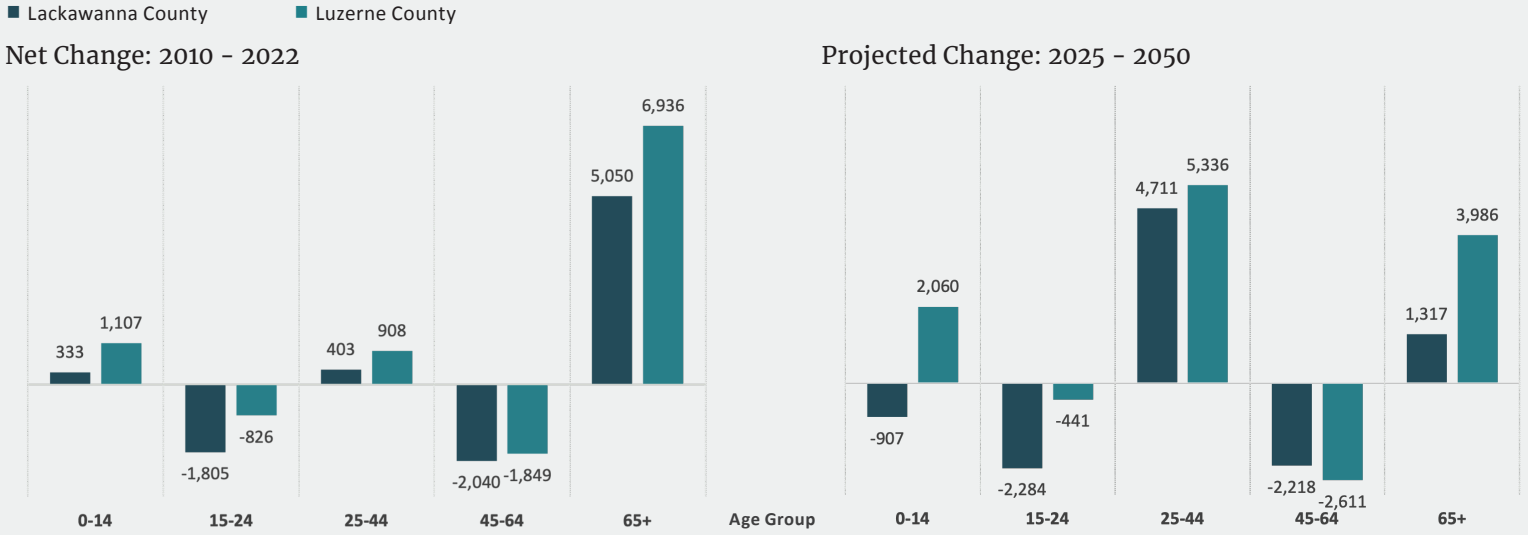
While the Scranton-Wilkes-Barre Metropolitan Statistical Area (MSA) also includes Wyoming County, the population increase of the counties have been driven mostly by people over 65 years old. The net percent change of this age group have been 13 percent for Lackawanna County and 12 percent for Luzerne County. Although this is the largest age group growth in 12 years between 2010 and 2022, this increase is below the Pennsylvania and the U.S. growth for the same age group, which is around 26 percent and 41 percent, respectively.

Among other age cohorts, there were net losses in teens and young adults (15 to 24) and working age population (45 to 64). These trends are generally consistent with Pennsylvania and U.S. trends. **There remains a need to focus on growing the working age population as well as younger adults.**

From 2025 to 2050, Lackawanna County is projected to add 600 net new residents for a rate of growth of 0.3 percent. For Luzerne County the projection is estimated at 8,300 new residents for a rate growth of 2.5 percent. The projected rate growth for Pennsylvania is 0.7 percent. While overall projected population growth will be consistent with state projections, the region will experience sustainable growth in Luzerne County.

For both counties, the largest amount of net growth projected is among prime working age adults aged 25 to 44. This is a in line with overall job growth in the region. **Due to this growth, there will be a need to continue planning for workforce housing and amenities.**

Net and Projected Change in Population by Age



Source: U.S. Census Bureau. American Community Survey, ACS 5-Year Estimates Subject Tables

14% Projected Increase in 25-44 Age Group, 2025-2050

Inbound Migration to the Region Originating from

- **Bronx County, NY**
- **Monroe County, PA**
- **Kings County, NY**
- **Wayne County, PA**
- **Columbia County, PA**

Economic Profile

Commuting Patterns

Lackawanna County and Luzerne County experience both inbound and outbound commuter movement. Inbound commuters to this bi-county region primarily come from Schuylkill County, Wyoming County, and Wayne County, with over 5,000 commuters from each of these counties.

Commuters from Lackawanna and Luzerne Counties tend to travel as far as Lehigh County, Montgomery County, and Philadelphia County.

In 2003, the region had more commuters leaving than entering. However, this trend reversed, and by 2013, there was a positive net influx of 1,151 commuters. By 2023, this number had grown to 6,511, highlighting the growth of local employment opportunities.

The top counties for inbound migration to Lackawanna County and Luzerne County are Bronx County (NY), Monroe County (PA), Kings County (NY), Wayne County (PA) and Columbia County (PA). These have been consistent from 2019 to 2021.

Top 10 Outbound Commuters County of Destination, 2023

1. Lehigh County, PA
2. Montgomery County, PA
3. Philadelphia County, PA
4. Columbia County, PA
5. Monroe County, PA
6. Schuylkill County, PA
7. Dauphin County, PA
8. Wayne County, PA
9. Wyoming County, PA
10. Northampton County, PA

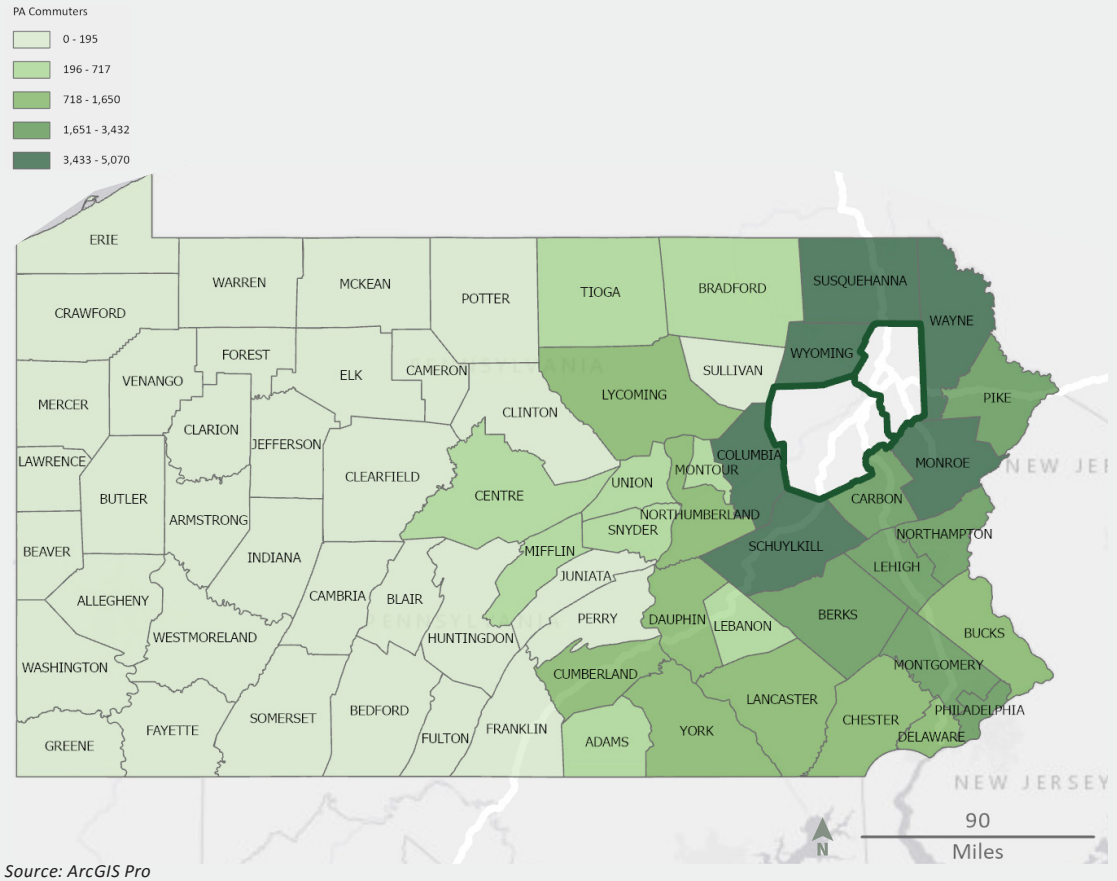
Top 10 Inbound Commuters County of Origin, 2023

1. Schuylkill County, PA
2. Wyoming County, PA
3. Wayne County, PA
4. Columbia County, PA
5. Monroe County, PA
6. Susquehanna County, PA
7. Lehigh County, PA
8. Northampton County, PA
9. Pike County, PA
10. Carbon County, PA

Change in Commuter Flow, 2003-2023

Commuters	2002	2013	2023
Inbound Commuters	45,820	63,832	68,197
Outbound Commuters	53,196	62,681	61,686
Net Commuters	**-7,377**	**1,151**	**6,511**

Inbound Commuters by County of Origin, 2023



Source: ArcGIS Pro

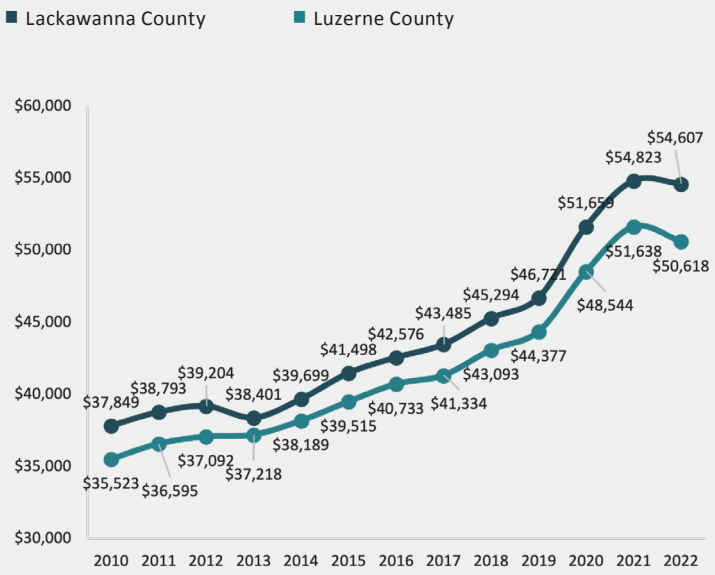
Economic Profile

Income Trends

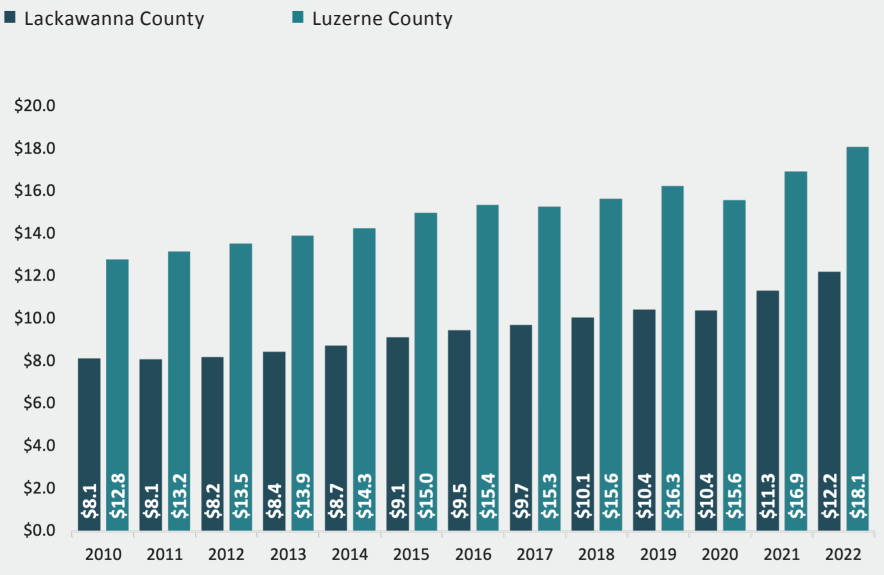
The growth of per capita income is a measure of economic success for a region. It is calculated by dividing the total personal income of an area by its total population. This key indicator is expressed in nominal terms and is pre-tax. Over the past decade, personal income per capita for both Lackawanna County and Luzerne County has shown a steady increase. Notably, in 2020, both counties experienced significant growth, with increases ranging from 12 to 13 percent. However, this upward trend was interrupted in 2022, when Lackawanna County saw a slight decline of one percent, and Luzerne County experienced a nearly three percent decrease.

Gross Domestic Product (GDP), a key indicator of regional economic performance, representing the total value of all goods and services produced within a specific area during a given period. Over the last decade, the GDP for both Lackawanna County and Luzerne County has generally been on an upward trajectory. Despite this overall growth, Luzerne County faced a notable exception in 2020, with a five percent dip in its GDP, that could be attributed to the adverse impacts of the COVID-19 pandemic.

Personal Income Per Capita, 2010-2022



Gross Domestic Product, 2010-2022 ($B)



Source: Bureau of Economic Analysis

Economic Profile

Employment Trends

The MSA has experienced steady employment growth since 2010. After the downturn during the COVID-19 pandemic, the regional economy has rebounded and recovered with more net jobs in 2022 than 2019. Since 2010, employment growth in Luzerne County has been strong, consistent with statewide growth, but still slower than national growth.

In Lackawanna County, the growth rate has been lower than the MSA and state growth rate, at 6 percent.

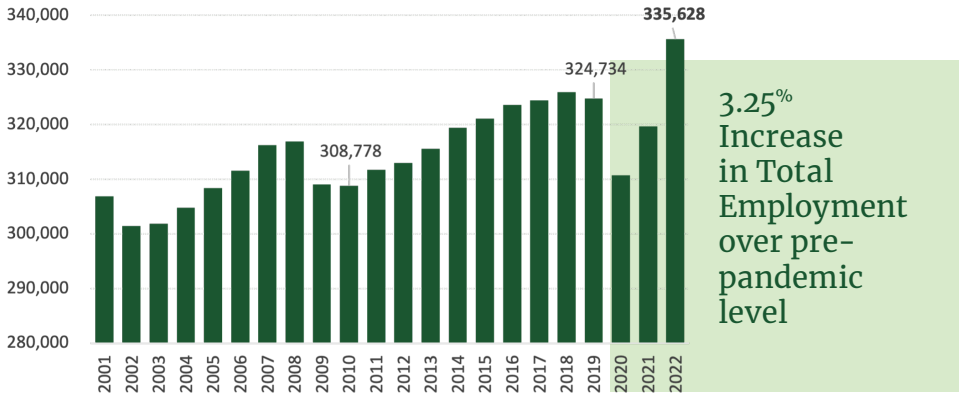
This trend highlights the need for Lackawanna County to continuing improving its competitive positioning for capturing a larger share of statewide and regional growth.

Montage Mountain is located near large concentrations of employment in the Lackawanna and Luzerne region. **This finding suggests that Montage Mountain can benefit from the proximity and accessibility to these employment centers and attracting market demand for retail and housing.**

Change in Employment by Geography 2010-2022

6% Lackawanna County	12% Luzerne County	9% Scranton/ Wilkes-Barre MSA	12% Pennsylvania	23% United States

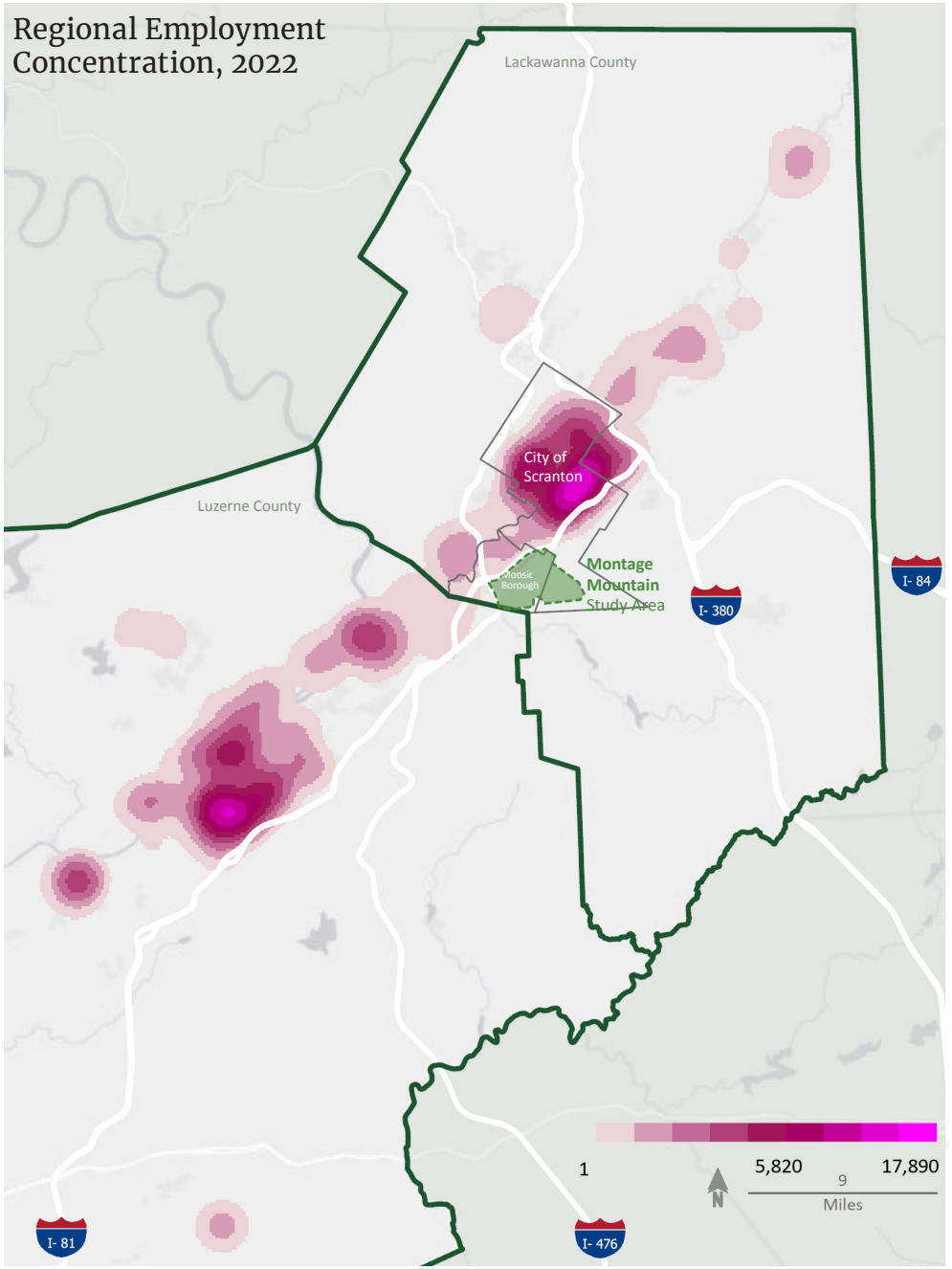
Total Employment in Scranton-Wilkes-Barre MSA 2001-2022



3.25% Increase in Total Employment over pre-pandemic level

Source: Bureau of Economic Analysis

Regional Employment Concentration, 2022



Sources: ArcGIS Pro (2024), Econsult Solutions (2024), U.S. Census (2013-2022)

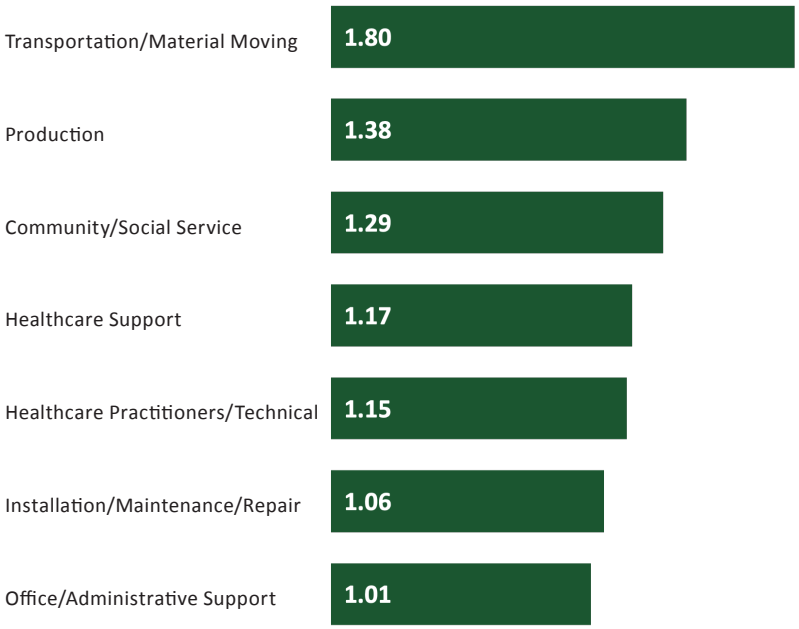
Economic Profile

Economic Base

The MSA has a relatively high concentration of logistics and manufacturing (production) occupations followed by health-oriented occupations. This indicates strong demand for industrial space, as well as real estate supporting healthcare operations.

The region's concentration of knowledge sector employment, which includes business and finance, computer and mathematical, and other professional services, is relatively low, indicating limited demand for conventional office space, especially in the post-pandemic economy. However, with Geisinger as one of the region's top employers, there is a strong economic base of healthcare and related industries that will support new commercial development over the next decade.

Occupational Location Quotient in Scranton-Wilkes-Barre MSA
2022



Source: Bureau of Economic Analysis

Top Employers in the Scranton-Wilkes-Barre MSA

- Geisinger Health System: 2,497
- University of Scranton: 942
- Amazon: 818
- Walmart: 652
- Marywood University: 628
- Wilkes University: 626
- Scranton School District: 568
- Chewy: 514
- Misericordia University: 497
- Bank of America: 486
- Sanofi: 483
- Allied Services: 468
- Cigna: 465
- Tobyhanna Army Depot: 461
- Procter & Gamble: 458

Source: Lightcast

Economic Profile

Employment by Sector

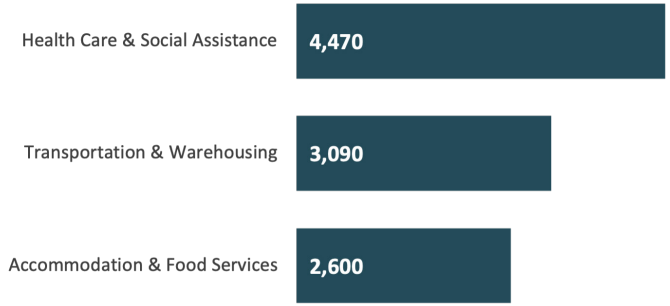
From 2010 to 2022, Lackawanna County experienced an increase in employment of almost 7,100 new jobs, representing a six percent growth rate.

The sector with the largest increase was Transportation and Warehousing, which accounted for more than half of the new jobs. During the same period, retail jobs decreased by more than 1,000.

For the Scranton-Wilkes-Barre MSA, it is projected that Health Care and Social Assistance will be the fastest-growing sector, incorporating almost 4,500 new jobs by 2030. Other high-growth sectors include Transportation and Warehousing, which is projected to add 3,000 new jobs, and Accommodation and Food Services, which is projected to add 2,600 new jobs by 2030.

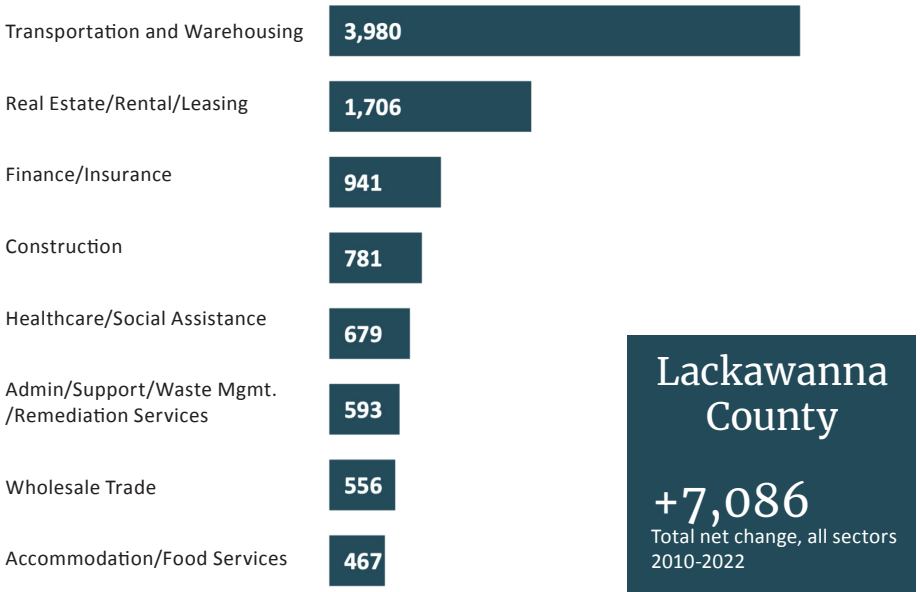
Moving forward, sectors such as Transportation and Warehousing, Healthcare, and Accommodation and Food Services will continue to be major drivers of job growth for the region.

Projected Employment Change by Sector Scranton-Wilkes-Barre MSA, 2020-2030



Source: Bureau of Economic Analysis

Change in Employment in Top Growth Sectors, Lackawanna County 2010-2022



Source: Bureau of Economic Analysis

3D: Real Estate Supply Overview

Not including Montage Mountain Resorts, The Pavilion, and PNC Field, Montage Mountain has approximately 2.2 million square feet of commercial real estate, of which, about half is office space, with the remaining space consisting of retail, hotels, and senior housing. Recent development has included the 18,000 square foot Dave & Buster's (built in 2024), 75,000 square foot Geisinger Behavioral Health Center (built in 2023), 130-unit Glenmaura Senior Living (built in 2019), and 108-room Fairfield Inn & Suites (built in 2020).

Key Study Area Metrics

- 2.2M SF Total Commercial Real Estate
- 1.1M SF Office Space
- 0.4M SF Retail Space
- 669 Hotel Rooms
- 28% of Hotel Demand in Lackawanna County

Summary of Regional Development Trends

In Lackawanna and Luzerne County there has been significant development activity in the hospitality and industrial sector.

Since 2010, almost 1,700 new hotel rooms were built within the two counties, representing 34 percent of the total supply of the area. In the same timeframe, 30 million square feet of industrial space was built in the area, representing 36 percent of the total industrial supply. Retail, office, and multifamily had a moderate increase in supply. For retail space, four percent was built since 2010 in the two counties. Office development during this time period represented five percent of total supply. More than 1,200 units have been added in multifamily developments since 2010, which adds to the total supply of 21,200 units.

Limited Development Activity

Significant Development Activity

Retail +4% Since 2010



42.2M SF
Total Supply

1.8M SF
Built Since 2010

Office +5% Since 2010



18.4M SF
Total Supply

0.8M SF
Built Since 2010

Multifamily +6% Since 2010



21,201 units
Total Supply

1,244 units
Built Since 2010

Hospitality +34% Since 2010



6,737 rooms
Total Supply

1,693 rooms
Built Since 2010

Industrial +36% Since 2010



114M SF
Total Supply

30M SF
Built Since 2010

Sources: Econsult Solutions

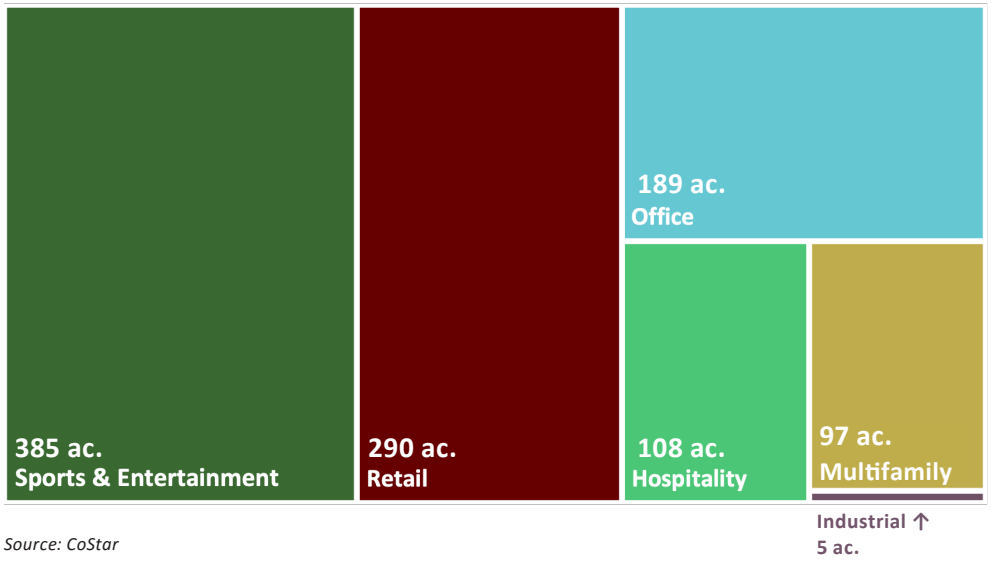
Summary of Study Area Development Trends

In the study area there are a variety of building uses.

In terms of developed commercial land area, Sports and Entertainment uses occupy around a third of commercial land uses on Montage Mountain given the scale of Montage Mountain Resorts, The Pavilion, and PNC Field. Conversely, multifamily uses only occupy about 10 percent of the developed commercial land area. Retail uses occupy 290 acres, primarily from the footprint of the Shoppes at Montage.

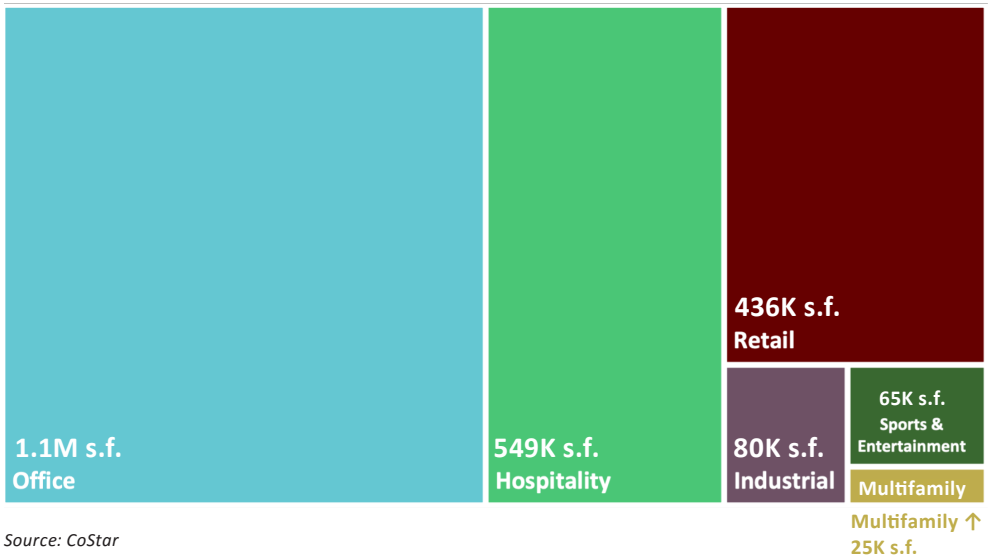
While Sports and Entertainment uses take up such a sizable footprint, around half of the area's 2.2 million square feet of commercial real estate consists of office space, followed by hospitality (549,000 square feet) and retail (436,000 square feet). While there is an 80,000 square foot distribution center on the far western edge of the study area, industrial uses are not within the core commercial areas and would not be a contributive or complementary use.

Acreage of Commercial Land Uses in Study Area



Source: CoStar

Square Footage of Commercial Land Uses in Study Area



Source: CoStar

Housing Supply Trends

Overview

Since 2010, the housing supply in the region has seen modest growth, with Lackawanna County experiencing a three percent increase and Luzerne County a two percent rise. Notably, Lackawanna County has witnessed a 38 percent growth in attached single-family homes and a 16 percent increase in housing units from building with 10 to 19 units. Luzerne County, on the other hand, has seen a 25 percent growth in housing units with 10 to 19 units. The Scranton MSA housing supply also had modest growth since 2010. The total housing supply increased by two percent. Similarly to Luzerne County, the largest addition was from buildings with 10 to 19 units, which increased by 17 percent.

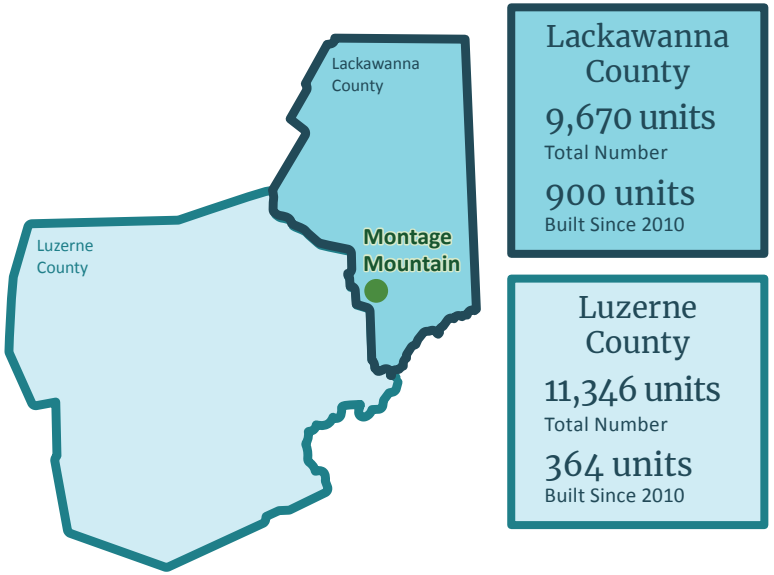
Over the past decade, 900 units of multifamily housing have been added in Lackawanna County, while in Luzerne County only 364 units have been added. The most competitive market rate multifamily properties are lofts located in the core parts of Scranton, which continue to attract residents due to their prime location and amenities.

Number of Housing Units by Type in 2022 and Percent Change, 2010-2022

	Lackawanna County		Luzerne County		Scranton MSA	
	2022 Total	% Change 2010-2022	2022 Total	% Change 2010-2022	2022 Total	% Change 2010-2022
1-Unit, Detached	60,479	7%	92,955	3%	163,434	5%
1-Unit, Attached	5,311	38%	19,784	6%	25,217	13%
2-9 Units	23,971	-16%	23,080	-11%	48,079	-13%
10 to 19 Units	1,256	16%	1,673	25%	3,117	17%
20 or More Units	3,311	11%	5,797	13%	9,127	13%
Mobile Home	2,443	-5%	5,226	-10%	9,546	-12%
Total Housing Units	**96,771**	**3%**	**148,515**	**2%**	**258,520**	**2%**

Source: U.S. Census Bureau ACS 5-year Estimate

Multifamily Housing Units Built Since 2010



Source: CoStar

The Regional Housing Market

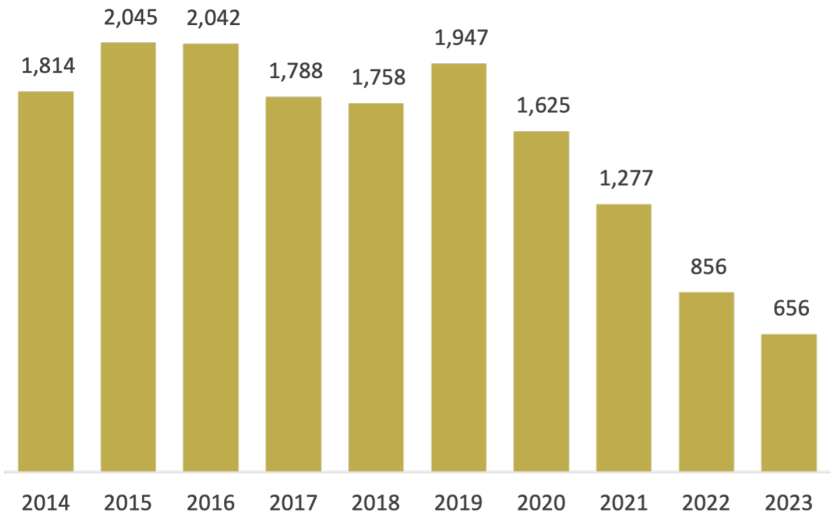
Housing in the Scranton—Wilkes-Barre MSA is currently experiencing a significant increase in prices coupled with a constrained supply. For many years, the median sale price for a unit in Scranton hovered around or below $150,000. However, this trend took a turn in 2021, with prices escalating fast and reaching $220,000 by 2024. This substantial rise in housing costs reflects the growing demand and limited availability of homes in the area.

The tightening of the housing market is also evident in the reduced number of days properties remain on the market. During the mid-2010s, homes typically stayed on the market for around 150 days. This duration has decreased, with the average days on the market dipping to 24 days in 2023. This swift turnover indicates a highly competitive market.

In conclusion, the Scranton—Wilkes-Barre MSA is facing a challenging housing market characterized by rising prices and a constrained supply of available homes. The rapid increase in median sale prices and the significant reduction in the number of days homes remain on the market highlight the high demand and limited inventory. As the market continues to tighten, prospective buyers may find it increasingly difficult to secure affordable housing, underscoring the need for strategic planning and potential interventions to address these housing challenges.

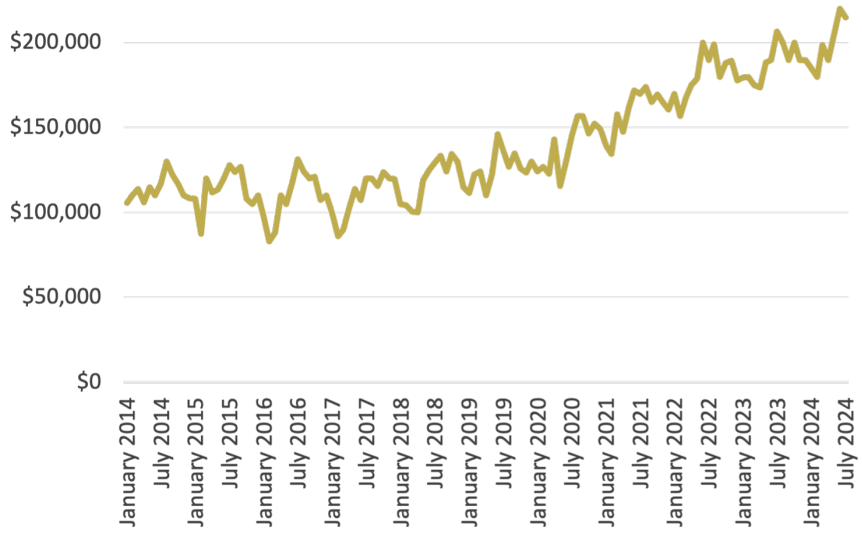
These indicators suggest a need to increase and diversify the housing supply to meet growing demand.

Average Monthly Housing Units Inventory Scranton—Wilkes-Barre MSA, 2014-2023



Source: Redfin

Median Home Sale Price Scranton—Wilkes-Barre MSA, 2014-2024



Source: Redfin

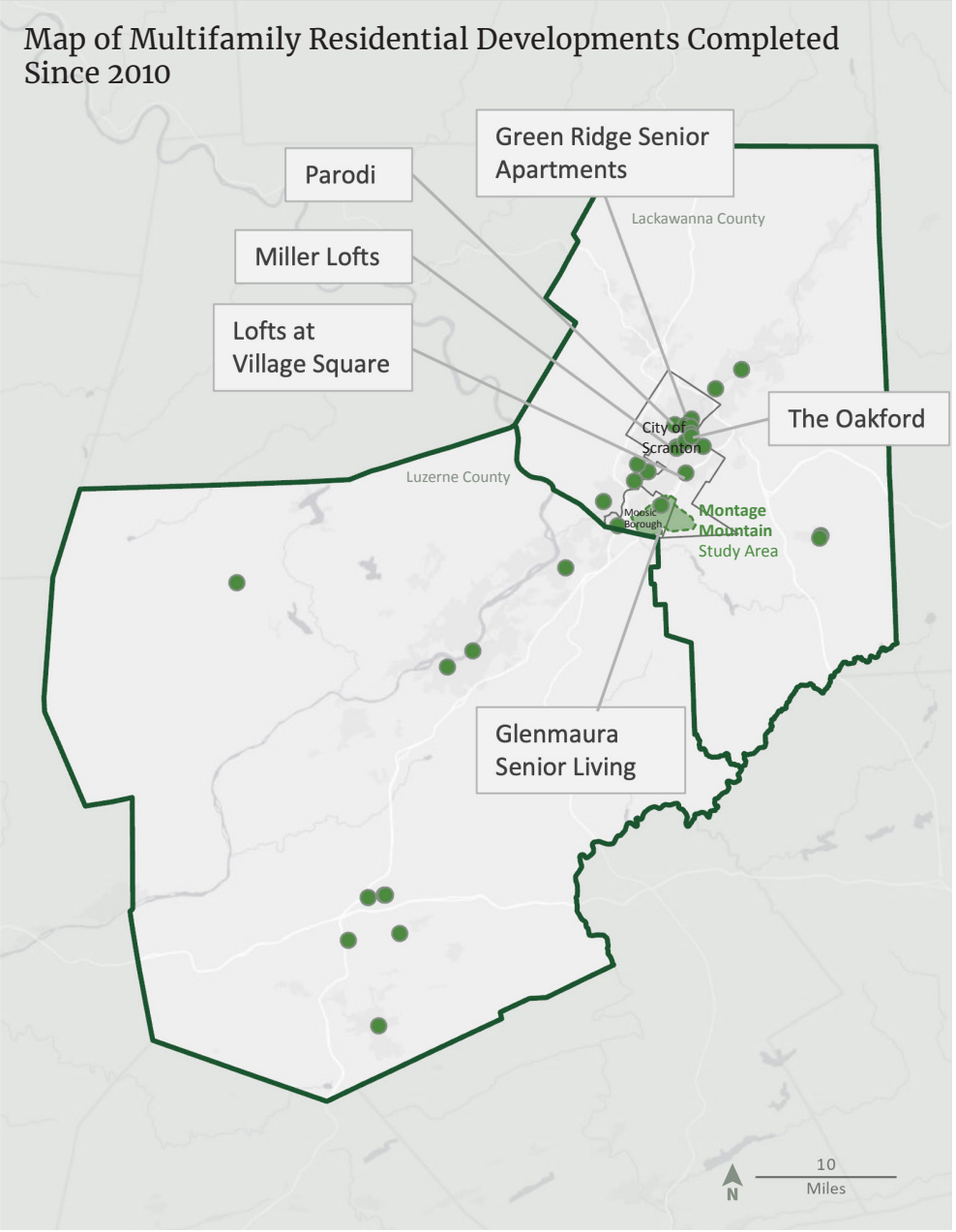
Multifamily Housing Trends

Over the past decade, Lackawanna County has seen the construction of 21 multifamily properties, adding a total of 900 units to the housing supply. Among these, three properties are specifically designed for seniors, including Glenmaura Senior Living, which is the only multifamily housing project built in the mountain area since 2010.

The most competitive market rate multifamily properties in the region are primarily lofts situated in the core parts of Scranton. These lofts have become highly desirable due to their modern amenities and prime locations. For instance, the Oakford, a loft property completed in 2023, commands rents of approximately $2.10 per square foot, translating to around $1,500 for a one-bedroom unit and $2,000 for a two-bedroom unit. Similarly, Miller Lofts, which opened in 2020, offers rents of $1,300 for a one-bedroom unit and $1,600 for a two-bedroom unit.

New market rate construction would likely need to achieve higher rents per square foot to make the development feasible and compensate for increasing construction costs.

Map of Multifamily Residential Developments Completed Since 2010



Source: CoStar

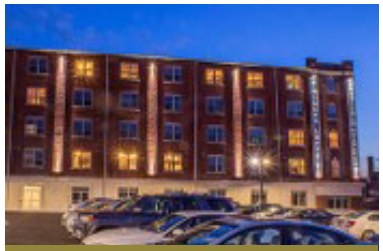
Lofts and Senior Housing

Across the Scranton—Wilkes-Barre MSA, the trend in multifamily property development has largely focused on converting former industrial properties into lofts and creating senior housing. These types of developments have been prevalent, and the six examples showcase some of these types of development in the area.

The multifamily market in Lackawanna County has experienced steady, but not robust growth. The addition of 900 units, including senior-oriented properties and competitive market rate lofts, reflects a dynamic and evolving housing landscape.

While these are positive trends for the region, especially the urban core of Scranton, new market and affordable housing will be needed to meet demand from the growing workforce and the preferences for units in walkable, amenity rich neighborhoods.

Multifamily Residential Developments Since 2010



Miller Lofts
Address: 614 Wyoming Ave.
Year Built: 2020
Total Units: 47



The Oakford
Address: 1100 Oakford Ct.
Year Built: 2023
Total Units: 24



Parodi
Address: 1015 N Main Ave.
Year Built: 2021
Total Units: 41



Lofts at Village Square
Address: 930 Meadow Ave.
Year Built: 2021
Total Units: 37



Glenmaura Senior Living
Address: 12 Glenmaura National Blvd.
Year Built: 2019
Total Units: 130



Green Ridge Senior Apartments
Address: 1651 Dickson Ave.
Year Built: 2014
Total Units: 119

Source: CoStar

Office Space Supply Trends

The Regional Market

Within the Scranton—Wilkes-Barre MSA there is over 18.5 million square feet of office space. However, since 2010, the region has seen the addition of less than one million square feet of new office space. This limited growth in new construction has contributed to a tightening of the office market.

In 2023, vacancy rates in the Scranton—Wilkes-Barre MSA increased from 4.2 percent to 6.0 percent, indicating a rise in unoccupied office spaces. Despite this, the Scranton MSA incorporated 5,000 square feet of new office space between 2022 and 2023. The overall supply of office space has decreased as some properties have gone offline, further constraining the market.

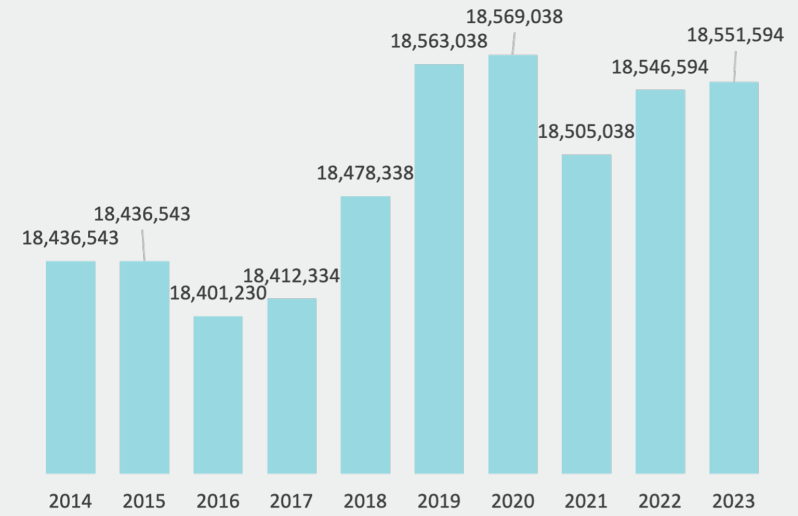
While the vacancy rate in the Scranton—Wilkes-Barre MSA remains relatively low, this figure does not accurately reflect the true utilization of office spaces. Many offices may have lease agreements in place but are underutilized or even empty. This discrepancy highlights a potential issue with the effective use of available office space.

Gross rents for office space have been on a consistent upward trajectory, continuing to rise after 2020 and peaking at $21.5 per square foot in 2023. This increase in rental rates underscores the growing demand for office space, despite the challenges in the market.

Net absorption of office space, which measures the change in occupied space, was positive in 2021 and 2022, indicating a healthy demand for office space post pandemic. However, this trend reversed in 2023, with net absorption turning negative. This shift coincided with the delivery of two new office buildings in 2022 and one new office building in 2023, suggesting that the market may be struggling to absorb the new supply.

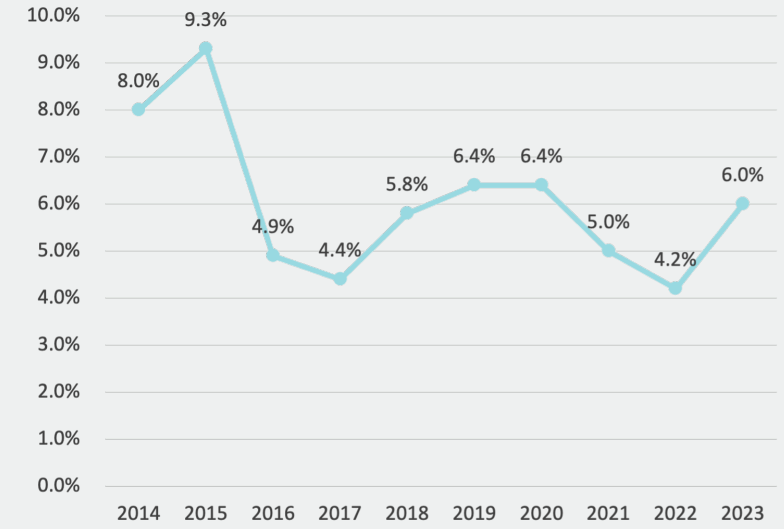
In conclusion, the office space market in the Scranton—Wilkes-Barre MSA is facing a complex set of challenges. While the overall supply has decreased and vacancy rates have risen, the true utilization of office spaces remains a concern. The consistent increase in gross rents points to a strong demand, yet the negative net absorption in 2023 indicates potential difficulties in integrating new office spaces into the market. Moving forward, addressing the underutilization of leased office spaces and finding a balance between supply and demand will be crucial for the strength of the Scranton—Wilkes-Barre MSA office market.

Square Footage of Office Space Supply in Scranton—Wilkes-Barre MSA, 2014-2023



Source: CoStar

Office Space Vacancy Rate in Scranton—Wilkes-Barre MSA, 2014-2024



Source: CoStar

Office Space Trends in the Study Area

Office development in Montage Mountain began in 1970; however, the bulk of the existing supply was built in the 1990s and 2000s. In 2006, the Bank of America Corporate Center was built and still remains the largest office building on Montage Mountain with 340,000 square feet of space. The most recent addition to the mountain's office buildings is the Geisinger Medical Center, completed in 2014, which offers approximately 105,000 square feet of space.

The study area has 16 office properties, totaling 1.1 million square feet. Of these, eight properties each have over 30,000 square feet of space. Currently, there is 334,000 square feet of vacant office space, resulting in a vacancy rate of 27 percent based on leasing information, not necessarily actual utilization. For comparison, the vacancy rate in the study area was 13 percent in 2018.

The average gross rent has remained relatively stable since 2014, with current rates at $22.90 per square foot, compared to $20.58 per square foot in 2014.

The Office Market

Study Area	Region (MSA)
1.1M S.F. Total	18.4M S.F. Total
334,000 S.F. Vacant	1,088,000 S.F. Vacant
$22.90/S.F. Average Gross Rent	$21.00/S.F. Average Gross Rent

Source: CoStar

Study Area Office Properties



Sources: Lightcast; Map, Google Earth (2025)

Of the 16 office properties in the Study Area, eight have gross area of over 30,000 square feet. This diverse tenant mix indicates a robust demand for office space across various industries, from financial services to healthcare.

In terms of vacancy rates, the properties show a range of occupancy levels. 72 Glenmaura National Boulevard has a high occupancy rate of 83 percent, while 30 Ed Preate Drive has a lower occupancy rate of 34 percent. The total rentable area across all properties is 1,110,000 square feet, with a total vacant space of about 334,000 square feet. This results in an average occupancy rate of approximately 84 percent. The average rent per square foot per year varies, with the highest being $24 at 50 Glenmaura National Boulevard and the lowest being $14 at 30 Ed Preate Drive.

The properties were built between 1997 and 2014, providing a mix of older and newer buildings. The largest property by rentable area is 1 Fleet Way, with 340,000 square feet, while the smallest is 72 Glenmaura National Boulevard with 35,000 square feet.



1 Fleet Way

Source: Econsult Solutions, Inc.



52 Glenmaura National Blvd.

Source: Econsult Solutions, Inc.

Office Properties of more than 30,000 S.F. in the Study Area

Property Address	Rentable Area (S.F.)	Vacant Space (S.F.)	% Occupied	Average Rent (Rent/S.F./Yr.)	Year Built	Primary Tenants
30 Ed Preate Dr.	161,658	106,872	34%	$14.00	2000	Prudential, Harper Collins Publishing
50 Glenmaura National Blvd.	66,000	14,450	78%	$24.00	1997	Residential Home Health & Hospice, Kemper Direct Customer Service, Marshall, Dennehey, Warner, Coleman & Goggin, Comserve Systems
52 Glenmaura National Blvd.	61,028	33,021	46%	$24.00	1999	Deluxe, Greenman-Pederson, Mass Mutual
54 Glenmaura National Blvd.	63,204	33,543	47%	$24.00	1997	VaxServe, Effectv
72 Glenmaura National Blvd.	35,000	6,000	83%	$22.00	2001	EmberClear Corp, Janney, Comparison Insurance Agency, Nbhcc
1 Fleet Way	340,909	140,000	59%	$16.92	2006	Bank of America
53 Glenmaura National Blvd.	180,000		100%	$20.75	2001	Cigna, Future Commonwealth Charter Academy
5 Lakeview Dr.	105,620		100%	$18.78	2014	Geisinger Medical Center
Total/Average	**1,113,381**	**333,886**	**84%**	**$16.78**		

Source: CoStar

Regional Retail Space Supply Trends

Regional retail market fundamentals have remained strong. Following the pandemic, the market has experienced net positive absorption, with the leasing of retail space consistently increasing since 2019. This growth reflects a resilient market that has adapted well to post-pandemic conditions.

The annual retail market has shown considerable strength, adding just under 300,000 square feet of new space since 2021. This steady expansion indicates ongoing demand for retail space, driven by both new businesses entering the market and existing businesses expanding their footprints.

A key indicator of the market's health is the decreasing vacancy rate. As of 2024, the vacancy rate stands at 2.3 percent, which is notably low compared to the 10-year average of 3.2 percent.

This decline in vacancy rates suggests that retail spaces are being quickly occupied, further underscoring the market's vitality.

Since 2014, the area has seen the delivery of 1.1 million square feet of new retail space. This addition represents approximately 3 percent of the total inventory, which amounts to 42.1 million square feet of retail space in the region. The consistent delivery of new retail space highlights the market's capacity to absorb new developments and the ongoing confidence of developers in the region's retail sector.

In conclusion, the retail market in the Scranton—Wilkes-Barre MSA has demonstrated strong fundamentals and resilience in the face of post-pandemic challenges. The consistent increase in supply, coupled with a decreasing vacancy rate, points to a healthy and dynamic market. The addition of significant new retail space since 2014 and the net positive absorption post-pandemic further illustrate the sector's strength.

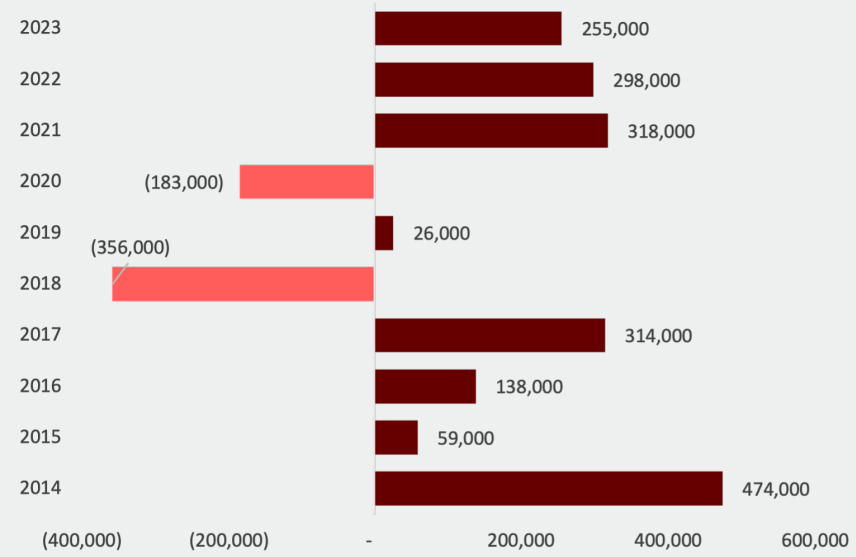
Scranton—Wilkes-Barre MSA

$13.55
Market Asking Rent, 2024

2.3%
Average Vacancy Rate, 2024

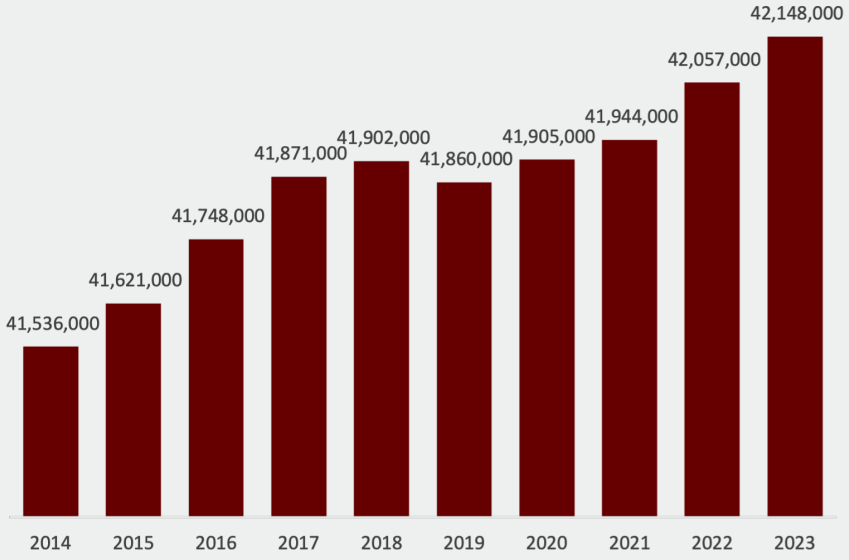
113,000 S.F.
Annual Average Delivered S.F., 2014 – 2021

Square Footage of Retail Total Net Absorption in Scranton-Wilkes Barre MSA, 2014-2023



Source: CoStar

Total Square Footage of Retail Space Supply in Scranton-Wilkes Barre MSA, 2014-2024



Source: CoStar

Retail Space within the Study Area

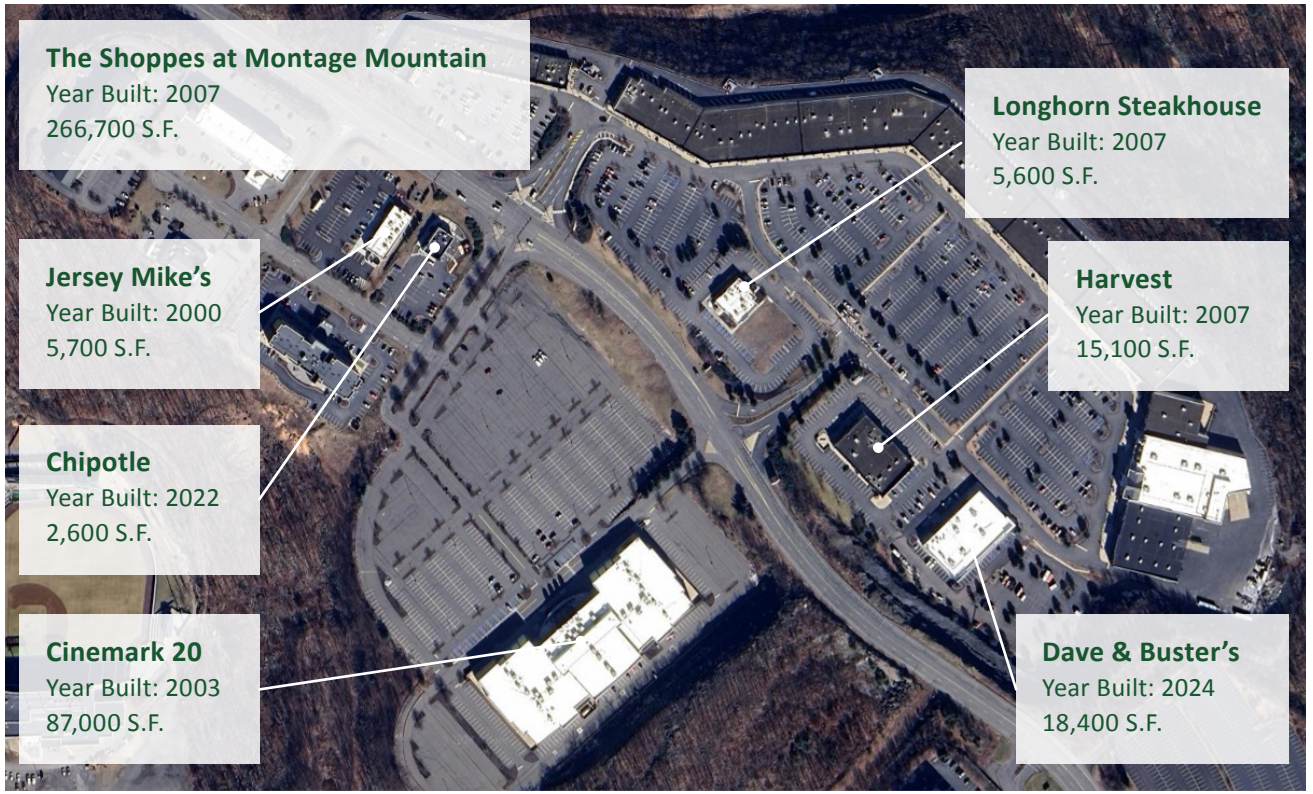


The study area has around 436,000 square feet of retail space anchored by the Shoppes at Montage Mountain with around 266,700 square feet of retail space in its main building, and a total of 315,000 square feet when including the out-lot space. There is approximately 165,000 square feet of vacant space at the Shoppes at Montage Mountain.

When excluding Cinemark 20 movie theater (87,000 square feet) from the retail supply, roughly 46 percent of leasable retail space in the study area is vacant.







Sources: Images, Econsult Solutions, Inc.; Map, Google Maps (2024)

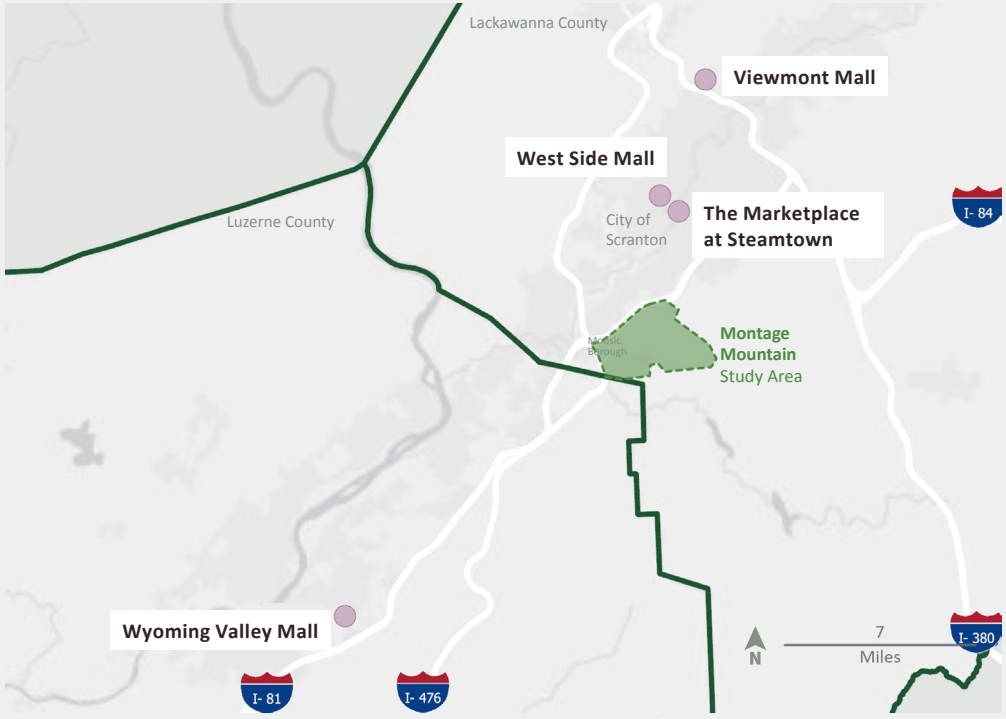
Retail Space Supply Trends

In addition to retail space located within the study area, the Scranton—Wilkes-Barre MSA has numerous retail centers. Currently, the market has nearly 42 million square feet of retail space, with an historical average vacancy of 4 percent.

Retail Space Competition in the Scranton-Wilkes-Barre MSA

Center Name	Center Type	Center RBA/GLA	Land Area (AC.)	Percent Leased	Year Built
The Marketplace at Steamtown	Regional Mall	586,809	12	100	1993
Viewmont Mall	Regional Mall	717,262	224	100	1968
West Side Mall	Power Center	743,776	101	95	1964
Wyoming Valley Mall	Super Regional Mall	1,183,414	97	100	1971

Source:CoStar





The Marketplace at Steamtown
Scranton
Total gross area: 550,000 S.F.
Year built: 1993
Montage Mountain: 16-minute drive (7.7 miles)

The Marketplace at Steamtown is a shopping mall located in downtown Scranton. Anchored by Boscov's, it also includes a mix of local retail, food tenants and service and health-oriented tenants.



Viewmont Mall
Scranton
Total gross area: 768,000 S.F.
Year built: 1971 (renovated 2006)
Montage Mountain: 20-minute drive (13.7 miles)

Anchors: JC Penney, Macy's, Dick's, Forever 21, and Home Goods. Strong mix of national apparel. 90+ percent occupied.



Arena Hub Plaza
Wilkes Barre
Total gross area: 550,000 S.F.
Year built: 1999
Montage Mountain: 25-minute drive (17.3 miles)

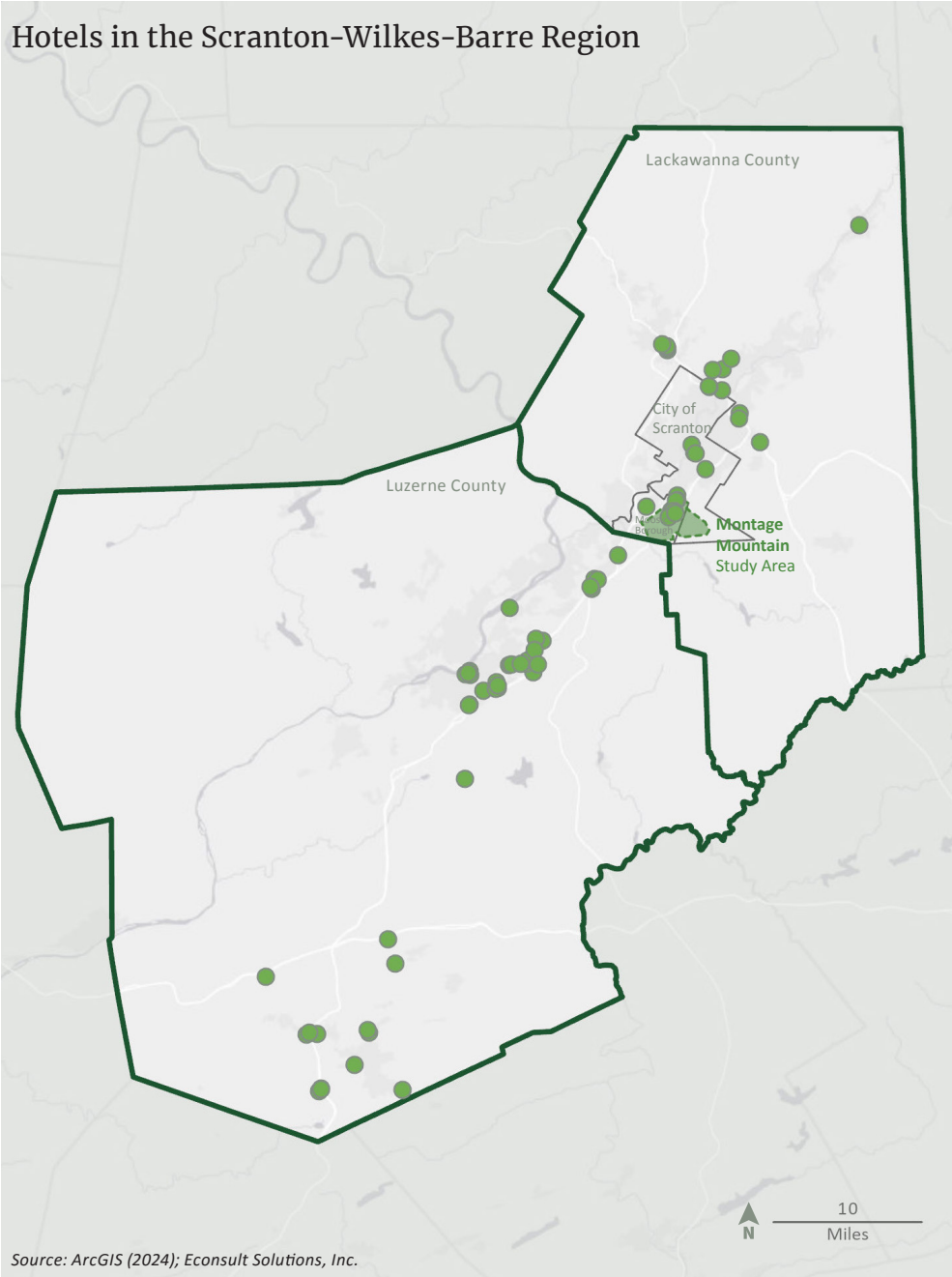
The Arena Hub Plaza is a shopping center located along the Mundy Street/ Highland Boulevard retail corridor, which has over 2,000,000 square feet of retail. Anchored by Lowe's, it also includes other chain retail such as Barnes & Noble, Best Buy, PetSmart, Inc., Staples, T.J. Maxx.



Wyoming Valley Mall
Wilkes Barre
Total gross area: 1,200,000 S.F.
Year built: 1971 (renovated 2006)
Montage Mountain: 23-minute drive (15.5 miles)

Wyoming Valley Mall competes with Viewmont Mall, losing Macy's, likely JC Penny's, lost Sears, Bon Ton 30%+ vacant; New owners plan to reposition former anchor space.

Hospitality Supply Trends



Source: ArcGIS (2024); Econsult Solutions, Inc.

Since 2010, the Scranton—Wilkes-Barre MSA has seen a significant expansion in its hotel room supply, adding 1,693 rooms. This addition represents 25 percent of the total supply, bringing the total number of rooms to 6,737. The study area itself has 669 existing rooms, with an additional 90 rooms proposed. This accounts for approximately 10 percent of the regional supply and 27 percent of Lackawanna County's supply.

Occupancy rates in the study area have been relatively strong, consistently outperforming the regional average. However, it is important to note that average occupancy has not yet fully recovered to pre-pandemic levels. Despite this, the average daily rates (ADR) in the study area remain strong at $127, which is on par with Lackawanna County and higher than the MSA average of $113.

In 2023, the study area recorded more than 157,000 room nights, which accounted for 28 percent of the county's total hotel room demand. Additionally, the study area experienced a notable increase in total annual room nights, rising nearly 16 percent from 2019 to 2023. This highlights the study area's significant contributions to the regional hospitality market

Hospitality Supply Trends, 2010-2022

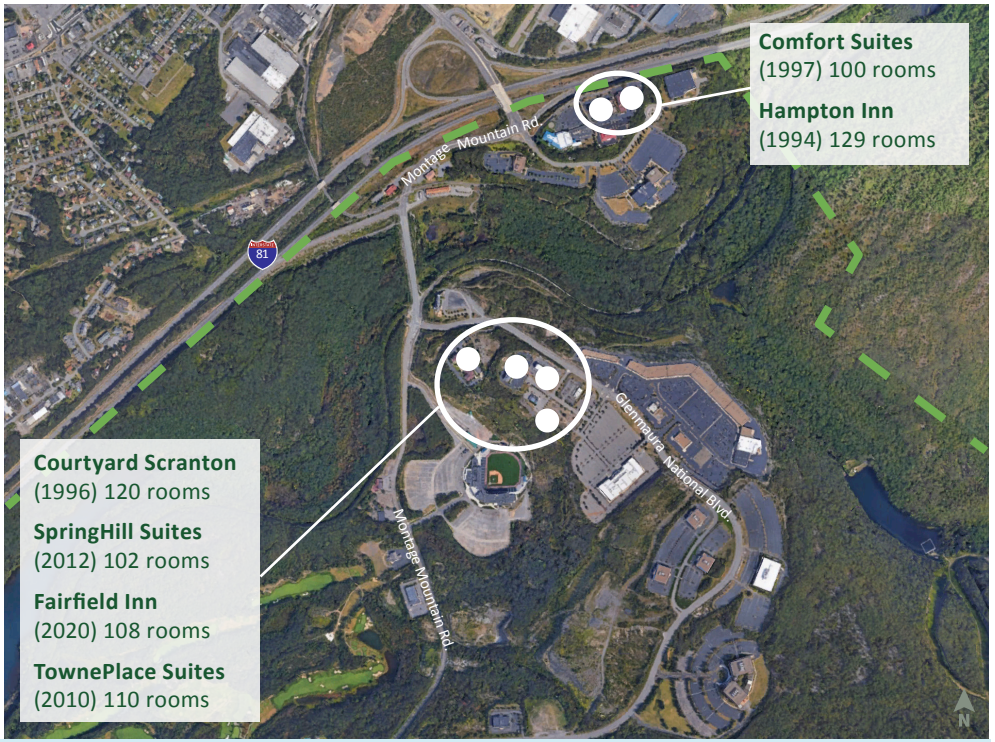
	Study Area	Lackawanna County	Luzerne County	MSA
12 Mo ADR	$127	$127	$103	$113
12 Mo RevPar	$80	$77	$59	$66
12 Mo Occupancy (Jul 2024)	63.1%	60.6%	56.9%	58.4%
12 Mo Occupancy (Jul 2019)	67.7%	64.0%	61.3%	62.4%

Source: CoStar

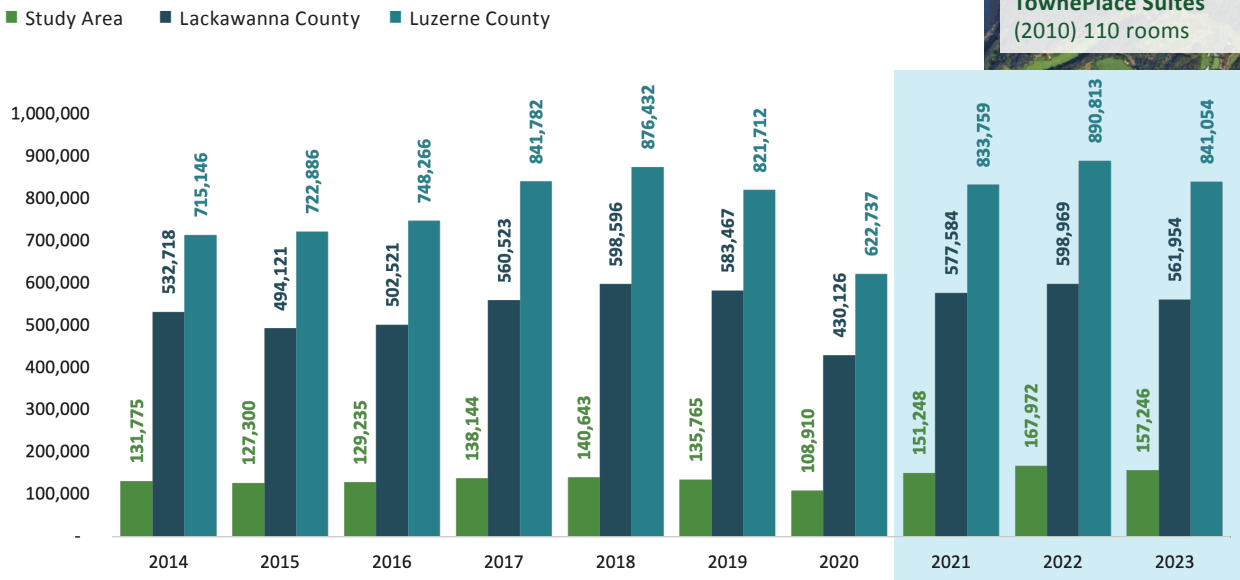
Growth in room nights indicates a strong recovery from the pandemic, showcasing the resilience and appeal of the study area as an overnight visitor destination. Conversely, Lackawanna County as a whole has not fared as well, with a decrease of 3.7 percent in total annual room nights over the same period. This contrast underscores the unique strengths of the study area within the county.

In conclusion, the Scranton—Wilkes-Barre MSA, and particularly the study area, has demonstrated significant growth and resilience in its hotel market. The addition of new rooms and the strong performance in occupancy and ADR reflect a healthy and competitive market. The study area's recovery from the pandemic, marked by an increase in room nights, further highlights its strength. However, the broader Lackawanna County still faces challenges in fully recovering its hotel demand.

Study Area Hotel Properties



Annual Room Nights, 2014-2023



Recovery After 2020

The Study Area, along with Lackawanna County and Luzerne County, experienced a significant increase in room night demand after 2020. This upward trend continued through 2021 and 2022, culminating in a peak in room nights demanded in 2022, the highest level generated in the past decade.

Sources: Data, CoStar; Map, Google Earth (2025)

3E: Market Demand Factors

Despite slow regional economic growth, Montage Mountain is positioned to capture a large share of future real estate demand given its entertainment and recreational assets, amenities, and marketability for mixed-use development.

The trade area for retail development has relatively weak indicators from area households, although this does not consider the substantial demand from the hundreds of thousands of visitors to the area for baseball games, concerts, skiing, water park, and special events. Capturing a larger share of visitor spending will support new retail that in turn benefits local residents. While office demand is limited, there are opportunities for leveraging the strong and growing healthcare sector. Despite feasibility challenges for apartment development, there is demand from higher-income renters to support housing diversification.

Key Data



1 Million Visitors/ Tourists Annually



300K+ Residents within a 30-Minute Drive



+22,300 Renter HHI $100K in Lackawanna Co. Since 2014



+4.5K Healthcare Jobs Over the Next 10 Years

Retail: Summary of Findings

Retail Market Realities

The potential for new retail investment on Montage Mountain, is somewhat limited at this time. First of all, with fewer than 1,000 residents within one mile of Montage Mountain, any new tenants will need to rely on the regional audience and visitors to the market to succeed. Additionally, at present, there are limited sites on the mountain that can support new retail development. The Shoppes at Montage presents the best option for new tenants in the near term. While there are grade challenges that restrict certain large users, the success of the recently added Dave & Buster's, demonstrates there is a market for new retail. Dave & Buster's is a regional destination and has demonstrated strong sales since opening in April of 2024; this creates a possibility opportunity to attract new complementary tenants, even other dining options.

Montage Mountain also faces considerable competition from existing retail centers and clusters within the region, especially for apparel and home goods. This competition includes the Viewmont Mall as well as retail centers in the region, that boast a strong mix of national and big box tenants (Best Buy, Lowe's, Staples, Marshall's, Target, and others) and national restaurant chains.

National tenants and regional tenants new to the broader regional retail market, typically expand in Philadelphia first, then to Allentown, then to the Scranton–Wilkes-Barres MSA. Market fundamentals related to retail are not exceptional. Overall, the local buying power is weak. The density of higher income households is inadequate alone to support higher end brands mentioned in stakeholder meetings. Thus, any new retail and entertainment uses will need to rely on visitors to the market to be successful.

The research revealed that spending for households within the study area benchmarks below national average across all categories, including food. Local consumers spend 50 percent more on "food at home" than on "food out of home" and when local consumers do eat out, they typically choose more affordable dining options including fast casual and fast food restaurants.

Opportunities for New Retail

- Convenience oriented retail: pharmacy, grocery store, personal services.
- Sporting goods and/or outside apparel store that appeals to visitors to the Mountain.
- Entertainment anchors that complement existing uses including rock climbing, sky diving, go carts.
- Leverage Dave & Buster's success to attract other entertainment uses.
- Funding to subsidize tenant fit out for new tenants and rent for local tenants.
- Enhance signage and marketing of tenants/anchors on the Mountain, especially at gateway entrances.
- Enhance presence on local list serves that provide "where to shop" and marketing of local businesses.
- Promote existing retail uses on tourism and travel sites including Lackawanna County Visitors Bureau and TripAdvisor.
- Work with local partners to collaborate and bolster marketing locally and regionally (The Shoppes at Montage Mountain, Live Nation, Cinemark).

Retail Market Realities:
The Shoppes at Montage Mountain

- The center is currently 45 percent vacant.
- Slope and depth issues create challenges for leasing.
- Majority of customers come from 35 minutes away.
- Local rents average between $8-10/square foot gross; asking rents at The Shoppes at Montage Mountain start at $10/ft NNN which is too high for most local businesses.
- Limited funds are available for tenant fit-out.
- Demand is insufficient in the region; in generally, the third store of a national retailer to enter a regional market fails.
- Signage is deficient, many visitors to Montage Mountain are not aware the shopping center exists.
- Dave & Buster's is exceeding initial sales projections since it opened.

Retail Market Profile

Trade Area Analysis

Primary Trade Area represents seventy five percent of consumers, typically from within three miles or less. These tend to be smaller in dense markets and critical to support basic goods and services, groceries and some food and beverage.

Secondary Trade Area draws ten to twenty percent of consumers from three to seven miles. These can extend further in areas where there is less housing and retail. These are critical for evaluating the market for food and beverage and select entertainment uses.

Tertiary Trade Area the smallest percentage of consumers and can extend past twenty miles. These are important when evaluating a market for GAFO (Big box, department stores, specialty stores, home furnishings). Theaters have their own trade areas which have a minimum three-mile distribution requirement, mandated by distributors.

Our analysis of the market and local driving patterns suggest that the optimal trade areas to assess the market are driving distances rather than ring boundaries. The geography and road network suggest drive times of 15-minutes, 30-minutes, and 60-minutes respectively.

Note: Activities on Montage Mountain, including events at the Pavilion, AAA Baseball at PNC Field, have a drawing power of up to two hours.

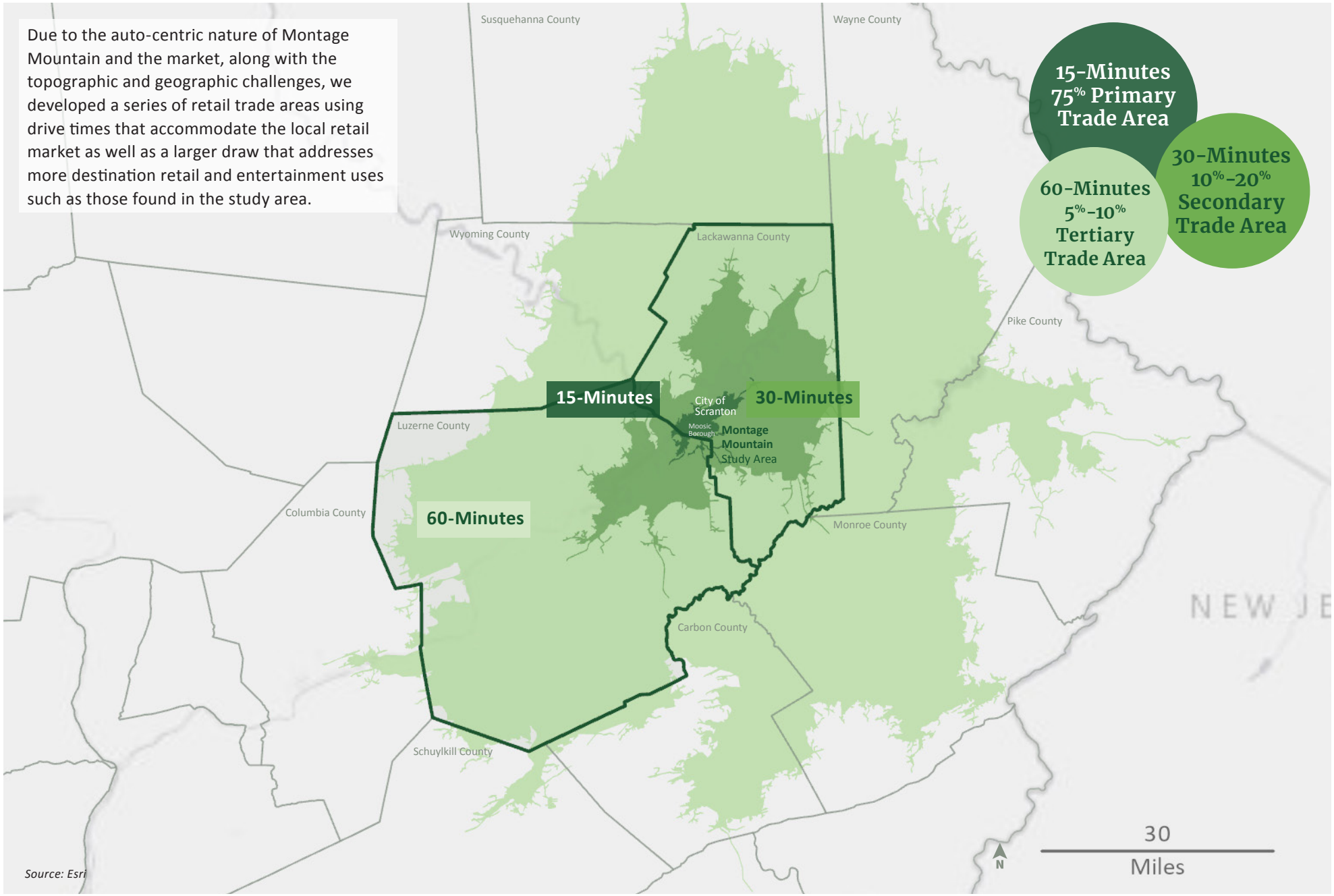
Demographics of Population Within 30-Minute Drive Time of the Study Area

Population: 310,106
Households: 131,173
Average HHI: $85,000 / 42% of HH above $70,000
Age: Median Age 42 / 23% Millennials
Employment: 97%
Education: 30% of population with at least bachelors

Source: Esri

Retail Trade Area Map

Due to the auto-centric nature of Montage Mountain and the market, along with the topographic and geographic challenges, we developed a series of retail trade areas using drive times that accommodate the local retail market as well as a larger draw that addresses more destination retail and entertainment uses such as those found in the study area.



Source: Esri

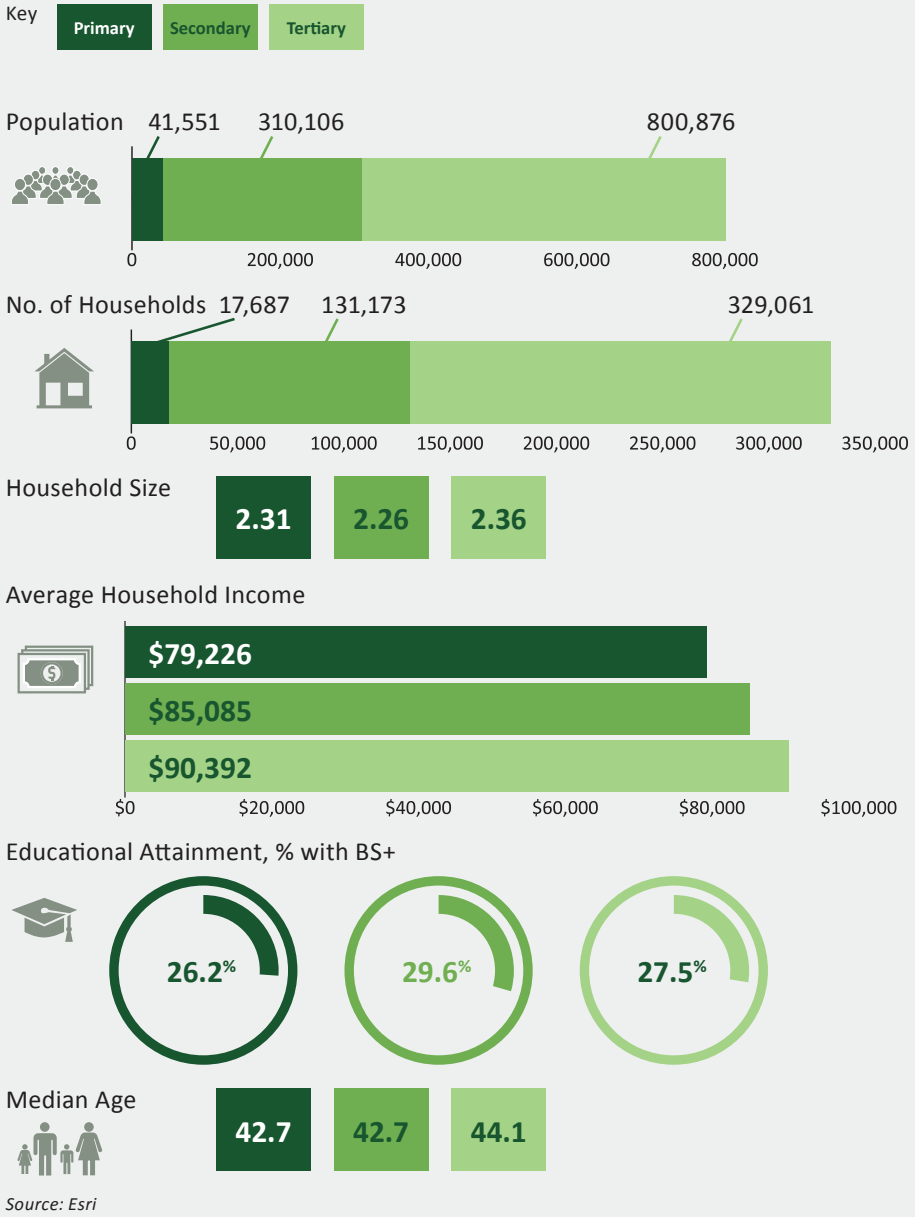
Retail Trade Area Demographic Profile

Retail Market Profile of Montage Mountain, 2024

	Primary Trade Area 15-Minute Drive Time	Secondary Trade Area 30-Minute Drive Time	Tertiary Trade Area 60-Minute
Population			
2020 Total Population	41,617	310,322	801,428
2024 Total Population	41,551	310,106	800,876
2029 Total Population	41,358	309,597	798,340
2024-2029 Annual Rate	-0.09%	-0.03%	0.10%
2024 Total Daytime Population	42,154	339,525	780,567
Households			
2024 Average Household Size	2.31	2.26	2.36
2020 Total Households	17,539	129,972	325,640
2024 Total Households	17,687	131,173	329,061
2029 Total Households	17,887	132,797	332,829
Rate of Change 2024-2029	0.23%	0.25%	0.23%
Housing			
2024 Housing Units	20,079	146,852	398,220
Owner Occupied Housing Units	53.30%	54.50%	56.60%
Renter Occupied Housing Units	34.80%	34.80%	26.40%
Average Home Value	$228,264	$243,896	$269,570
Percent of Homes $500,000+	6.20%	6.90%	7.61%
Percent of Homes $1,000,000+	1.70%	0.90%	1.00%
Household Income			
Average Household Income	$79,226	$85,085	$90,392
Median Household Income	$57,334	$60,704	$65,433
Income Above $75,000	39.80%	41.50%	44.60%
Income Above $100,000	27.20%	28.30%	31.20%
Income Above $200,000	4.20%	5.80%	6.70%
Age			
Median Age	42.7	42.7	44.1
Under 18 Years of Age	19.40%	18.30%	18.60%
Millennials 27-42*	26.40%	23.20%	22.80%
45-64	25.30%	25.30%	26.60%
75+ years	9.80%	9.80%	10%
Ethnicity/Race			
White Alone	73.20%	78.40%	77.60%
Black Alone	5.80%	6.10%	6.20%
Hispanic Origin	15.40%	11.70%	13.60%
Asian	5.30%	2.90%	2.00%
Two or More Races	7.70%	6.70%	7.40%
Educational Attainment Population 25+			
High School Graduate/GED Alt	37.80%	36.40%	38.80%
Some College/Associate Degree	27.80%	26.90%	27.00%
Bachelor's Degree	16.30%	18.10%	16.80%
Graduate/Professional Degree	9.90%	11.50%	10.70%
Civilian Population 16+ in Labor Force			
Population 16+ Employed	96.20%	97.00%	97%
White Collar	53.30%	57.60%	56%
Management/Business/Financial	12.30%	13.10%	14%
Professional	21.30%	24.60%	23%
Services	22.60%	19.20%	18%
Manufacturing	9.30%	9.60%	11%

Sources: Esri; U.S. Census

Retail Trade Area Demographic Snapshot



Source: Esri

Analysis of Retail Spending

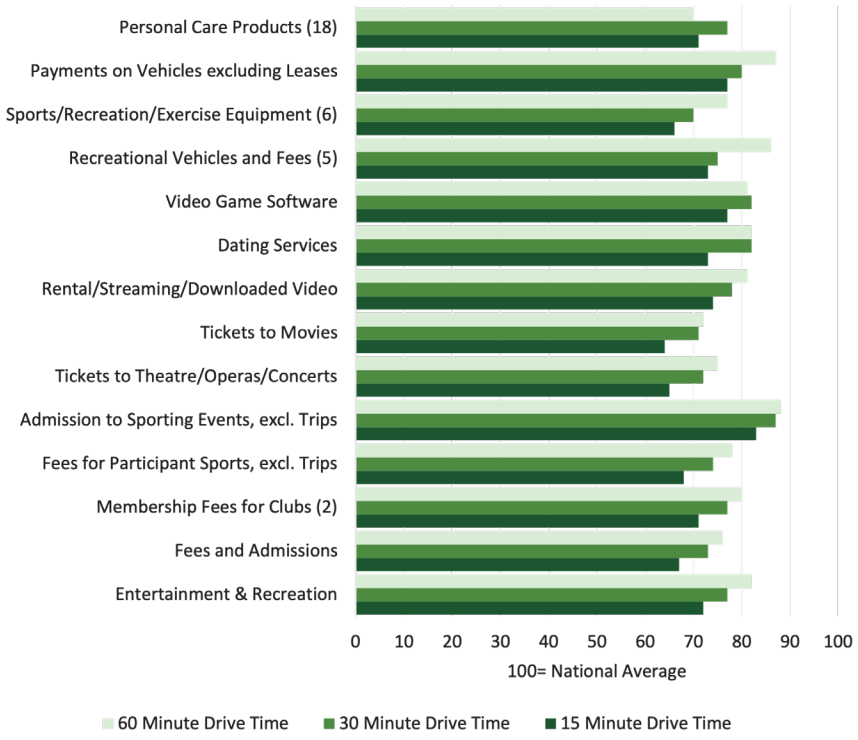
Our analyses of spending and the potential for spending on entertainment and recreation activities and services in the study area reveals that both actual spending and potential spending within the trade areas falls below the national average. Thus, existing tenants and any retailer new to the market must rely on visitors to the market to thrive.

Comparison of Annual Average Household Spending on Entertainment, Recreation

	Primary Trade Area 15-Minute Drive Time	Secondary Trade Area 30-Minute Drive Time	Tertiary Trade Area 60-Minute
Entertainment & Recreation	$2,953.81	$3,138.08	$3,370.60
Fees and Admissions	$554.22	$606.37	$630.57
Membership Fees for Clubs (2)	$214.06	$232.52	$240.51
Fees for Participant Sports, excl. Trips	$90.33	$98.61	$104.31
Admission to Sporting Events, excl. Trips	$65.38	$68.84	$70.01
Tickets to Theatre/Operas/Concerts	$49.43	$54.88	$56.99
Tickets to Movies	$15.77	$17.40	$17.71
Rental/Streaming/Downloaded Video	$1.14	$1.30	$1.32
Tickets to Movies	$23.67	$25.93	$27.15
Video Game Software	$15.60	$16.65	$16.41
Dating Services	$0.58	$0.65	$0.65
Recreational Vehicles and Fees (5)	$200.02	$214.29	$236.53
Sports/Recreation/Exercise Equipment (6)	$42.83	$46.32	$48.27
Payments on Vehicles excluding Leases	$2,350.88	$2,446.46	$2,635.45
Personal Care Products (18)	$399.57	$428.62	$448.35

Source: Esri; U.S. Census

Spending Potential Index, Households, Entertainment, Recreation



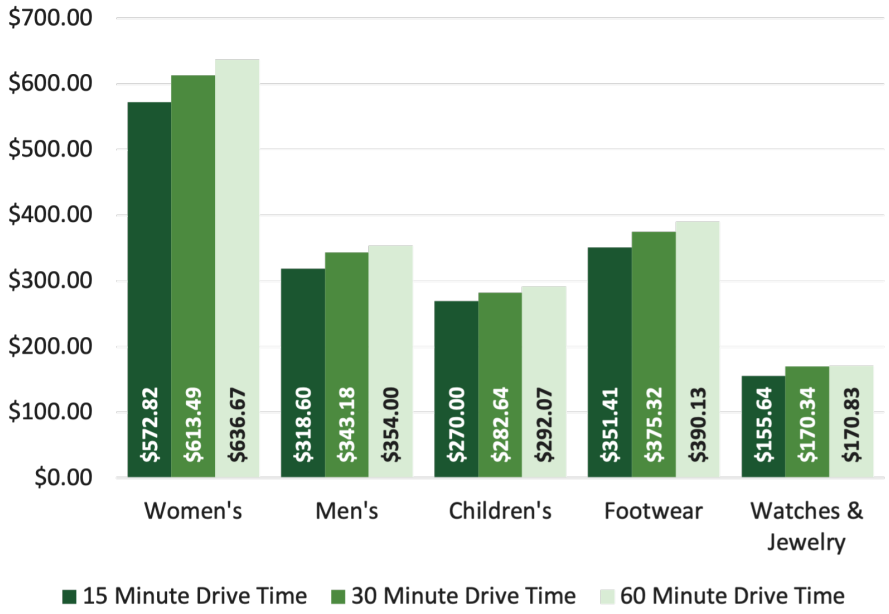
Source: Esri

Analysis of Retail Spending: Apparel

Similar to other categories of retail, the actual and potential for spending on apparel for households within the trade areas fall below the national average.

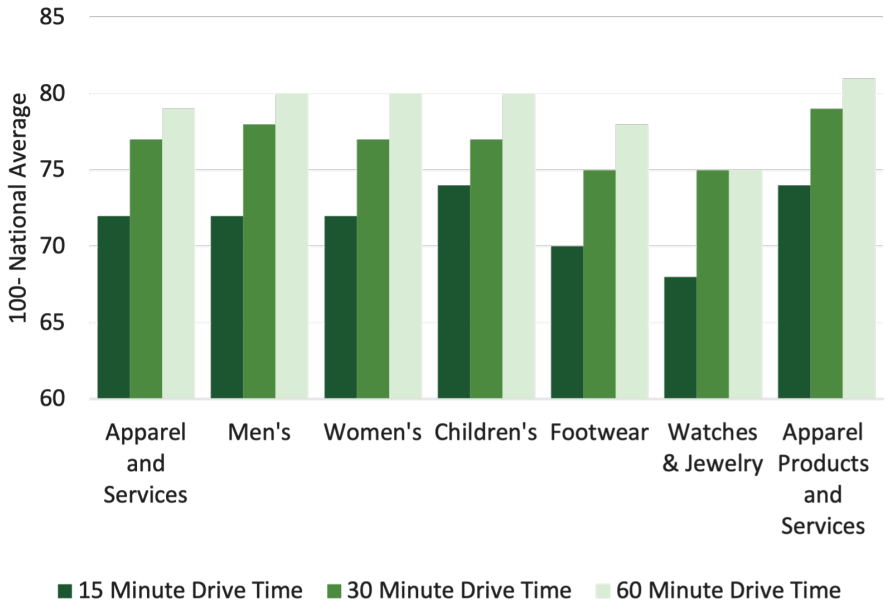
Actual spending is highest for women's apparel, compared to that for men's and children's, which follows national trends. Women still tend to spend more on apparel than any other consumer group.

Comparison of Annual Household Spending on Apparel



Source: Esri

Spending Potential Index, Households, Comparison of Apparel

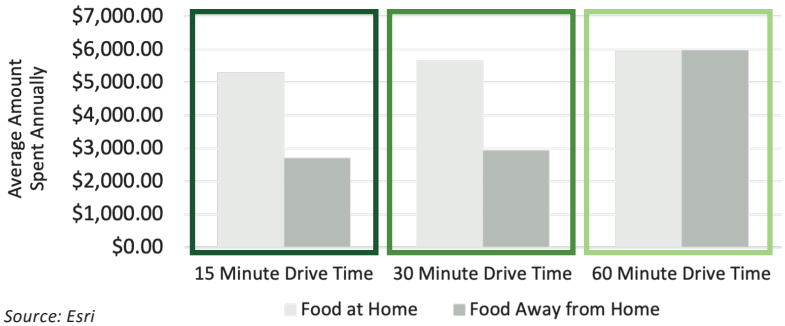


Source: Esri

Analysis of Retail Spending: Food

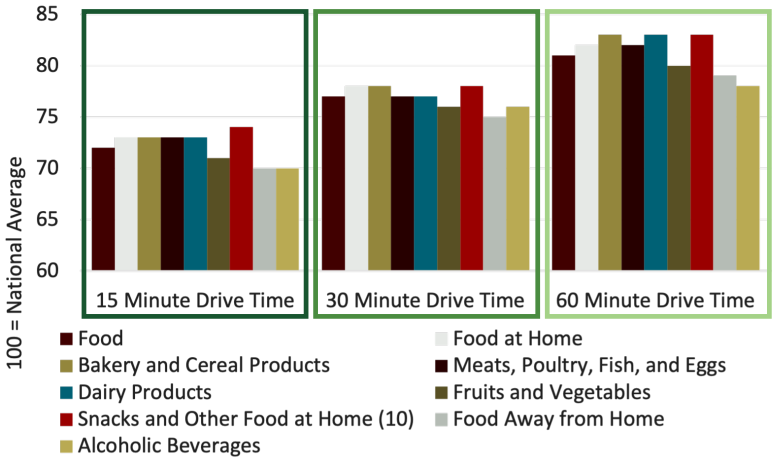
In 2016 spending on "Food out of the home" exceeded that for spending on "Food in the home" for the first time since it was tracked in the 1950's. During the pandemic this reversed. Nationwide spending on "Food at home" averages, just below on that "Food out of the home", and is even lower in urban markets, where consumers have more options for dining including take out. Households near Montage Mountain are spending more on "Food at home," which may be attributed to more households with children under 18 years, as well limited disposable income, and even limited affordable dining options in the nearby market. To better gauge household spending on food, we benchmarked potential for spending across several categories. The potential for spending falls below the national average across all categories and geographies. The lower spending on fresh food may be due to access to products from regional farms and more affordable grocery brands in the market, and local dining patterns, even accounting for inflation.

Comparison of Household Spending on Food In vs. Out of the Home



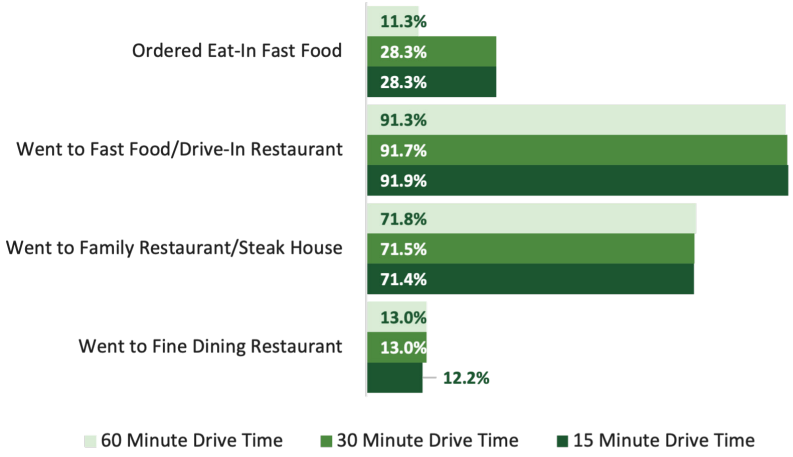
Source: Esri

Spending Potential Index, Households: Comparison of Food In vs. Out of the Home



Source: Esri

Six-Month Household Dining Patterns, 2024



Source: Esri

Retail Trends

National Retail Trends

- Retailtainment and experiential retail concepts are growing.
- The structure of leases is shifting to include shorter terms (from an average of five to three and below) and more hybrid leases with a base fee and percentage of sales.
- Stores are shrinking their footprints—smaller footprints tend to lease faster.
- Omni-channel marketing is the future, local and national tenants are utilizing social media and websites to market to consumers.
- Younger generations are driving demand for locally made and produced goods.
- Consumer interest in sustainability is influencing retail stores and merchandise.
- Online only tenants are increasingly taking brick and mortar space.
- Pop-ups and temporary tenants are ideal to test markets and fill empty spaces.
- Spending on “Food out of home” once again exceeds that for “Food at home”.

Local Trends

- Retail vacancy is rising (downtown Scranton, The Shoppes at Montage).
- Spending is increasing slightly on food and beverage “out of the home”, but is still less than that for “Food at home”.
- There is increased demand for fast casual food tenants and affordable family friendly chain restaurants.
- Spending on entertainment and interactive experiential retail is growing slightly.
- National and regional tenants are beginning to expand in the regional market.

What Will Drive Retail at Montage Mountain?

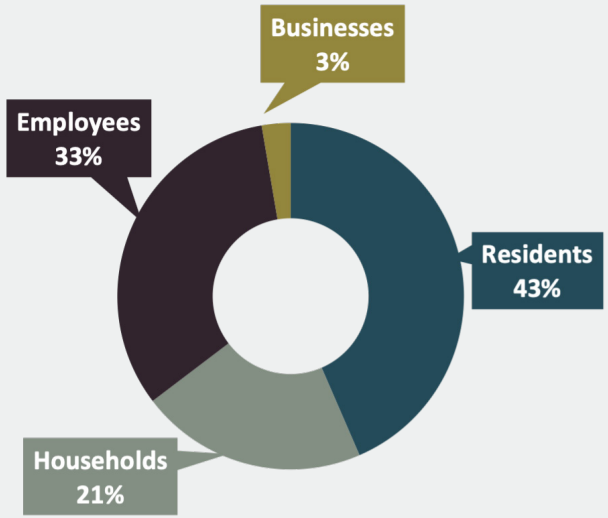
Population growth, new residential and commercial development, tourists and visitors to the Mountain, and an increasing selection of retail choices.

Primary Trade Area Demand Drivers

Residents	Workers	Businesses
41,551	20,711	1,777

Source: Esri

Primary Trade Area Demand Drivers



Source: Esri

Tourism & Entertainment

The visitor attraction anchors at Montage Mountain have a significant fiscal impact on Lackawanna County contributing the more than $4 million in hotel tax revenue and substantial admissions tax revenue annually.

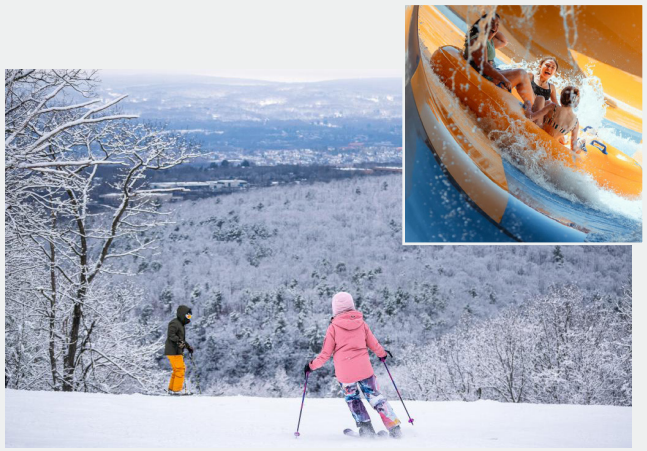
Around one million visitors come to Montage Mountain every year to ski, enjoy the water park, attend baseball games, concerts, and festivals at the three major anchors located there. Additionally, the Cinemark 20, and Dave & Buster's also draw hundreds of thousands of visitors annually.

Lackawanna County owns PNC Field and the Pavilion at Montage Mountain. The Stadium Authority governs PNC Field; the Performing Arts Authority governs the Pavilion; Live Nation has an operation agreement for May to October.

Montage Mountain Resorts

Ski & Water Park Resort

Built: 1984
Hosts annual festivals
Hundreds of thousands annual attendance (2023)



Courtesy of Lackawanna County Visitors Bureau / Photo by Montage Mountain Resorts

The Pavilion at Montage Mountain

Built: 2000
Operated by Live Nation
175M+ annual attendance (2023)



Courtesy of Lackawanna County Visitors Bureau / Photo by Jesse Faatz

PNC Field

Built: 1989
Home of Rail Riders, AAA affiliate for New York Yankees
335K+ annual attendance (2023)



Courtesy of Scranton/Wilkes-Barre RailRiders

Housing Market Demand Factors

Housing Demand

Lackawanna County is projected to add only 600 net new residents by 2050 for a rate of growth of less than one percent, while Luzerne County will add 8,300 net new residents for a rate of growth of 2.5 percent. Despite limited projected population growth, the region will still need to add thousands of new housing units over the next two decades to accommodate this growth as well as replace obsolete housing. While portions of Montage Mountain are most appropriate for single-family housing, such as near Glenmaura National Golf Club, medium density multifamily co-located with commercial and mixed-use development along Glenmaura National Boulevard and Montage Mountain Road would add vibrancy, value, and retail market support to the area.

10-Year Projected Demand in the Study Area

~ 250 Market Rate Apartments

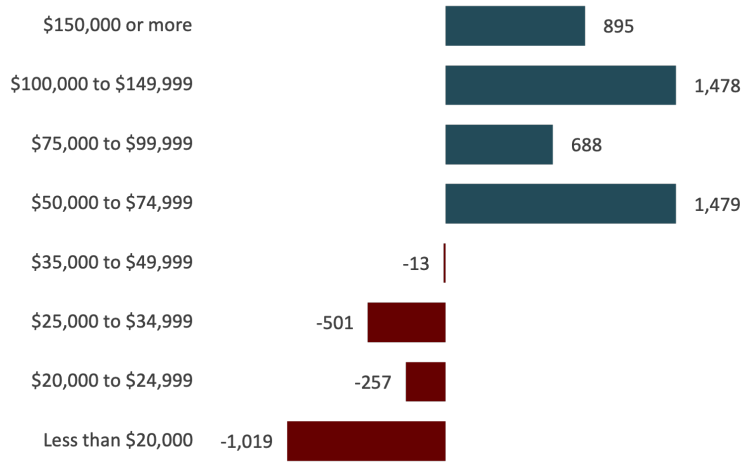
~ 150 Senior Apartments

Within Lackawanna County, the number of renter-occupied households earning more than $100,000 has increased by more than 2,300 households since 2014. However, only 600 non-senior-oriented market rate units have been delivered during this time period indicating that many of these households are renting lower quality properties or single-family homes.

Senior-oriented properties like the 130-unit Glenmaura Senior Living have been successful, and given growth among those aged 65 and older, the region will need to continue expanding its supply of housing for seniors.

Montage Mountain is well-positioned to capture a portion of future rental housing demand given it's accessibility, retail amenities, and marketability with views and preserved open space.

Change in Renter-Occupied Housing Demand by Income, Lackawanna County, 2014-2023



Source: ACS

Commercial Real Estate Demand Factors

Office Demand
~ 100,0000 S.F.
10-Year Projected in the Study Area

Since 2010, the MSA has added 1 million square feet of office space, including the Geisinger Medical Center on Montage Mountain containing around 100,000 square feet. Of Montage Mountain's one million square feet of office space, approximately 334,000 square feet are vacant. With the renovation of the 180,000 square foot 53 Glenmaura National Boulevard to be occupied by Commonwealth Charter Academy will substantially increase the area's office occupancy, although office demand will remain relatively flat over the next decade based on diminished competitiveness in the post pandemic era and limited projected job growth in office supporting industry sectors. At the same time, with the increasing presence of Geisinger, Montage Mountain should be positioned to capture increasing demand for healthcare facilities and medical office space.

Growing the knowledge sector employment base would increase demand and market support for retail and housing, increase the property tax base for Moosic Borough and Lackawanna County, and enhance the competitiveness of existing office space. In addition to backfilling existing space, Montage Mountain could reasonably support 100,000 square feet of new office space over the next decade, although more space could be accommodated for a corporate headquarters if identified.

Retail Demand
~ 80,000 S.F.
10-Year Projected in the Study Area

There is a large amount of vacant retail space in the Shoppes on Montage (about 165,000 square feet), which will limit opportunities for larger-scale retail development. At the same time, there is a need to diversify the offerings, including adding a grocery store, pharmacy, and expanded food and beverage options such as a brew pub, fast casual restaurants and family restaurants. Some of these offerings could be supported with high visibility outlot development along Glenmaura National Boulevard. Portions of the Shoppes face visibility and lot depth challenges and portions may need to be brought offline for the creation of public space, and to enhance the marketability of the remaining development. Newer strip center development (with around 10,000 square feet) could also support retail demand.

Over the long term, as the market trajectory changes on the mountain, a town center type development could be supported, although this would require the redevelopment of existing surface parking. A new gas station and convenience store (e.g., Wawa or Sheets) would be appropriate for the areas closer to the Interstate 81 and Montage Mountain Road interchange.

Hospitality Demand
~ 150 Conventional Hotel Rooms
~ 150 Resort Hotel Rooms
10-Year Projected Demand in the Study Area

The hotels on Montage Mountain are performing well with a much stronger recovery post-COVID compared to other parts of Lackawanna County. There is an opportunity to build upon this momentum by expanding and diversifying the hotel supply. The proposed Montage Mountain Resorts Hotel would represent one of the highest quality hotels in the region and would serve as a regional destination that could draw from an area within a two- to three-hour drive. The inclusion of on-site event facilities for weddings, retreats, and corporate event would also create opportunities for attracting visitors from a broader area, who then bring new money into the region supporting retail sales and hotel tax revenue.

Additionally, a new conventional hotel could be supported along Glenmaura National Boulevard to expand upon the existing offerings. An ideal hotelier would include newer Middle Upscale or Upscale models and brands such as Holiday Inn Express, Aloft, or AC Hotels.

Market Supported Development Program for Montage Mountain

Based on regional market conditions, there is demand to support just under 900,000 square feet of new commercial real estate on Montage Mountain over the next 10 years. The delivery of the following development program is dependent on the continued implementation of the strategic recommendations of this plan, including investments in roadways and public spaces. The development program is focused on key real estate typologies for the two Priority Areas identified in the following section. While a specific amount of single-family housing demand was not quantified, continued development of homes in the western portions of the study area should continue, where appropriate, to bolster market demand for retail and grow the tax base of Moosic Borough.

10-Year Development Program for Montage Mountain

	Units/ Buildings	Gross S.F. Per Unit/Building	Gross S.F.	Description
Residential				
Market Rate Apartments	250	1,000	250,000	2-3 properties (around 3-4 stories)
Senior Apartments	150	1,000	150,000	1 senior-oriented property (similar to Glenmaura Senior)
Sub Total			**400,000**	
Office				
Medical	2	50,000	100,000	1 larger or 2 smaller properties
Sub Total			**100,000**	
Retail				
Outlot Fast Food	2	3,000	6,000	Fast casual
Outlot Family Restaurant	2	6,000	12,000	Brewery, Bar, Regional Chain
Pharmacy	1	15,000	15,000	Free-standing
Strip Center	1	10,000	10,000	3-4 tenant building
Town Center / Entertainment	1	30,000	30,000	Entertainment uses and/or retail with public space
Gas Station and C-Store (e.g., Wawa)	1	6,000	6,000	In gateway district
Sub Total			**79,000**	
Hotel				
Conventional	150	550	82,500	2 hotels (e.g.: Holiday Inn Express; Aloft; etc.)
Resort	150	725	108,750	Proposed Montage Mountain Resort Hotel
Sub Total			**306,250**	
Grand Total			***885,250***	

The research suggests that the following type of retail tenants would do well at Montage Mountain

Grocery Store
Could occupy space at the Shoppes

Restaurants
Family-Style
Affordable
Full-Service

Fast-Casual Dining
(A step above fast food)

Retailtainment
Gaming, Video, Experiential Retail

Home Goods
Household Items and Products, Limited Furnishings

Sporting Goods

Part 4

Strategic Goals & Recommendations

Section 4A Overview & Strategic Framework

Section 4B Improve Accessibility & Connectivity

Section 4C Invest in Infrastructure & the Public Realm

Section 4D Improve Coordination & Governance

Section 4E Expand Tourism & Visitation Activities

Section 4F Create Development & Redevelopment Opportunities

Section 4G Expand Marketing & Branding Efforts

4A: Overview & Strategic Framework

Enhancing the competitiveness of Montage Mountain and positioning the area as a regional catalyst for economic development will require a series of coordinated efforts related to transportation enhancements, marketing and branding, investments in the public realm, and facilitating new real estate development. Given finite resources, it is critical that future programs and interventions are synergistic. Changing the economic trajectory of Montage Mountain will be incremental, supporting long-term growth and sustainability.

6 Key Objectives

- Improve Accessibility & Connectivity
- Invest in Infrastructure & the Public Realm
- Improve Coordination & Governance
- Expand Tourism & Visitation Activities
- Create Development & Redevelopment Opportunities
- Expand Marketing & Branding Efforts

Leveraging Assets & Addressing Challenges

Strategic Framework

In order to address challenges on Montage Mountain and create opportunities for new development, investment activity, and economic growth, there are three interlocking and synergistic focus areas:

1. Transportation & Public Realm;

2. Real Estate Investment & Development;

3. Visitation & Tourism;

Key objectives of the plan include:

Objective 1 Improving roadway connections and making investments in the public realm will make the area more attractive for new real estate development.

Objective 2 Creating better and more seamless circulation for visitors will enhance the visibility for area, encourage repeat visitors, and create more opportunities for visitors to stay longer (and spend more).

Objective 3 Improving coordination and governance on Montage Mountain will lead to better outcomes for safety and transportation efficiency as well as improve efforts for attracting new investment.

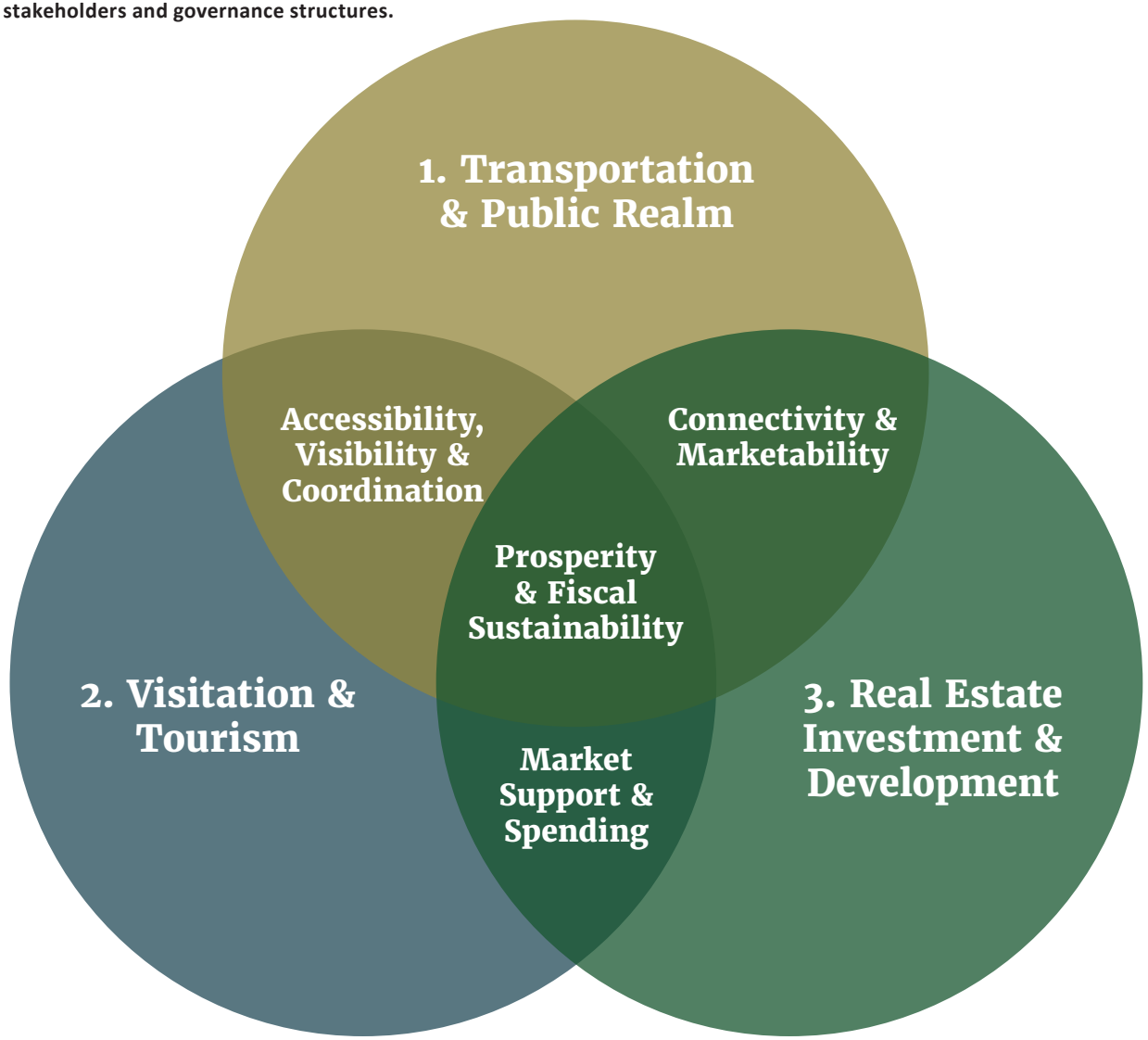
Objective 4 Attracting more visitors and tourists will support and diversify retail, food and beverage offerings, and hotel supply. This in turn will make the area more marketable for other types of uses such as residential and commercial development.

Objective 5 Supporting real estate investment on Montage Mountain will create economic opportunity and sustainable and long-term tax revenue streams for the County and Moosic Borough.

Objective 6 Expanding marketing and branding efforts will ensure that Montage Mountain becomes a competitive location for the types of business opportunities and expansion that address local demand.

The Interlocking & Synergistic Strategies for Achieving the Goals of the Plan

The success of the Plan will be dependent on the alignment of all three of these focus areas, especially for the key stakeholders and governance structures.



How Are Project Goals Achieved by the Strategic Objectives?

Improve Accessibility & Connectivity

Extend & Expand Roadway Capacity
Extend Lakeview Commons roadway to Montage Mountain Road and expand Montage Mountain Road

Implement New Traffic Circulation System for Event Days

Develop a Park & Ride System as well as Leverage Existing Surface Parking Lots for Event Days

Add Trails, Sidewalks, Bike Lanes & Other Connections Between Commercial/ Activity Areas

Invest in Infrastructure & the Public Realm

Incorporate Park & Trails Planning & Investment as Part of Future Development Efforts
In Support of Ecotourism and Non-Vehicular Travel at Montage Mountain

Establish Gateways & District Identity
Create Signage, Lighting, and Wayfinding System

Encourage Short-Term Uses to Establish Placemaking & Space Activation
Invest in Infrastructure to Facilitate Public Spaces (e.g. Town Center)

Improve Coordination & Governance

Create & Implement Event Management Plan for Special Events
Coordination among police, fire, EMS of the local jurisdictions

Create a Dedicated Organization Focused on Marketing, Public Realm Enhancement & Branding
(e.g.: SID, BID, Alliance)

Create Development & Redevelopment Opportunities

Identifying Catalyst Redevelopment Sites
Encourage Development and Redevelopment of Properties

Update Zoning Ordinances & Zoning District Designations
Encouraging Higher Density Multi-Family and Mixed-Use Development

Work to Ensure Montage Mountain is Promoted in Site Selection Efforts
Incorporate Marketing Materials with Regional Efforts

Leverage Technical Assistance & Resources from the Chamber of Commerce
Create and Market Development Incentive Package

Expand Tourism & Visitation Activities

Expand Retail & Entertainment Offerings
(e.g.: brewery, niche retail, restaurants, grocer)

Diversify Hotel Supply

Explore Creation of Event/Conference Space

Increase the Number of Event Days
(e.g.: concerts, festivals, pop-ups)

Incorporate Ecotourism Offerings & Synergies

Expand Marketing & Branding Efforts

Leverage Regional Marketing/Branding Efforts

Actively Engage with Regional & National Retail Industry Organizations
(e.g. ICSC)

Proactively Recruit Retail & Entertainment Uses

Create a Retail/Entertainment Centric Marketing Pitch Deck & Collateral

Create Property Owner, Stakeholder & Anchor Employer Marketing Alliance or Committee

4B: Improve Accessibility & Connectivity

While the existing roadways have capacity to accommodate demand generated from new development, vehicular congestion during event days creates substantial delays for visitors, residents, and employees of nearby businesses. This limits the ability for operators to increase attendance and/or expand the number of event days and detracts from the overall visitor experience causing people to avoid Montage Mountain altogether. Creating better roadway and pedestrian connections as well as implementing more efficient park and ride systems can help mitigate these adverse impacts.

Key Improvements

- Extend & Expand Roadway Capacity
- Implement New Traffic Control Measures & Roadway Improvements for Event Days
- Develop Park & Ride System and Leverage Existing Surface Parking Lots for Event Days
- Add Trails, Sidewalks, Bike Lanes, & Other Connections Between Commercial/Activity Areas

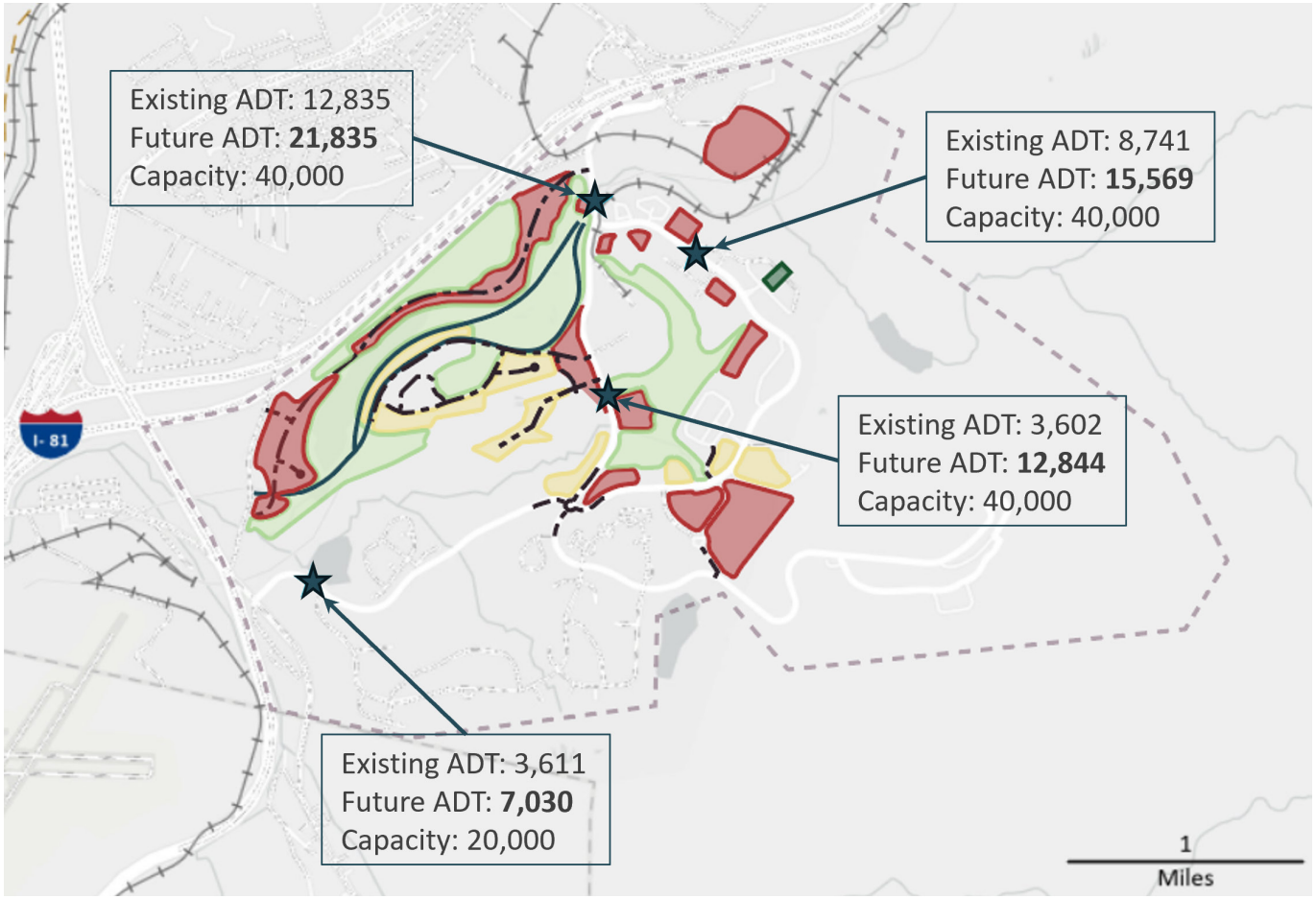
Roadway Capacity Based on Land Use Scenarios

The speed limit on Montage Mountain Road is 30 mph. Glenmaura National Boulevard has a posted speed limit of 35 mph.

The roadway capacity on Montage Mountain Road is 40,000 passenger cars per day. The roadway capacity on Glenmaura National Boulevard in 20,000.

The existing roadway has adequate capacity for development and redevelopment expansion. However, roadway capacity needs to be expanded to accommodate demand on event days and to prevent disruption to day-to-day activities by residents, workers, and visitors.

Classification	Units	Gross SF	ADT Future Build Out
Residential	400	400,000	1,604
Office	2	100,000	1,160
Retail	8	79,000	7,493
Hotel	300	306,250	2,404
Total		**885,250**	**12,661**



Source: Kimley-Horn

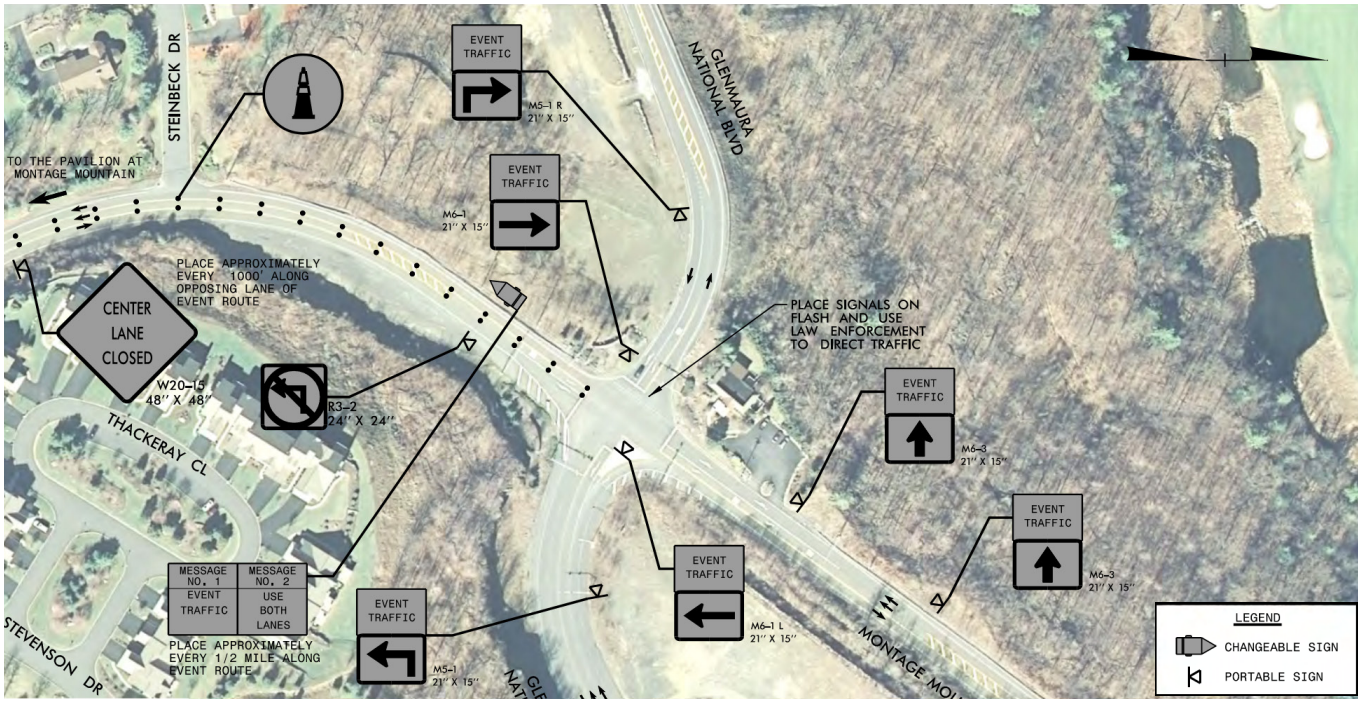
Develop a Traffic Operations Plan for Montage Mountain

Lackawanna County would lead the development of a Traffic Operations Plan. Stakeholders would include all agencies involved with Traffic Operations at Montage Mountain. Key components should include pre-event planning, communication protocols, day of traffic device deployment, and post-event reviews.

A Traffic Operations Plan should be developed as the very first step to address traffic concerns at Montage Mountain.

The exhibit to the right includes a sample of what should be developed as part of the traffic operations plan.

Example of a Traffic Operations Plan



Source: Kimley-Horn

Extend & Expand Roadway Capacity

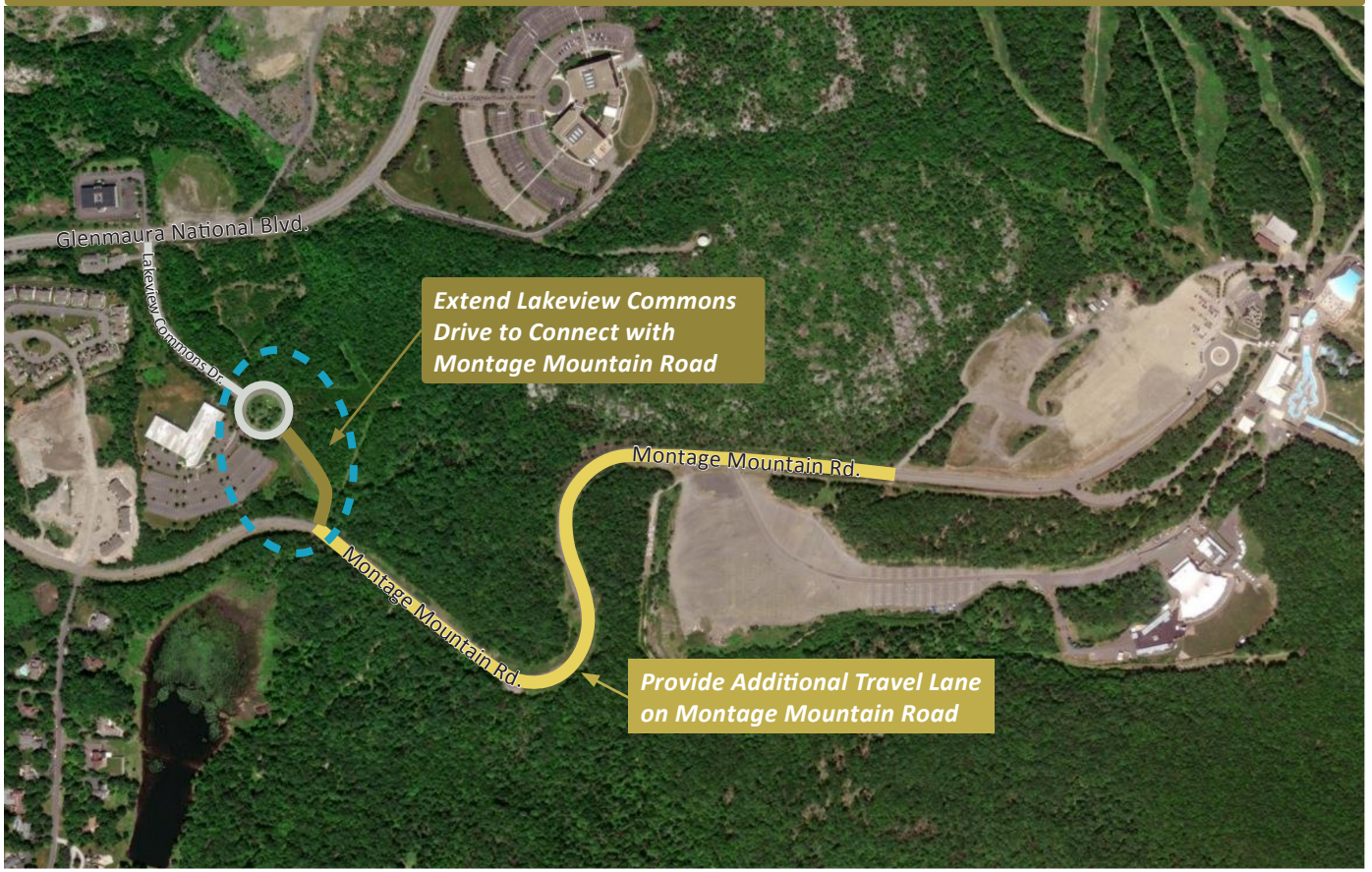
A key component to improving the traffic operations at the Pavilion and Montage Mountain resorts would be to increase roadway capacity.

By extending Lakeview Commons to Montage Mountain Road, this would provide a main point of access to the top of the mountain, and also direct traffic around the residential areas along Montage Mountain Road adjacent to Glenmaura National Boulevard.

Currently, the road serves only as an emergency access and is unpaved. Completing these improvements is estimated at $3M. It is estimated that the Lakeview Commons extension would cost approximately $300K, and the widening of Montage Mountain Road would be $2.7M.

Roadway Improvements Recommendations

Lakeview Commons road, located between Glenmaura National Boulevard and Montage Mountain Road, is currently used solely for emergency access. We recommend finalizing this critical connector road to construct a full access road. This will limit event traffic traveling through residential area on Montage Mountain Road.



Source: Kimley-Horn

Implement New Traffic Control Measures & Roadway Improvements for Event Days: New Circulation System

Upon completion of the new connection from Lakeview Commons to Montage Mountain Road, a new event traffic circulation plan can be implemented.

The details of this plan would be contained in a Traffic Operations Plan.

This circulation plan can be implemented independently of the widening of Montage Mountain Road.

Map Key

- Route to PNC Field, RailRiders Events
- Route to The Pavilion at Montage Mountain Events and Montage Mountain Resort

Event Day Traffic Flow Recommendations

Our intent is to separate RailRiders traffic from Montage Mountain/Live Nation Pavilion event traffic by utilizing the new established Lakeview Commons Circle. Effectively minimize event traffic through residential areas on Montage Mountain Road. Resulting in a traffic control plan for simultaneous and overlapping events.



Source: Kimley-Horn

Implement New Traffic Control Measures & Roadway Improvements for Event Days: Pavilion Parking Lot

Depending on the details contained in the Traffic Operations Plan, circulation to the Pavilion could be improved through a modification to patrons entering the parking area.

The intent is to separate VIP and General Admission, as well as patrons visiting Montage Mountain Resorts. Separation of these movements will decrease driver confusion and conflict points; thereby improving traffic flows into the venues.

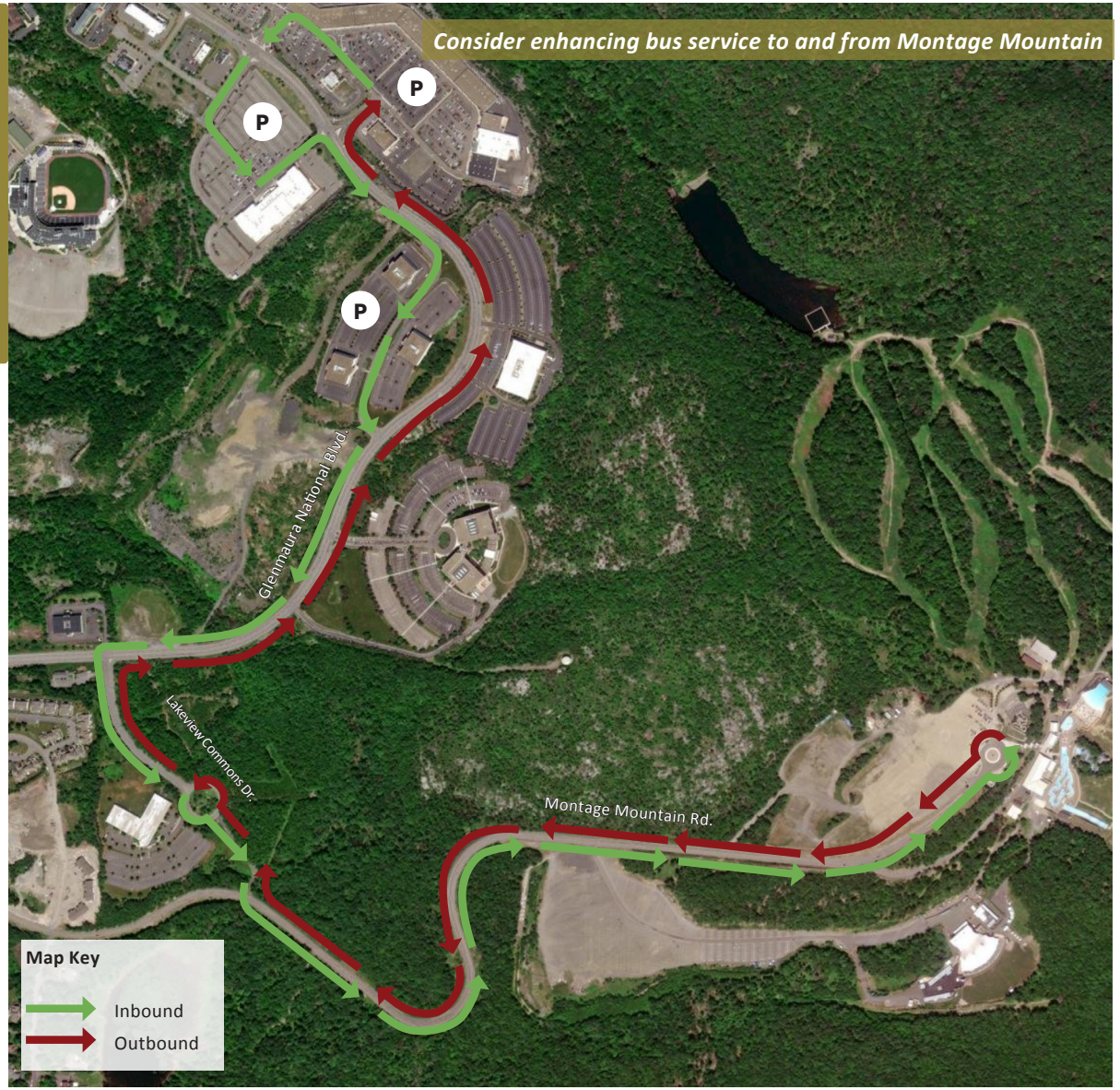


Source: Kimley-Horn

Develop Park-and-Ride System and Leverage Existing Surface Parking Lots for Event Days

Park-and-Ride Recommendations

We recommend establishing a park-and-ride shuttle service with designated pick-up and drop-off areas near the Pavilion with existing parking lots. Utilizing existing parking lots that are otherwise empty during Pavilion, utilizing existing parking lots that are typically underutilized during event times. This approach will create a centralized transportation method for accessing the mountain, benefiting rideshare users while reducing vehicle traffic in the area.



Source: Kimley-Horn

Extend & Expand Roadway Capacity

These improvements would require the milling and paving of the existing roadway sections as shown. This can be accomplished in the next pavement resurfacing project for these roadways.

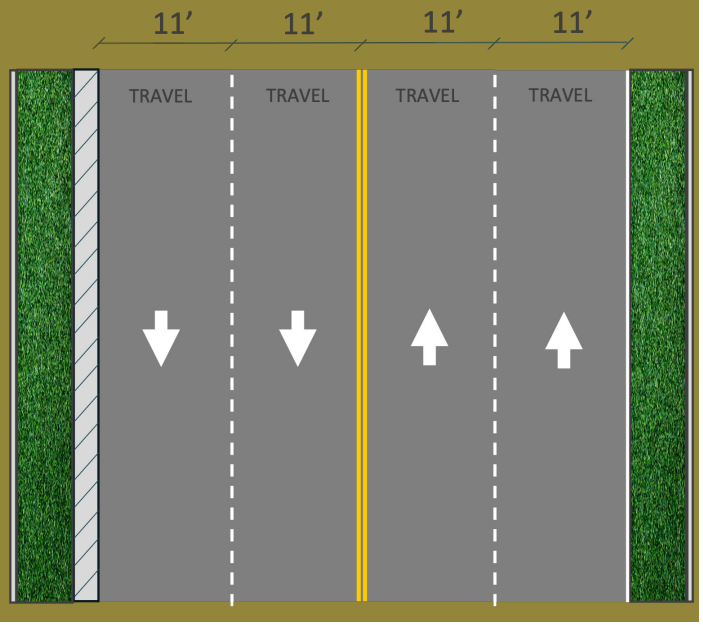
The approximate cost for milling and paving the areas shown is $500k.



Source: Kimley-Horn

Roadway Capacity Recommendations

We recommend converting the existing four travel lanes on Montage Mountain Road and Glenmaura National Boulevard into four narrower lanes. The reduction in lane width enables the addition of a dedicated two-way pedestrian path, protected from vehicle traffic by rumble strips, pavement markings, and armadillos.



Extend & Expand Roadway Capacity: Other Improvements



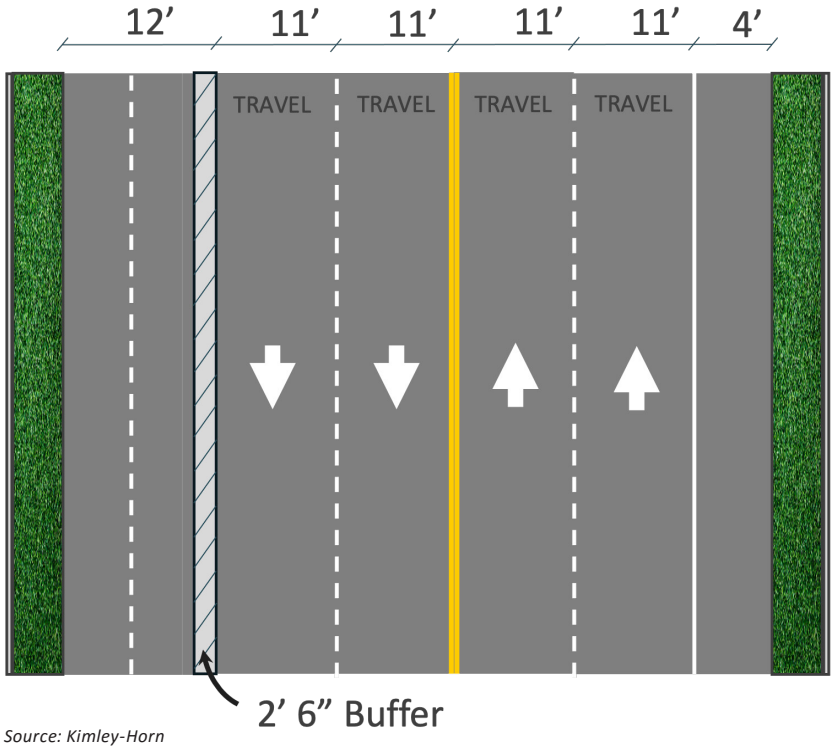
Source: Kimley-Horn

Approximate costs for these improvements is $100k. This improvement could be implemented immediately to improve existing operations and traffic flows.

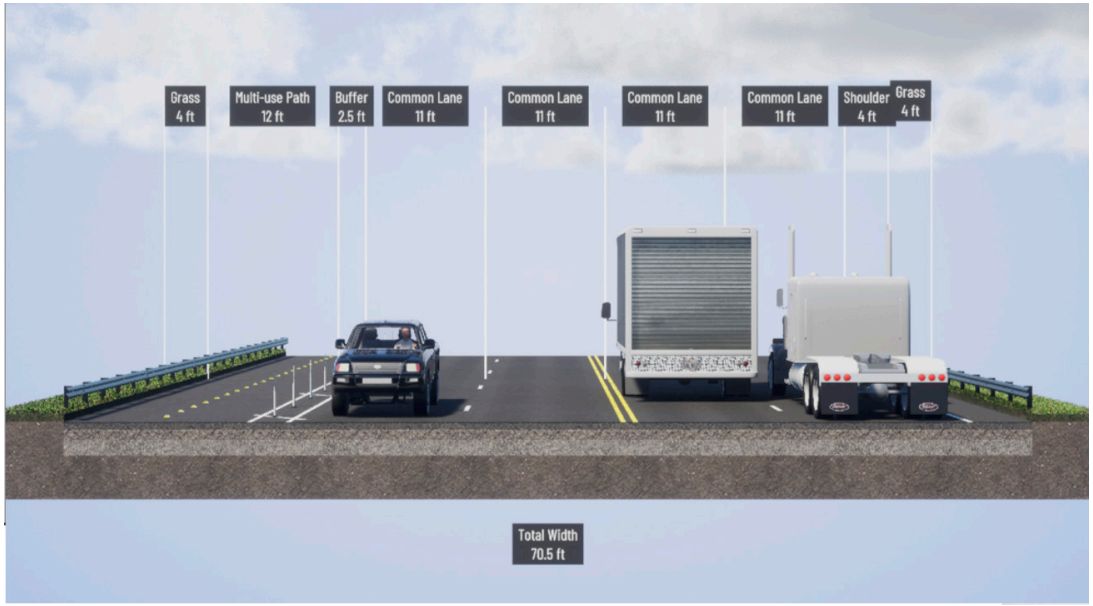
Add Trails, Sidewalks, Bike Lanes, and Other Connections Between Commercial/Activity Areas

Recommendations for Roadway Improvements to Accommodate Bicycle Lanes

Introducing a protected pedestrian path will increase safety of pedestrians and vehicle traffic traveling at high speeds along Montage Mountain Road and Glenmaura National Boulevard. Additionally this will increase walkability among the existing and future land use developments, connecting communities.



Source: Kimley-Horn



4C: Invest in Infrastructure & the Public Realm

Quality streets, sidewalks, parks, and public spaces contribute to the identity and vibrancy of an area, which in turn, enhances the value and marketability of the surrounding real estate. Given market feasibility challenges for new real estate development, investment in infrastructure and the public realm will be needed to make the area more attractive for future development. Some of these improvements can include signage and lighting as well as incorporating trails and open space throughout the area.

Key Investments

Incorporate Park & Trails Planning & Investment as Part of Future Development Efforts

Establish Gateway Districts, Create Signage, Lighting, & Wayfinding System

Placemaking & Space Activation with Short-Term Uses

Incorporate Park & Trails Planning & Investment as Part of Future Development Efforts

Incorporating parks and trails planning and investment as part of future development effort on the mountain can provide a number of benefits. Parks and trails significantly enhance the quality of life by providing recreational opportunities, green space for relaxation, and increased enjoyment of the area's scenic location. Parks and trails also encourage physical activity, like walking, running, and cycling, which leads to better physical and mental health outcomes. Parks and trails also help preserve green spaces, protect wildlife habitats, and can create enhanced connectivity between destination areas.

Parks and trails serve as common grounds where people of all ages and backgrounds can gather, fostering a sense of community and social interaction.



H. Trail connections between key destinations

I. Pop-up, temporary use opportunity

L. Parks and open space

Source: Kimley-Horn

Parks & Trails


Bob Callan Multi-use Trail


Lynn Haven Bayou Park


West Villages Improvement District

Image Source: Kimley-Horn


Legacy Trail


White Oak Creek Greenway

Economically, well-maintained parks, trails and open can increase property values, attract tourism, and spur local economic development. They also draw in new residents and businesses looking for vibrant, attractive communities.

From a sustainability perspective, integrating parks and trails into development plans supports balanced landscapes that combine both the natural and the built environment. Green spaces like parks help in managing stormwater runoff, reducing flood risks, and promoting natural water infiltration. Additionally, parks and trails can house cultural events, outdoor education programs, and environmental awareness initiatives—adding the are area's attraction as an eco-tourism destination.

Trails also provide safe and scenic routes for non-motorized transportation, encouraging walking and biking. Visually, parks and trails enhance the aesthetic appeal of a community, making it more attractive to residents, visitors, and potential investors. By planning and investing in parks, trails and open spaces, the study area can become more a more sustainable, and vibrant places to live, work, and play.

Establish Gateways & District Identity

Establishing gateways and creating district identity throughout the study area can significantly enhance the appeal and functionality of Montage Mountain. Gateways, such as well-designed entrances to districts, sub districts, or neighborhoods, create a strong first impression and establish a sense of arrival, helping to define the boundaries of a district and contribute to its unique identity. This fosters a sense of place for businesses, residents and visitors.

Establishing gateways and district identities can highlight the significance of an area as a vibrant year-round destination, helping to enhance its unique character and promote awareness and appreciation of its current and future offerings. Economically, a distinctive district identity can attract businesses, customers, and tourists, enhancing the district as *THE* destination for shopping, dining, events, entertainment, sports, recreation and eco-tourism, boosting the local economy.



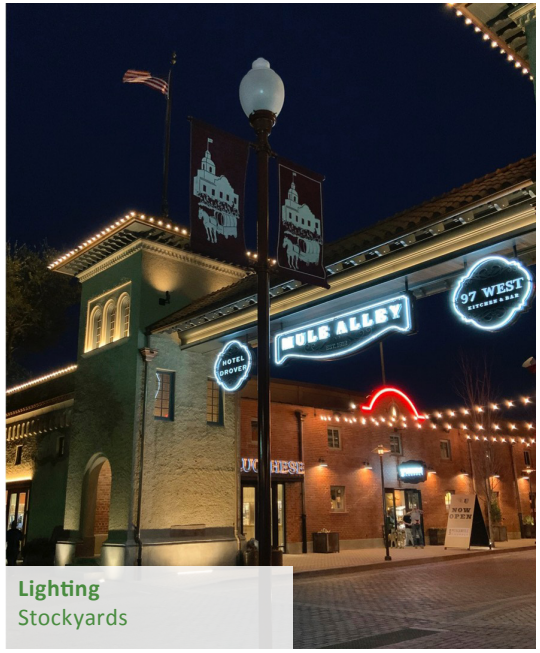
Source: Kimley-Horn



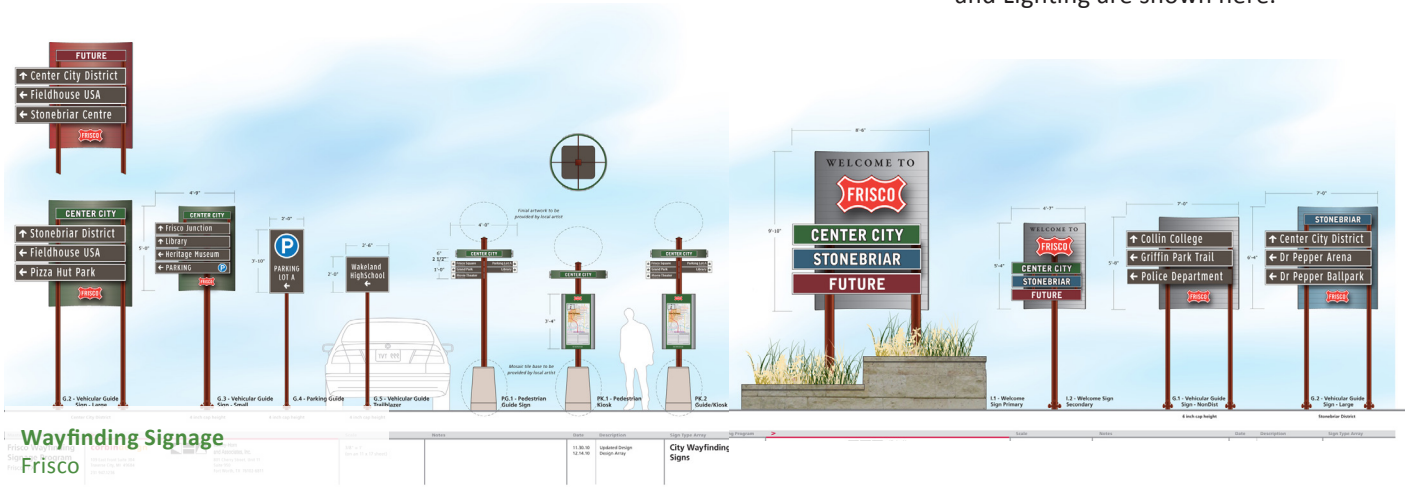
Streetscape Master Plan
Salinas



Lighting
City of Greer



Lighting
Stockyards



Wayfinding Signage
Frisco

Image Source: Kimley-Horn

Clearly defined gateways and distinct district identities also aid in navigation and wayfinding, making it easier for visitors to identify and navigate different parts of the Mountain.

For cities, towns and destination locations like Montage Mountain, having well-defined districts with unique identities can become a powerful branding tool, aiding in the marketing of the area to potential investors, residents, and visitors by highlighting the diverse offerings within different districts. Thoughtfully designed gateways also enhance the area's aesthetics, serving as landmarks and beautifying the private and public realm. Examples of Signage, Gateways and Lighting are shown here.

Placemaking & Space Activation with Short-Term Uses

Pop-ups, short-term, and temporary use strategies offer numerous benefits to communities, businesses, urban areas, and destination areas seeking to further enliven their districts and attract visitors.

Pop-ups and temporary uses contribute to placemaking by creating dynamic environments that enhance the character and appeal of spaces and places. They can transform ordinary locations into unique and vibrant destinations, attracting visitors and enriching the destination experience. Temporary uses allow urban spaces to adapt quickly to changing demands, trends and seasons.

By activating vacant or underutilized spaces, pop-ups bring additional life and activity to these locations, resulting in increased foot traffic and promote the potential further development and redevelopment to the surrounding area. This injection of energy and commerce can transform underused spaces, such as parking lots, into vibrant hubs of activity.

Community interaction is enhanced through pop-ups, which often host events, markets, and cultural activities. These temporary spaces provide opportunities for residents and visitors to gather, participate in diverse activities, and build a sense of community. By offering opportunities for social interaction and engagement, pop-ups foster stronger community ties and promote social cohesion.

Temporary uses can bring various types of businesses and activities to an area, adding variety and interest. This diversification makes communities/ places more attractive and engaging, offering residents and visitors an array of diverse experiences.

Pop-ups can help raise public awareness for various causes, products, and initiatives. They provide opportunities to promote local artists, sustainable products, and community projects, enhancing the visibility and impact of these efforts.

Pop-up concepts could include a temporary ice skating rink or food truck park in existing surface parking lots, including Shoppes at Montage, Cinemark 20 Movie Theater, and PNC Field.



Philadelphia Horticultural Society Pop-Up Garden



Winter at Dilworth Plaza, Philadelphia City Hall



Northwest Pop-Up Park

Image Source: Kimley-Horn

Return to TOC

4D: Improve Coordination & Governance

Montage Mountain is challenges by its multi-jurisdictional boundaries with portions within Moosic Borough and City of Scranton, which causes public safety and transportation coordination issues during event days. An event management plan could help alleviate these issues for addressing traffic flow and emergency responses. From an economic development perspective, creating a dedicated organization to oversee development activities, marketing, branding, and infrastructure investment would create opportunities for a dedicated creation and allocation of resources. A dedicated organization could also serve as a liaison for linking other service providers and government agencies.

Key Improvements

Create & Implement Event Management Plan for Special Events

Create a Dedicated Organization Focused on Marketing, Public Realm Enhancement & Branding

Create & Implement an Event Management Plan for Special Events

Recommendations

Develop a special event Traffic Operations Plan for Montage Mountain.

SHORT TERM

Identify a lead for special event Traffic Operations Plan at Montage Mountain

- **Suggestion:** Lackawanna County
- **Stakeholders:** Moosic Borough Police and Fire, Lackawanna County Sheriff, RailRiders, Live Nation, Montage Mountain, PennDOT, Pennsylvania State Troopers

Prepare a Traffic Management Plan

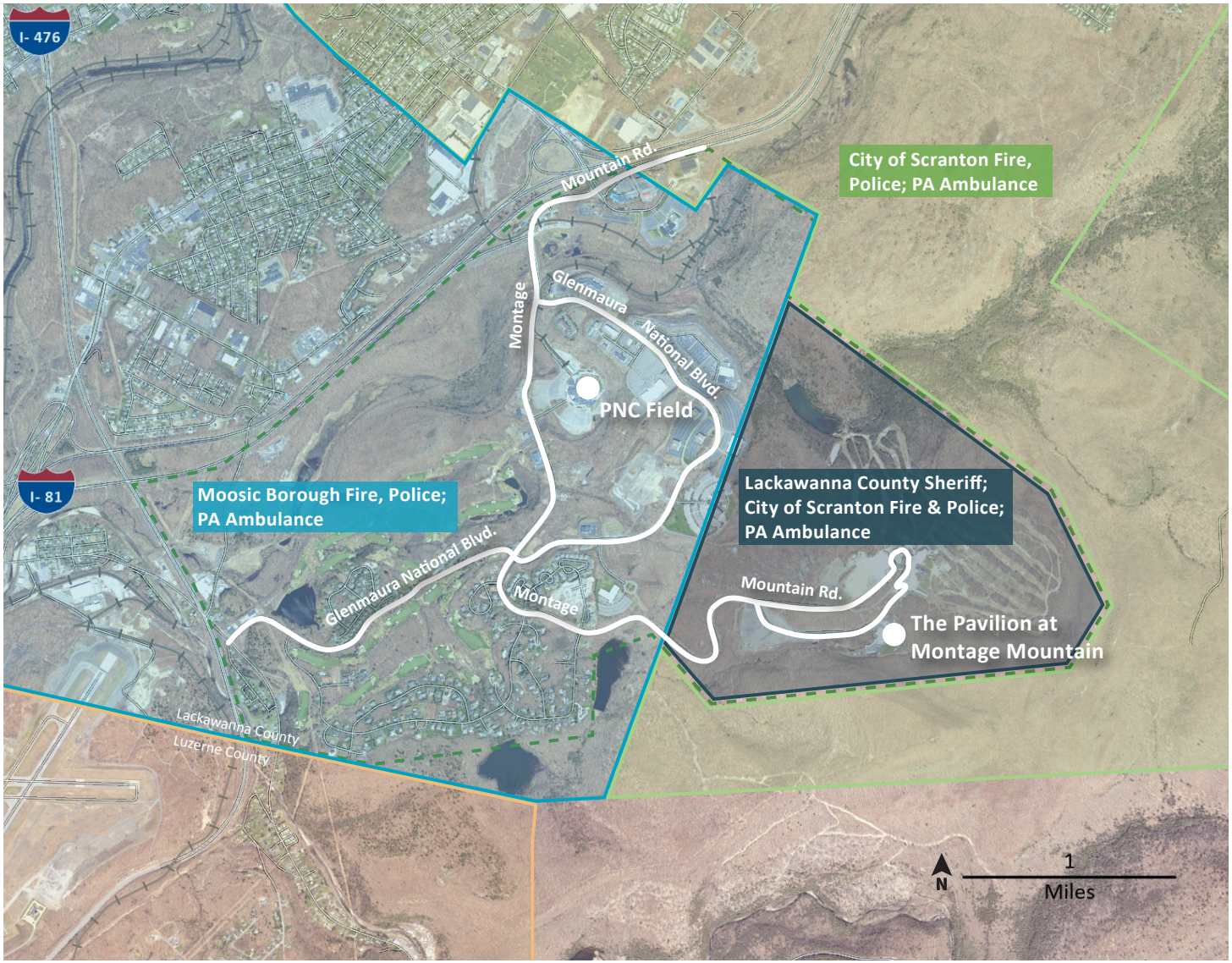
- Traffic flow, pedestrian access, transit, rail, incident response
- Agency responsibilities / role assignments
- Communications protocols

MID-TERM

Determine feasibility of shared parking opportunities at Montage Mountain

Determine feasibility of constructing Lakeview Commons Circle extension to Montage Mountain Road

Update Traffic Management Plan



Source: Kimley-Horn

Create a Dedicated Organization Focused on Marketing, Public Realm Enhancement & Branding

A Downtown Business Improvement District (BID) or Special Improvement District (SID) enables local businesses and property owners within a designated area to pool their resources to fund improvements and initiatives that enhance the district's overall appeal and vitality. This collective effort can lead to increased consumer traffic, heightened business activity, and higher property values—outcomes that individual stakeholders might struggle to achieve on their own.

These organizations can also generate funds to support enhancements such as landscaping, signage, and branding, making the area more visible and visually appealing. By working together, businesses and property owners can create a more attractive and vibrant district that benefits everyone involved. Examples that are operating throughout Pennsylvania are presented here.

The Downtown Allentown Business Alliance, a division of the Allentown Chamber of Commerce, has played a pivotal role in the revitalization of the downtown; by implementing a campaign focused on events, marketing, and partnerships.

Scranton Tomorrow is a nonprofit, nonpartisan community and economic development organization dedicated to establishing Scranton as the premier urban center of Northeastern Pennsylvania. Founded in 1992, Scranton Tomorrow mobilizes resources to enhance the city's environment for residents, businesses, and visitors. The organization focuses on economic development, business support, and maintaining a safe, clean, and green downtown. Through collaborative efforts, Scranton Tomorrow has been instrumental in driving positive change and fostering a vibrant community.

Downtown Wilkes-Barre, managed by the Diamond City Partnership, is the largest urban employment center in Northeastern Pennsylvania. This college-anchored live-work neighborhood is home to over 4,000 residents and features a variety of arts and cultural facilities, performance spaces, restaurants, and historic districts.

The Downtown State College Improvement District (DSCID) is a nonprofit Neighborhood Improvement District dedicated to creating a vibrant and welcoming downtown. Established by ordinance of the Borough of State College, DSCID supports over 350 businesses through community events, physical improvements, and creative placemaking.

Implementation

The primary responsibility for this initiative would fall to the County and other local partners, including property owners. The buy-in from property and business owners is critical for success. Two key resources that can provide valuable information and support for launching a BID or SID are the International Downtown Association (IDA) and the Pennsylvania Downtown Center (Downtown PA). These organizations offer guidance on best practices, resources, and strategies to effectively establish and manage improvement districts.

Timeframe

The first step in this initiative is to form a committee or alliance in 2025. This group will be responsible for gauging the interest of stakeholders and assessing their willingness to participate. By bringing together key players early on, we can ensure a collaborative approach and build a strong foundation for future efforts.

Downtown State College, Pennsylvania



Image Source: Downtown State College Improvement District

4E: Expand Tourism & Visitation Activities

The economic development potential of Montage Mountain will require building upon its already strong tourism and visitation ecosystem. Drawing visitors both within the Scranton region and a broader area (two- to three-hour drive) directly supports retail sales and hotel and admissions tax base. Given limited retail market support within the trade area, the success of Montage Mountain's retail space will be dependent on drawing visitors. Improving accessibility and connectively during event days will be critical, but also creating new amenities and expanding marketing efforts.

Key Expansions

- Expand Retail/Entertainment Offerings
- Diversify Hotel Supply
- Explore Creation of Event/ Conference Space
- Increase Number of Event Days
- Incorporate Ecotourism Offerings & Synergies

Expand Retail & Entertainment Offerings

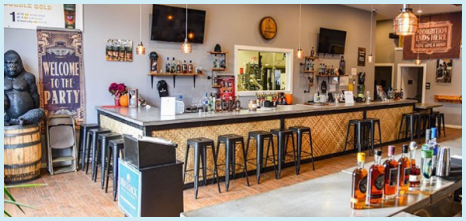
Montage Mountain is the premier visitor and tourism destination in Lackawanna County, featuring key attractions such as Montage Mountain Resort, The Pavilion, PNC Field, and the Shoppes at Montage. Despite its supply of 436,000 square feet of retail space, there remains a significant opportunity to enhance its retail offerings aimed to provide a full day of visitor opportunities.

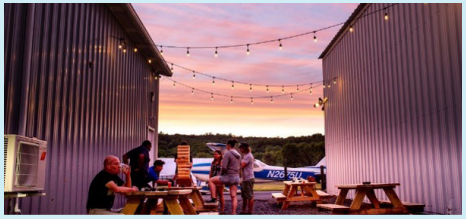
Expanding destination food and beverage establishments, such as a brew pub, a distillery, or family-friendly restaurants, would attract more visitors. Additionally, introducing more entertainment options and community-serving retail, like a grocery store and pharmacy, would cater to both tourists and residents, further solidifying Montage Mountain's status as a destination. Some of the retail options are highlighted here.

Brewery, Distillery: A brewery or a distillery can serve as a social hub, attracting both locals and tourists. Breweries often host events and tastings, while a distillery can draw visitors interested in unique, locally produced spirits. It can offer tours and tastings, providing educational and recreational experiences.

Fast Casual Restaurants: High-quality dining options that appeal to a wide range of customers. They can attract both busy professionals and families, enhancing the area's dining scene. These establishments often emphasize fresh, locally-sourced ingredients, supporting local agriculture and food producers.

Entertainment: Entertainment venues can significantly increase foot traffic and tourism. They provide diverse recreational options, making the area more attractive to residents and visitors alike. These venues can also host events that bring the community together and support local artists and performers. Examples of this are theaters, concert halls, or amusement parks. Additionally, there are also galleries, bowling alleys, escape rooms, and trampoline parks.





Silverback Distillery
In 2018, Silverback Distillery opened a new location in East Stroudsburg. They transformed a former airplane hangar into a state-of-the-art production facility and an inviting tasting room.



Wallenpaupack Brewing Co.
Wallenpaupack Brewing Co. is located in Hawley and was founded in 2017. Situated near the scenic Lake Wallenpaupack, the brewery features a 14,000-square-foot facility with a taproom and beer garden. It offers a diverse selection of craft beers brewed on-site, complemented by a menu of locally sourced, in-house prepared foods.



Skyzone Trampoline Park
Located in Pittston, Sky Zone Trampoline Park offers a unique indoor recreational experience centered around trampolines. Activities include freestyle jumping, trampoline dodge ball, and foam pit jumping.

Implementation

This goal would require engagement with brokers, developers, and property owners. This collaboration will help create more intentional and targeted marketing packages and efforts. Lackawanna County should collaborate with the Greater Scranton Chamber of Commerce and identify other key organizations, entities, and regional small businesses to support recruitment efforts.

Timeframe

The timeline is both immediate and ongoing. While new development may be a medium-term goal, our top priority should be to leverage and lease existing spaces. This approach allows us to make an immediate impact while planning for future growth.

Diversify Hotel Supply

Montage Mountain accounts for over a quarter of Lackawanna County's hotel supply, with 669 rooms, including nearly half of the county's newer inventory built since 2010 (320 out of 615 rooms). Most of these accommodations are conventional national hotel brands, such as SpringHill Suites, TownePlace Suites, and Fairfield Inn. However, there is an opportunity to diversify and expand the offerings to cater to a broader range of visitors and preferences.

Targeting hotel brands that are not currently in the market, or those looking to expand their regional footprint, could enhance the area's appeal. Given the presence of the ski resort, there is potential to develop Montage Mountain into a more prominent regional destination by adding a resort hotel. Plans are already underway to build a 150-room hotel with a conference center adjacent to the resort, which would create synergistic activities and complement the existing attractions on the mountain.



Image Source; DAS Architects

Proposed Montage Mountain Hotel and Conference Center

Current plans for the hotel would be adjacent to the existing Montage Mountain Resorts and would include 150 rooms, a rooftop restaurant and bar, and year-round pool. Plans also include a 10,000 square foot conference and event center.

The new hotel would support the expansion of music festivals, weddings, and various gatherings throughout the year, furthering the mountain's evolution into a four-season activity hub.

Implementation

Lackawanna County and the Greater Scranton Chamber of Commerce could assist with the implementation of the proposed hotel by offering a range of incentives and technical assistance. Tax incentives, such as Tax Increment Financing (TIF), and development grants, like the Redevelopment Assistance Capital Program (RACP), could attract new hotel projects. Additionally, making land and infrastructure improvements, allowing for hotel zoning, and expediting the permitting processes could further encourage development. The Chamber's marketing and promotional efforts could also highlight these opportunities, making the area more attractive to potential developers and investors.

Timeframe

This initiative is a high priority and would require significant roadway and transportation improvements. Addressing these infrastructure needs promptly will be crucial to the success of the project and overall impact.

Explore Creation of Event Space

The creation of event and conference space at Montage Mountain would bring significant economic and social benefits. Event spaces for weddings, corporate events, and conferences typically attract a large share of overnight visitors who support room nights at area hotels and bolster retail sales. Event spaces also create jobs and provide opportunities for local business such as caterers, musicians, photographers, and other creative industries. Socially, event spaces can foster community engagement, strengthen relationships, and attract new businesses to the area.

Currently, Montage Mountain Resorts can accommodate up to 300 guests for events and weddings. Expanding event space could be integrated into redevelopment projects. An alternative approach involves constructing a new event space that could include unique attractions, such as integrating with a brewery or distillery. This option would cater to both corporate events and leisure gatherings, offering a distinctive experience that aligns with regional tourism and local business themes.

Retrofitting existing retail spaces into multi-functional event areas is another viable strategy. For example, the Mountain Valley Mall in North Conway, New Hampshire, is being transformed into a mixed-use complex featuring event spaces, artisan markets, and community venues. A similar redevelopment of underutilized retail spaces near Montage Mountain could enhance community engagement and support local businesses while creating a sustainable event-hosting model.

Implementation

To implement the creation of event space, Lackawanna County and the Chamber can offer incentives similar to those provided for hotel development. These incentives could include tax abatements, grants, and streamlined permitting processes to encourage investment in event space infrastructure. By leveraging these tools, the County and the Chamber can attract developers and businesses interested in enhancing the area's event-hosting capabilities.

Timeframe

The timeframe for this initiative is mid-term, allowing for careful planning and execution to ensure the successful integration of new event spaces into the community.



Increase the Number of Event Days

Visitors to Montage Mountain, particularly those staying overnight, contribute significantly to the local economy by generating hotel tax revenue for the County and supporting local restaurants, retailers, and other service providers. Increasing the number of event days on the mountain would amplify this positive economic impact, creating a ripple effect throughout the region. As one of the primary tourism drivers in the County, it is essential to position Montage Mountain to capitalize on this growth potential.

Implementation

To implement these initiatives, the Lackawanna County Performing Arts Authority can focus on investing in facility upgrades to enhance the region's cultural infrastructure. Partnering with Live Nation will help position the area competitively in the entertainment market, should focus on attracting high-profile events and performances. Additionally, collaborating with the RailRiders will also help increase the event days in the area. The expansion of the ski resort will further boost tourism, providing year-round attractions for visitors.

Timeframe

The timeframe for these efforts is mid-term, with a particular emphasis on critical roadway improvements and the renovation of Montage Mountain Resorts. These enhancements will be essential to support the increased traffic and ensure a seamless experience for all visitors.

The potential increase in events could be achieved by expanding the offerings at PNC Park. Special events, such as concerts by major artists or unique sports events, could draw large crowds and boost local engagement. Additionally, renovating The Pavilion can create new opportunities to attract more spectators and increase the number of shows and events. For instance, hosting large-scale music festivals or community theater productions could significantly enhance the venue's appeal and usage.

Montage Mountain Resorts



Image Source: Jesse Faatz

Incorporate Ecotourism Offerings & Synergies

Promoting tourism and outdoor adventure at Montage Mountain can be effectively sustained through an ecologically conscious approach. This strategy, alongside previous initiatives, aims to increase the number of visitors throughout the year and stimulate business growth in the area.

One key aspect of this approach is offering guided nature tours. For example, wildlife tours with the Pocono Wildlife Rehabilitation and Education Center provide visitors with an opportunity to learn about local fauna in their natural habitats. Additionally, eco-friendly accommodations can attract environmentally conscious travelers looking for sustainable lodging options.

Nature and adventure activities are another draw. An example of this is bird watching at the Pocono Environmental Education Center being a popular choice.

Conservation projects play a crucial role in this strategy. An example of this is the Pocono Forest and Waters Conservation Landscape, managed by the Pennsylvania Department of Conservation and Natural Resources (DCNR), which focuses on land protection and preserving the historical significance of the region. This initiative spans Pike, Monroe, Lackawanna, Luzerne, Wayne, and Carbon counties, highlighting the area's commitment to conservation.

Moreover, the Great American Getaway campaign by Visit PA promotes sightseeing and outdoor tourism across Pennsylvania. Montage Mountain is prominently featured in the Pocono Mountains and Scranton guide, showcasing its appeal as a year-round destination.

By integrating these elements, Montage Mountain can attract a diverse range of visitors, support local businesses, and promote sustainable tourism practices.

Pocono Wildlife Rehabilitation and Education Center



Source: Pocono Wildlife Rehabilitation and Education Center

Implementation

Lackawanna County, in coordination with Greater Scranton Chamber of Commerce, Lackawanna County Convention and Visitors Bureau, DCNR, and regional conservation and ecotourism organizations and entities, should develop a regional ecotourism plan and strategy with Montage Mountain as the epicenter of these activities. These planning efforts should also consider linkages to and from Montage Mountain's natural resources and open space, including the incorporation of trails and creating recreational areas throughout. Considerations should include creating trail networks throughout DCNR lands and around Rock Glen Pond as well as creating better linkages between venues, commercial, and mixed-use areas.

Timeframe

Initial coordination should be a near-term effort, although the development of a comprehensive ecotourism plan and strategy would be more of a medium-term effort.

4F: Create Development & Redevelopment Opportunities

Attracting new real estate investment will create new amenities for visitors, provide opportunities for the County's employers and workforce, and grow the tax base for Lackawanna County and Moosic Borough. Given the topography of the study area, regional economic conditions, and development feasibility (relatively high costs compared to future rent potential and value) there are limited opportunities for larger-scale development or redevelopment.

Therefore, the identification of priority sites and leveraging technical assistance and financial resources from key stakeholders will be needed to generate catalytic development opportunities. Given finite resources, concentrating real estate investment with place-based investments will be critical.

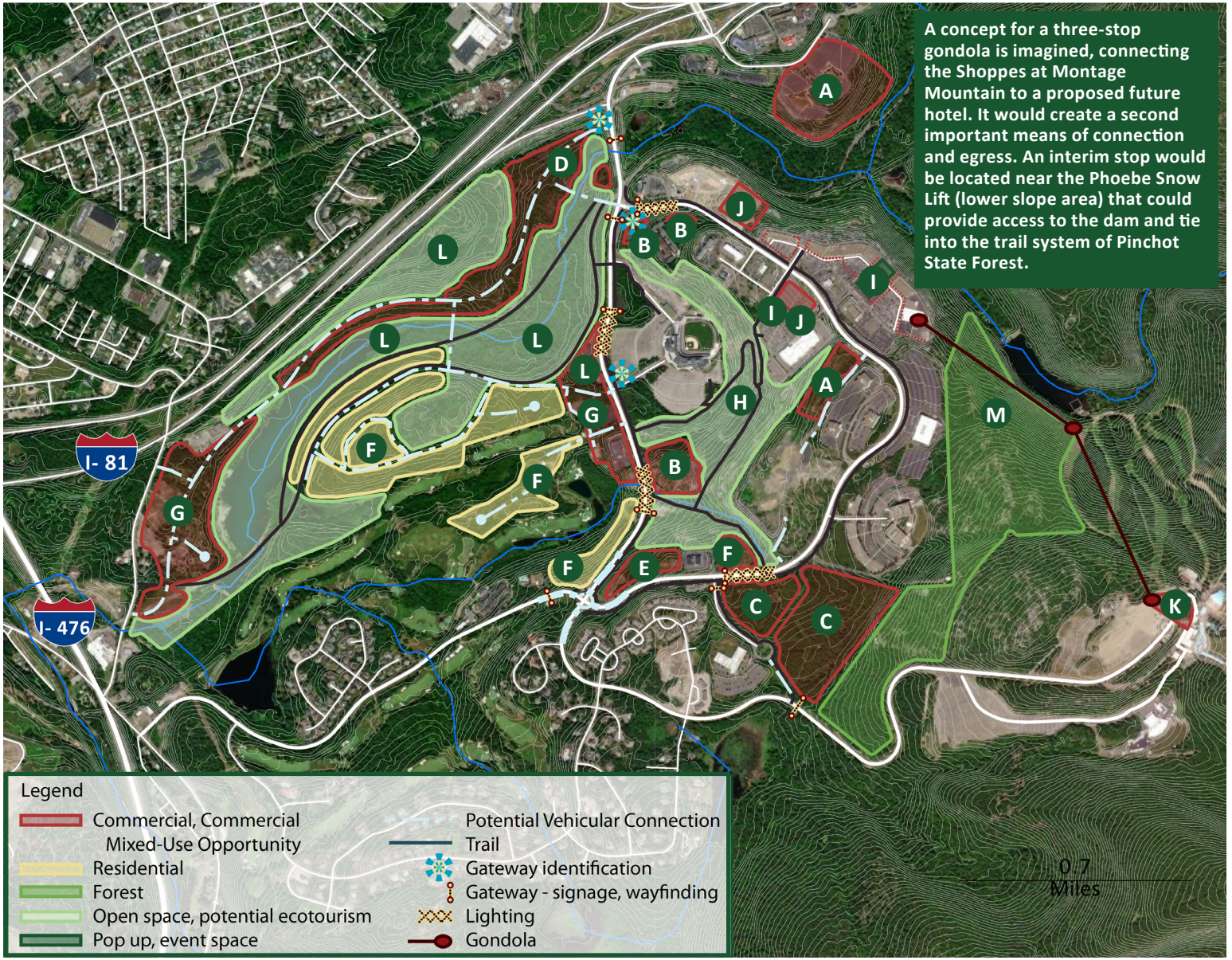
Key Actions

- Identify Catalyst Redevelopment Sites
- Update Zoning to Allow for and Encourage Higher Density Multifamily and Mixed-Use Development
- Ensure Montage Mountain is Marketed with Regional Site Selection Efforts
- Leverage Technical Assistance and Resources from the Chamber of Commerce

Identify Catalyst Redevelopment Sites

As determined from field observation and evaluating existing vacant and under-performing sites, topography, environmental assets, and access constraints, Montage Mountain presents a blend of development and redevelopment opportunities.

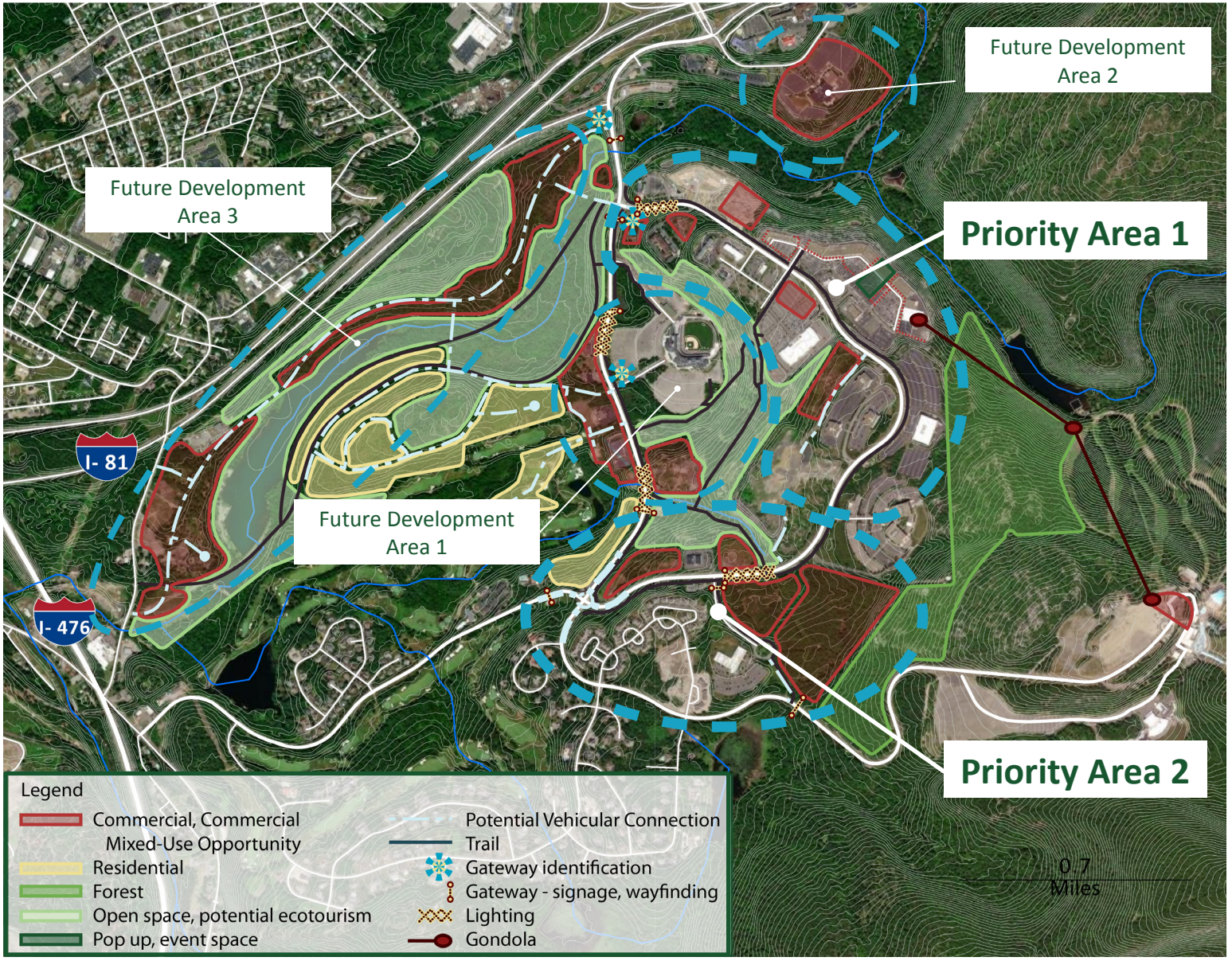
- **A.** Vacant or under-performing site, redevelopment opportunity
- **B.** Site with previous activity (grading/other) potential lower redevelopment cost
- **C.** Healthcare/behavioral health expansion
- **D.** Hotel/commercial/residential mixed use
- **E.** Residential/commercial (convenience retail)
- **F.** Multi-family residential opportunity
- **G.** Commercial sub district convenience retail/restaurant
- **H.** Trail connections between key destinations
- **I.** Pop-up, temporary use opportunity
- **J.** Infill opportunity on existing parking area or open frontage
- **K.** Proposed hotel
- **L.** Parks and open space
- **M.** Gondola



Identify Catalyst Redevelopment Priorities

The two Priority Areas leverage existing uses and emphasize concentrating investment to create a sense of place and enhance the overall market potential of Montage Mountain. Based on market demand, the two Priority Areas could accommodate 10-year demand.

The Future Development Areas are longer term development areas that could be unlocked by new investment in the Priority Areas. However, maintaining open space and natural beauty was highlighted in the community survey and stakeholder feedback. Moving forward there should be a healthy balance of growing the tax base, while maintaining area character and identity.



Identify Catalyst Redevelopment Sites: Priority Area 1

Purpose

Build around existing commercial uses core by expanding offerings, amenities, and public spaces. This should be the heart of Montage Mountain's commercial activity incorporating a mix of uses, including multifamily residential. Leverage new development and redevelopment activity to enhance the marketability of existing uses.

KEY CONSIDERATIONS

- Create more pedestrian connections throughout area, including trails.
- Leverage priority sites to add hospitality and entertainment amenities and destination food and beverage, like a brewery or distillery.
- Consider incorporating more of a mix of uses, including mixed-use residential with ground floor commercial space.
- Take advantage of premium views to enhance marketability of future development, especially for multifamily residential.



Mixed-Use
Vintage Station North



Mixed-Use
Avalon



Hotel
Hotel Indigo

Image Source: Kimely-Horn

Identify Catalyst Redevelopment Sites: Priority Area 1



Parcel Number	Address	Owner	Size (Acres)	Current Use	Constraints and Opportunities
1	Glenmaura Natl Blvd.	Hemingway Development LP	6.0	Vacant	Highly visible and accessible site that is mostly level and ideal for commercial uses. Development could create a gateway to the commercial district. The site has an irregular configuration and would require building around existing hotel (Courtyard Scranton) and potentially share roadway access.
2	Glenmaura Natl Blvd.	Hemingway Development LP	96.9	Vacant	Highly visible and recently graded site with good lot depth ideal for a mixed of uses, including apartments or hotel. Ideally, its future development would include pedestrian connections to adjacent parcels.
3	40 Glenmaura Natl Blvd.	Cinemark USA Inc	3-7	Cinemark Parking	The redevelopment of a portion of the surface parking lot would be ideal for creating a more town center retail destination or food hall with design and placemaking elements. This could enhance the overall marketability of the commercial district. Parking solutions, such as structured parking, may be needed.
4	Glenmaura Natl Blvd., L 20D	Tier II Properties LP	9.0	Vacant	This site has premium views, ideal for residential (single-use or mixed-use). The site is graded with an existing temporary access road from Glenmaura National Boulevard.

Source for Ownership: Lackawanna County

Identify Catalyst Redevelopment Sites: Priority Area 2

Purpose

Build off existing office and medical uses to create a regional employment and healthcare hub. Creating more opportunities for workers, patients, and visitors will add market support for retail and housing.

KEY CONSIDERATIONS

- Leverage and maintain the natural beauty of the area with preservation of existing trees and incorporation of trails in the site design to create an amenity to the community.
- Expansion of Lakeview Commons (also recommended to improve circulation for event days) will be needed to unlock development potential for these sites.
- Continue working with local partners, including the Scranton Chamber, to market the sites to regional national developers and employers.



Medical Center
Barbara Truland-Butz Healing Garden at Adventist HealthCare Shady Grove Medical Center



Conference and Training Center

Image Source: Kimely-Horn



Retail
Hawthorn Retail Center

Identify Catalyst Redevelopment Sites: Priority Area 2



Parcel Number	Address	Owner	Size (Acres)	Current Use	Constraints and Opportunities
1	Glenmaura Natl Blvd.	Hemingway Development LP	11.0 (est.)	Vacant	The site is mostly flat with access from Glenmaura National Boulevard. The site is ideal for residential with complementary commercial space given high visibility. The irregular site configuration and topography on the northern portion of the site could impact development costs and feasibility.
2	Glenmaura Blvd. & Lakeview Dr.	Geisinger Clinic	11.7	Vacant	The development of this site as a medical use would continue diversifying the area's economic base as a regional medical destination, creating more jobs and market support for retail and housing.
3	Glenmaura Natl Blvd. (2 parcels)	SLIBCO	46.7	Vacant	With the extension of Lakeview Commons and existing Geisinger footprint, this site would be ideal for a corporate campus or major employer that also incorporates open space, trails, and other natural elements.
4	60 Glenmaura Natl Blvd.	Glenmaura Holdings LP	4.0	Vacant	Ideal for a smaller-scale commercial use, although a mix of uses, including multifamily housing and retail space could take advantage of premium views.

Source for Ownership: Lackawanna County

Future Development Areas

Future Development Area 1

There are limited development and redevelopment opportunities along Montage Mountain Road given shallow lot depths, although future development should maintain a lower density and the natural beauty of the corridor, since it serves as a gateway to Montage Mountain Resorts. Future uses could include a brewery, distillery, cafe or other small-scale destination retailer or entertainment use. Residential uses closer to Glenmaura National Golf Club should be single-family or lower density multifamily. Future capital investments at PNC Field (although there are no current plans) should consider leveraging parking lots and surrounding open space for complementary commercial development.

Future Development Area 2

Given its location off the Interstate 81 interchange, the highest and best uses would be for auto-centric interchange commercial, such as fast food, hotel, gas station and C-store, or other similar uses, which would grow Moosic Borough's tax base. Given existing active uses, future redevelopment would be longer term and require considerable site assembly. The areas surrounding 30 Ed Preate Drive (Prudential Building), including its surface parking lots, should be considered for future commercial development.

Future Development Area 3

This is a very long-term development area and should only be considered after the priority areas are built out. The steep topography limits development feasibly, but its visibility off Interstate 81 enhances marketability with the potential for creating more of a gateway "ski village." However, maintaining open space and natural beauty was identified as a key goal from many community survey respondents. Creating a dedicated recreational area could be beneficial as an amenity for residents and visitors, especially in the near term; Additional public funding would be needed and/or Moosic Borough would need to consider the costs and benefits to the tax base for foregoing development.



Update Zoning Ordinances & Zoning District Designations

Updating zoning to allow for and encourage higher density multifamily and mixed-use development can provide numerous benefits to the study area.

Efficient Land Use: Higher density development makes better use of available land, particularly where development area may be limited by topography and environmental opportunities and constraints.

Economic Growth: Mixed-use development can further stimulate the study area economy by attracting businesses, retail, and services needed and desired by new residents, businesses and visitors - increasing the tax base.

Increased Housing Options: Increasing the supply of multifamily housing can help address housing shortages and make housing more available for a diverse population.

Sustainability: Higher density and mixed-use developments can support sustainable living by reducing reliance on cars, promoting walking, and biking, and reducing carbon footprint.

Community Vibrancy: Mixed-use developments foster vibrant, walkable places with a mix of housing, shops, and services, creating stronger, more connected communities.

Infrastructure Efficiency: Higher density can lead to more efficient use of existing infrastructure like roads, utilities, and public services.

Social Interaction: Mixed-use developments create environments where people can live, work, and socialize in closer proximity to one another, enhancing social cohesion and community engagement.

Mixed-use spaces/places through revisions and adjustments to the Zoning Ordinance:

- **Provide for greater flexibility within the focus area to provide mixed use areas**
- **Encourage a more creative, varied, efficient, and attractive development pattern**
- **Provide an effective means of responding to site conditions, including environmentally sensitive conditions and sustainability**
- **Promote a walkable community with pedestrian-oriented buildings and open spaces**
- **Promote a walkable community with accommodations for cyclists and pedestrians within and along the public right-of-way**
- **Create and support lively, human-scaled activity areas and gathering places for the community by encouraging civic uses, plazas, and a mix of uses**
- **Integrate new development and adaptive reuse by allowing a mix of compatible uses that provide for community-benefiting services as well as a variety of living opportunities.**



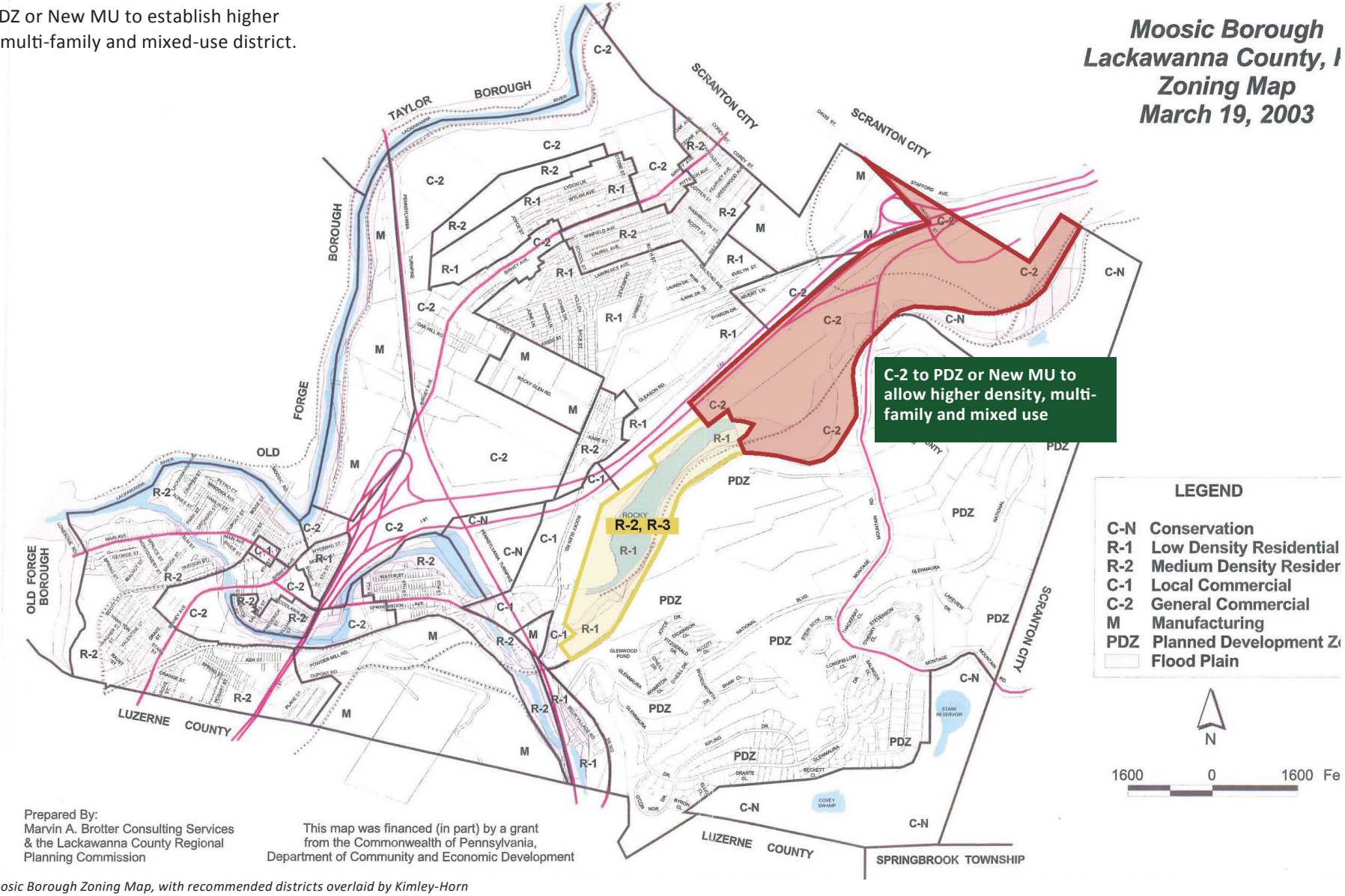
Fort Worth Stockyards
Mixed-use District

Image Source: Kimley-Horn

By updating zoning laws to support these types of development, Moosic Borough and the City of Scranton can foster additional growth that aligns with contemporary urban planning principles and community needs.

Update Zoning Ordinances & Zoning District Designations

Rezoning of portions of the study area from C-2 to PDZ or New MU to establish higher density multi-family and mixed-use district.



Source: Moosic Borough Zoning Map, with recommended districts overlaid by Kimley-Horn

Work to Ensure Montage Mountain is Promoted in Site Selection Efforts

Site selectors play a pivotal role in identifying development and redevelopment opportunities for national employers, investors, and developers in a variety of land uses.

Featuring Montage Mountain as a tourist destination in regional campaigns can help gain new visitors as they learn about the amenities and activities located there. An influx of visitors supports job creation and sustains local enterprises, fostering a thriving economic environment.

A marketing campaign for the study area should feature its main attractions: PNC Field, the Pavilion at Montage Mountain, Montage Mountain Resort Skiing and Waterpark, Glenmaura Golf Course, and The Shoppes at Montage Mountain.

Platforms for marketing include:

Manage a dedicated webpage focused on Montage Mountain featuring detailed information, testimonials, with contact forms for inquiries;

Develop a blog series and pitch articles: publish topical stories on the dedicated webpage, and pitch articles to travel and real estate writers that highlight the amenities and attractions at Montage Mountain, the region's growth potential, success stories, and events;

Advertising on social media platforms to run targeted campaigns aimed at businesses and investors looking for new locations.

Implementation

Lackawanna County should collaborate with the Greater Scranton Chamber of Commerce to develop marketing materials specific to Montage Mountain.

Timeframe

Can be implemented in the short-term



Image Source: Kimley-Horn

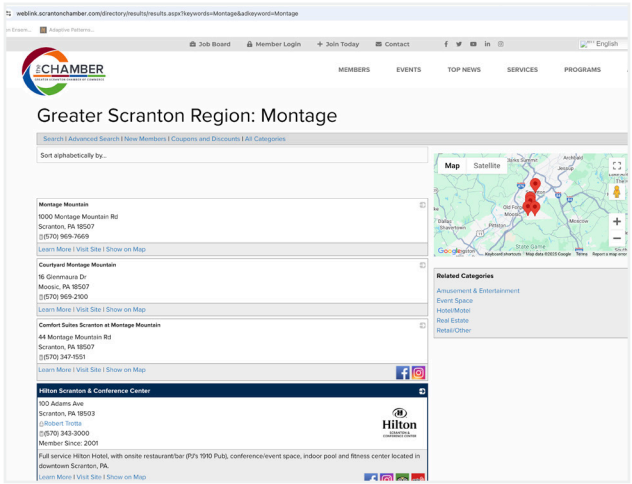


Image Source: Greater Scranton Chamber of Commerce

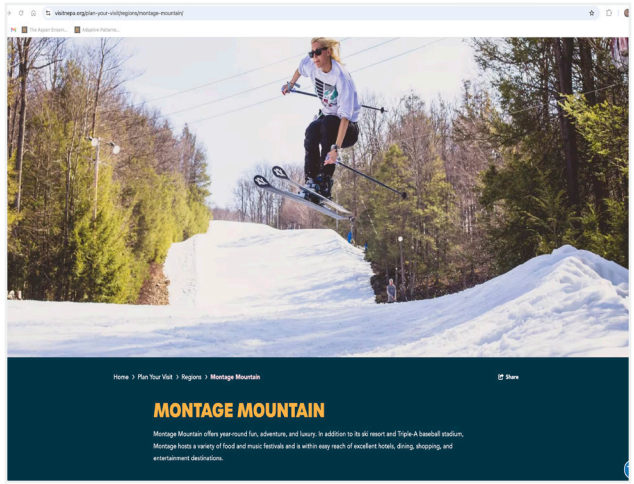


Image Source: DiscoverNEPA

Leverage Technical Assistance & Resources from the Chamber of Commerce

The Greater Scranton Chamber of Commerce can provide technical assistance and resources to revitalize Montage Mountain and build out strategy to attract new tenants for office and retail space and increase new business opportunities. While these services are currently offered by the Chamber, targeted and intentional efforts specific to Montage Mountain could include the following.

Strategic Planning and Development

Business Planning: Assisting in the creation of robust business plans to attract investors and new tenants.

Financial Assistance

Funding Opportunities: Identifying and securing grants, loans, and other financial incentives for development projects.

Investment Attraction: Facilitating connections with potential investors and financial institutions.

Marketing and Promotion

Branding and Marketing Campaigns: Developing and executing marketing strategies to promote Montage Mountain as a prime location for business and leisure.

Public Relations: Enhancing the visibility of the area through media outreach and community engagement.

Infrastructure and Facility Improvement

Technical Support: Providing expertise in infrastructure development, including transportation, utilities, and digital connectivity.

Sustainability Initiatives: Implementing eco-friendly practices and sustainable development projects.

Business Support Services

Workshops and Training: Offering educational programs and workshops to help businesses thrive.

Networking Opportunities: Organizing events and forums to connect local businesses with potential partners and clients.

Regulatory and Compliance Assistance

Permitting and Licensing: Assisting businesses in navigating the regulatory landscape to obtain necessary permits and licenses.

Compliance Support: Ensuring businesses adhere to local, state, and federal regulations.

Examples

Resources and technical assistance that the Chamber provides: Business Development: Through the Scranton-Lackawanna Industrial Building Company (SLIBCO), the Chamber supports the development of business parks and provides resources for business expansion. Community Revitalization: The Scranton Plan focuses on attracting, sustaining, and growing businesses in the area. This includes offering incentives like Local Economic Revitalization Tax Assistance (LERTA).

Implementation

Lackawanna County in partnership with Greater Scranton Chamber of Commerce

Timeframe

Can be implemented in the short-term



Image Source: Kimley-Horn

4G: Expand Marketing & Branding Efforts

While Montage Mountain has name reorganization within the Scranton region, there is a need to bolster its positioning as a retail destination and expand its brand to a broader market beyond the region. There are a number of tourism and marketing resources provided by the Lackawanna County Visitors Bureau and DiscoverNEPA, but there are opportunities for coordinated efforts both in terms of promotion and advertising as well as retail and entertainment recruitment.

Key Efforts

- Leverage Regional Marketing/ Branding Efforts
- Actively Engage with Regional & National Retail Industry Organizations
- Proactively Recruit Retail & Entertainment Uses
- Create Property Owner, Stakeholder & Anchor Employer Marketing Alliance

Leverage Regional Marketing/Branding Efforts

Existing organizations have very strong market penetration with intended and target audiences, largely tourism oriented. However, its not necessarily retail or entertainment focused. Consider adding a page, a link to a portal, a website that is focused on retail marketing and attraction (tenants, entertainment) that is relevant to support the retail industry.

Implementation

The County would create the content, the partners would be essential in getting this information out. The pitch deck or retail collateral proposed is a good place to start. Even the retail market profile created as part of this study. Also consider including a list of current retail and entertainment uses at Montage Mountain and even nearby if relevant.

Timeframe

Near term 1-2 years.



Image Source: Kimley-Horn

Actively Engage with Regional & National Retail Industry Organizations

While the retail and entertainment offerings at present are somewhat limited on Montage Mountain, there is some room for expansion and additional uses, including possibly a grocer. As a member of the International Council of Shopping Centers (ICSC), Lackawanna County would have access to a full data base of members that includes traditional retail tenants, entertainment firms, and grocers.

Examples

ICSC, the lead association within the retail real estate industry, has several conferences each year, including one in Pennsylvania/New Jersey market. Lackawanna County representatives should attend and use this as a means to meet target retail tenants. With ample available space, The Shoppes a Montage Mountain is a good first offering.

Implementation

Lackawanna County would implement this; designate a staff person to be the member of prime point of contact for retailers. Consider working with/partnering with US Property Group at the regional show on outreach and attraction. The brokers likely will benefit from having a local economic development official supporting their efforts on leasing the center.

Timeframe

ICSC First year, local show; and possibly the NY Deal Making Show (Dec. 2025).

Budget

Membership: $250/yr/individual

PA/NJ ICSC (August or September in 2025)
Registration: $500
Accommodations (one night): $500
Travel (fuel and tolls): $250



Image Source: Econsult Solutions

Proactively Recruit Retail & Entertainment Uses

Create a retail- and entertainment-centric marketing pitch deck and collateral for use with recruitment activities. The content should including basic market and demographic data, great imagery, and information on the offerings and assets located at Montage Mountain, and nearby. The package should include any tools and resources available for development of retail and entertainment venues. Examples include: Pitch deck/presentation; marketing brochure (approximately 4-6 pages) and/or a QR code that links to a dedicated portal with information needed by site selectors, including demographics, attractions, economic development strategies, and the like.

Shown here are examples of pitch decks and collateral for promotional campaigns

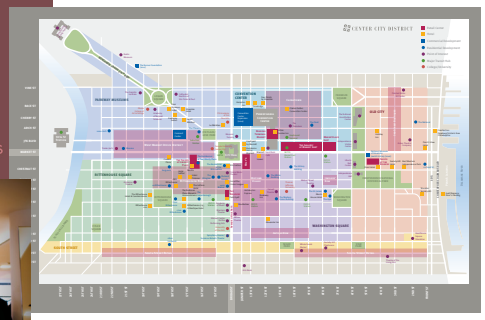
Implementation

Lackawanna County working with partners such as NEPA or the Regional Chamber.

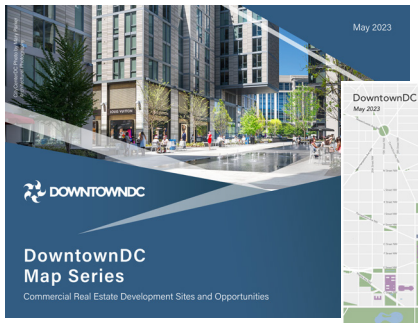
Timeframe

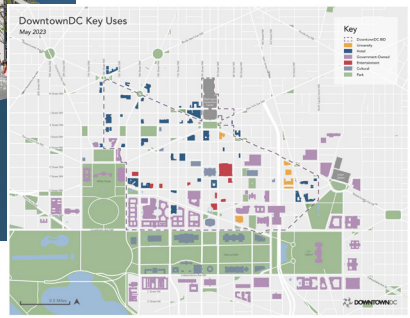
2025 (this is critical to have before attending retail conferences such as ICSC).

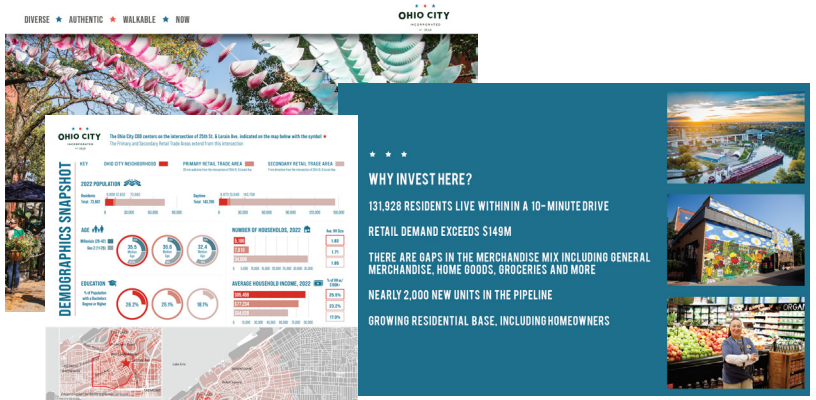




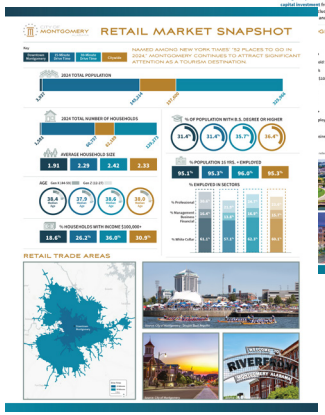














Source: The Riddle Company

About the Consulting Team

ESI ECONSULT SOLUTIONS INC.
economics | strategy | insight

Econsult Solutions, Inc. (ESI) provides businesses and public policy makers with consulting and thought leadership services in urban economics, real estate, transportation, public infrastructure, economic development, public policy and finance, strategic planning, as well as expert witness services for litigation support.

ESI combines robust quantitative analysis with trusted expert insights to create sustainable solutions. The firm works collaboratively with its clients, and draws in expertise, when necessary, from its network of experts and partners across industries, regions, and management practices. Based in Philadelphia, the firm supports clients nationwide.

THE RIDDLE COMPANY
Strategy | Implementation | Impact

The Riddle Company is a woman owned consulting firm that specializes in real estate and economic development marketing. We develop and implement data driven strategies to support business attraction and economic investment for a diverse portfolio of public and private clients. Our services include marketing and public relations (traditional and social media), communications strategy and planning, client and market research and analyses, and business development and recruitment. Our clients include municipalities, economic development organizations, downtown development organizations, private and institutional investors and developers, and small businesses across North America. Our work is tailored to individual clients needs driven by their short and long-term goals. The business and strategic plans we have developed and executed range in value from $50 thousand to $5 million. This work is augmented with media (earned and social) and public relations to engage community, build consensus, secure project approvals, enhance market perception, and shape consumer behavior.

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