MIAMIBEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, www.miamibeachfl.gov

COMMITTEE MEMORANDUM

TO: Mayor Philip Levine and Members of the City Commission

FROM: Jimmy L. Morales, City Manager

DATE: December 12, 2014

This shall serve as written notice that a meeting of the Finance and Citywide Projects Committee has been scheduled for December 12, 2014, at 2:00 P.M. in the Commission Chambers.

The agenda is as follows:

OLD BUSINESS

1. **Discussion regarding the Miami Beach Police Athletic League (PAL)** ***(March 5, 2014 Commission Item R9N)(189)***

   Daniel Oates – Police Chief

2. **Discussion regarding The Loans-At-Work Program** ***(January 16, 2013 Commission Item C4U)(104)***

   Sylvia Crespo-Tabak – Human Resources Director

NEW BUSINESS

3. **Discussion regarding creating a Property Assessed Clean Energy (PACE) Program by resolution and joining the existing Interlocal Agreement between by Harbor Islands, Biscayne Park, and Surfside** ***(May 21, 2014 Commission Item R9N)(196)***

   Patricia Walker – Chief Financial Officer

4. **Discussion regarding Parking Demand Analysis/Walker Parking Consultants** ***(July 23, 2014 Commission Item C4I)(208)***

   Saul Frances – Parking Director

5. **Discussion Regarding The Management Agreement With SP Plus Municipal Services, A Division Of Standard Parking Corporation, For**

Parking Attendants, Specifically: (1) Not Exercising The City's Option To Renew The Agreement; (2) Extending The Agreement On A Month-To-Month Basis; And (3) Issuing A New RFP For Parking Attendants For The City's Parking Garages. ***(July 30, 2014 Commission Item C4A)(231)***

Saul Frances – Parking Director

ITEMS REFERRED AT NOVEMBER 19, 2014 COMMISSION MEETING

6. **Discussion To Amend The Living Wage Ordinance Insurance Provision In Light Of ObamaCare** ***(November 19, 2014 Commission Item C4D)(232)***

   Alex Denis – Procurement Director

7. **Discussion To Waive Fees For The Dolphins Cycling Challenge Event Taking Place In Miami Beach On February 7th and 8th, 2015** ***(November 19, 2014 Commission Item C4E)(233)***

   Max Sklar – Tourism, Cultural and Economic Development Director

8. **Discussion Regarding The Live Nation Management Agreement For The Jackie Gleason Theater** ***(November 19, 2014 Commission Item C4F)(234)***

   Max Sklar – Tourism, Cultural and Economic Development Director

9. **Discussion To Review Options To Reintegrate The Baptist Hospital Network Among Providers Available To City Employees** ***(November 19, 2014 Commission Item C4I)(237)***

   Sylvia Crespo-Tabak – Human Resources Director

10. **Discussion Regarding A Public Private Partnership For A Two-Story Parking Structure To Be Erected Over Both City Parking Lot P62 And A Private Parking Lot, On 42nd Street, Between Jefferson Street And Meridian Avenue** ***(November 19, 2014 Commission Item C4K)(238)***

    Saul Frances – Parking Director

11. **Discussion Asking The Commission for $10,000 for 2015 Senior Group Programs To Reach Out To Senior Citizens Throughout Miami Beach** ***(November 19, 2014 Commission Item R9B2)(239)***

    Maria Ruiz – Housing & Community Services Director

12. **Discussion Regarding The Miami Beach Convention Center Booking Policy** ***(November 19, 2014 Commission Item R9G)(240)***

    Max Sklar – Tourism, Cultural and Economic Development Director

13. **Discussion Regarding Reevaluation Of City Of Miami Beach Tuition Assistance Policy For City Of Miami Beach Employees** ***(November 19, 2014 Commission Item R9S)(241)***

Sylvia Crespo-Tabak – Human Resources Director

14. **Discussion Regarding The Possible Addition Of Personal Watercrafts To Our Police Department's Fleet** ***(November 19, 2014 Commission Item C4H)(236)***

Daniel Oates – Police Chief

Commissioner Steinberg requested that the item be pulled from the agenda.

Finance and Citywide Projects Committee Meetings for 2015:
TBD

PENDING ITEMS: REFER TO ATTACHMENT 1

PDW/rs/kd

To request this material in accessible format, sign language interpreters, information on access for persons with disabilities, and/or any accommodation to review any document or participate in any city-sponsored proceeding, please contact 305-604-2489 (voice), 305-673-7524 (fax) or 305-673-7218 (TTY) five days in advance to initiate your request. TTY users may also call 711 (Florida Relay Service).

Cc. Mayor and Members of the City Commission
Management Team

ITEM ONE

MIAMIBEACH

1915 • 2015

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, www.miamibeachfl.gov

COMMISSION MEMORANDUM

TO: Mayor Philip Levine and Members of the City Commission

FROM: Jimmy L. Morales, City Manager

DATE: December 12, 2014

SUBJECT: Update on the Miami Beach Police Athletic League

Items No. 189 and 210 regarding the Miami Beach Police Athletic League (PAL) and the Miami Beach PAL Audit has been deferred from the March 21, 2014 and September 24, 2014 Finance and Citywide Project Committee meetings pending the result of the audit and implementing the operational audit findings.

BACKGROUND

An operational audit of the Miami Beach Police Athletic League between June 1, 2009 and February 28, 2014 was conducted at the request of the City Manager's Office. The audit period commences with the ending of the last internal audit performed in 2009. The primary focus of this audit was to follow-up on previously reported findings as well as to review the effectiveness of the organization's internal control structure, the completeness of revenues, the legitimacy of expenditures and to report on the primary child programming offered to City youth. The completed audit was presented to the Finance and Citywide Projects Committee on September 24, 2014.

ANALYSIS

In the past three months members of the Miami Beach Police Department have worked closely with the Police Athletic League Board (PAL) and members of the City Attorney and City Manager's office to identify an appropriate strategy for resolving issues related to the audit. Specific elements of this plan include the following:

- As all parties have acknowledged that the City owns the PAL property, the City will commitment to funding all maintenance and repair issues identified in the audit.
- The PAL Board will work with Chief's office and City officials to address all remaining issues outlined in the September Audit with a target completion date of mid-year, 2015.
- The City and the PAL will work cooperatively to identify and address outstanding costs/reimbursements, utility bills and tax obligations.
- The PAL Board, along with City Manager review, will hire a new Executive Director of the PAL whose responsibilities will be specific to fundraising and non-profit organizational management. The target start date for the new Executive

Director is February 2015.

- The Police Department will continue to support the appointment of a full time police officer dedicated to the PAL. The officer's responsibilities will be specific to programming and youth activities and will report directly to the Police Department's Chief of Staff.
- A follow up review and examination of the fitness center's status as a for-profit entity.

CONCLUSION

In the coming days, the Police Department has scheduled meetings with members from the City Attorney's Office and the City Manager's office as well as a follow-up meeting with PAL representatives to clarify the necessary next steps to address the aforementioned issues.

We expect that the likely resolution of all outstanding issues will involve the City and PAL entering into an amended lease for the PAL Building, located at 999 11th Street, in Flamingo Park. In addition to spelling out the terms and conditions of PAL's ongoing use of the building, the amended lease will cover all the unresolved issues that were raised in the September audit. The proposed amended lease will be brought forward to the Commission for discussion and approval at a future date. In addition, the City Manager has committed to seek an updated audit in the summer of 2015 in order to document and reassure the Commission that all outstanding issues have been resolved.

JLM:DJO:WRG:tr

ITEM TWO

MIAMIBEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, www.miamibeachfl.gov

COMMITTEE MEMORAMDUM

TO: Finance and Citywide Projects Committee

FROM: Jimmy L. Morales, City Manager

DATE: December 12, 2014

SUBJECT: **A DISCUSSION BY THE MEMBERS OF THE FINANCE AND CITYWIDE PROJECTS COMMITTEE TO EXPLORE POTENTIAL UNSECURED EMERGENCY LOAN ALTERNATIVES FOR ACTIVE EMPLOYEES OF THE CITY OF MIAMI BEACH.**

BACKGROUND

The BMG Loans-At-Work Program was implemented on trial basis for the period January 1, 2012 through December 31, 2012. At the January 24, 2013, Finance and Citywide Projects Committee (FCWPC) meeting, the Committee recommended executing a month-to-month agreement with BMG Loans while the Administration researched loan options, which are summarized below.

BMG Money

BMG Money provides active employees voluntary loans through their program called Loans-At-Work. The BMG Money Loans-At-Work program is a direct-to-consumer loan, designed for employees who do not have access to traditional credit options. These loans are unsecured and based on the following: (1) borrower's employment; (2) borrower's bi-weekly net take-home pay; and (3) the ability to repay. The program does not verify the employee's credit worthiness but does provide the opportunity to build good credit, as the loans are reported to the credit reporting agencies when paid off.

Through the BMG Money Loans-At-Work program, employees with one year of service who are at least 21 years old may:

- Borrow up to 20% of their net take-home pay (minimum of $500 to a maximum of $5,000);
- Pay loan interest rates from 23.75% to 29.75%; loans are repaid using simple interest - interest is computed daily based on the loan outstanding loan balance;
- Qualify for loans which are based solely on take home pay, ability to repay and are not subject to credit worthiness;
- Pay a $25 application fee (per loan);
- Select their repayment period, at either 6, 12, 18 or 24 months; and
- Pre-pay the outstanding loan amount at any time without penalty.

In addition to their loan program, BMG Money also provides employees with financial education tools through their interactive website. Through their *Money Matters* education tool, employees can watch a step-by-step video on financial management, and access a "Spending Diary" and a "Debt Worksheet" when directed to help them create a budget. Through their "Other Resources" link, employees may access the FDIC's Money Smart programs. In addition, BMG Money will conduct financial management training sessions for employees, either directly or with their partner, though The United Way of Miami's Center for Financial Stability

The BMG Loans-At-Work program is currently offered to the several public employers including the City of Doral, City of Hialeah, City of Hialeah Gardens, Jacksonville Transportation Authority, Palm Beach County Clerk & Comptroller, Palm Beach County Tax Collector, Town of Surfside, City of Sweetwater, City of Fort Lauderdale.

Retirement Plan Loans

Employees who have a voluntary deferred compensation account through either ICMA-RC or Nationwide (the City's vendors who provide voluntary supplemental retirement accounts to our employees) may have access to emergency funds through the plan's loan feature. Loans between $1,000 and 50% of the employee's vested account balance, up to a maximum of $50,000 are available. The maximum term for a general purpose loan is five (5) years from the date the employee receives the loan amount. Loan repayments consist of principal and interest. Loans through ICMA-RC are paid off though an Automated Clearing House (ACH) debit to the employee's checking account and loans through Nationwide are paid off via payroll deduction. Interest on these loans is based on the current Treasury lending rate at the time the loan is disbursed. Employees may only apply for one loan per year.

Dade County Federal Credit Union

City employees who are members of the Dade County Federal Credit Union (and other financial institutions including banks) are able to apply for loans paid off through payroll deductions. These loans tend not to be emergency loans but rather, auto loans, unsecured loans, home equity loans, mortgages, etc. Information regarding their credit and pay history would be reviewed to determine credit worthiness.

Pay Day Loans

Another option available to all employees in Florida is short-term loans commonly known as payday loans. Usually, payday loans are processed quickly with repayment periods between seven (7) and twenty-one (21) days and do not require borrowers to provide any documentation or undergo credit checks. A payday loan can be for as little as $100 or as much as $1,000. The individual is charged a check advance fee of 25% of the total amount borrowed. These loans have annual interest rates of 36% to 683% (based on the repayment period). Should an individual borrow $100 for fourteen days at 36%, the repayment due on day fourteen would be $161, the original amount borrowed of $100, 25% ($25) check advance fee and $36 in interest payment. Loans can be refinanced and are again subject to the check advance fee of 25% and interest of the original amount borrowed plus the original check advance fee and accrued interest.

Access Personal Finance

Access Personal Finance provides pre-approved loans based on employment that is designed for employees who do not have access to traditional credit options. These loans are unsecured and based on the following: (1) employment; (2) employee's bi-weekly net take-home pay; and (3) the ability for the employee to repay the loan. This program does verify the employee's credit to determine the employee's interest rate. The Access Personal Finance program provides the opportunity to build good credit, as the loans are reported to the credit reporting agencies when paid off.

Through the Access Personal Finance program, an employee who is at least 21 years old and earns no less than $20,000 per year may:

- Borrow up to $1,500;
- Have an interest rate range from 13% to 30%; – interest accrues on the initial principal and the accumulated interest of a principal loan over the term of the loan;
- Qualify for loans on the take home pay and ability to repay and are not subject to a credit worthiness;
- Pay a $25 loan application fee (per loan);
- Repay the loan over a period of 12 months; and
- Pre-pay the outstanding loan amount at any time without penalty.

Through their employer partnerships, *Access Personal Finance Program* helps employees make sound financial decisions. Employees have access educational tools to help them make sense of everyday financial terms and concepts; use online calculators to help them analyze the actual dollar impact of their financial decisions such as leasing or buying a car, home budgets and credit card payoff; and learn saving tips using common sense tools that teach how to make smarter spending decisions for household related expenses.

The *Access Personal Finance Program* is currently not offered to employees by any public employers, however it is currently offered to the employees of Navarro Discount Pharmacy.

RECOMMENDATION

The Administration recommends continuation of the BMG Money Loans-At-Work program for at least through calendar year 2015, as an alternative for individuals who would not otherwise have the ability to borrow from an institution.

JLM/KGB/SC-T

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ITEM THREE

MIAMIBEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, www.miamibeachfl.gov

COMMISSION MEMORANDUM

TO: Mayor Philip Levine and Members of the City Commission

FROM: Jimmy L. Morales, City Manager

DATE: December 12, 2014

SUBJECT: Discussion Regarding Property Assessed Green Energy (PACE) Program

BACKGROUND

The PACE program provides a way for local governments to encourage property owners to reduce energy consumption and increase energy efficiency. The program is financed by a municipal bond, from either municipal financing districts or finance companies, issued to residential and commercial property owners. Financed retrofits include energy conservation and efficiency improvements, renewable energy improvements, and wind resistant improvements. Property owners are responsible to repay the finance amount through a non-ad valorem assessment which is placed on the property tax bill for a period of up to 20 years.

In many cases, the project can be structured so that the annual savings on the energy bill and/or insurance premiums can be more than the payment itself. Interest rates vary on a daily basis but are locked in for the life of the assessment once the finance agreement is signed. Currently, interest rates are tied to the 10 year LIBOR swap rate. The 10 year option is 3.75% + 10 year LIBOR swap rate and the 20 year option is 4.75% + 10 year LIBOR swap rate. The current 10 year LIBOR swap rate is 2.38% making the 10 year option 6.13% and the 20 year option 7.13%.

Participation in the program is voluntary but the property owner has to inform the mortgage holder of the intent to enter into the agreement, the maximum amount to be financed and the maximum annual assessment to be paid. In the event that the property owner defaults on the loan, a lien will be placed on the property. If the property is sold prior to the full repayment of the loan, the remaining payments will transfer to the new owner.

To offer the program, all the City needs to do is pass a resolution approving a PACE program and authorizing the City Manager to execute an interlocal agreement with the municipalities of the Coastal Corridor District. Surfside, Bay Harbor Islands, Miami Springs, El Portal, Biscayne Park and North Bay Village are current members of the district.

CONCLUSION

We are seeking direction on whether to pursue this program.

ITEM FOUR

Parking Department

DATE:	11/25/14
TO:	Kathie Brooks
FROM:	Saul Frances, Parking Director SF
SUBJECT:	Parking Demand Analysis – Referral to Finance and Citywide Projects Committee

Routing

Kathie Brooks	
Jimmy Morales	

For: (check the one that applies)

	Information Only
X	Review and approval
X	City Manager's Signature
	Other Signature __________
	Other

Comments:

Return to:

Saul Frances, Ext. 6483

Date Needed:

MIAMIBEACH

OFFICE OF THE CITY MANAGER

COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee

FROM: Jimmy L. Morales, City Manager

DATE: December 12, 2014

SUBJECT: **PARKING DEMAND ANALYSIS - WALKER PARKING CONSULTANTS**

As you may recall, Walker Parking Consultants, Inc. was engaged to perform a parking demand analysis for the three major geographic areas of the City (South, Middle, and North). Parking demand projections are derived from parking inventory usage, including data collection; review of current and future development projects; and, in consultation with the Administration, certain assumption regarding economic growth, seasonality, and related trends.

In addition, Walker Parking provided parking management strategies, some of which are under consideration at the committee level; will be in place shortly or in place. These include:

- Expanding residential parking permit hours to 24 hours per day, seven days a week for certain zones;
- Adding time limit restrictions to residential parking permit zones during periods when the residential parking restrictions are not in effect, but allowing residential permit holders exception to posted time limits;
- Providing enhanced wayfinding and signage to direct patrons to the parking, including displaying the number of available spaces on the signage;
- Increased branding and promotion of public parking;
- Implementing dynamic pricing based on seasonality and occupancy surveys;
- Encouraging car sharing services geared toward residents; and
- Allowing limited car reservations to improve options and increase revenue.

For informational purposes, license plate surveys are an accepted industry standard to measure parking utilization and demand. Data collection consists of license plate surveys (surveyors walk all parking areas and note license plate characters) of all parked vehicles at various intervals in the day. This provides a "snapshot" of the parking utilization in the area for the period surveyed.

The North Beach component of the analysis was presented to the Mayor's Blue Ribbon Task Force on North Beach on Thursday, November 20, 2014. Attendees at the Blue Ribbon Panel meeting felt very strongly that 10:00 PM will more accurately reflect utilization (unavailability of parking). As a result, the Blue Ribbon Panel approved a motion to conduct additional data collection at 10:00 PM (analysis contains data collected at 7:00 PM on weekdays and 9:00 PM on weekends in high density residential areas, including Normandy Shores, Biscayne Beach, and certain sections of Normandy Isle).

The analysis identified an overall occupancy level of 75% on a weekday and 77% on a weekend. In terms of on-street occupancy, the analysis identified an occupancy level of 81% on a weekday and 86% on a weekend.

Occupancy levels of 85% or higher are defined as "high utilization" meaning parking availability is sparse and user confidence level of finding parking is low. The overall occupancy level of 75% and 77% for a weekday and a weekend day, respectively, is relatively close to the 85th percentile. Walker Parking has submitted a proposal to conduct an additional data collection at 10:00 PM, at a cost of $5,900.00. The Administration is seeking direction as to whether to proceed with the additional data collection task.

Additionally, the Middle Beach Analysis is well underway and data collection occurred on November 20th and 22nd. A draft report is anticipated early next year; however, preliminary results of the data collection will be presented by Walker Parking in addition to the South Beach and North Beach components.

If you should have any questions, please contact Saul Frances, Parking Director via email or at extension 6483.

c: Kathie Brooks, Assistant City Manager
Patricia Walker, Chief Financial Officer
Mark Taxis, Assistant City Manager
Joe Jimenez, Assistant City Manager
Marcia Monserrat, Special Projects Coordinator
Saul Frances, Parking Director

JLM/KGB/SF

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WALKER
PARKING CONSULTANTS

4904 Eisenhower Boulevard, Suite 150
Tampa, FL 33634

Office: 813.888.5800
Fax: 813.888.5822
www.walkerparking.com

November 24, 2014

Submitted via email to SaulFrances@miamibeachfl.gov

Mr. Saul Frances
Director, Parking Department
City of Miami Beach
1755 Meridian Ave., Suite 200
Miami Beach, FL 33139

Re: *Proposal for Consulting Service*
Miami Beach Parking Study Update
One Additional Count

Dear Mr. Frances:

We appreciate the opportunity to provide this proposal for additional parking consulting services.

PROJECT UNDERSTANDING

The City of Miami Beach ("City") retained Walker Parking Consultants ("Walker") to update the 2004 Parking Supply/Demand Analysis. As part of this on-going task, the City would like a proposal to add one additional count within the multi-family residential areas within the North Shore, Biscayne Beach, Normandy Shore, and Normandy Isle areas. The count would occur during the mid-week, at 10:00 pm.

Specific goals of the count include:

- Quantifying a later weekday parking demand observation
- Assisting in projecting future parking demand and need

To meet these goals and in conjunction with the current study, we propose to follow the following scope of services for this additional data collection effort:

SCOPE OF SERVICES

1. Meet with representatives of City of Miami Beach to further clarify study objectives, confirm the study area; parking analysis; and projected schedule via phone conference.
2. Review current Walker report and maps pertinent to the study area and prepare data collection sheets and maps.
3. Perform one parking occupancy count on the agreed upon mid-weekday, starting at 10:00 p.m. Count will correspond to previously inventoried areas
4. Analyze field survey data and present in report and graphic form.
5. Calculate and compare parking demand with the current parking supply and identify areas with deficits and surpluses.
6. Incorporate the count data in the current North Beach parking study report by Walker. If necessary, adjust future parking conditions.
7. Prepare and submit a draft of the task report for review and discuss findings with representatives from the City.
8. Incorporate the City's comments into the task report and issue as a final document.
9. One (1) trip to Miami Beach is planned for this additional count. If the client requests any additional meetings, additional fees will apply.

DELIVERABLES

We propose to provide the following deliverables for the project as follows:

1. Supply/Demand Analysis draft report
2. Final Supply/Demand Analysis report

SCHEDULE

Initial work will include reviewing block maps, coordinating the data collection efforts, and reviewing data collection sheets. Parking occupancy data collection will take place within the 2-3 weeks following the project commencement. A draft report of the findings will be provided within 2-3 weeks of completing the data collection.

LIMITATIONS

Information regarding private parking areas is limited to those areas that accessible to the field survey team during the inventory period. Private parking areas that are inaccessible to inventory will be deemed to be at 100% capacity for the purposes of these studies with the capacity of the facilities provided by the City.

PROFESSIONAL FEE

Walker will perform the scope of services described in this proposal for the **lump sum fee of $5,900 (Five Thousand, Nine Hundred Dollars)** in accordance with attached General Conditions of Agreement for Consulting Services. The lump sum fee includes all expenses. Any additional meetings requested by the client will be billed at a negotiated rate prior to those meetings.

If there is anything about this proposal that does not suit your needs, we ask that you bring it to our attention so that we can customize our services to best meet your needs.

Sincerely yours,

WALKER PARKING CONSULTANTS

Jon Martens, CAPP, AICP
Parking Consultant

Thomas Sobczak
Director of Business Development

Enclosure: *General Conditions of Agreement for Consulting Services*

AUTHORIZATION: CITY OF MIAMI BEACH

Trusting that this meets with your approval and following approval by the City Commission, we ask that you sign in the space below to acknowledge your acceptance of the terms contained herein, and to confirm your authorization for us to proceed. Please return one signed original of this agreement for our records.

Accepted by (Signature): ______________________

Printed Name: ______________________

Title: ______________________

Date: ______________________

SERVICES

Walker Parking Consultants ("WALKER") will provide the CLIENT professional services that are limited to the work described in the attached letter ("the services"). Any additional services requested will be provided at our standard hourly rates or for a mutually agreed lump sum fee. The services are provided solely in accordance with written information and documents supplied by the CLIENT, and are limited to and furnished solely for the specific use disclosed to us in writing by the CLIENT. No third-party beneficiary is contemplated. All documents prepared or provided by WALKER are its instruments of service, and any use for modifications or extensions of this work, for new projects, or for completion of this project by others without WALKER's specific written consent will be at CLIENT's sole risk.

PAYMENT FOR SERVICES

WALKER will submit monthly invoices based on work completed including expenses. Payment is due upon receipt of invoice. If for any reason the CLIENT does not deliver payment to WALKER within thirty (30) days of date of invoice, WALKER may, at its option, suspend or withhold services. The CLIENT agrees to pay WALKER a monthly late charge of one and one half percent (1½%) per month of any unpaid balance of the invoice.

STANDARD OF CARE

WALKER will perform the services in accordance with generally accepted standards of the profession using applicable building codes in effect at time of execution of this Agreement. WALKER's liability caused by its acts, errors or omissions shall be limited to the fee or $10,000, whichever is greater.

Any estimates or projections provided by WALKER will be premised in part upon assumptions provided by the CLIENT. WALKER will not independently investigate the accuracy of the assumptions. Because of the inherent uncertainty and probable variation of the assumptions, actual results will vary from estimated or projected results and such variations may be material. As such, WALKER makes no warranty or representation, express or implied, as to the accuracy of the estimates or projections.

PERIOD OF SERVICE

Services shall be complete the earlier of (1) the date when final documents are accepted by the CLIENT or (2) thirty (30) days after final documents are delivered to the CLIENT.

PARKING DEMAND ANALYSIS

NORTH BEACH

MIAMI BEACH, FLORIDA

Prepared for:
CITY OF MIAMI BEACH

OCTOBER 14, 2014

COMBINED REPORT

WALKER
PARKING CONSULTANTS

PROJECT NO. 15-1988.00

PARKING DEMAND ANALYSIS

NORTH BEACH

MIAMI BEACH, FLORIDA

Prepared for:
CITY OF MIAMI BEACH

OCTOBER 14, 2014

WALKER
PARKING CONSULTANTS

WALKER PARKING CONSULTANTS

OCTOBER 14, 2014 PROJECT # 15-1988.00

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LIST OF FIGURES AND TABLES

EXECUTIVE SUMMARY

The City of Miami Beach engaged Walker Parking Consultants to analyze the current and future parking conditions within key portions of the City. The focus of this report is North Beach; sub-divided into the Town Center area and the North Shore area. Also included in this analysis are Biscayne Beach, Normandy Shores, and Normandy Isle.

The following provides an executive summary of the findings. The full report provides a detailed analysis.

CURRENT CONDITIONS

A total of 20,859± spaces were inventoried within the overall study area. This does not include unmarked on-street parking within single family residential areas or private residential parking garages. Private off-street parking accounts for 65± percent of the overall parking supply; on-street parking accounts for 27± percent; City owned and operated surface lots account for 6± percent and the remaining 2± percent is public parking provided by the public sector. There are no parking garages owned or operated by the City within the study area. Inventory of restricted parking areas that could not be directly observed are based on the size of the development and required parking ratio or actual numbers provided by the City Planning Department.

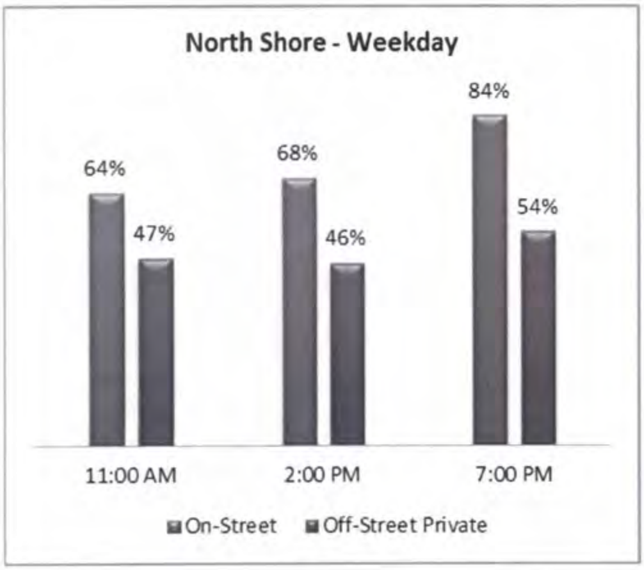
Summary of Parking Inventory

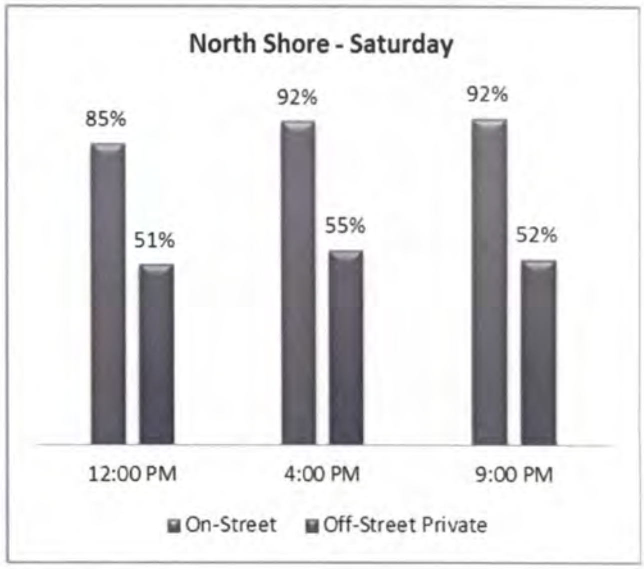
		Off-Street				
	On-Street	City Lot	Public Garage	Public Lot	Private	Total:
Town Center	758	676	428	11	7,944	9,817
Sub-Total:	*758*	*676*	*428*	*11*	*7,944*	*9,817*
North Shore	2,210	518	-	-	3,196	5,924
Biscayne Beach	779	-	-	-	314	1,093
Normandy Shores	167	-	-	-	234	401
Normandy Isle	1,764	73	-	-	1,787	3,624
Sub-Total:	*4,920*	*591*	*0*	*0*	*5,531*	*11,042*
Grand-Total:	**5,678**	**1,267**	**428**	**11**	**13,475**	**20,859**
Percentages	*27.2%*	*6.1%*	*2.1%*	*0.1%*	*64.6%*	

Source: Walker Parking Consultants

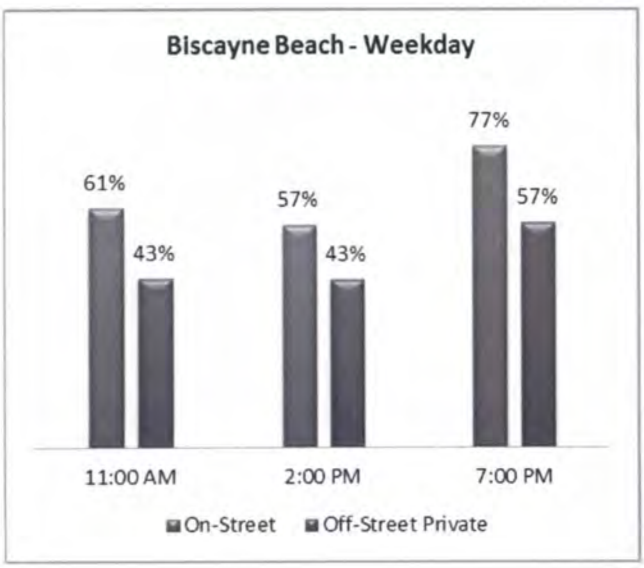
Parking demand generally peaked during the evening Saturday count periods, with the exception of the North Shore and Town Center areas, which experienced slightly higher occupancy during the 4:00 p.m. count, and Normandy Isle, which peaked during the weekday evening count. Private parking that was not directly observable is counted as being full, which influences the overall occupancy to some degree.

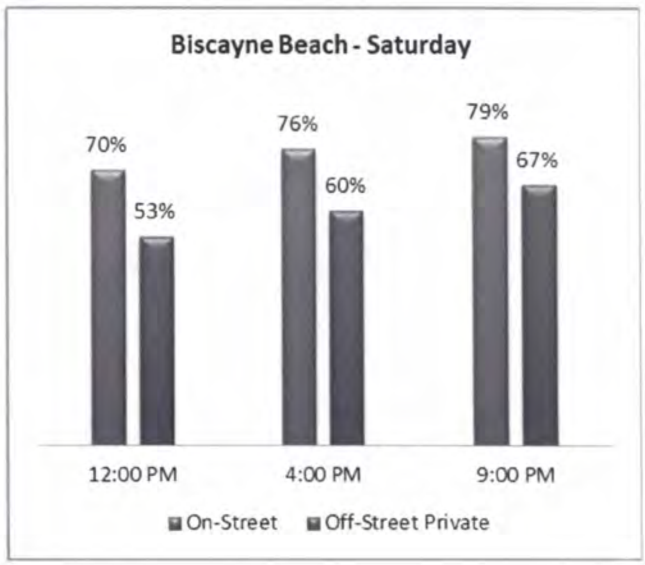
To better understand the occupancy, it is important to review each specific type of parking. On-street parking was consistently occupied at higher levels than other types of parking and City Lots increased during non-enforcement periods. The following graphs illustrate the parking occupancy for each time period and area. Not included are single family resident parking areas, which do not have a defined number of spaces, thus occupancy cannot be calculated based on a percentage of use.



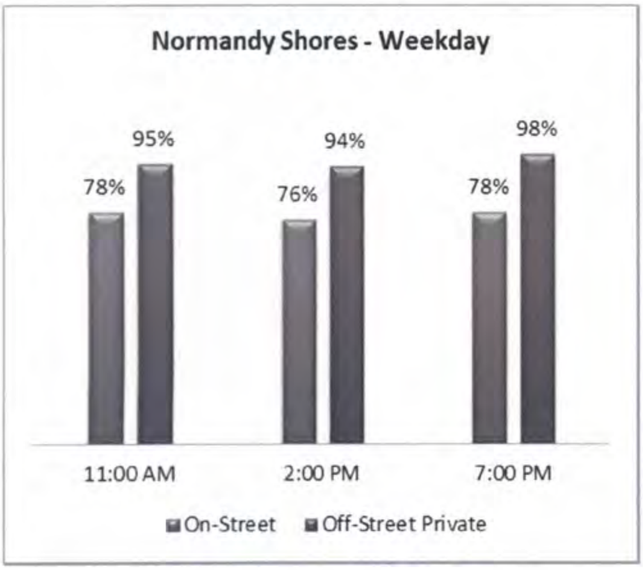


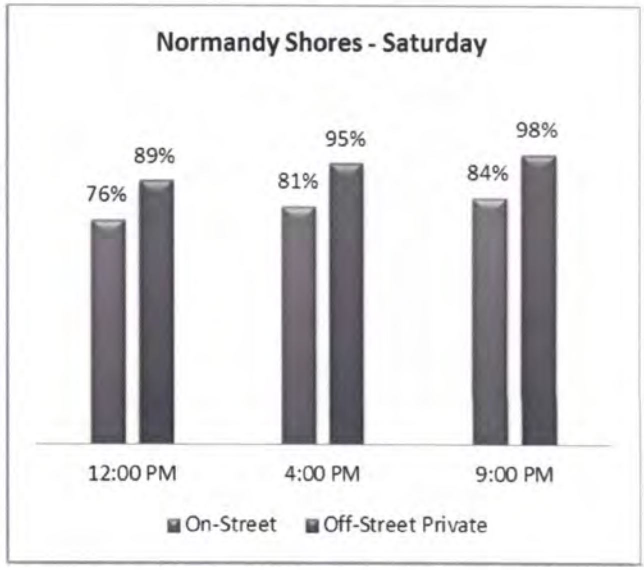
The Biscayne Beach data only includes the portion containing a mix of multi-family residential units. Areas with single family homes were excluded from this table. No City owned lots are located in this area.



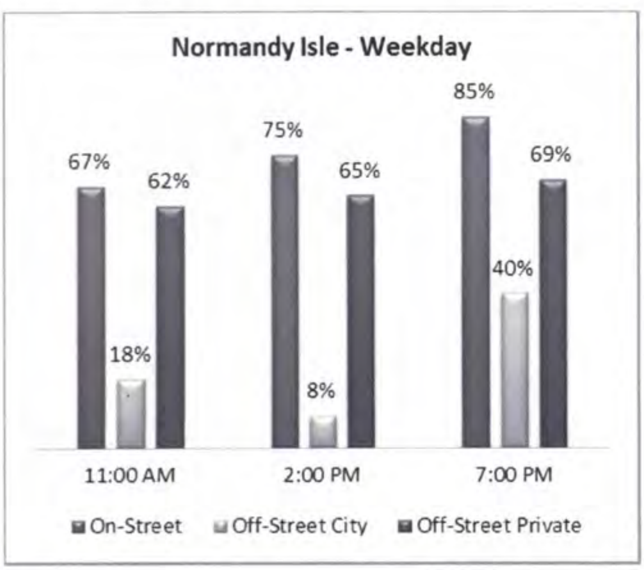


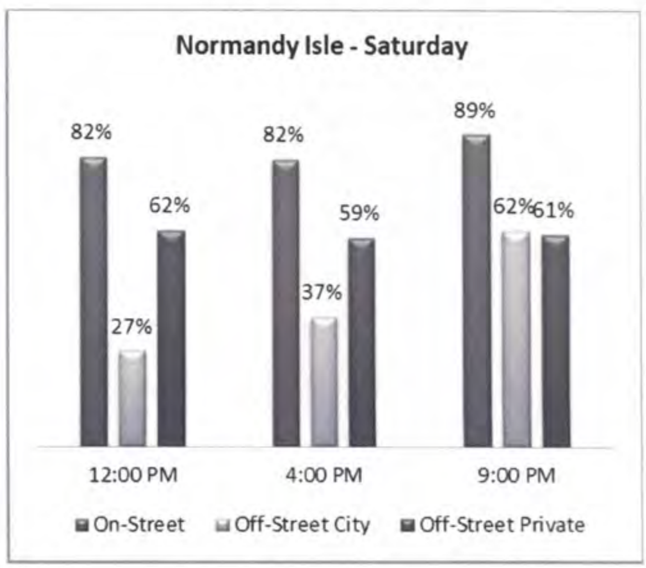
The Normandy Shores area is limited to two blocks which contain multi-family residents. No City owned parking lots are located within this area.





The Normandy Isle data does not include some areas with only single family homes. Count data for these areas is provided in the full report, but not reflected in these graphs.

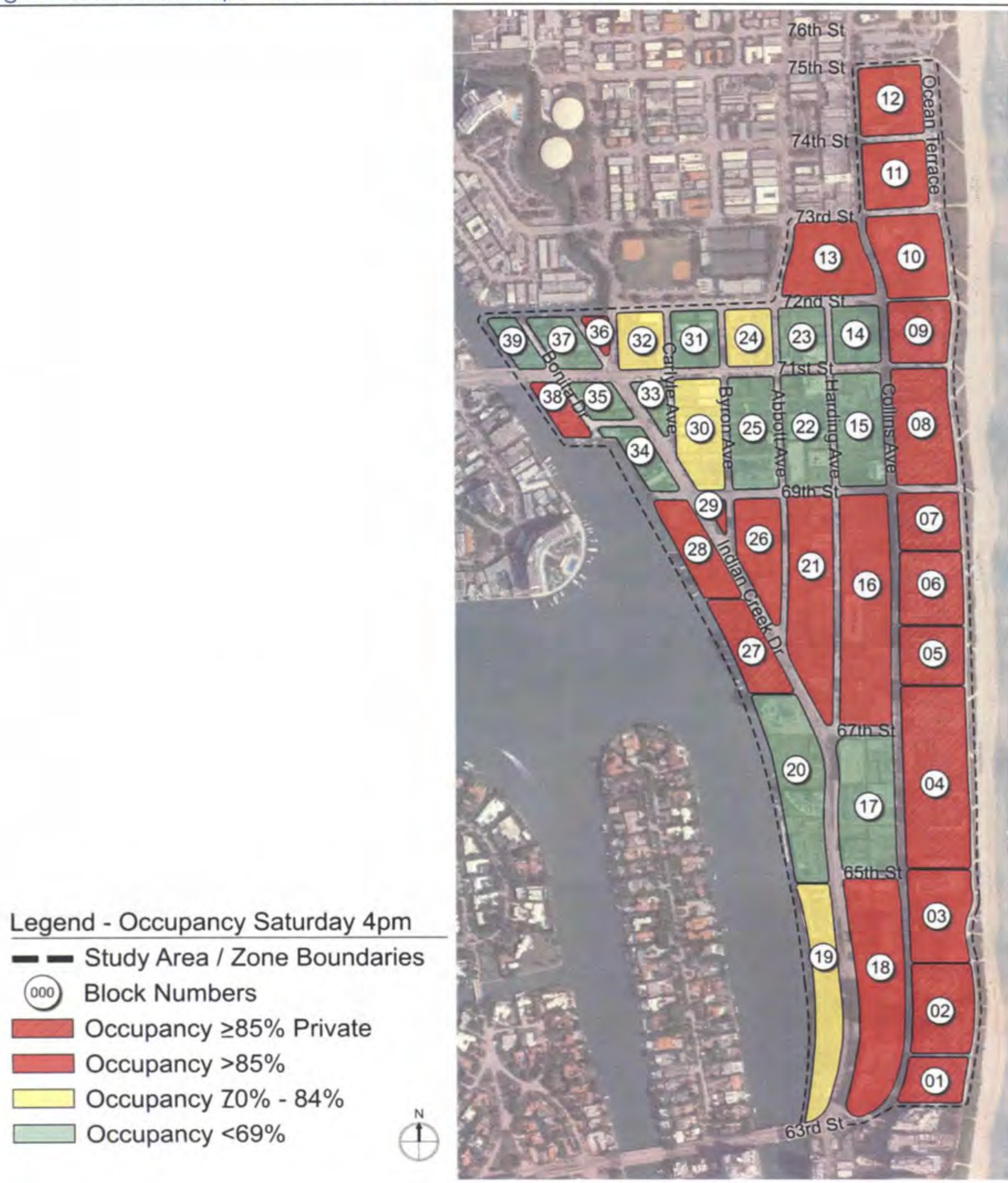




HEAT MAP

The following maps show parking demand for the entire area during the Saturday count when the overall peak was observed, starting with the Town Center area followed by the remaining areas.

Parking Demand Heat Maps - Overall Peak Observation Period



Occupancy - Saturday 9 pm

Study Areas

(000) Block Numbers

Occupancy ≥85%

Occupancy ≥70% - 84%

Occupancy ≤69%

Single Family Homes

N

FUTURE CONDITIONS

Future parking conditions are based on adding demand and supply changes from the redevelopment projects provided by the Miami Beach Planning Department, either currently under construction or planned. Changes to the parking supply are based on specific information provided in the plan or assuming either 1.5 spaces per residential unit or no new parking if the redevelopment project meets exception standards for adding units to multifamily structures in the National Register Historic Districts.

In addition, three potential growth scenarios are provided based on the *Economic Conditions* report data specific to North Beach and the overall area, compiled and provided by the Tourism, Cultural & Economic Development Department. The three annual growth scenarios used to project the overall change in the parking demand are shown in the table below.

Annual Growth Scenarios

Scenario	Annual Growth Rate	Consideration
1	2.5%	(Smallest Average Annual Growth)
2	3.9%	(Median Average Growth)
3	6.8%	(80th Percentile of Average Annual Growth)

Source: Select data from the Current Economic Conditions Report and Walker Parking Consultants

The projected parking adequacy is shown using the known developments and growth scenario assumptions applied to the observed parking demand for the Town Center area below.

Projected Future Parking Adequacy – Town Center

		Scenario 1		Scenario 2		Scenario 3	
Year	EPS	Demand	Adequacy	Demand	Adequacy	Demand	Adequacy
2015	9,196	8,999	197	9,028	168	9,086	110
2016	9,196	9,054	142	9,115	81	9,241	(45)
2017	9,196	9,110	86	9,205	(9)	9,407	(211)
2018	9,196	9,168	28	9,299	(103)	9,584	(388)
2019	9,196	9,227	(31)	9,396	(200)	9,773	(577)
2020	9,196	9,288	(92)	9,497	(301)	9,975	(779)
2021	9,196	9,350	(154)	9,602	(406)	10,190	(994)
2022	9,196	9,414	(218)	9,711	(515)	10,420	(1,224)
2023	9,196	9,479	(283)	9,824	(628)	10,666	(1,470)
2024	9,196	9,546	(350)	9,942	(746)	10,928	(1,732)

Source: Walker Parking Consultants

The same methodology is used to project parking adequacy of the remaining areas within the North Beach study area.

Projected Future Parking Adequacy – Remaining Areas

		Scenario 1		Scenario 2		Scenario 3	
Year	EPS	Demand	Adequacy	Demand	Adequacy	Demand	Adequacy
2015	9,984	7,971	2,013	8,073	1,911	8,275	1,709
2016	9,984	8,150	1,834	8,361	1,623	8,787	1,197
2017	10,193	8,508	1,685	8,834	1,359	9,507	686
2018	10,193	8,701	1,492	9,152	1,041	10,102	91
2019	10,193	8,898	1,295	9,482	711	10,737	(544)
2020	10,193	9,100	1,093	9,825	368	11,415	(1,222)
2021	10,193	9,307	886	10,181	12	12,139	(1,946)
2022	10,193	9,519	674	10,551	(358)	12,912	(2,719)
2023	10,193	9,737	456	10,936	(743)	13,738	(3,545)
2024	10,193	9,960	233	11,336	(1,143)	14,620	(4,427)

Source: Walker Parking Consultants

FUTURE PARKING NEEDS SUMMARY

Considering the overall parking adequacy within the study area, when considering parking adequacy as a whole, it may appear to be adequate for the immediate future. While this could be stated as the condition within the larger area, it is somewhat misleading, as half the parking is considered private or restricted for specific users. The primary land use within the study area is residential, which has limited ability to expand based on the current occupancy levels. More likely, increased parking demand will come from redevelopment projects.

Several blocks throughout the study area currently experience high demand and are considered to have inadequate parking based on observations. Future growth in parking demand is very likely based on the historical census data and more areas will likely experience deficits in parking adequacy further adding to those areas already experiencing deficits in parking.

Partnering with a private developer to include building additional public parking spaces within future developments in critical areas is one option to increase public parking without the necessity of building a standalone parking facility or smaller surface lots. This option may also include allowing the improvement of a public parking asset by a private developer with conditions that any existing parking be replaced and expanded upon. These options should only be pursued where parking is in demand and shown to be needed.

Other options to explore include possible expansion of existing facilities, acquiring privately owned facilities in need of repair, and implementing parking management strategies to distribute parking demand or reduce parking demand.

PARKING MANAGEMENT STRATEGIES

Several parking management strategies are provided in the report, including:

- Implementing a residential parking permit program to ensure local residents are given priority parking where issues exist;
- Exempting residents from certain time limit restrictions where residential parking permit zones are implemented;
- Providing enhanced wayfinding and signage to direct patrons to available public parking, including displaying the number of available spaces on the signage;
- Increased branding and promotion of public parking;
- Implementing dynamic pricing based on seasonality and occupancy surveys;
- Encouraging car sharing services geared toward residents; and
- Allowing limited car reservations to improve options and increase revenue.

PARKING DEMAND ANALYSIS

WALKER
PARKING CONSULTANTS

OCTOBER 14, 2014 PROJECT # 15-1988.00

INTRODUCTION

The City of Miami Beach ("the City") engaged Walker Parking Consultants ("Walker") to conduct a parking supply and demand analysis for various areas of the City. The focus of this report is the North Beach area, including Biscayne Beach and Normandy Isles. The purpose of the study is to quantify current and future parking conditions based on various development scenarios to assist in the overall parking management plan of the City. Walker had previously completed a large scale supply/demand analysis in selected areas of Miami Beach in 2004. While the study areas are not an exact match, several of the areas overlap and assist in quantifying the parking supply, demand, and unique challenges in managing public parking for the City.

KEY OBJECTIVES

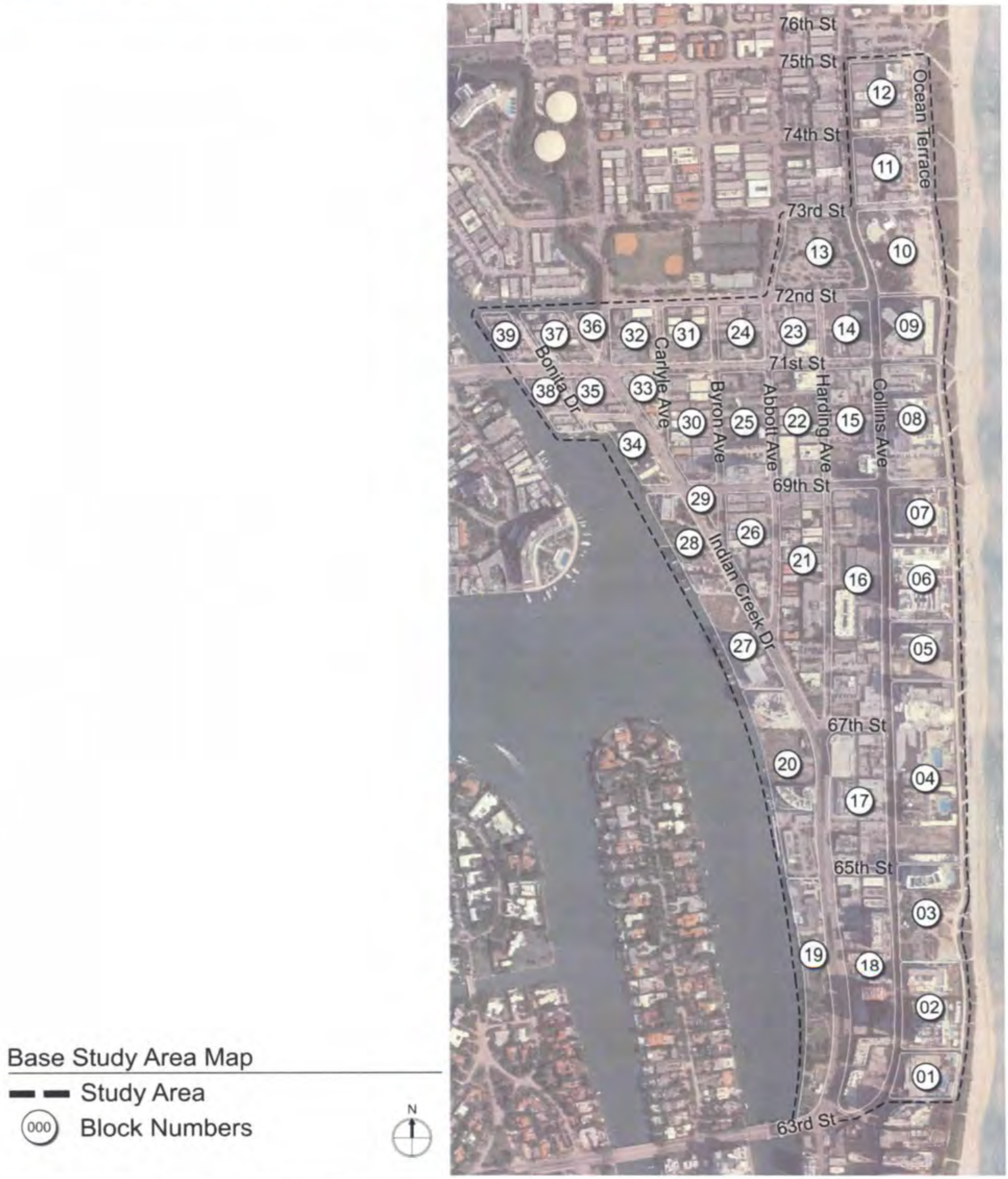
- Update the physical inventory of parking spaces within the study area.
- Project future demand based on planned projects within the study area and potential future growth.

STUDY AREA

The complete North Beach study area generally encompasses the area from 63rd Street to the south to 87th Terrace to the north including Biscayne Beach, Normandy Isle, and Normandy Shores. For purposes of evaluating the northern area, observations were extended roughly one block to the north to 87th Street, as 87th Terrace does not run continuous through the study area.

The entire study area is broken down by uniquely numbered blocks within each sub-area or sections of roadway for single family residential areas. The southern portion of the overall North Beach study area is Town Center; the northern portions of the study area include North Shore, Biscayne Beach, Normandy Isle, and Normandy Shores. The study areas are outlined in the following maps.

Figure 1: Study Area Map – Town Center



Source: Google Earth Pro and Walker Parking Consultants

Figure 2: Study Area Map – Northern Area

Source: Google Earth Pro and Walker Parking Consultants

DEFINITION OF TERMS

Several terms used in this summary have unique meanings when used in the parking industry. To help clarify these terms and enhance understanding by the reader, definitions for some of these terms are presented below.

- ***Demand*** – The number of parking spaces recommended to satisfy the visitor, employee and resident demand on a given day.
- ***Demand Generator*** – Any building, structure, business, or attraction that brings individuals into the study area, thereby increasing parking demand and occupancy.
- ***Effective Parking Supply (EPS)*** – The actual inventory adjusted to provide the optimum number of parking spaces before parking is typically perceived as being insufficient. This "cushion" in the parking inventory accounts for some spaces lost due vehicles parked in two spaces, spaces lost for repair or temporary blockage and for the time needed for patrons to locate the last few available spaces. The cushion also accounts for the dynamics of vehicles moving in and out of spaces which can lead to "cruising" for the last few open spaces.
- ***Effective Supply Factor (ESF)*** – The adjustment factor used to calculate the Effective Parking Supply.
- ***Inventory*** – The total number of parking spaces identified and counted during survey day observations. The intent of this study is to account for all parking within defined geographical areas of study.
- ***Occupancy*** (Counts) – The number of vehicles observed parked on each survey day.
- ***Parking Adequacy*** – The difference between the effective parking supply and demand.
- ***Private Parking*** – A parking space that is restricted from public access and reserved for private use, regardless of ownership.
- ***Public Parking*** – A parking space that is available for use by the general public on an hourly, daily and/or monthly basis.
- ***Survey Days*** – The days that the parking occupancy counts were conducted in the study areas.
- ***Survey Times*** – The time of the survey on the Survey Day. The time generally represents the start time of the data collection

SUMMARY OF INVENTORY

Parking within the defined area was inventoried and classified as either on-street, off-street public, or off-street private. The off-street public parking facilities were further classified as a City owned and operated parking lot[1]; public garage; or public lot. Private parking is any parking restricted for a particular user, such as employee, resident or specific business. Only patrons of that particular venue are permitted to park in that parking facility during their visit to the business. The primary source of private parking are surface lots with several located on the ground floor of residential apartments or condominiums. In addition to marked parking areas, the study area included several single family residential areas without curbs or marked street parking. Parking counts were conducted in these areas but not inventory, as parking typically occurs within the grass areas and not in actual spaces.

PARKING INVENTORY

A total of 20,859± spaces were inventoried within the overall study area. This does not include unmarked on-street parking within single family residential areas which were counted only for the number of vehicles parking. Private off-street parking accounts for 65 percent of the overall parking supply; on-street parking accounts for 27 percent; City owned and operated surface lots account for 6 percent; and the remaining 2 percent is public paid parking. There are no City owned parking garages open to general public within the study area. Inventory of restricted parking areas that could not be directly observed are based on the size of the development and required parking ratio or actual numbers provided by the City Planning department. Table 1 depicts a summary of the total parking inventory by area.

Table 1: Summary of Parking Inventory (sub-totaled by area/map)

		Off-Street				
	On-Street	City Lot	Public Garage	Public Lot	Private	Total:
Town Center	758	676	428	11	7,944	9,817
Sub-Total:	*758*	*676*	*428*	*11*	*7,944*	*9,817*
North Shore	2,210	518	-	-	3,196	5,924
Biscayne Beach	779	-	-	-	314	1,093
Normandy Shores	167	-	-	-	234	401
Normandy Isle	1,764	73	-	-	1,787	3,624
Sub-Total:	*4,920*	*591*	*0*	*0*	*5,531*	*11,042*
Grand-Total:	**5,678**	**1,267**	**428**	**11**	**13,475**	**20,859**
Percentages	*27.2%*	*6.1%*	*2.1%*	*0.1%*	*64.6%*	

Source: Walker Parking Consultants

[1] The City does not operate any parking garages within the Study Area.

OBSERVATION PERIODS

Weekday parking occupancy counts were made on a Thursday, at 11:00 a.m., 2:00 p.m., and 7:00 p.m. Weekend counts were made on a Saturday, at 12:00 p.m., 4:00 p.m., and 9:00 p.m. The Town Center area was observed the week of April 7th and the remaining areas were observed the week of July 21st.

The observation periods were agreed upon at the start of the project during a meeting with the City.

EFFECTIVE PARKING SUPPLY

The inventory of parking within the study area is adjusted to allow for a cushion necessary for vehicles moving in and out of spaces, reduce the time necessary to find the last few remaining spaces when the parking supply is nearly full, spaces lost due to mis-parked vehicles, temporary construction, and restricted spaces. To account for this cushion, the parking inventory is adjusted to reflect the *Effective Parking Supply* ("EPS"). We derive the EPS by deducting this cushion from the total parking capacity.

A parking system operates at peak efficiency when parking occupancy is at 85 to 95 percent of the supply. When occupancy exceeds this level, patrons may experience delays and frustration while searching for a space; moreover, the parking supply may be perceived as inadequate, even though spaces are available within the parking system. As a result, we use the effective supply when analyzing the adequacy of the parking system, rather than the total supply or inventory of spaces. The following factors affect the efficiency of a parking system:

- Capacity – Large, scattered surface lots operate less efficiently than a more compact facility, such as a double-threaded helix parking structure, which offers one-way traffic that passes each available parking space one time. Moreover, it is difficult to find the available spaces in a widespread parking area rather than in a centralized parking area.
- Type of users – Monthly or regular parking patrons can find the available spaces more efficiently than infrequent visitors because they are familiar with the location of the parking options and typically know where the spaces will be available before they park.
- On-street vs. Off-street – On-street parking is less efficient than off-street due to the time it takes patrons to find the last few vacant on-street spaces. In addition, patrons are typically limited to using one side of the street at a time and often must parallel park in traffic to use an on-street space.

For this analysis, we applied a general *Effective Supply Factor* ("ESF") of 85% for the on-street spaces, 90% for off-street public spaces and 95% for off-street private spaces. The total EPS is calculated at 19,180 spaces, as shown in the following table.

Table 2: Effective Parking Supply by Area

		Off-Street				
	On-Street	City Lot	Public Garage	Public Lot	Private	Total:
ESF	*0.85*	*0.90*	*0.90*	*0.90*	*0.95*	
Town Center	643	609	385	10	7,549	9,196
Sub-Total:	*643*	*609*	*385*	*10*	*7,549*	*9,196*
North Shore	1,881	466	-	-	3,043	5,390
Biscayne Beach	664	-	-	-	300	964
Normandy Shores	142	-	-	-	222	364
Normandy Isle	1,498	67	-	-	1,701	3,266
Sub-Total:	*4,185*	*533*	*0*	*0*	*5,266*	*9,984*
Grand-Total:	**4,828**	**1,142**	**385**	**10**	**12,815**	**19,180**

**EPS calculated by block and rounded*

Source: Walker Parking Consultants

CURRENT CONDITIONS

Observations were conducted at three intervals on a Weekday and Saturday of all inventoried parking spaces within the study area. Observations within the Town Center area were made on Thursday, April 10, 2014 and the Saturday observations were made on Saturday April 12, 2014. The northern areas were observed on Thursday, July 24th and the Saturday observations were made on July 26th. Weather conditions during the observations were good with sunny and warm temperatures.

The following sections provide a summary of the observations for both the weekday and Saturday periods with the overall peak observation period identified for each major sub-area.

TOWN CENTER OBSERVATIONS

The overall observed occupancy levels were high, varying from 84 to 90 percent during both days. Saturday occupancy was observed to experience the highest occupancy level, at 90 percent during the 4:00 pm count. Private parking that was not directly observable is counted as being full, which influences the overall occupancy to some degree. To better understand the occupancy, it is important to review each specific type of parking. On-street parking was consistently higher during the Saturday count, reaching a high of 94 percent. City parking lots reached a high of 84 percent on Saturday.

Weekday counts for these areas were all lower, although on-street parking reached 87 percent during the evening Thursday count. The sole public parking garage experienced low occupancy during all counts and reached peak occupancy of only 36 percent during the 4:00 pm count on Saturday.

The following table provides a summary of the observations for both periods.

Table 3: Town Center Occupancy Observations

WEEKDAY	Inventory	11:00 AM	2:00 PM (PEAK HOUR)	7:00 PM
On-Street	758	615	605	658
Occupancy Rate		*81%*	*80%*	*87%*
Unoccupied Spaces		*143*	*153*	*100*
Public City Lot	676	247	258	280
Occupancy Rate		*37%*	*38%*	*41%*
Unoccupied Spaces		*429*	*418*	*396*
Public Garage	428	85	78	58
Occupancy Rate		*20%*	*18%*	*14%*
Unoccupied Spaces		*343*	*350*	*370*
Public Lot	11	9	6	8
Occupancy Rate		*82%*	*55%*	*73%*
Unoccupied Spaces		*2*	*5*	*3*
Off-Street Private	7,944	7,304	7,338	7,241
Occupancy Rate		*92%*	*92%*	*91%*
Unoccupied Spaces		*640*	*606*	*703*
Total	9,817	8,260	8,285	8,245
Occupancy Rate		*84%*	*84%*	*84%*
Unoccupied Spaces		*1,557*	*1,532*	*1,572*

SATURDAY	Inventory	12:00 PM	4:00 PM (PEAK HOUR)	9:00 PM
On-Street	758	714	702	696
Occupancy Rate		*94%*	*93%*	*92%*
Unoccupied Spaces		*44*	*56*	*62*
Public City Lot	676	395	567	371
Occupancy Rate		*58%*	*84%*	*55%*
Unoccupied Spaces		*281*	*109*	*305*
Public Garage	428	103	152	123
Occupancy Rate		*24%*	*36%*	*29%*
Unoccupied Spaces		*325*	*276*	*305*
Public Lot	11	9	10	6
Occupancy Rate		*82%*	*91%*	*55%*
Unoccupied Spaces		*2*	*1*	*5*
Off-Street Private	7,944	7,419	7,391	7,324
Occupancy Rate		*93%*	*93%*	*92%*
Unoccupied Spaces		*525*	*553*	*620*
Total	9,817	8,640	8,822	8,520
Occupancy Rate		*88%*	*90%*	*87%*
Unoccupied Spaces		*1,177*	*995*	*1,297*

Source: Walker Parking Consultants

NORTH SHORE OBSERVATIONS

The overall peak observation within North Shore occurred during the 4:00 pm observation on Saturday, with 69 percent of the spaces being occupied. Added demand for beach and park visitors was evident as the City parking lots along Collins Avenue experienced heavier use than other periods during this observation. Occupancy during the weekday period peaked at 63 percent during the 7:00 pm observation.

On-street parking consistently experienced the highest occupancy levels, with 84 percent during a weekday and 92 percent during a Saturday. During the observations several blocks experienced high occupancy at or above 85 percent.

Table 4: North Shore Occupancy Observations

North Shore				PEAK HOUR				PEAK HOUR	
WEEKDAY	**Inventory**	**11:00 AM**	**2:00 PM**	**7:00 PM**	**SATURDAY**	**Inventory**	**12:00 PM**	**4:00 PM**	**9:00 PM**
On-Street	2,210	1,422	1,505	1,856	**On-Street**	2,210	1,886	2,025	2,044
Occupancy Rate		*64%*	*68%*	*84%*	*Occupancy Rate*		*85%*	*92%*	*92%*
Unoccupied Spaces		*788*	*705*	*354*	*Unoccupied Spaces*		*324*	*185*	*166*
Public City Lot	518	108	139	145	**Public City Lot**	518	239	333	188
Occupancy Rate		*21%*	*27%*	*28%*	*Occupancy Rate*		*46%*	*64%*	*36%*
Unoccupied Spaces		*410*	*379*	*373*	*Unoccupied Spaces*		*279*	*185*	*330*
Off-Street Private	3,196	1,516	1,475	1,734	**Off-Street Private**	3,196	1,627	1,758	1,676
Occupancy Rate		*47%*	*46%*	*54%*	*Occupancy Rate*		*51%*	*55%*	*52%*
Unoccupied Spaces		*1,680*	*1,721*	*1,462*	*Unoccupied Spaces*		*1,569*	*1,438*	*1,520*
Total	5,924	3,046	3,119	3,735	**Total**	5,924	3,752	4,116	3,908
Occupancy Rate		*51%*	*53%*	*63%*	*Occupancy Rate*		*63%*	*69%*	*66%*
Unoccupied Spaces		*2,878*	*2,805*	*2,189*	*Unoccupied Spaces*		*2,172*	*1,808*	*2,016*

Source: Walker Parking Consultants

BISCAYNE BEACH OBSERVATIONS

Biscayne Beach is a residential area with a mix of multi-family and single family residential units. The focus of our analysis is in the multi-family residential area. Overall, peak parking occupancy of 75 percent was observed during the Saturday 9:00 pm count. The peak weekday observation occurred during the 7:00 pm count with 71 percent occupancy. Several blocks were observed to experience occupancy above 85 percent within the overall area.

Table 5: Biscayne Beach Occupancy Observations

Biscayne Beach				PEAK HOUR					PEAK HOUR
WEEKDAY	**Inventory**	**11:00 AM**	**2:00 PM**	**7:00 PM**	**SATURDAY**	**Inventory**	**12:00 PM**	**4:00 PM**	**9:00 PM**
On-Street	779	475	442	599	**On-Street**	779	548	589	614
Occupancy Rate		61%	57%	77%	*Occupancy Rate*		70%	76%	79%
Unoccupied Spaces		304	337	180	*Unoccupied Spaces*		231	190	165
Public City Lot	0	0	0	0	**Public City Lot**	0	0	0	0
Occupancy Rate		-	-	-	*Occupancy Rate*		-	-	-
Unoccupied Spaces		-	-	-	*Unoccupied Spaces*		-	-	-
Off-Street Private	314	135	134	180	**Off-Street Private**	314	167	188	209
Occupancy Rate		43%	43%	57%	*Occupancy Rate*		53%	60%	67%
Unoccupied Spaces		179	180	134	*Unoccupied Spaces*		147	126	105
Total	1,093	610	576	779	**Total**	1,093	715	777	823
Occupancy Rate		56%	53%	71%	*Occupancy Rate*		65%	71%	75%
Unoccupied Spaces		483	517	314	*Unoccupied Spaces*		378	316	270

Source: Walker Parking Consultants

NORMANDY SHORES OBSERVATIONS

The Normandy Shores occupancy data includes only two blocks with inventoried parking capacity, thus the analysis represents a concentrated observation and analysis of the parking demand. The single family residential areas within this area are excluded in the occupancy analysis, as parking within these areas is generally limited to parking in grass areas along the roadways. This count data is provided separately within this report.

Overall occupancy within the two blocks was recorded at 92 percent during the Saturday 9:00 pm count and 90 percent during the 7:00 pm weekday count.

Table 6: Normandy Shores Occupancy Observations

Normandy Shores				PEAK HOUR					PEAK HOUR
WEEKDAY	**Inventory**	**11:00 AM**	**2:00 PM**	**7:00 PM**	**SATURDAY**	**Inventory**	**12:00 PM**	**4:00 PM**	**9:00 PM**
On-Street	167	131	127	131	**On-Street**	167	127	135	140
Occupancy Rate		*78%*	*76%*	*78%*	*Occupancy Rate*		*76%*	*81%*	*84%*
Unoccupied Spaces		*36*	*40*	*36*	*Unoccupied Spaces*		*40*	*32*	*27*
Public City Lot	0	0	0	0	**Public City Lot**	0	0	0	0
Occupancy Rate		-	-	-	*Occupancy Rate*		-	-	-
Unoccupied Spaces		-	-	-	*Unoccupied Spaces*		-	-	-
Off-Street Private	234	222	220	230	**Off-Street Private**	234	209	223	230
Occupancy Rate		*95%*	*94%*	*98%*	*Occupancy Rate*		*89%*	*95%*	*98%*
Unoccupied Spaces		*12*	*14*	*4*	*Unoccupied Spaces*		*25*	*11*	*4*
Total	401	353	347	361	**Total**	401	336	358	370
Occupancy Rate		*88%*	*87%*	*90%*	*Occupancy Rate*		*84%*	*89%*	*92%*
Unoccupied Spaces		*48*	*54*	*40*	*Unoccupied Spaces*		*65*	*43*	*31*

Source: Walker Parking Consultants

NORMANDY ISLE OBSERVATIONS

Normandy Isle experienced overall peak occupancy peak occupancy levels of 76 percent during the weekday 7:00 pm observation period compared to a peak Saturday observation of 74 percent during the 9:00 pm count. On-street occupancy reached 90 percent and several blocks experienced occupancy at or above 85 percent.

Table 7: Normandy Isle Occupancy Observations

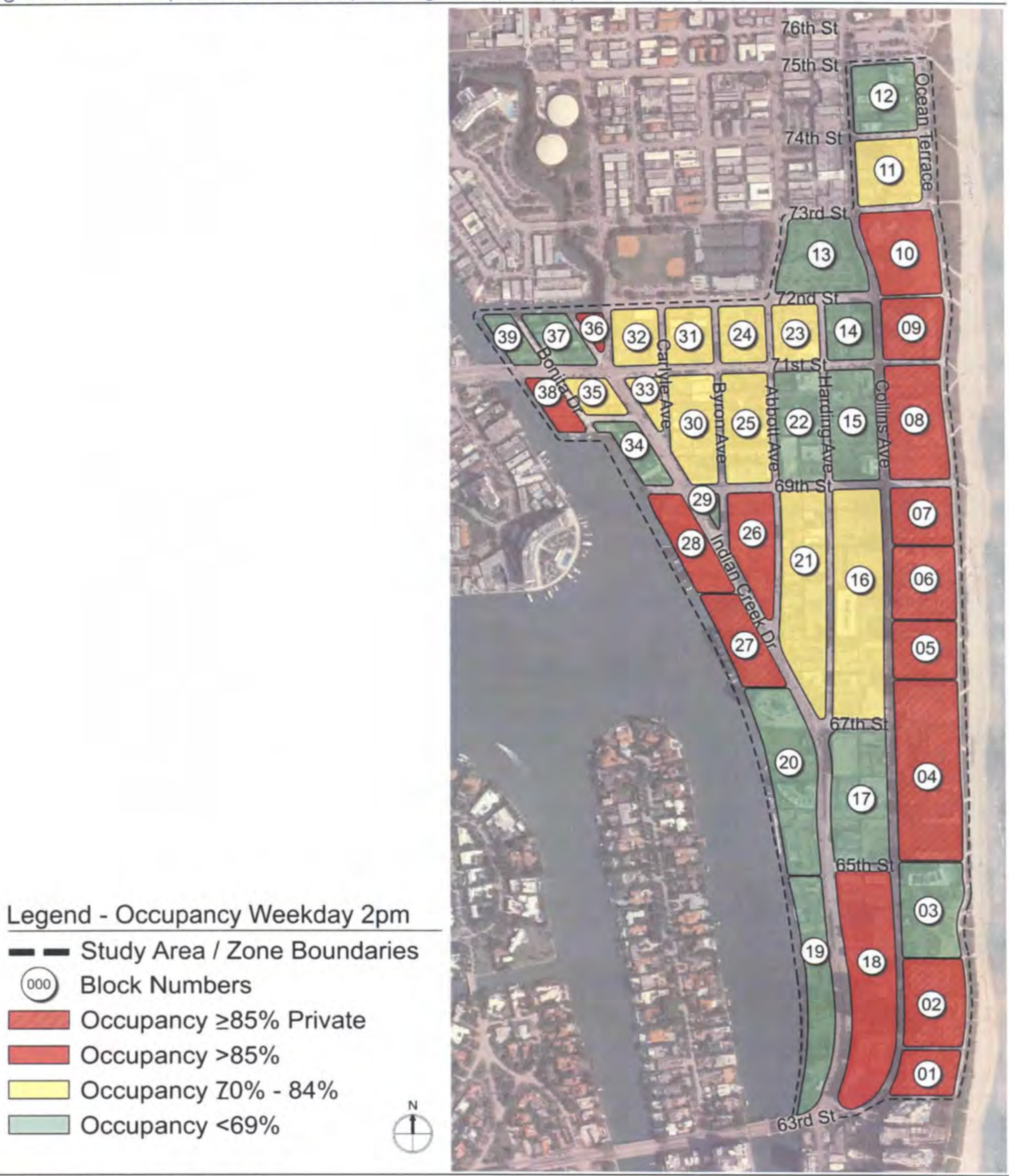
Normandy Isle				PEAK HOUR					PEAK HOUR
WEEKDAY	**Inventory**	**11:00 AM**	**2:00 PM**	**7:00 PM**	**SATURDAY**	**Inventory**	**12:00 PM**	**4:00 PM**	**9:00 PM**
On-Street	1,764	1,183	1,323	1,493	**On-Street**	1,764	1,453	1,438	1,567
Occupancy Rate		67%	75%	85%	*Occupancy Rate*		82%	82%	89%
Unoccupied Spaces		581	441	271	*Unoccupied Spaces*		311	326	197
Public City Lot	73	13	6	29	**Public City Lot**	73	20	27	45
Occupancy Rate		18%	8%	40%	*Occupancy Rate*		27%	37%	62%
Unoccupied Spaces		60	67	44	*Unoccupied Spaces*		53	46	28
Off-Street Private	1,787	1,108	1,156	1,226	**Off-Street Private**	1,787	1,100	1,063	1,083
Occupancy Rate		62%	65%	69%	*Occupancy Rate*		62%	59%	61%
Unoccupied Spaces		679	631	561	*Unoccupied Spaces*		687	724	704
Total	3,624	2,304	2,485	2,748	**Total**	3,624	2,573	2,528	2,695
Occupancy Rate		64%	69%	76%	*Occupancy Rate*		71%	70%	74%
Unoccupied Spaces		1,320	1,139	876	*Unoccupied Spaces*		1,051	1,096	929

Source: Walker Parking Consultants

PARKING OCCUPANCY HEAT MAPS

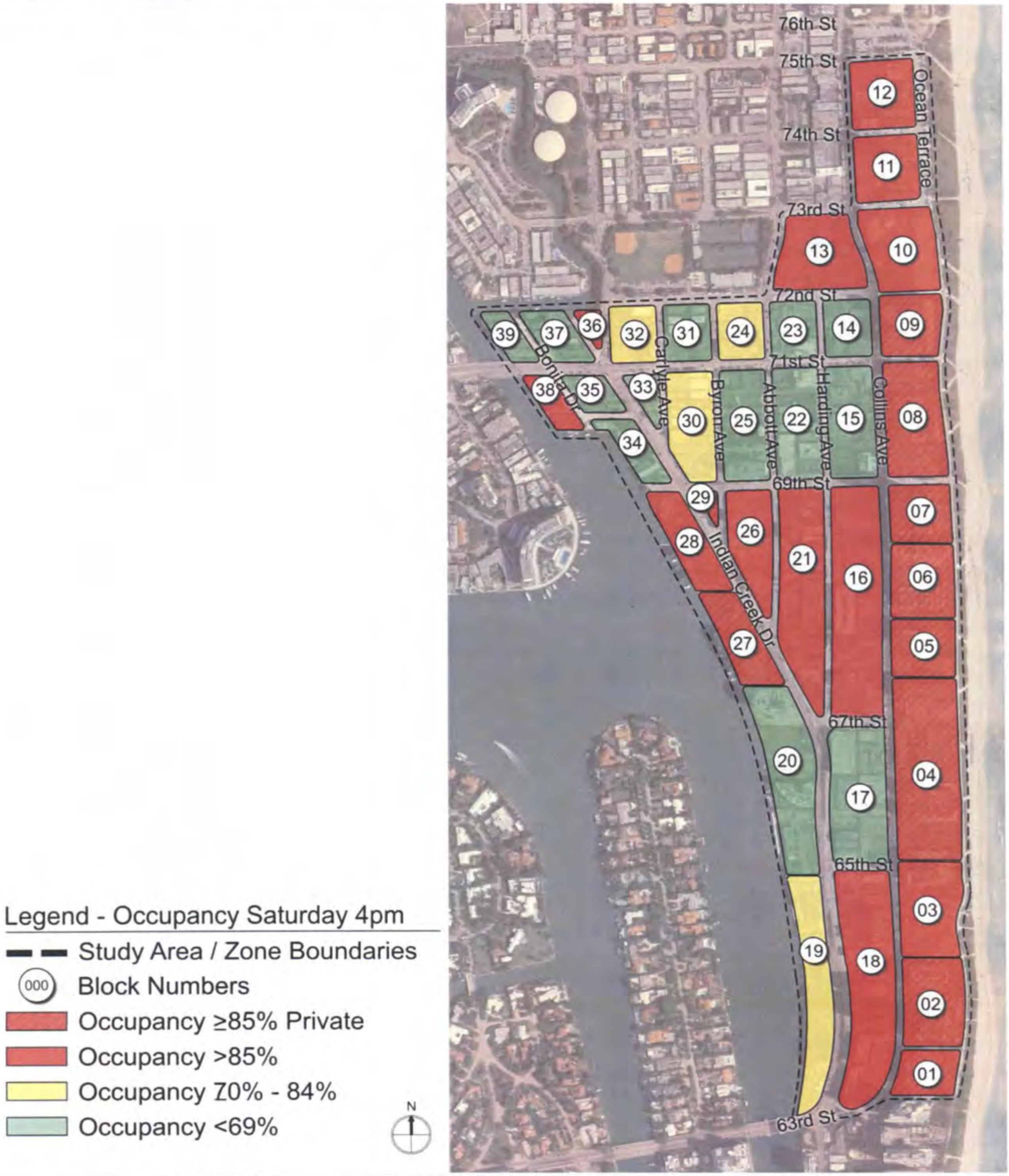
To illustrate parking occupancy in greater detail, heat maps were developed to depict the parking demand observed during the overall peak Weekday and Saturday counts.

Figure 3: Heat Map of Peak Weekday Parking Occupancy (Town Center)



Source: Walker Parking Consultants

Figure 4: Heat Map of Peak Saturday Parking Occupancy (Town Center)



Source: Walker Parking Consultants

Figure 5: Heat Map of Peak Weekday Parking Occupancy

Occupancy - Weekday 7 pm

Study Areas
000 Block Numbers
Occupancy ≥85%
Occupancy ≥70% - 84%
Occupancy ≤69%
Single Family Homes
N

Source: Walker Parking Consultants

Figure 6: Heat Map of Peak Saturday Parking Occupancy

Occupancy - Saturday 9 pm

Study Areas
(000) Block Numbers
Occupancy ≥85%
Occupancy ≥70% - 84%
Occupancy ≤69%
Single Family Homes
N

Source: Walker Parking Consultants

PARKING ADEQUACY

Parking adequacy is defined as the ability of the parking supply to accommodate the demand. The parking demand can vary throughout the year due to seasonality, weather, and local events. For comparison purposes, our analysis considers the observed peak conditions as representative of the parking demand for the area. The observed demand is subtracted from the effective parking supply to provide our opinion of the parking adequacy within the area.

The following is an evaluation of the overall parking adequacy by each sub-area.

TOWN CENTER PARKING ADEQUACY

Considering Town Center as a whole, on-street parking is shown to operate at a deficit level during the overall peak. The following table shows the overall parking adequacy (surplus or deficit) of parking spaces within the study area.

Table 8: North Beach - Parking Adequacy

		Off-Street				
	On-Street	City Lot	Public Garage	Public Lot	Private	Total:
Effective Supply	643	609	385	10	7,549	9,196
Demand	702	567	152	10	7,391	8,822
Adequacy	(59)	42	233	0	158	374

Source: Walker Parking Consultants

To illustrate this data on a block-by-block basis, the following table provides the data by block.

Table 9: North Beach - Parking Adequacy by Block

Block	On-Street	Public City Lot	Public Garage	Public Lot	Off-Street Private	Total	Effective Supply	Surplus/ (Deficit)
1	0				312	312	296	(16)
2	0				432	432	410	(22)
3	0	79			774	853	803	(50)
4	0				1,666	1,666	1,583	(83)
5	0				276	276	262	(14)
6	0				446	446	424	(22)
7	0				311	311	295	(16)
8	0				485	485	461	(24)

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Block	On-Street	Public City Lot	Public Garage	Public Lot	Off-Street Private	Total	Effective Supply	Surplus/ (Deficit)
9	15				540	555	513	(42)
10	16					16	13	(3)
11	65				138	203	191	(12)
12	78	111				189	171	(18)
13	29	304				333	312	(21)
14	19				9	28	44	16
15	23	17			36	76	139	63
16	71				473	544	557	13
17	17		152		67	236	540	304
18	7				74	81	74	(7)
19	0			10	31	41	39	(2)
20	0				95	95	140	45
21	82				36	118	112	(6)
22	26	40			49	115	164	49
23	13				7	20	47	27
24	8				8	16	19	3
25	18	16			285	319	436	117
26	41				45	86	85	(1)
27	0				563	563	535	(28)
28	0				162	162	162	0
29	22					22	15	(7)
30	42				33	75	82	7
31	16					16	32	16
32	13				29	42	52	10
33	4					4	7	3
34	7				9	16	69	53
35	14					14	38	24
36	16					16	11	(5)
37	18					18	32	14
38	13					13	10	(3)
39	9					9	21	12

Source: Walker Parking Consultants

NORTH SHORE PARKING ADEQUACY

Considering North Shore as a whole, on-street parking is shown to operate at a deficit level during the overall peak. The following table shows the overall parking adequacy (surplus or deficit) of parking spaces within the study area.

Table 10: North Shore - Parking Adequacy

		Off-Street		
	On-Street	City Lot	Private	Total:
Effective Supply	1,881	466	3,043	5,390
Demand	2,025	333	1,758	4,116
Adequacy	(144)	133	1,285	1,274

Source: Walker Parking Consultants

To illustrate this data on a block-by-block basis, the following table provides the data by block.

Table 11: North Shore - Parking Adequacy by Block

Block #	On-Street	Public City Lot	Off-Street Private	Total	Effective Supply	Surplus/ (Deficit)
101	0	0	14	14	18	4
102	0	0	56	56	82	26
103	0	0	28	28	47	19
104	23	0	288	311	346	35
105	0	6	27	33	33	0
106	8	0	166	174	330	156
107	19	0	27	46	43	(3)

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Block #	On-Street	Public City Lot	Off-Street Private	Total	Effective Supply	Surplus/ (Deficit)
108	48	16	0	64	103	39
109	41	0	31	72	66	(6)
111	62	0	2	64	60	(4)
113	87	0	0	87	79	(8)
115	50	0	0	50	49	(1)
116	10	0	0	10	15	5
117	31	0	0	31	35	4
119	65	0	1	66	70	4
121	56	0	15	71	69	(2)
123	35	0	34	69	89	20
124	3	111	0	114	102	(12)
125	19	0	4	23	50	27
127	16	0	10	26	20	(6)
128	26	0	0	26	21	(5)
129	24	0	0	24	22	(2)
130	22	0	4	26	21	(5)
131	18	0	5	23	176	153
132	27	0	36	63	66	3
133	35	0	3	38	29	(9)
134	29	0	11	40	50	10
135	22	0	1	23	18	(5)
137	31	0	0	31	138	107
138	7	0	0	7	8	1
139	3	0	0	3	5	2
140	33	0	25	58	54	(4)
142	23	0	31	54	80	26
143	30	0	6	36	32	(4)

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Block #	On-Street	Public City Lot	Off-Street Private	Total	Effective Supply	Surplus/ (Deficit)
144	28	0	4	32	33	1
145	26	0	0	26	30	4
146	29	0	9	38	55	17
147	33	0	32	65	72	7
148	29	0	11	40	39	(1)
149	29	0	13	42	56	14
150	26	0	32	58	93	35
151	39	0	9	48	46	(2)
152	39	0	21	60	67	7
154	32	0	50	82	117	35
155	2	0	0	2	5	3
156	78	0	0	78	68	(10)
157	22	27	21	70	94	24
159	32	0	4	36	30	(6)
160	26	0	30	56	53	(3)
161	32	0	5	37	33	(4)
162	16	0	0	16	22	6
163	20	0	29	49	62	13
164	20	0	0	20	20	0
165	36	0	2	38	51	13
166	37	0	15	52	60	8
168	28	38	26	92	130	38
169	24	0	4	28	39	11
171	31	0	32	63	90	27
172	20	0	30	50	75	25
173	3	0	24	27	50	23
174	18	0	18	36	55	19
176	32	0	35	67	100	33
177	24	48	0	72	122	50
179	36	21	11	68	99	31
180	30	0	22	52	67	15
181	52	0	20	72	84	12
183	24	52	5	81	91	10
184	28	0	14	42	61	19

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Block #	On-Street	Public City Lot	Off-Street Private	Total	Effective Supply	Surplus/ (Deficit)
186	36	0	19	55	70	15
187	23	0	28	51	79	28
188	29	0	168	197	306	109
189	20	0	10	30	52	22
191	4	14	12	30	61	31
192	20	0	58	78	90	12
193	0	0	110	110	129	19
194	9	0	0	9	8	(1)

Source: Walker Parking Consultants

BISCAYNE BEACH PARKING ADEQUACY

Considering Biscayne Beach as a whole, overall parking is considered adequate, with a small surplus. The following table shows the overall parking adequacy (surplus or deficit) of parking spaces within the study area.

Table 12: Biscayne Beach - Parking Adequacy

		Off-Street		
	On-Street	City Lot	Private	Total:
Effective Supply	664	0	300	964
Demand	614	0	209	823
Adequacy	50	0	91	141

Source: Walker Parking Consultants

To illustrate this data on a block-by-block basis, the following table provides the data by block.

Table 13: Biscayne Beach - Parking Adequacy by Block

Block #	On-Street	Public City Lot	Off-Street Private	Total	Effective Supply	Surplus/ (Deficit)
201	7	0	0	7	7	0
202	15	0	0	15	15	0
203	10	0	0	10	20	10
206	7	0	0	7	5	(2)

(continued on next page)

Block #	On-Street	Public City Lot	Off-Street Private	Total	Effective Supply	Surplus/ (Deficit)
207	10	0	0	10	13	3
208	1	0	6	7	10	3
209	34	0	19	53	65	12
210	38	0	24	62	56	(6)
211	26	0	0	26	23	(3)
212	29	0	0	29	35	6
213	26	0	12	38	37	(1)
214	30	0	7	37	34	(3)
215	85	0	18	103	96	(7)
216	75	0	6	81	77	(4)
217	113	0	7	120	118	(2)
218	64	0	56	120	133	13
219	37	0	46	83	154	71
220	0	0	8	8	42	34
221	7	0	0	7	24	17

Source: Walker Parking Consultants

NORMANDY SHORES PARKING ADEQUACY

Considering Normandy Shores as a whole, overall parking is at a deficit level. The main reason is the lack of private parking to meet the peak parking demand. The following table shows the overall parking adequacy (surplus or deficit) of parking spaces within the study area.

Table 14: Normandy Shores - Parking Adequacy

		Off-Street		
	On-Street	City Lot	Private	Total:
Effective Supply	142	0	222	364
Demand	140	0	230	370
Adequacy	2	0	(8)	(6)

Source: Walker Parking Consultants

To illustrate this data on a block-by-block basis, the following table provides the data by block.

Table 15: Normandy Shores - Parking Adequacy by Block

Block #	On-Street	Public City Lot	Off-Street Private	Total	Effective Supply	Surplus/ (Deficit)
408	55	0	0	55	49	(6)
414	85	0	230	315	315	0

Source: Walker Parking Consultants

NORMANDY ISLE PARKING ADEQUACY

Considering Normandy Isle as a whole, overall parking is considered adequate, with a surplus due to the private parking supply. Public parking is very limited, with most public parking spaces limited to on-street parking, which has no surplus. The following table shows the overall parking adequacy of parking spaces within the study area.

Table 16: Normandy Isle - Parking Adequacy

		Off-Street		
	On-Street	City Lot	Private	Total:
Effective Supply	1,453	67	1,701	3,221
Demand	1,453	29	1,226	2,708
Adequacy	0	38	475	513

Source: Walker Parking Consultants

To illustrate this data on a block-by-block basis, the following table provides the data by block.

Table 17: Normandy Shores - Parking Adequacy by Block

Block #	On-Street	Public City Lot	Off-Street Private	Total	Effective Supply	Surplus/ (Deficit)
501	17	0	44	61	85	24
502	53	0	309	362	361	(1)
503	61	0	13	74	70	(4)
508	61	0	71	132	170	38
509	32	0	50	82	102	20
510	15	0	22	37	38	1

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Block #	On-Street	Public City Lot	Off-Street Private	Total	Effective Supply	Surplus/ (Deficit)
511	30	0	31	61	67	6
512	0	0	5	5	8	3
513	88	0	97	185	235	50
518	104	0	50	154	174	20
519	53	20	104	177	201	24
520	58	0	40	98	102	4
521	15	0	40	55	57	2
525	3	0	9	12	53	41
526	18	0	89	107	161	54
527	17	0	32	49	58	9
528	68	0	0	68	82	14
529	49	0	53	102	145	43
530	67	0	0	67	75	8
531	35	0	0	35	32	(3)
532	46	0	0	46	43	(3)
533	15	0	42	57	62	5
546	42	0	5	47	50	3
534	39	9	27	75	112	37
535	30	0	46	76	100	24
536	123	0	21	144	179	35
537	16	0	0	16	24	8
538	18	0	0	18	17	(1)
539	61	0	4	65	87	22
540	68	0	0	68	78	10
541	30	0	0	30	37	7
542	43	0	0	43	52	9
545	78	0	22	100	104	4

Source: Walker Parking Consultants

RESIDENTIAL PARKING DEMAND

Several areas within the overall study area is devoted to residential land uses. In areas where single family homes are predominant, parking is limited to private driveways and along the street. In most cases on-street parking is not marked or non-existent. A count of actual vehicles parked along these roadways was conducted and tabulated below. These areas are shown on the map as dashed lines and correspond to the table below.

Table 18: Residential Parking Observations

	Weekday			Saturday		
Area #	11:00 AM	3:00 PM	7:00 PM	12:00 PM	4:00 PM	9:00 PM
204	18	21	20	15	17	11
205	6	7	7	3	11	12
301	3	8	3	7	6	4
302	9	6	1	4	8	3
303	9	7	1	3	1	3
304	1	2	0	0	0	0
305	14	8	4	5	4	2
306	6	5	2	7	6	8
308	0	0	0	1	1	3
309	3	3	1	1	3	3
310	3	1	3	1	0	0
311	1	0	0	0	1	3
312	2	1	1	1	1	12
313	0	0	0	2	2	2
314	5	1	2	2	1	1
315	6	4	0	1	1	0
316	10	7	2	6	6	7
401	33	23	28	21	19	14
402	0	0	0	0	0	0
403	0	1	0	0	1	0
404	2	4	1	3	1	1
405	3	6	7	7	8	5
406	1	6	4	1	1	0
407	0	4	4	9	11	5

(continued on next page)

	Weekday			Saturday		
Area #	11:00 AM	3:00 PM	7:00 PM	12:00 PM	4:00 PM	9:00 PM
409	17	20	28	16	33	14
410	1	1	1	1	2	0
411	31	24	12	53	26	2
412	0	2	0	0	0	1
413	1	1	2	1	1	1
504	7	7	6	13	8	12
505	5	3	2	1	1	2
506	10	8	9	12	18	13
507	9	7	8	2	4	6
514	10	12	17	11	16	22
515	9	5	11	9	11	12
516	13	13	18	14	19	18
517	9	7	6	9	10	10
543	0	0	0	0	0	0
544	12	11	15	20	16	18

Source: Walker Parking Consultants

PARKING TURNOVER

Walker conducted a parking turnover analysis using a sample of parking spaces within the study area. Spaces were observed on an hourly basis over the course of a day, and each space was noted as being empty or with a portion of parked vehicle's license plate number on a weekday and a weekend. The data allows the average length of stay to be calculated as well as the parking utilization of the sample. The tables below summarize the specific samples for the weekday and weekend observations for Town Center (collected in April 2014) and the remaining areas (collected in July 2014).

Table 19: Town Center - Weekday Occupancy Sample

LPI Occupancy Results				*Hourly Occupancies*								Peak Hour
Area	Street:	Location	Sample	10:30am	11:30am	12:30pm	1:30pm	2:30pm	3:30pm	4:30pm	5:30pm	12:30pm
TC	MB Lot 81	lot	15	8	8	10	9	10	9	7	7	10
TC	Collins	67th Street	11	11	11	11	10	8	10	9	11	11
TC	Collins	69th Street	15	9	12	14	12	12	14	13	15	14
TC	Collins	71st Street	7	7	7	7	7	7	7	7	7	7
TC	73rd Street	Collins	15	13	15	14	13	13	14	13	11	14
TC	Ocean Terrace	73rd Street	19	15	19	19	15	14	15	19	17	19
TC	Collins	74th Street	12	8	10	10	11	12	11	12	12	10
TC	Byron	71st Street	26	21	22	20	19	22	22	21	21	20
TC	69th Street	Abbot	6	6	5	6	6	5	6	3	5	6
TC	Britt Bay Park	Lot	7	7	4	6	6	4	0	3	2	6
		Totals	133	105	113	117	108	107	108	107	108	117
		% Occupied		79%	85%	88%	81%	80%	81%	80%	81%	88%

Source: Walker Parking Consultants, Friday, April 11, 2014

Table 20: Town Center - Weekday Length of Stay

LPI Length of Stay Results				*Length of Stay*								
Area	Street:	Location:	Sample	1 hr	2 hr	3 hr	4 hr	5 hr	6 hr	7 hr	8 hr	Average
TC	MB Lot 81	lot	15	11	6	1	3	0	1	0	3	2.7
TC	Collins	67th Street	11	17	8	5	3	0	2	0	1	2.3
TC	Collins	69th Street	15	28	18	1	4	2	0	0	1	1.9
TC	Collins	71st Street	7	18	9	0	3	0	0	0	1	1.8
TC	73rd Street	Collins	15	36	13	4	0	1	2	1	1	1.8
TC	Ocean Terrace	73rd Street	19	25	29	6	2	1	2	1	0	2.0
TC	Collins	74th Street	12	41	9	0	0	1	0	2	1	1.6
TC	Byron	71st Street	26	7	11	4	7	2	2	3	7	3.9
TC	69th Street	Abbot	6	10	1	0	2	3	0	1	0	2.5
TC	Britt Bay Park	Lot	7	12	1	3	1	1	0	0	0	1.8
		Totals:	133	205	105	24	25	11	9	8	15	2.3
		Total Hours:		205	210	72	100	55	54	56	120	

Source: Walker Parking Consultants, Friday, April 11, 2014

Table 21: Town Center - Weekend Occupancy Sample

LPI Occupancy Results				Hourly Occupancies								Peak Hour
Area	Street:	Location:	Total Inventory	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	6:00 PM	7:00 PM	3:00 PM
TC	Harding Street	72nd	27	15	15	21	19	15	20	16	20	19
TC	69th Street	Harding	6	5	5	3	4	4	3	3	6	4
TC	Collins	69th Street	21	16	19	19	20	19	18	19	20	20
TC	72nd	Collins	10	10	7	10	10	9	8	10	10	10
TC	Collins	73rd Street	11	11	11	10	11	10	11	9	10	11
TC	74th Street	Collins	6	6	5	6	6	6	6	5	5	6
TC	Ocean	74th Street	10	10	10	10	10	10	9	10	10	10
TC	73rd Street	Ocean	12	11	11	10	11	12	11	11	10	11
TC	Abbott	69th Street	26	26	25	25	25	25	25	25	25	25
TC	Britt Bay Park	Lot	10	9	10	9	10	10	10	10	9	10
TC	MB 81	West	23	23	23	23	23	23	23	23	22	23
		Totals	162	142	141	146	149	143	144	141	147	149
		% Occupied		88%	87%	90%	92%	88%	89%	87%	91%	92%

Source: Walker Parking Consultants, Saturday, April 12, 2014

Table 22: Town Center - Weekend Length of Stay

LPI Length of Stay Results				Length of Stay								
Area	Street:	Location:	Sample	1 hr	2 hr	3 hr	4 hr	5 hr	6 hr	7 hr	8 hr	Average
TC	Harding Street	72nd	27	61	10	9	1	2	1	0	1	1.7
TC	69th Street	Harding	6	7	5	1	0	1	0	0	1	2.2
TC	Collins	69th Street	21	70	20	6	2	0	1	0	1	1.5
TC	72nd	Collins	10	43	12	1	1	0	0	0	0	1.3
TC	Collins	73rd Street	11	34	14	3	1	0	0	0	1	1.6
TC	74th Street	Collins	6	9	0	1	2	2	0	1	1	2.8
TC	Ocean	74th Street	10	10	10	7	4	1	0	1	0	2.4
TC	73rd Street	Ocean	12	17	6	5	3	2	1	1	1	2.4
TC	Abbott	69th Street	26	11	2	5	5	1	2	2	15	4.7
TC	Britt Bay Park	Lot	10	5	3	3	3	0	1	1	4	3.9
TC	MB 81	West	23	11	6	9	3	4	3	5	6	3.9
		Totals:	162	278	88	50	25	13	9	11	31	2.3
		Total Hours:		278	176	150	100	65	54	77	248	

Source: Walker Parking Consultants, Saturday, April 12, 2014

PARKING TURNOVER – NORTHERN AREAS

Table 23: Northern Areas - Weekday Occupancy Sample

LPI Occupancy Results				Hourly Occupancies							Peak Hour
Area	Street:	Location	Sample	10:00 AM	11:00 AM	12:00 PM	1:00 PM	3:00 PM	4:00 PM	5:00 PM	4:00 PM
NS	Byron	73rd	52	44	47	49	50	48	51	51	51
NS	Carlyle	77th	30	20	19	20	19	15	14	15	14
NS	80th Street	Harding	23	13	10	13	14	16	15	16	15
NS	Lot 91	lot	25	19	15	12	13	13	12	13	12
NS	Lot 106	lot	49	28	31	40	40	36	41	40	41
NI	Maimonides St	Vichy	36	32	33	28	22	27	25	19	25
NI	Brest Esplanade	Biarritz	65	57	49	53	55	63	63	64	63
NI	Normandy	Trouville Espanade	27	16	14	15	15	13	21	22	21
NI	Lot 87	lot	25	5	8	5	6	2	2	4	2
		Totals	332	234	226	235	234	233	244	244	244
		% Occupied		70%	68%	71%	70%	70%	73%	73%	73%

Source: Walker Parking Consultants, Friday, July 25, 2014

Table 24: Northern Areas - Weekday Length of Stay

LPI Length of Stay Results				Length of Stay							
Area	Street:	Location:	Sample	1 hr	2 hr	3 hr	4 hr	5 hr	6 hr	7 hr	Average
NS	Byron	73rd	52	24	19	9	8	6	7	21	3.6
NS	Carlyle	77th	30	13	4	10	10	2	0	3	2.9
NS	80th Street	Harding	23	28	5	2	4	2	1	3	2.2
NS	Lot 91	lot	25	23	8	2	1	3	2	3	2.3
NS	Lot 106	lot	49	56	30	22	6	2	2	4	2.1
NI	Maimonides St	Vichy	36	33	19	13	6	2	2	4	2.4
NI	Brest Esplanade	Biarritz	65	39	20	17	10	3	5	27	3.3
NI	Normandy	Trouville Espanade	27	13	12	2	4	3	0	6	2.9
NI	Lot 87	lot	25	16	4	0	2	0	0	0	1.5
		Totals:	332	245	121	77	51	23	19	71	2.6
		Total Hours:		245	242	231	204	115	114	497	

Source: Walker Parking Consultants, Friday, July 25, 2014

Table 25: Northern Areas - Weekend Occupancy Sample

LPI Occupancy Results				Hourly Occupancies								Peak Hour
Area	Street:	Location	Sample	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	6:00 PM	11:00 AM
NI	Normandy	Vichy	11	11	11	6	5	6	3	3	5	11
NI	Maimonides St	Notre Dame	37	33	35	17	13	12	13	15	10	33
NI	Trouville Esplanades	Normandy	21	15	16	11	12	9	14	16	15	15
NI	Lot 87	lot	26	17	12	12	14	15	10	8	12	17
NI	Vendrome	71st	34	33	33	34	34	33	34	33	34	33
PVI	Wayne Ave	73rd Street	24	19	17	17	16	23	22	24	20	19
NS	73rd	Dickens	17	17	17	16	13	13	14	16	15	17
NS	Byron	73rd	26	25	26	26	25	26	26	26	26	25
NS	74th	Byron	21	21	19	20	19	20	20	20	20	21
NS	PB 106	Lot	44	41	40	44	43	44	43	44	44	41
NS	81st	Harding	11	10	11	11	10	11	10	10	11	10
		Totals	272	242	237	214	204	212	209	215	212	242
		% Occupied		89%	87%	79%	75%	78%	77%	79%	78%	89%

Source: Walker Parking Consultants, Saturday, July 26, 2014

Table 26: Northern Areas - Weekend Length of Stay

LPI Length of Stay Results				Length of Stay								
Area	Street:	Location:	Sample	1 hr	2 hr	3 hr	4 hr	5 hr	6 hr	7 hr	8 hr	Average
NI	Normandy	Vichy	11	8	8	2	3	0	0	0	1	2.3
NI	Maimonides St	Notre Dame	37	17	22	5	4	2	2	1	3	2.6
NI	Trouville Esplanad	Normandy	21	24	17	4	3	0	3	0	1	2.6
NI	Lot 87	lot	26	40	7	1	1	3	0	0	3	1.8
NI	Vendrome	71st	34	12	10	8	3	5	8	1	15	4.3
PVI	Wayne Ave	73rd Street	24	19	7	7	6	2	1	0	8	3.2
NS	73rd	Dickens	17	4	7	9	2	1	0	1	7	3.9
NS	Byron	73rd	26	6	3	5	1	1	3	0	19	5.4
NS	74th	Byron	21	9	5	1	5	2	2	1	11	4.4
NS	PB 106	Lot	44	39	35	18	16	4	5	6	3	2.7
NS	81st	Harding	11	8	2	2	2	1	1	1	5	3.8
		Totals:	272	186	123	62	46	21	25	11	76	3.1
		Total Hours:		186	246	186	184	105	150	77	608	

Source: Walker Parking Consultants, Saturday, July 26, 2014

FUTURE CONDITIONS

The basis for projecting short-term future parking conditions is based on adding the parking demand and supply changes of planned developments within the study area. Known or planned developments consist of projects registered with the Miami Beach Planning Department that include details on the planned type and size of the land use. Some of these projects are currently under construction while others are still in the planning stage. In addition to accounting the known projects, historical growth rates of criteria that directly influence area activity and parking demand are applied to project potential long-term parking conditions.

PLANNED DEVELOPMENTS

Several residential – multi-family condominium projects within the study area are included in the near term. All but one is assumed to include some additional parking. The following table details the projects and assumptions. Impacts to parking conditions from the projects are assumed to occur within the next three years.

Table 27: Future Project

BLOCK	Description	Residential (Units)	Retail (SF)	Parking Spaces	Lost Parking
191-192	Mixed-Use	24	10,960	200	97
408	Residential - Condo	43		86	-
513	Residential - Condo	6		12	-
521	Residential - Condo	4		8	-
536	Residential - Condo	6		12	-
127	Residential - Condo	4		8	-
210	Residential - Condo	4		8	-
169	Residential - Condo	4		8	-
184	Residential - Condo	6		-	-
209	Residential - Condo	18		36	-

Source: Miami Beach Planning Department and Walker Parking Consultants

Based on the size of the project, additional parking demand of 174 spaces during the peak observation period is projected. Demand is calculated by multiplying the number of units by the base demand ratio and adjusting by demand factors as shown in the following table.

Table 28: Added Parking Demand

Description	Residential (Units)	Retail (SF)
Total Added Land Use:	119	10,960
Base Demand Ratio	1.75	4.00
Non-Captive Ratio	1.00	0.20
Drive Ratio	0.80	0.80
Time of Day	1.00	1.00
Added Demand	167	7
Total Demand:	**174**	

Source: Walker Parking Consultants

CHANGES TO PARKING SUPPLY

Surface parking adjacent to the existing Howard Johnsons Hotel will be displaced along with vacated on-street parking along 87th Terrace for the new condominium development at 8701 N. Collins. New parking is planned at this site within a parking structure, which includes mechanical lifts to increase capacity. Each new residential development is assumed to provide 1.5 spaces per unit unless more detailed information is available. The only exception is for additions to existing apartments and apartment-hotels in which the existing building will be substantially retained, preserved, and restored that are located within National Register District, up to a maximum of 2,500 square feet, which do not require providing any additional parking per ordinance.

HISTORICAL GROWTH

The annual growth rates for several key criteria were analyzed to project three potential future growth scenarios for the North Beach study area. The basis of the data is the *Economic Conditions* report compiled and provided by the Tourism, Cultural & Economic Development Department. Factors considered include North Beach annual hospitality sales; average daily population statistics; hotel occupancy rate; and North Beach jobs. Annual growth rates are calculated for each period covering 2007 – 2012 as shown in the following table. The criteria for all periods generate positive growth, with the exception of the number jobs, which indicate a steady decline.

Table 29: Historical Annual Growth Data

	Annual Periods	5	4	3	2	1
	Criteria	'07-'12	'08-'12	'09-'12	'10-'12	'11-'12
NB	Hotel Room Sales	6.9%	7.5%	8.3%	12.5%	100.1%
NB	Food Sales	8.0%	9.4%	10.1%	11.0%	15.3%
NB	Alcohol Sales	8.0%	5.8%	8.4%	10.4%	4.7%
NB	Hospitality Sales	7.3%	8.0%	8.8%	11.9%	56.6%
	Average Daily Population	4.3%	5.7%	4.9%	5.2%	10.1%
	Hotel Occupancy	0.6%	1.1%	5.1%	5.3%	0.2%
NB	Jobs	-2.3%	-3.3%	-3.2%	-4.0%	-4.9%
	Average Annual Growth	2.5%	2.9%	3.9%	4.6%	15.5%

Source: Select data from the Current Economic Conditions Report and Walker Parking Consultants

GROWTH SCENARIOS

Based on the historical data shown in the previous table and our understanding of the potential for development within the selected study area, three annual growth scenarios were developed to project the overall change in the parking demand. The annual growth rate percentage scenarios are shown below.

Table 30: Annual Growth Scenarios

Scenario	Annual Growth Rate	Consideration
1	2.5%	(Smallest Average Annual Growth)
2	3.9%	(Median Average Growth)
3	6.8%	(80th Percentile of Average Annual Growth)

Source: Select data from the Current Economic Conditions Report and Walker Parking Consultants

FUTURE PARKING ADEQUACY

The projected parking adequacy over the next ten years is provided for Town Center and the northern areas for each of the three annual growth rate scenarios. The projections shown assume the listed future projects are completed and occupied within the next 36 months. Private parking areas are excluded from the annual growth as they are already counted as being fully occupied.

Table 31: Projected Future Parking Adequacy – Town Center

		Scenario 1		Scenario 2		Scenario 3	
Year	EPS	Demand	Adequacy	Demand	Adequacy	Demand	Adequacy
2015	9,196	8,999	197	9,028	168	9,086	110
2016	9,196	9,054	142	9,115	81	9,241	(45)
2017	9,196	9,110	86	9,205	(9)	9,407	(211)
2018	9,196	9,168	28	9,299	(103)	9,584	(388)
2019	9,196	9,227	(31)	9,396	(200)	9,773	(577)
2020	9,196	9,288	(92)	9,497	(301)	9,975	(779)
2021	9,196	9,350	(154)	9,602	(406)	10,190	(994)
2022	9,196	9,414	(218)	9,711	(515)	10,420	(1,224)
2023	9,196	9,479	(283)	9,824	(628)	10,666	(1,470)
2024	9,196	9,546	(350)	9,942	(746)	10,928	(1,732)

Source: Walker Parking Consultants

Table 32: Projected Future Parking Adequacy – Northern Areas

		Scenario 1		Scenario 2		Scenario 3	
Year	EPS	Demand	Adequacy	Demand	Adequacy	Demand	Adequacy
2015	9,984	7,971	2,013	8,073	1,911	8,275	1,709
2016	9,984	8,150	1,834	8,361	1,623	8,787	1,197
2017	10,193	8,508	1,685	8,834	1,359	9,507	686
2018	10,193	8,701	1,492	9,152	1,041	10,102	91
2019	10,193	8,898	1,295	9,482	711	10,737	(544)
2020	10,193	9,100	1,093	9,825	368	11,415	(1,222)
2021	10,193	9,307	886	10,181	12	12,139	(1,946)
2022	10,193	9,519	674	10,551	(358)	12,912	(2,719)
2023	10,193	9,737	456	10,936	(743)	13,738	(3,545)
2024	10,193	9,960	233	11,336	(1,143)	14,620	(4,427)

Source: Walker Parking Consultants

Considering the overall parking adequacy within the study area, parking appears to be adequate for the immediate future. While this is the condition within the larger area, it is somewhat misleading, as half the parking is considered private or restricted for specific user. The primary land use within the study area is residential, which may have limited ability to expand based on the current occupancy levels. More likely, increased parking demand will come from redevelopment projects.

Several blocks throughout the study area currently experience high demand and are considered to have inadequate parking based on observations. Future growth in parking demand is very likely based on the historical census data and more areas will likely experience deficits in parking adequacy further adding to those areas already experiencing deficits in parking.

PARKING MANAGEMENT STRATEGIES

The following strategies are provided to enhance or improve the parking experience or reduce parking demand within the study area.

RESIDENTIAL PARKING ZONES

The City of Miami Beach currently provides residential parking zones in several areas of South Beach. Residential parking zones allow the on-street parking located in residential area to be used by legitimate residents located within the zone. Establishing a residential parking zone requires a majority of the local residents within the specific zone to vote and approve the parking zone. Once established, only residents within the area qualify to obtain a residential parking permit. This allows normally unrestricted parking to be reserved for residents and a limited number of guests to ensure non-residents do not park within the residential parking zone during the posted restricted time periods.

OPTIONS WITHIN RESIDENTIAL PARKING ZONES

Specific Days/Hours of enforcement: This applies the restrictions during specific periods when residents are most likely in need of parking, such as in the evenings and weekends. This allows the spaces to be used by non-residents during un-restricted parking times.

Residential zones to 24/7 enforcement: While this provides a solution, it greatly reduces the availability of parking in certain areas that would otherwise benefit from sharing the parking assets when they are typically not needed by residents.

Adding paid parking for times during un-restricted parking: Parking meters are already located in some residential parking zones for use during non-restricted time periods. This can be effective, but may not be aesthetically desirable for some residential areas. In addition, the cost to install and maintain may not be justifiable as the main reason some of these un-restricted spaces are used is because there is no fee to park in these spaces.

Adding time restrictions during un-restricted parking periods: This option promotes turnover of the spaces during non-restricted time periods; however, it does require additional enforcement. It may also be a disadvantage for actual residents parking in the area.

Adding restrictions for non-residents while providing exemptions to permit holders: This option adds restrictions to non-residential permit holders during un-restricted time periods to encourage turn-over and discourages abuse of the parking during non-restricted time periods. Monterey, California allows residential permit holders to enjoy parking in their permit zones and to ignore posted time limit restrictions. In addition, registered permit holders may pay a discount for parking if payment is required.

To enforce unique restrictions within residential zones, a database of valid permit holder vehicle license plates allows mobile license plate recognition cameras to scan and identify non-registered vehicles. These systems can also be used to track length of stay for non-registered vehicles. While not 100 percent, these systems can greatly improve enforcement and reduce the time needed to manually check each vehicle within an area and allow more frequent checks to verify length of stay.

ENHANCED WAYFINDING AND SIGNAGE

Each city owned public parking lot is clearly marked and uniformly signed within the study area. The information provided corresponds to the information found on the Miami Beach parking App, hosted by ParkMe. The area of parking wayfinding that could be improved is signage guiding patrons to the off-street parking. Additional directional signage along key thoroughfares should be added to direct patrons to parking so that more than one sign is provided to guide patrons to the public parking.

At some point dynamic signage can be added that shows the number of available spaces or if spaces are available with an arrow to provide directions. This is typically done for garages or larger surface lots where equipment is in place and tracking the counts. Strategically placed signs with real time dynamic messages can direct users to the nearest parking facility with available spaces. Although more common in Europe, several U.S. cities, including Seattle, San Jose, and Charlotte have installed these types of parking wayfinding systems.

Dynamic wayfinding signage installed in Seattle, Washington

BRANDING AND PROMOTING PARKING

Miami Beach has a website incorporated with the city website, as well as an App, to assist in promoting parking. Some cities have taken this a step further by branding their parking program with a unique logo and phrase. Branding examples include SF Park in San Francisco, L.A. Express Park in Los Angeles, the "Five Seasons" Transportation and Parking Department of Cedar Rapids, Iowa, and "Central City Parking" in Downtown Kalamazoo, Michigan. Branding can assist with educating the public on parking and providing a recognizable image to go to when thinking about parking.

Verbal elements should include a name, style, and taglines. Visual elements include fonts, colors, shapes, and graphic elements (including logo). The elements and standards of the program should be used in a consistent manner. Ubiquity is achieved by using a full range of appropriate media.

Actively communicating and marketing the available public parking spaces is a never ending marketing campaign. Many cities have developed brochures with a map showing public parking areas, city web-site links to a page that contains downtown parking information, and consistent signage and banners directing customers to public parking areas. The city's webpage can be linked to merchant and downtown association websites to encourage visitors to learn about parking before coming downtown. Downtown businesses and government offices should have parking brochures with maps available for the general public.

Evanston, Illinois, developed a "Where to park in Downtown Evanston" flyer and provided a copy on ticketed vehicles. The brochure includes a map of public parking options with rates designed to assist parkers so that they can avoid a ticket in the future.

DYNAMIC PRICING

Charging for parking is an effective strategy to encourage turnover and reducing parking demand. Some cities have effectively instituted dynamic pricing to further manage parking demand based the actual parking demand. Los Angeles, Seattle, and San Francisco all use parking occupancy to adjust on-street parking rates. Generally, occupancy greater than 85 percent results in a higher price. Occupancy levels below 85 percent result in a lower parking rate. Over time, this approach has been shown to spread parking demand to underutilized areas. Occupancy can be measured with sensors or regular visual counts. Changes to parking rates are typically subject to a maximum adjustment amount, frequency, and advance notification of changes.

Los Angeles California uses variable pricing by time of day, to reduce prices during known low demand periods and increase rates during known peak demand periods.

This strategy may be useful in Miami Beach during peak weekends or in season demand periods. Increases in funds may be used to add additional parking or features to the system. The popularity of the area may limit the effectiveness of the program in Miami Beach, as there are limited areas in the study area to redistribute parking demand during peak demand periods.

CAR SHARING PROGRAMS

Car sharing was noted as available in at least one location in Miami Beach at the 500 Collins garage. Car sharing can reduce parking demand by providing a network of privately owned vehicles that are rented by the hour or day to registered users. Costs for using a vehicle include all typical ownership costs, including gas and insurance. By having a car share service available, participants can have use of a vehicle when needed without having to actually own a vehicle. Studies and surveys indicate each car share vehicle in service can be used by 6 to 10 households, thus reducing parking and traffic congestion where successfully implemented.

- *2005 Transportation Research Board reported 21 percent of car share members gave up a vehicle after joining.*
- *2006 survey by Flexcar and Zipcar in Washington DC indicated 30 percent of car share members gave up a vehicle after joining and 61 percent postponed purchasing another vehicle.*

Some cities assist in promoting car sharing by providing strategically reserved parking spaces to store vehicles when not in use. Vendors include Zipcar, Hertz Connect, U-Haul Car Share, and Enterprise Car Share.

The large number of residential units in North Beach could allow car sharing to reduce parking demand and give residents a viable option to vehicle ownership.

PARKING RESERVATIONS

Allowing parking reservations may be an option to increase the level of service and provide premium pricing. Parking reservations allow users to request a parking space in advance if available and guarantee that space with a premium charge. Users receive a confirming bar code that can be presented to enter the facility even when the facility is shown as full. This type of system can be used to reduce stress for users and increase revenue for the parking facility. While currently limited based on the current infrastructure in North Beach, this could be a strategy for consideration at some privately owned parking facilities.

APPENDIX

OCCUPANCY MAPS

WALKER
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Legend - Occupancy Weekday 11am

- Study Area / Zone Boundaries
- (000) Block Numbers
- Occupancy ≥85% Private
- Occupancy >85%
- Occupancy 70% - 84%
- Occupancy <69%

N

Legend - Occupancy Weekday 2pm

- Study Area / Zone Boundaries
- (000) Block Numbers
- Occupancy ≥85% Private
- Occupancy >85%
- Occupancy 70% - 84%
- Occupancy <69%

N

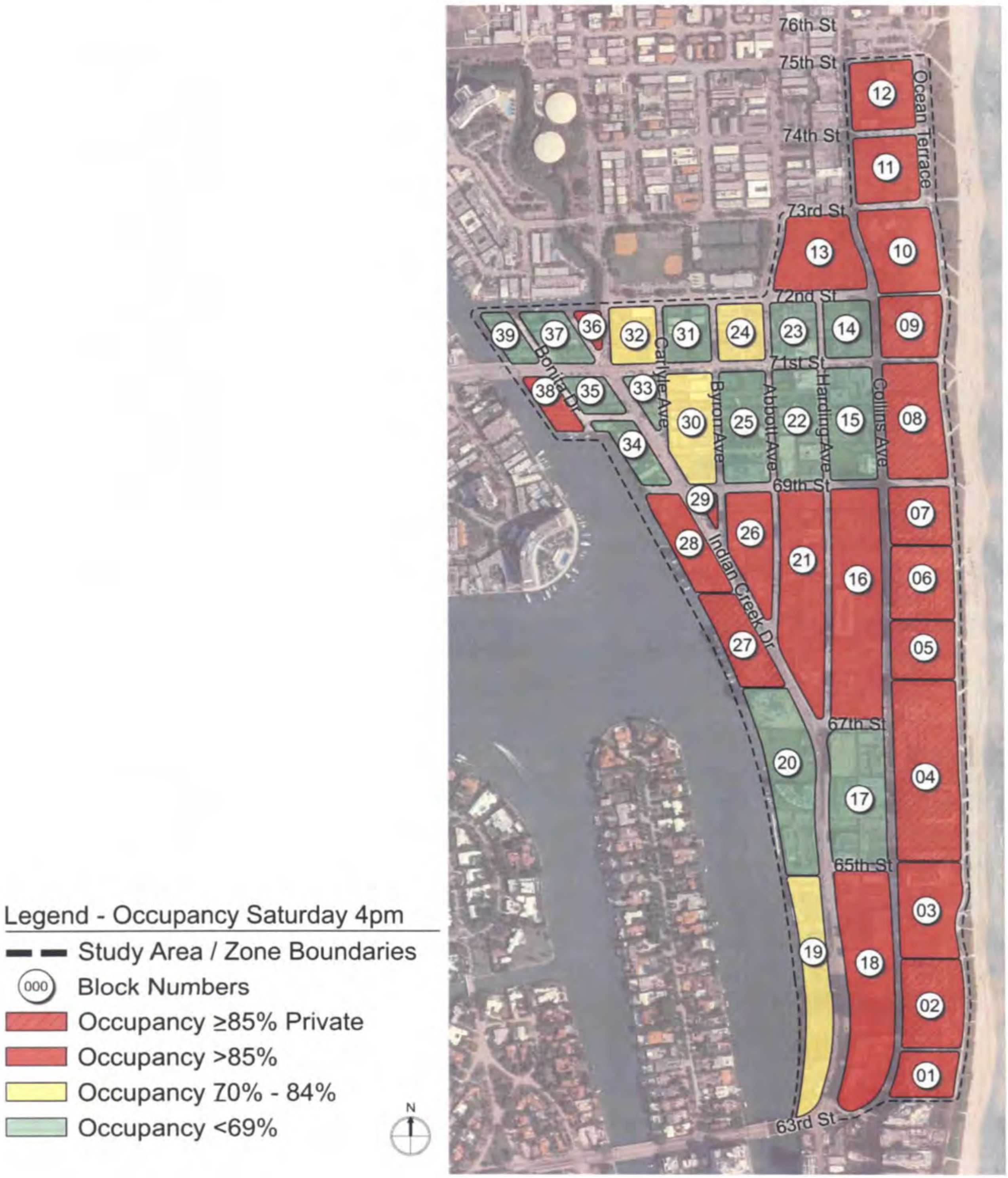
Legend - Occupancy Weekday 7pm

- Study Area / Zone Boundaries
- 000 Block Numbers
- Occupancy ≥85% Private
- Occupancy >85%
- Occupancy 70% - 84%
- Occupancy <69%

N

Legend - Occupancy Saturday 12pm

- Study Area / Zone Boundaries
- 000 Block Numbers
- Occupancy ≥85% Private
- Occupancy >85%
- Occupancy 70% - 84%
- Occupancy <69%


76th St
75th St
74th St
73rd St
72nd St
71st St
69th St
67th St
65th St
63rd St
Ocean Terrace
Collins Ave
Harding Ave
Abbott Ave
Byron Ave
Carlyle Ave
Bonita Dr
Indian Creek Dr
01
02
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04
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21
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23
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25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
Legend - Occupancy Saturday 4pm
Study Area / Zone Boundaries
000
Block Numbers
Occupancy ≥85% Private
Occupancy >85%
Occupancy 70% - 84%
Occupancy <69%
N

Legend - Occupancy Saturday 9pm

- Study Area / Zone Boundaries
- 000 Block Numbers
- Occupancy ≥85% Private
- Occupancy >85%
- Occupancy 70% - 84%
- Occupancy <69%


North Shore
Biscayne Beach
Normandy Shores
Normandy Isle
Occupancy - Weekday 11 am
Study Areas
Block Numbers
Occupancy ≥85%
Occupancy ≥70% - 84%
Occupancy ≤69%
Single Family Homes
N

Occupancy - Weekday 3 pm

Study Areas

(000) Block Numbers

Occupancy ≥85%

Occupancy ≥70% - 84%

Occupancy ≤69%

Single Family Homes

N

Occupancy - Weekday 7 pm

Study Areas

Block Numbers (000)

Occupancy ≥85%

Occupancy ≥70% - 84%

Occupancy ≤69%

Single Family Homes

N

Occupancy - Saturday 12 pm

Study Areas

000 Block Numbers

Occupancy ≥85%

Occupancy ≥70% - 84%

Occupancy ≤69%

Single Family Homes

N

Occupancy - Saturday 4 pm

Study Areas

000 Block Numbers

Occupancy ≥85%

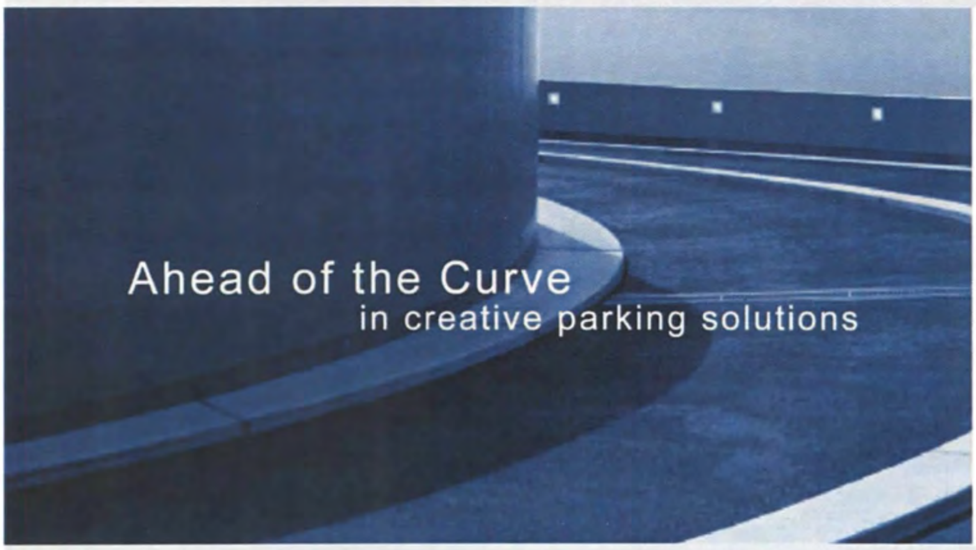
Occupancy ≥70% - 84%

Occupancy ≤69%

Single Family Homes

N


North Shore
Biscayne Beach
Normandy Shores
Normandy Isle
Occupancy - Saturday 9 pm
Study Areas
Block Numbers
Occupancy ≥85%
Occupancy ≥70% - 84%
Occupancy ≤69%
Single Family Homes
N



PARKING DEMAND ANALYSIS

SOUTH BEACH

MIAMI BEACH, FLORIDA

Prepared for:
CITY OF MIAMI BEACH

AUGUST 22, 2014

WALKER
PARKING CONSULTANTS

PROJECT NO. 15-1988.00

PARKING DEMAND ANALYSIS

SOUTH BEACH

MIAMI BEACH, FLORIDA

Prepared for:
CITY OF MIAMI BEACH

AUGUST 22, 2014

WALKER
PARKING CONSULTANTS

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EXECUTIVE SUMMARY

The City of Miami Beach ("the City") engaged Walker Parking Consultants ("Walker") to conduct a parking supply and demand analysis for areas of South Miami Beach from Dade Boulevard to South Pointe Drive. The purpose of the study is to quantify current and future parking conditions based on various development scenarios to assist in the overall parking management plan of the City. Data was collected during a weekday and Saturday and included duration of stay observations.

The study area generally encompasses the area from Dade Boulevard to South Pointe Drive, sub-divided into five Zones for analysis as outlined below:

- Zone 1 (Alton Road Corridor) - 5th Street to 17th Street and from West Avenue/Bay Road to Lenox Avenue
- Zone 2 (Convention Center and Sunset Harbour) – 17th Street to 23rd Street/Dade Boulevard and from Alton Road to Collins Avenue
- Zone 3 (Neighborhood Area) - 5th Street to 17th Street and from Lenox Avenue to Pennsylvania/Drexel Avenue
- Zone 4 (Ocean Drive Corridor) – 5th Street to 1o 17th Street and from Pennsylvania/Drexel Avenue to Collin Avenue/Ocean Drive
- Zone 5 (South Pointe) – South Pointe Drive to 5th Street and from Alton Road to Ocean Drive

Parking within each Zone was inventoried and classified as either on-street, off-street public, or off-street private. The off-street public parking facilities were further classified as a City owned and operated garages and lots; and garages and lots open to the general public that are not owned by the City. Private parking consists of garages and lots restricted for a particular use, such as employee parking only, a specific business or condominium tower. Only patrons of that particular venue are permitted to park in that parking facility. Each Zone is broken into blocks for analysis, and the blocks within each zone are numbered to correspond with the Zone number. The Zone numbering system used throughout the report is based on the following numbering series:

- Zone 1: 100's
- Zone 2: 200's
- Zone 3: 300's
- Zone 4: 400's
- Zone 5: 500's

A map on the following page provides an overview of the study area and outlines the five zones and block areas.


Zone 1
Zone 2
Zone 3
Zone 4
Zone 5
Lincoln Rd
16th St
17th St
Espanola Way
Dade Blvd
Convention Center Dr
Washington Ave
Ocean Dr
Michigan Ave
Jefferson Ave
Euclid Ave
Pennsylvania Ave
West Ave
Alton Rd
5th St
South Pointe Dr
Commerce St
1st St
2nd St
3rd St
4th St
Legend
Study Area / Zone Boundaries
Block Numbers
Study Area Map

PARKING INVENTORY

A total of 27,644 spaces were inventoried within the areas studied. The City provides roughly 60% of the public parking assets, with 28% provided on-street, 22% in City Garages, and 10% in surface parking lots. Additional public parking is provided, predominantly in public parking garages, by private owners.

Of the spaces surveyed, 25% is considered Private. Private parking includes areas restricted to a particular business or for valet use, as well as areas observed by Walker and the inventory data provided by the City for known areas restricted from observation by the general public. The following table provides a summary of the parking inventory.

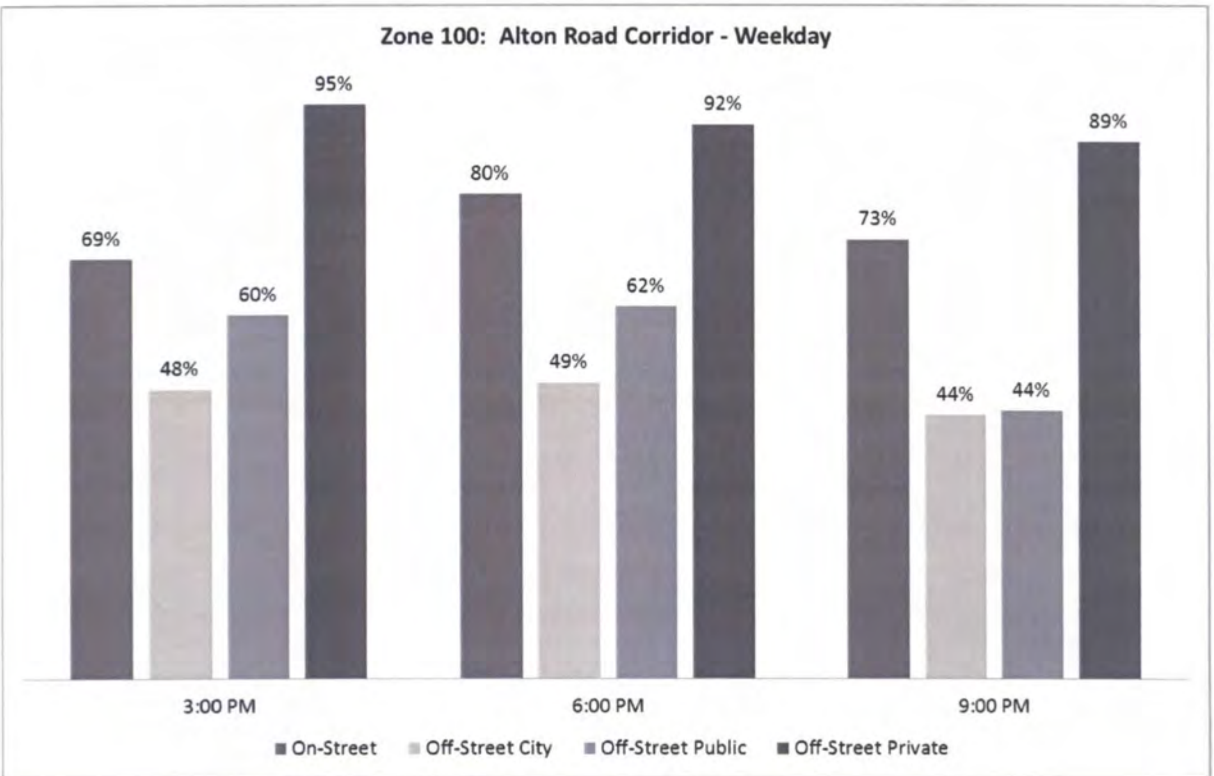
Summary of Parking Inventory

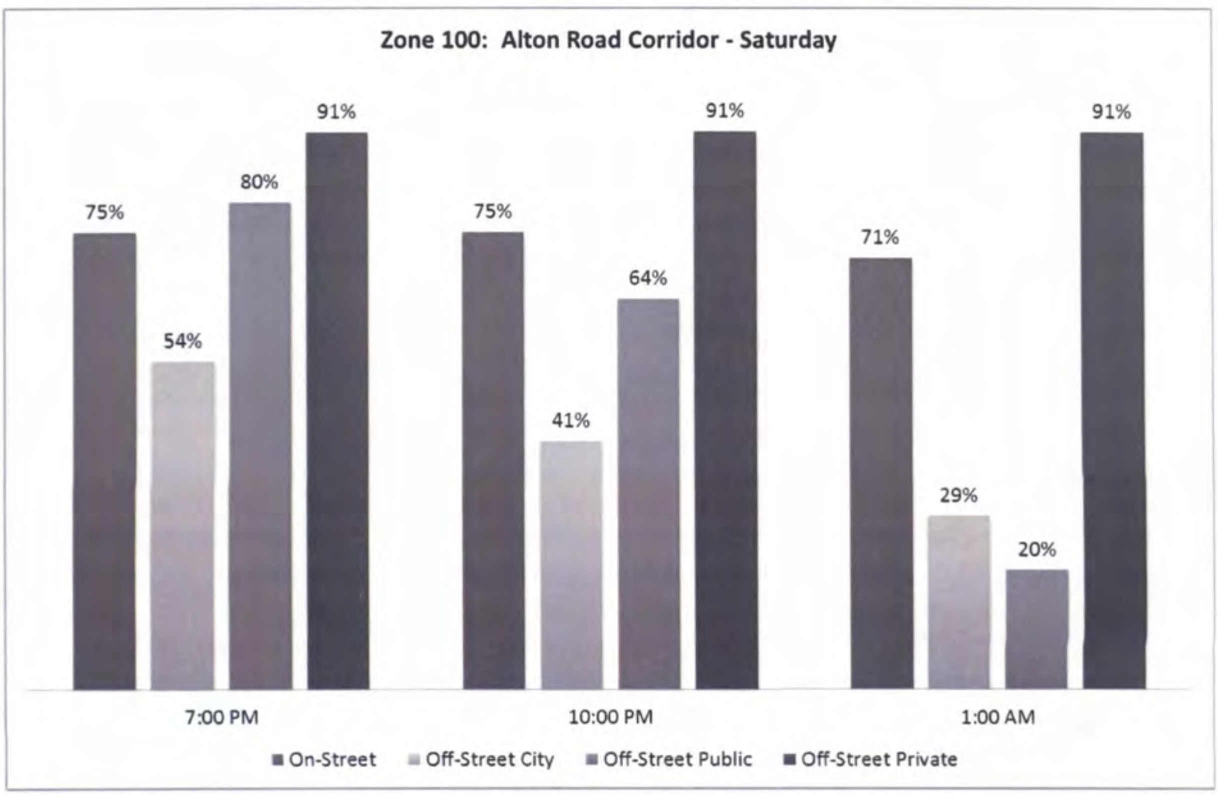
			Off-Street					
Zone #	Description	On-Street	City Garage	City Lot	Public Garage	Public Lot	Private	Total:
100	Alton Road	978	1,050	93	698	71	4,004	6,894
200	North of 17th	930	1,081	1,391	300	50	858	4,610
300	Residential	2,944	1,460	776	780	0	120	6,080
400	Ocean Drive	1,616	2,424	126	1,897	213	1,029	7,305
500	South Pointe	1,101	0	342	311	182	819	2,755
	Totals:	7,569	6,015	2,728	3,986	516	6,830	27,644

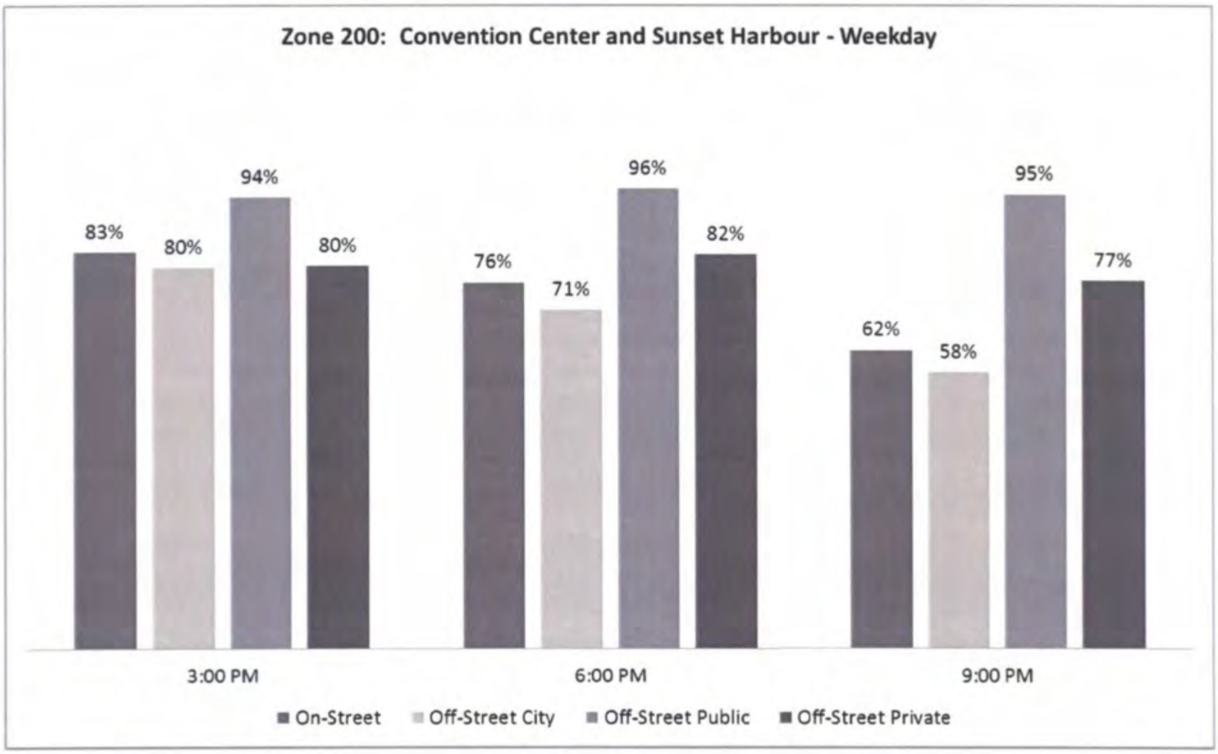
Source: Walker Parking Consultants

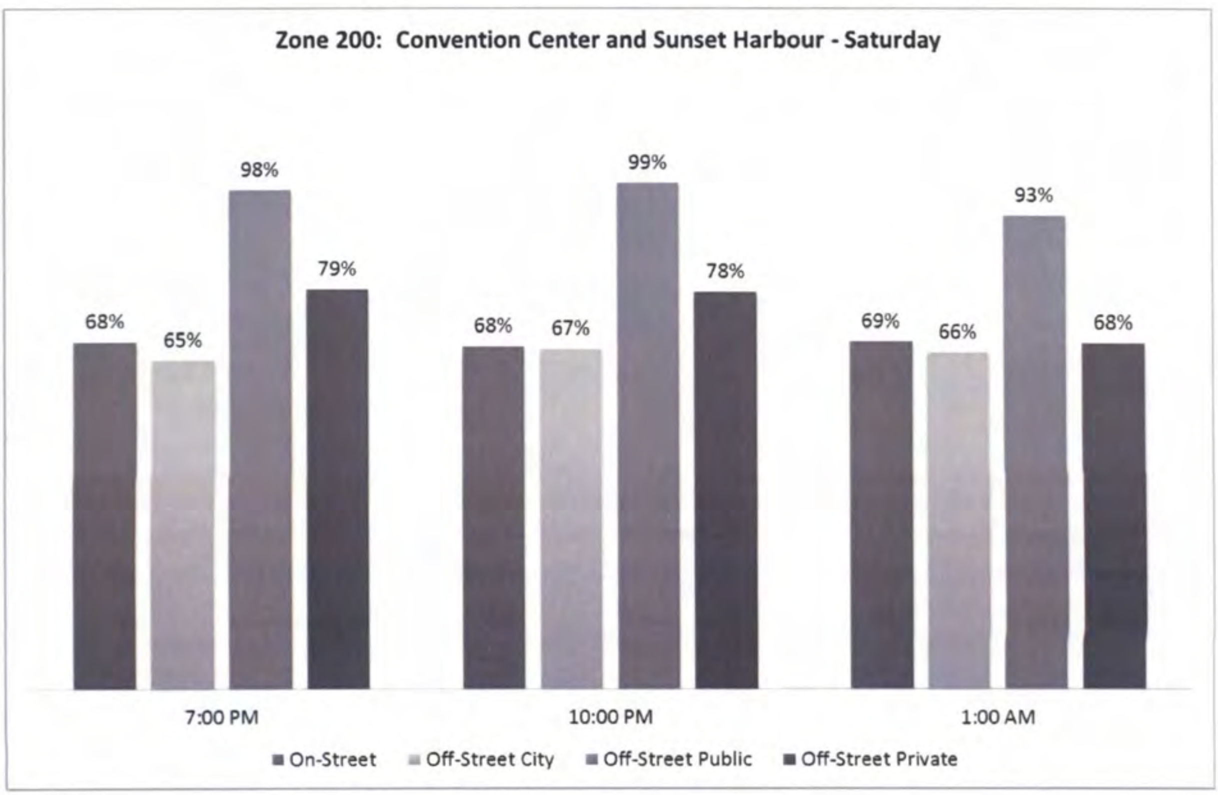
OBSERVED CONDITIONS

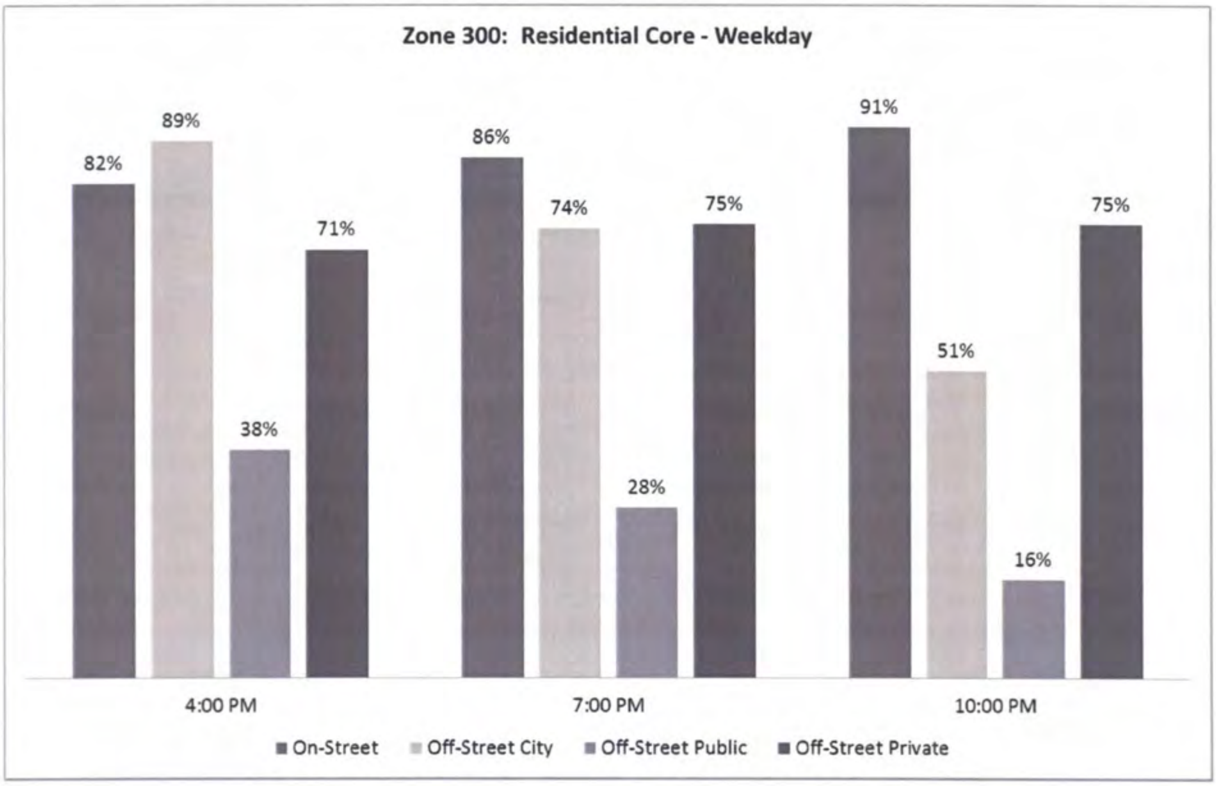
Parking occupancy for weekday and weekend periods is summarized by type for each zone in the following pages. Total occupancy is shown for each area. Parking occupancy above 85 – 90 percent is generally perceived as difficult to find or problematic. Even when overall parking occupancy is below this level, within each of the zones there are several individual blocks with occupancy greater than the 85-90 percent threshold. These areas are identified in maps located in the Appendix and full report using color codes.

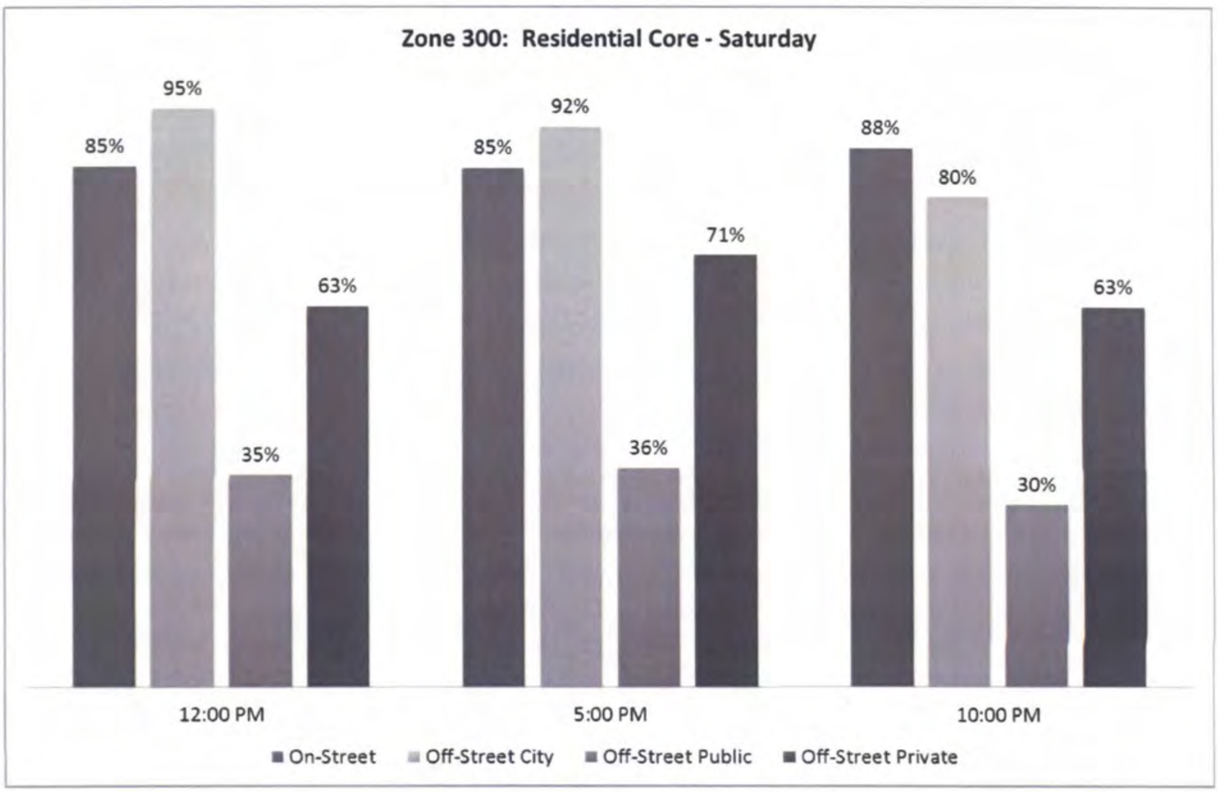

Zone 100: Alton Road Corridor - Weekday
69%
48%
60%
95%
80%
49%
62%
92%
73%
44%
44%
89%
3:00 PM
6:00 PM
9:00 PM
On-Street
Off-Street City
Off-Street Public
Off-Street Private

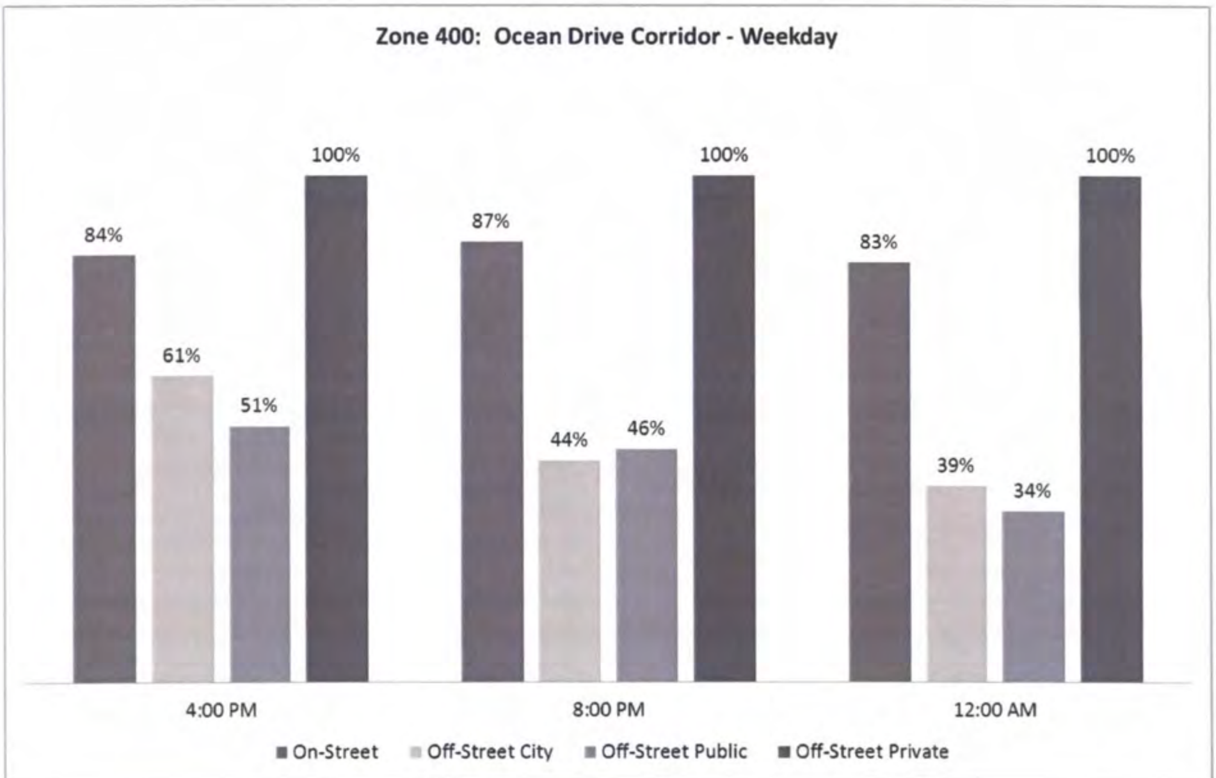

Zone 100: Alton Road Corridor - Saturday
75%
54%
80%
91%
75%
41%
64%
91%
71%
29%
20%
91%
7:00 PM
10:00 PM
1:00 AM
On-Street
Off-Street City
Off-Street Public
Off-Street Private

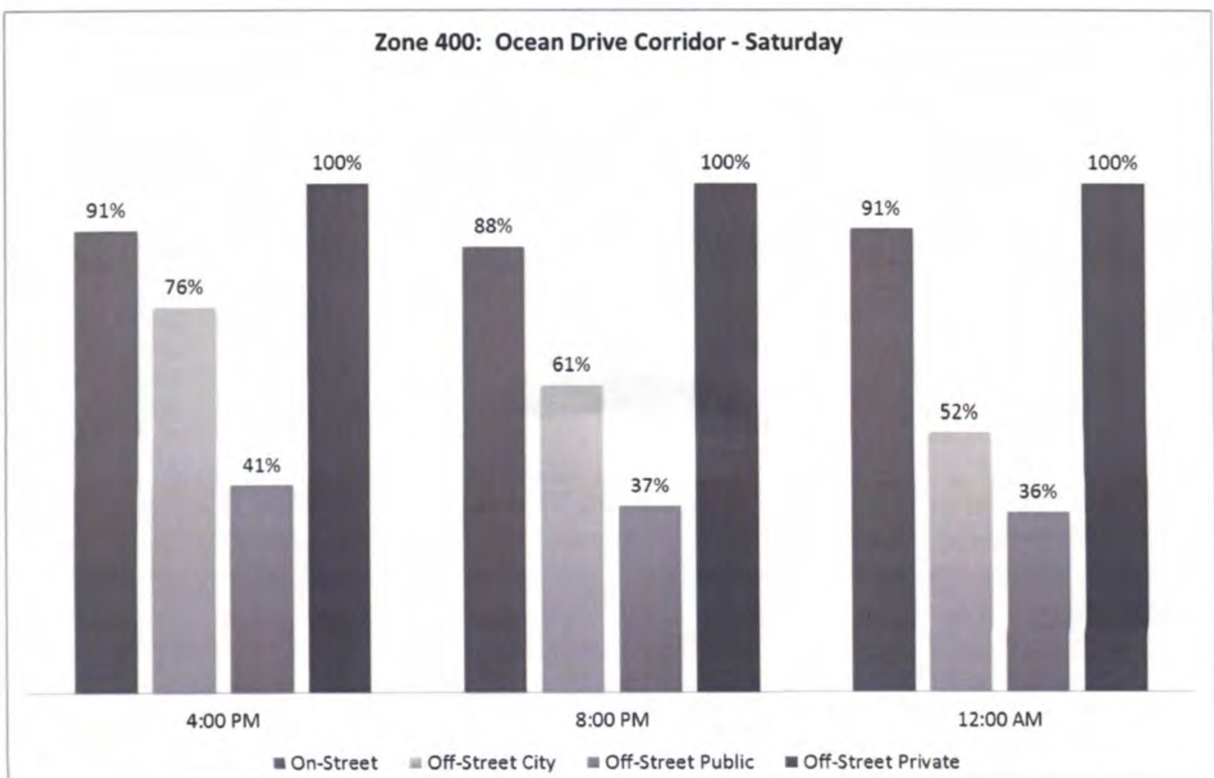

Zone 200: Convention Center and Sunset Harbour - Weekday
83%
80%
94%
80%
76%
71%
96%
82%
62%
58%
95%
77%
3:00 PM
6:00 PM
9:00 PM
On-Street
Off-Street City
Off-Street Public
Off-Street Private

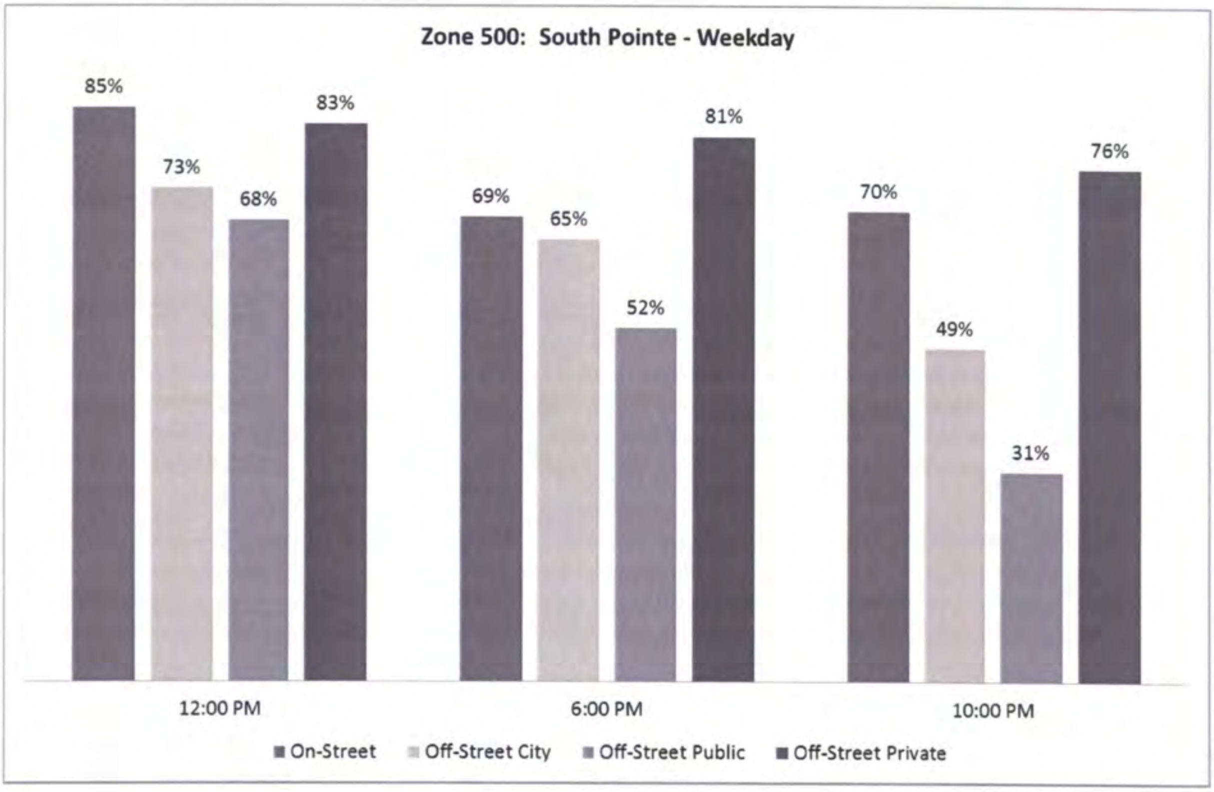

Zone 200: Convention Center and Sunset Harbour - Saturday
68%
65%
98%
79%
68%
67%
99%
78%
69%
66%
93%
68%
7:00 PM
10:00 PM
1:00 AM
On-Street
Off-Street City
Off-Street Public
Off-Street Private

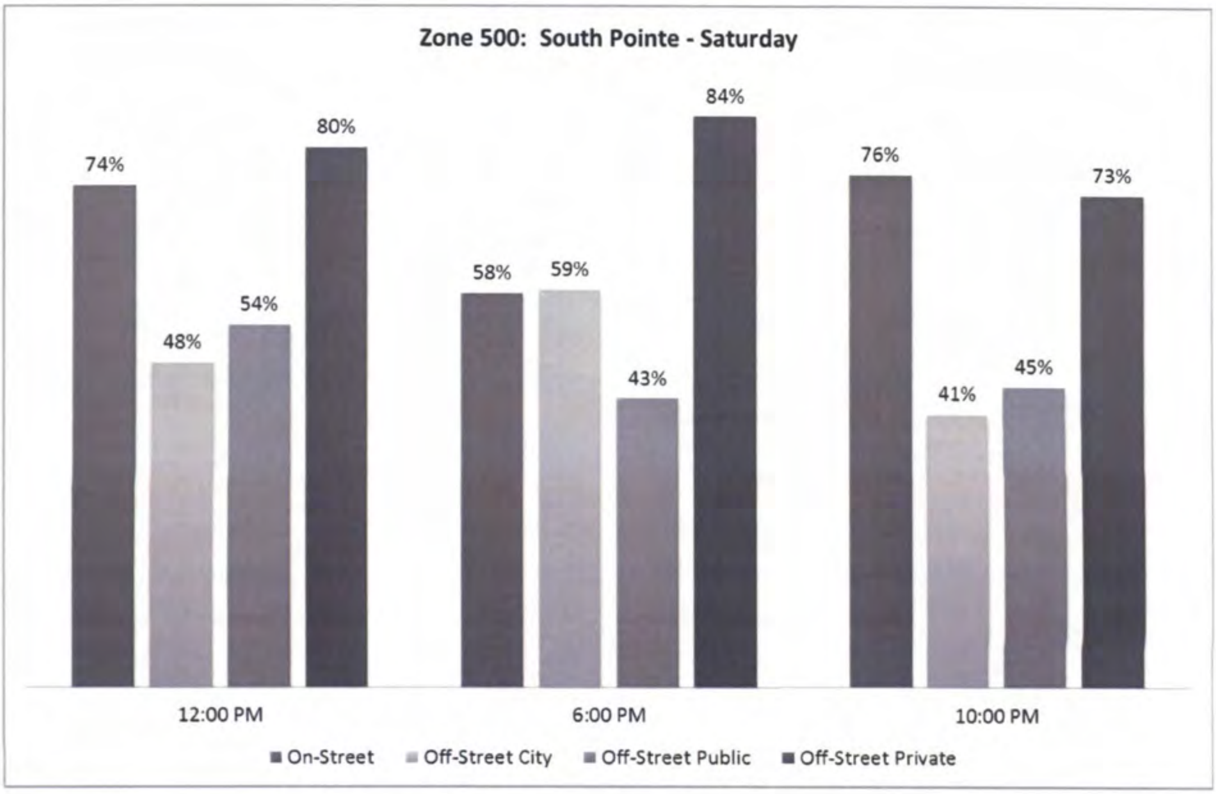

Zone 300: Residential Core - Weekday
82%
89%
38%
71%
86%
74%
28%
75%
91%
51%
16%
75%
4:00 PM
7:00 PM
10:00 PM
On-Street
Off-Street City
Off-Street Public
Off-Street Private


Zone 300: Residential Core - Saturday
85%
95%
35%
63%
85%
92%
36%
71%
88%
80%
30%
63%
12:00 PM
5:00 PM
10:00 PM
On-Street
Off-Street City
Off-Street Public
Off-Street Private


Zone 400: Ocean Drive Corridor - Weekday
84%
61%
51%
100%
87%
44%
46%
100%
83%
39%
34%
100%
4:00 PM
8:00 PM
12:00 AM
On-Street
Off-Street City
Off-Street Public
Off-Street Private


Zone 400: Ocean Drive Corridor - Saturday
91%
76%
41%
100%
88%
61%
37%
100%
91%
52%
36%
100%
4:00 PM
8:00 PM
12:00 AM
On-Street
Off-Street City
Off-Street Public
Off-Street Private


Zone 500: South Pointe - Weekday
85%
73%
68%
83%
69%
65%
52%
81%
70%
49%
31%
76%
12:00 PM
6:00 PM
10:00 PM
On-Street
Off-Street City
Off-Street Public
Off-Street Private


Zone 500: South Pointe - Saturday
74%
48%
54%
80%
58%
59%
43%
84%
76%
41%
45%
73%
12:00 PM
6:00 PM
10:00 PM
On-Street
Off-Street City
Off-Street Public
Off-Street Private

FUTURE CONDITIONS

Future parking conditions are based on known projects within each zone combined with data from the *Current Economic Conditions* report compiled and provided by the Tourism, Cultural & Economic Development Department. Factors considered include annual hospitality sales; average daily population statistics; hotel occupancy rate; jobs; building permits; and the food and beverage tax receipts. The annual growth rates are calculated for each period using data from 2006 – 2012. The following tables provide the annual growth rate assumptions and projected future parking adequacy summary for each zone.

ZONE 1: ALTON ROAD CORRIDOR

The Alton Road Corridor is undergoing significant changes in roadway improvements and relaxed zoning requirements to encourage redevelopment along portions of Alton Road. Specifically, smaller redevelopment projects for retail and restaurant spaces do not require providing off-street parking. Our analysis indicates single redevelopment projects can generate small parking demand; however, if multiple sites are developed to the maximum potential without required parking there is a concern for generating parking demand that would spill into the adjacent residential areas. This is especially true for restaurant type land uses which generate some of the largest peak parking demand.

Zone 1 Annual Growth Scenarios

Scenario	Annual Growth Rate	Consideration
1	3.1%	(Smallest Average Annual Growth)
2	5.7%	(Average Daily Population
3	7.0%	(80th Percentile of Average Annual Growth)

Source: Select data from the Current Economic Conditions Report and Walker Parking Consultants

Projected Future Parking Adequacy

		Scenario 1		Scenario 2		Scenario 3	
Year	EPS	Demand	Adequacy	Demand	Adequacy	Demand	Adequacy
2014	6,359	5,782	577	5,928	431	6,001	358
2015	6,359	5,961	398	6,266	93	6,421	(62)
2016	7,042	6,896	146	7,373	(331)	7,620	(578)
2017	7,042	7,110	(68)	7,793	(751)	8,153	(1,111)
2018	7,042	7,330	(288)	8,237	(1,195)	8,724	(1,682)
2019	7,042	7,557	(515)	8,707	(1,665)	9,335	(2,293)
2020	7,042	7,791	(749)	9,203	(2,161)	9,988	(2,946)
2021	7,042	8,033	(991)	9,728	(2,686)	10,687	(3,645)
2022	7,042	8,282	(1,240)	10,282	(3,240)	11,435	(4,393)
2023	7,042	8,539	(1,497)	10,868	(3,826)	12,235	(5,193)

Source: Walker Parking Consultants

ZONE 2: CONVENTION CENTER AND SUNSET HARBOUR

Planning for renovations to the Miami Beach Convention Center continue and will have an impact on future conditions within Zone 2. Our future conditions analysis includes the preliminary changes to the convention center as well as several planned hotel additions, and restaurants combined with three annual growth rate scenarios.

Zone 2 Annual Growth Scenarios

Scenario	Annual Growth Rate	Consideration
1	3.1%	(Smallest Average Annual Growth)
2	5.7%	(Average Daily Population
3	7.0%	(80th Percentile of Average Annual Growth)

Source: Select data from the Current Economic Conditions Report and Walker Parking Consultants

Projected Future Parking Adequacy

		Scenario 1		Scenario 2		Scenario 3	
Year	EPS	Demand	Adequacy	Demand	Adequacy	Demand	Adequacy
2014	4,147	3,871	276	3,969	178	4,018	129
2015	4,147	3,991	156	4,195	(48)	4,299	(152)
2016	5,543	5,172	371	5,491	52	5,657	(114)
2017	5,543	5,332	211	5,804	(261)	6,053	(510)
2018	5,543	5,497	46	6,135	(592)	6,477	(934)
2019	5,543	5,667	(124)	6,485	(942)	6,930	(1,387)
2020	5,543	5,843	(300)	6,855	(1,312)	7,415	(1,872)
2021	5,543	6,024	(481)	7,246	(1,703)	7,934	(2,391)
2022	5,543	6,211	(668)	7,659	(2,116)	8,489	(2,946)
2023	5,543	6,404	(861)	8,096	(2,553)	9,083	(3,540)
2024	5,543	6,603	(1,060)	8,557	(3,014)	9,719	(4,176)

Source: Walker Parking Consultants

ZONE 3: RESIDENTIAL CORE

The residential core is challenged by being surrounded by high demand commercial uses and spill over parking demand from employees and visitors. Future developments included in our analysis are primarily for commercial uses along the edges of the study area. The residential parking permit spaces that are not restricted during a portion of the weekday hours indicate high demand from non-residents. This provides some relief during a portion of the weekday and is a valued shared parking asset. Increasing the restricted hours is one option to benefit residents; however, the non-resident demand will impact the surrounding areas negatively and the added residential supply may not meet the demand when it is needed.

Zone 3 Annual Growth Scenarios (north of 16th Street)

Scenario	Annual Growth Rate	Consideration
1	3.1%	(Smallest Average Annual Growth)
2	5.7%	(Average Daily Population
3	7.0%	(80th Percentile of Average Annual Growth)

Source: Select data from the Current Economic Conditions Report and Walker Parking Consultants

Projected Future Parking Adequacy

		Scenario 1		Scenario 2		Scenario 3	
Year	EPS	Demand	Adequacy	Demand	Adequacy	Demand	Adequacy
2014	5,336	5,056	280	5,121	215	5,154	182
2015	5,336	5,136	200	5,273	63	5,343	(7)
2016	5,297	5,389	(92)	5,603	(306)	5,714	(417)
2017	5,297	5,305	(8)	5,603	(306)	5,760	(463)
2018	5,297	5,393	(96)	5,782	(485)	5,991	(694)
2019	5,297	5,484	(187)	5,971	(674)	6,238	(941)
2020	5,297	5,577	(280)	6,171	(874)	6,502	(1,205)
2021	5,297	5,674	(377)	6,382	(1,085)	6,785	(1,488)
2022	5,297	5,774	(477)	6,606	(1,309)	7,088	(1,791)
2023	5,297	5,876	(579)	6,842	(1,545)	7,411	(2,114)

Source: Walker Parking Consultants

ZONE 4: OCEAN DRIVE

The Ocean Drive Zone represents a busy commercial area with nightly entertainment, restaurants, hotels, and visitors. Parking in this area is in high demand and is projected to increase over time. Overall demand is projected to reach deficit levels under the lowest annual growth scenario the earliest of any of the zones.

Zone 4 Annual Growth Scenarios

Scenario	Annual Growth Rate	Consideration
1	3.1%	(Smallest Average Annual Growth)
2	5.7%	(Average Daily Population
3	7.0%	(80th Percentile of Average Annual Growth)

Source: Select data from the Current Economic Conditions Report and Walker Parking Consultants

Projected Future Parking Adequacy

		Scenario 1		Scenario 2		Scenario 3	
Year	EPS	Demand	Adequacy	Demand	Adequacy	Demand	Adequacy
2014	6,550	6,456	94	6,619	(69)	6,700	(150)
2015	6,550	6,656	(106)	6,996	(446)	7,169	(619)
2016	6,550	7,113	(563)	7,646	(1,096)	7,922	(1,372)
2017	6,550	7,334	(784)	8,082	(1,532)	8,477	(1,927)
2018	6,550	7,561	(1,011)	8,543	(1,993)	9,070	(2,520)
2019	6,550	7,795	(1,245)	9,030	(2,480)	9,705	(3,155)
2020	6,550	8,037	(1,487)	9,545	(2,995)	10,384	(3,834)
2021	6,550	8,286	(1,736)	10,089	(3,539)	11,111	(4,561)
2022	6,550	8,543	(1,993)	10,664	(4,114)	11,889	(5,339)
2023	6,550	8,808	(2,258)	11,272	(4,722)	12,721	(6,171)

Source: Walker Parking Consultants

ZONE 5: SOUTH POINTE

South Pointe is currently undergoing substantial new developments, including hotel, residential and mixed-use developments. Several of these developments include some parking but the parking may or may not be available to the general public. The focus of much of the development and demand is to the south and near the beach where the City has some surface parking assets.

Zone 5 Annual Growth Scenarios

Scenario	Annual Growth Rate	Consideration
1	3.1%	(Smallest Average Annual Growth)
2	5.7%	(Average Daily Population
3	7.0%	(80th Percentile of Average Annual Growth)

Source: Select data from the Current Economic Conditions Report and Walker Parking Consultants

Projected Future Parking Adequacy

		Scenario 1		Scenario 2		Scenario 3	
Year	EPS	Demand	Adequacy	Demand	Adequacy	Demand	Adequacy
2014	2,470	2,267	203	2,324	146	2,353	117
2015	2,470	2,337	133	2,456	14	2,518	(48)
2016	3,190	2,856	334	3,043	147	3,141	49
2017	3,190	2,945	245	3,216	(26)	3,361	(171)
2018	3,190	3,036	154	3,399	(209)	3,596	(406)
2019	3,190	3,130	60	3,593	(403)	3,848	(658)
2020	3,190	3,227	(37)	3,798	(608)	4,117	(927)
2021	3,190	3,327	(137)	4,014	(824)	4,405	(1,215)
2022	3,190	3,430	(240)	4,243	(1,053)	4,713	(1,523)
2023	3,190	3,536	(346)	4,485	(1,295)	5,043	(1,853)

Source: Walker Parking Consultants

FUTURE PARKING NEEDS SUMMARY

The analysis indicates parking capacity to be a growing issue in all five Zones under all growth scenarios. While building new standalone parking structures to meet this demand is the most direct solution, it is difficult given the high density of land uses and being surrounded by water on three sides. Procuring parcels for the development of small surface lots is another option; however, smaller lots add to the existing enforcement requirements and may not be efficient.

Partnering with a private developer to include building additional public parking spaces within a new development is an option to increase public parking without building a standalone parking facility. This option may also include allowing the improvement of a public parking asset by a private developer with conditions that any existing parking be replaced and expanded upon. These options should only be pursued where parking is in demand and shown to be needed.

Other options to explore include possible expansion of existing facilities, acquiring privately owned facilities in need of repair, and implementing parking management strategies to distribute parking demand or reduce parking demand.

PARKING MANAGEMENT STRATEGIES

Several parking management strategies are provided in the report, including:

- Expanding residential parking permit hours to 24 hours per day, seven days a week;
- Adding time limit restrictions to residential parking permit zones during periods when the residential parking restrictions are not in effect, but allowing residential permit holders exception to posted time limits;
- Providing enhanced wayfinding and signage to direct patrons to the parking, including displaying the number of available spaces on the signage;
- Increased branding and promotion of public parking;
- Implementing dynamic pricing based on seasonality and occupancy surveys;
- Encouraging car sharing services geared toward residents; and
- Allowing *limited* car reservations to improve options and increase revenue.

PARKING DEMAND ANALYSIS

WALKER
PARKING CONSULTANTS

INTRODUCTION

The City of Miami Beach ("the City") engaged Walker Parking Consultants ("Walker") to conduct a parking supply and demand analysis for areas of South Miami Beach from Dade Boulevard to South Pointe Drive. The purpose of the study is to quantify current and future parking conditions based on various development scenarios to assist in the overall parking management plan of the City. Walker had previously completed a large scale supply/demand analysis in selected areas of Miami Beach in 2004. While the study areas are not an exact match, several of the areas and neighborhoods overlap.

KEY OBJECTIVES

- Update the physical inventory of parking spaces within the study area;
- Gain an understanding of how Residential Parking Permit areas are utilized during non-enforced hours;
- Analyze the impact of extending existing restricted residential parking zone hours; and
- Project future demand based on planned projects within the study area and potential future growth.

STUDY AREAS

The complete study area generally encompasses the area from Dade Boulevard to the north to South Pointe Drive to the south. This area is sub-divided into five Zones for analysis as outlined below:

- Zone 1 (Alton Road Corridor) - 5th Street to 17th Street and from West Avenue/Bay Road to Lenox Avenue
- Zone 2 (Convention Center and Sunset Harbour) – 17th Street to 23rd Street/Dade Boulevard and from Alton Road to Collins Avenue
- Zone 3 (Neighborhood Area) - 5th Street to 17th Street and from Lenox Avenue to Pennsylvania/Drexel Avenue
- Zone 4 (Ocean Drive Corridor) – 5th Street to 1o 17th Street and from Pennsylvania/Drexel Avenue to Collin Avenue/Ocean Drive
- Zone 5 (South Pointe) – South Pointe Drive to 5th Street and from Alton Road to Ocean Drive

Each Zone is defined by uniquely numbered blocks for analysis and organization. The report provides an overall summary and detailed analysis by Zone. The map on the following page provides an overview of the study area and outlines the five zones and block areas.

Figure 1: Overall Study Area Map

SUMMARY OF INVENTORY

Parking within each Zone was inventoried and classified as either on-street, off-street public, or off-street private. The off-street public parking facilities were further classified as a City owned and operated garages and lots; and garages and lots open to the general public that are not owned by the City. Private parking consists of garages and lots restricted for a particular use, such as employee parking only, a specific business or condominium tower. Only patrons of that particular venue are permitted to park in that parking facility. Each Zone is broken into blocks for analysis, and the blocks within each zone are numbered to correspond with the Zone number. The Zone numbering system used throughout this report is based on the following numbering series:

- Zone 1: 100's
- Zone 2: 200's
- Zone 3: 300's
- Zone 4: 400's
- Zone 5: 500's

PARKING INVENTORY

A total of 27,644 spaces were inventoried within the areas studied. The City provides roughly 60% of the public parking assets, with 28% provided on-street, 22% in City Garages, and 10% in surface parking lots. Additional public parking is provided, predominantly in public parking garages, by private owners.

Of the spaces surveyed, 25% is considered Private. Private parking includes areas restricted to a particular business or for valet use, as well as areas observed by Walker and the inventory data provided by the City for known areas restricted from observation by the general public. Table 1 depicts a summary of the total parking inventory.

Table 1: Summary of Parking Inventory

			Off-Street					
Zone #	Description	On-Street	City Garage	City Lot	Public Garage	Public Lot	Private	Total:
100	Alton Road	978	1,050	93	698	71	4,004	6,894
200	North of 17th	930	1,081	1,391	300	50	858	4,610
300	Residential	2,944	1,460	776	780	0	120	6,080
400	Ocean Drive	1,616	2,424	126	1,897	213	1,029	7,305
500	South Pointe	1,101	0	342	311	182	819	2,755
	Totals:	7,569	6,015	2,728	3,986	516	6,830	27,644

Source: Walker Parking Consultants

OBSERVATION PERIODS

Observations of parked vehicles within each zone were recorded on a weekday and Saturday at three different intervals over the course of a day. The observation periods were agreed upon at the start of the project during a meeting with various City departments. Weekday observations were conducted over a two day period, Wednesday November 6th and Thursday November 7th; while the Saturday counts were taken on November 9, 2013. The actual observation times for each Zone are shown in the following Tables.

Table 2: Weekday Observation Times

	Weekday													
Zone	**noon**	**1 PM**	**2 PM**	**3 PM**	**4 PM**	**5 PM**	**6 PM**	**7 PM**	**8 PM**	**9 PM**	**10 PM**	**11 PM**	**12 AM**	**1AM**
100														
200														
300														
400														
500														

Source: Walker Parking Consultants and Miami Beach Parking

Table 3: Saturday Observation Times

	Saturday													
Zone	**noon**	**1 PM**	**2 PM**	**3 PM**	**4 PM**	**5 PM**	**6 PM**	**7 PM**	**8 PM**	**9 PM**	**10 PM**	**11 PM**	**12 AM**	**1 AM**
100														
200														
300														
400														
500														

Source: Walker Parking Consultants and Miami Beach Parking

The report that follows herein delivers a detailed accounting of the findings within each Zone, as well as the observed occupancy and adequacy of the available parking supply.

DEFINITION OF TERMS

Several terms used in this report have unique meanings when used in the parking industry. To help clarify these terms and enhance understanding by the reader, definitions for some of these terms are presented below.

- ***Demand*** – The number of parking spaces recommended to satisfy the visitor, employee and resident demand on a given day.
- ***Demand Generator*** – Any building, structure, business, or attraction that brings individuals into the study area, thereby increasing parking demand and occupancy.
- ***Effective Parking Supply (EPS)*** – The actual inventory adjusted to provide the optimum number of parking spaces before parking is typically perceived as being insufficient. This "cushion" in the parking inventory accounts for some spaces lost due vehicles parked in two spaces, spaces lost for repair or temporary blockage and for the time needed for patrons to locate the last few available spaces. The cushion also accounts for the dynamics of vehicles moving in and out of spaces which can lead to "cruising" for the last few open spaces.
- ***Effective Supply Factor (ESF)*** – The adjustment factor used to calculate the Effective Parking Supply.
- ***Inventory*** – The total number of parking spaces identified and counted during survey day observations. The intent of this study is to account for all parking within defined geographical areas of study.
- ***Occupancy*** (Counts) – The number of vehicles observed parked on each survey day.
- ***Parking Adequacy*** – The difference between the effective parking supply and demand.
- ***Private Parking*** – A parking space that is restricted from public access and reserved for private use, regardless of ownership.
- ***Public Parking*** – A parking space that is available for use by the general public on an hourly, daily and/or monthly basis.
- ***Survey Days*** – The days that the parking occupancy counts were conducted in the study areas.
- ***Survey Times*** – The time of the survey on the Survey Day. The time generally represents the start time of the data collection.

ZONE 1:

ALTON ROAD CORRIDOR

WALKER
PARKING CONSULTANTS

INTRODUCTION

The Alton Road Corridor Zone resides along Alton Road from 5th Street to 17th Street. Alton Road is a busy commercial area with residential units moving outward to the east and west. Several high rise condominiums with private gated parking areas are located along the waterway. The gated areas are not accessible to the general public for observation, but where possible, the inventory of parking spaces is included in the analysis based on City records. Occupancy of these areas is assumed to be full.

The corridor is currently undergoing a major two-year roadway construction project, which began in April 2013. The project impacts the entire length of Alton Road within the study area and eliminates about 90 on-street parking spaces. At the time of our study, construction was underway; however, traffic was allowed in both directions and some on-street parking was observed. During subsequent visits, construction intensity had increased to include road closures, one-way traffic, and multiple cross road constrictions.

STUDY AREA

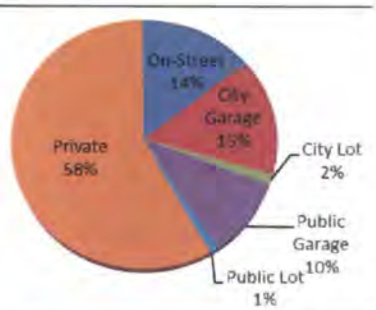
Zone 1 is bordered by 17th Street to the north, mid-block between Alton and Lenox to the east, 5th Street to the south, and the inner coastal waterway to the west. The area is broken down into 46 individual blocks with a total of 6,894 spaces inventoried for analysis.

PARKING INVENTORY

A majority of the Zone 1 parking is Private residential parking restricted within gated areas. The City provides on-street and public garage parking at the 5th and Alton Street garage within Zone 1. The following table and chart detail the parking inventory observed in Zone 1.

Table 4: Zone 1 Parking Inventory Detail

On-Street	City Garage	City Lot	Public Garage	Public Lot	Private	Total:
978	1,050	93	698	71	4,004	6,894



Source: Walker Parking Consultants

EFFECTIVE PARKING SUPPLY

The inventory of parking within the study area is adjusted to allow for a cushion necessary for vehicles moving in and out of spaces, reduce the time necessary to find the last few remaining spaces when the parking supply is nearly full, spaces lost due to mis-parked vehicles, temporary construction, and restricted spaces. To account for this cushion, the parking inventory is adjusted to reflect the *Effective Parking Supply* ("EPS"). We derive the EPS by deducting this cushion from the total parking capacity.

A parking system operates at peak efficiency when parking occupancy is at 85 to 95 percent of the supply. When occupancy exceeds this level patrons may experience delays and frustration while searching for a space; moreover, the parking supply may be perceived as inadequate, even though spaces are available within the parking system. As a result, we use the effective supply when analyzing the adequacy of the parking system, rather than the total supply or inventory of spaces. The following factors affect the efficiency of a parking system:

- Capacity – Large, scattered surface lots operate less efficiently than a more compact facility, such as a double-threaded helix parking structure, which offers one-way traffic that passes each available parking space one time. Moreover, it is difficult to find the available spaces in a widespread parking area rather than in a centralized parking area.
- Type of users – Monthly or regular parking patrons can find the available spaces more efficiently than infrequent visitors because they are familiar with the location of the parking options and typically know where the spaces will be available before they park.
- On-street vs. Off-street – On-street parking is less efficient than off-street due to the time it takes patrons to find the last few vacant on-street spaces. In addition, patrons are typically limited to using one side of the street at a time and often must parallel park in traffic to use an on-street space.

For this analysis, we applied a general *Effective Supply Factor* ("ESF") of 85% for the on-street spaces, 90% for off-street public spaces and 95% for off-street private spaces. The Zone 1 EPS is calculated at 6,359 spaces, as shown in the following table.

Table 5: Zone 1 Effective Parking Supply

	On-Street	City Garage	City Lot	Public Garage	Public Lot	Private	Total:
Inventory	978	1,050	93	698	71	4,004	6,894
ESF	*0.85*	*0.90*	*0.90*	*0.90*	*0.90*	*0.95*	
Effective Supply*	834	945	84	628	64	3,804	6,359

* EPS calculated by block and rounded

Source: Walker Parking Consultants

CURRENT CONDITIONS

Observations were conducted at three intervals on a Weekday and Saturday of all inventoried parking spaces within this Zone. Weekday observations were conducted on Wednesday, November 6th and the Saturday observations were made on November 9th. Weather conditions during the Weekday observations were good; Saturday observations experienced intermittent rain during the day and rain in the evening.

The following table provides a summary of the observations for both periods with the overall peak observation period identified for both periods.

Table 6: Zone 1 Occupancy Observations

		PEAK HOUR					PEAK HOUR		
WEEKDAY	**Inventory**	**3:00 PM**	**6:00 PM**	**9:00 PM**	**SATURDAY**	**Inventory**	**7:00 PM**	**10:00 PM**	**1:00 AM**
On-Street	978	679	784	711	**On-Street**	978	732	732	692
Occupancy Rate		69%	80%	73%	*Occupancy Rate*		75%	75%	71%
Unoccupied Spaces		299	194	267	*Unoccupied Spaces*		246	246	286
Public City Garage	1,050	478	481	417	**Public City Garage**	1,050	544	410	300
Occupancy Rate		46%	46%	40%	*Occupancy Rate*		52%	39%	29%
Unoccupied Spaces		572	569	633	*Unoccupied Spaces*		506	640	750
Public City Lot	93	69	79	82	**Public City Lot**	93	73	60	29
Occupancy Rate		74%	85%	88%	*Occupancy Rate*		78%	65%	31%
Unoccupied Spaces		24	14	11	*Unoccupied Spaces*		20	33	64
Public Garage	698	407	445	308	**Public Garage**	698	580	476	149
Occupancy Rate		58%	64%	44%	*Occupancy Rate*		83%	68%	21%
Unoccupied Spaces		291	253	390	*Unoccupied Spaces*		118	222	549
Public Lot	71	56	29	33	**Public Lot**	71	33	17	3
Occupancy Rate		79%	41%	46%	*Occupancy Rate*		46%	24%	4%
Unoccupied Spaces		15	42	38	*Unoccupied Spaces*		38	54	68
Off-Street Private	4,004	3,797	3,665	3,553	**Off-Street Private**	4,004	3,646	3,654	3,654
Occupancy Rate		95%	92%	89%	*Occupancy Rate*		91%	91%	91%
Unoccupied Spaces		207	339	451	*Unoccupied Spaces*		358	350	350
Total	6,894	5,486	5,483	5,104	**Total**	6,894	5,608	5,349	4,827
Occupancy Rate		80%	80%	74%	*Occupancy Rate*		81%	78%	70%
Unoccupied Spaces		1,408	1,411	1,790	*Unoccupied Spaces*		1,286	1,545	2,067

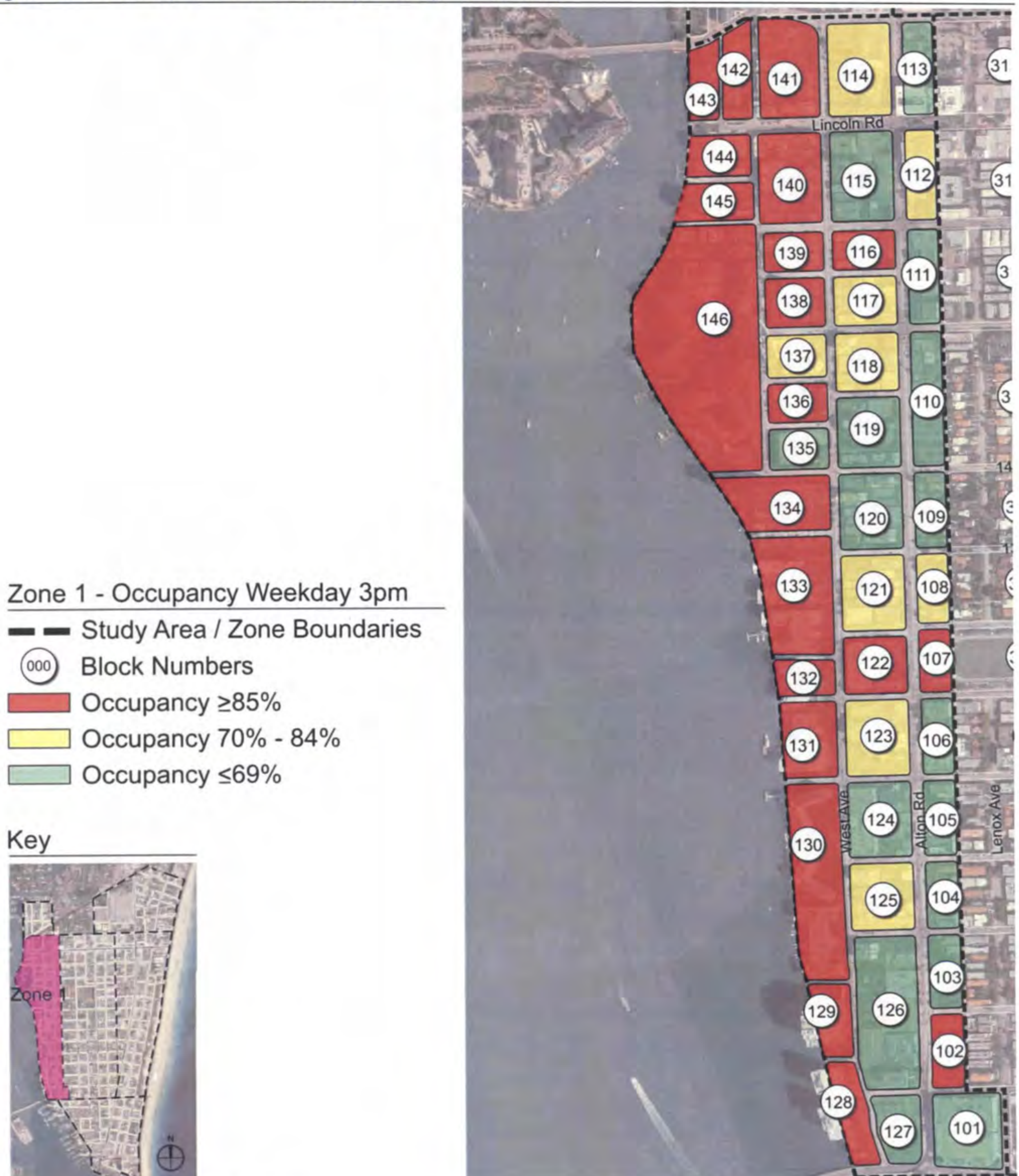
Source: Walker Parking Consultants

PARKING OCCUPANCY DETAIL

The overall peak observed occupancy level of 81% does not in itself indicate a shortage of parking. However, when we look at the individual blocks that comprise the study area, we note that several blocks experience occupancy levels that could indicate an issue with the available supply.

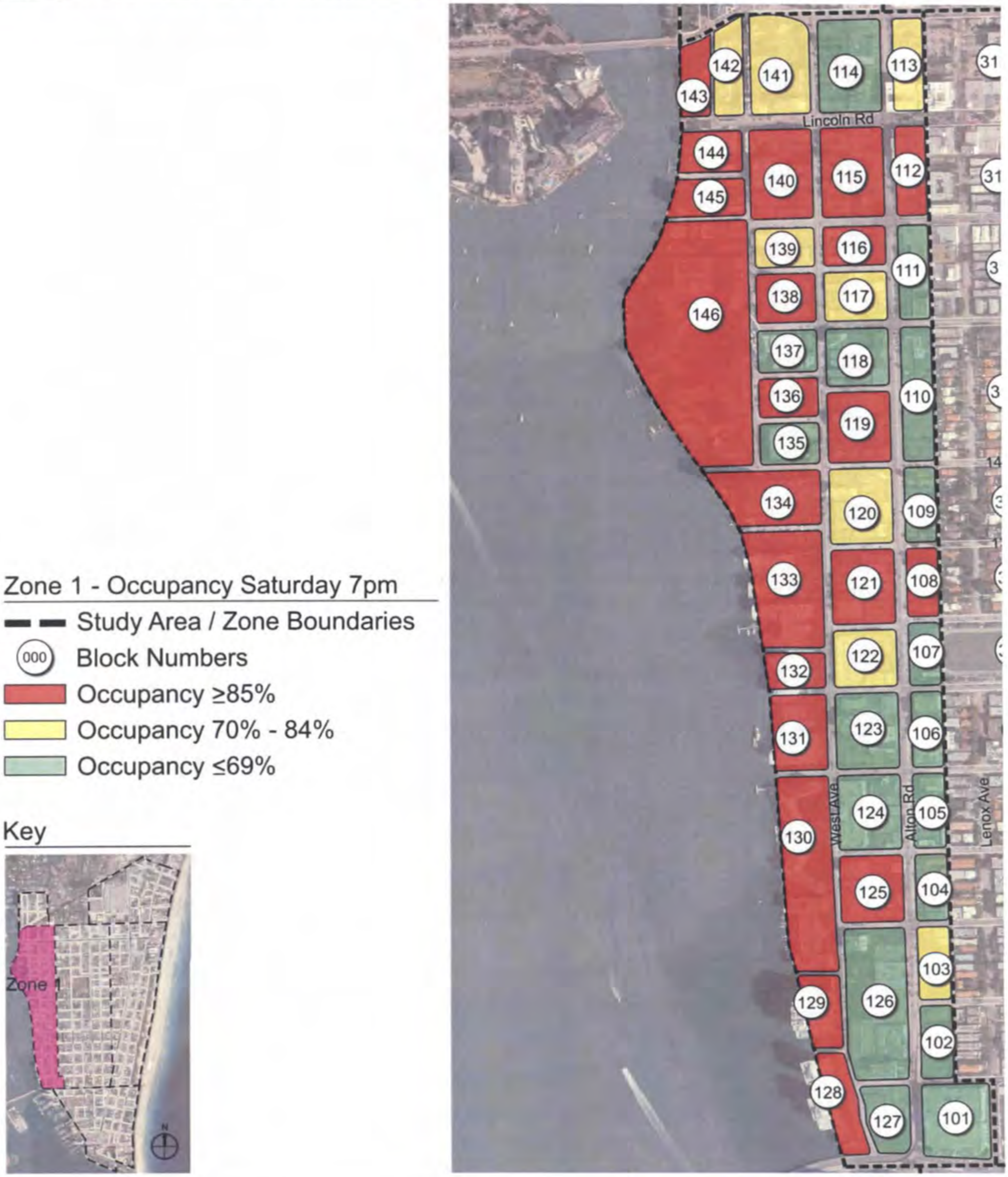
To illustrate parking occupancy in detail, heat maps were developed to depict the peak parking demand observed on the Weekday and Saturday. Generally, the highest parking demand was observed north of 14th Street and along the waterway, where several blocks were observed with occupancy greater than 85%. A majority of the parking west of West Avenue is Private parking, restricted for use by condominium and high rise apartment owners. These areas are assumed to be full whenever direct observation was not possible.

Figure 2: Heat Map of Peak Weekday Parking Occupancy



Source: Walker Parking Consultants

Figure 3: Heat Map of Peak Saturday Parking Occupancy



Source: Walker Parking Consultants

PARKING ADEQUACY

Parking adequacy is defined as the ability of the parking supply to accommodate the demand. The parking demand can vary throughout the year due to seasonality, weather, and local events. For comparison purposes, our analysis considers the observed peak conditions as representative of the parking demand for the area. The observed demand is subtracted from the effective parking supply to provide our opinion of the parking adequacy within the area.

Considering Zone 1 as a whole, the following table shows the overall parking adequacy (surplus or deficit) of parking spaces within the zone.

Table 7: Zone 1 Parking Adequacy

	On-Street	City Garage	City Lot	Public Garage	Public Lot	Private	Total:
Effective Supply	834	945	84	628	64	3,804	6,359
Demand	732	544	73	580	33	3,646	5,608
Adequacy	102	401	11	48	31	158	751

Source: Walker Parking Consultants

While overall adequacy in Zone 1 is a surplus, there are blocks with adequacy concerns. To illustrate this, the following pages show parking adequacy on a block-by-block basis.

Table 8: Zone 1 Parking Adequacy by Block

Block	On-Street	Public City Garage	Public City Lot	Public Garage	Public Lot	Off-Street Private	Total	Effective Supply	Surplus/ (Deficit)
101	0	544					544	947	403
102	4					17	21	69	48
103	9					56	65	72	7
104	13						13	19	6
105	6					8	14	49	35
106	9					4	13	54	41
107	13						13	19	6
108	13						13	12	(1)
109	5						5	11	6
110	3					22	25	77	52

(continued on next page)

Block	On-Street	Public City Garage	Public City Lot	Public Garage	Public Lot	Off-Street Private	Total	Effective Supply	Surplus/ (Deficit)
111	20					40	60	99	39
112	11			298			309	285	(24)
113	12			240			252	270	18
114	32		41		33		106	150	44
115	31		32			6	69	70	1
116	30						30	26	(4)
117	26						26	26	0
118	23					15	38	72	34
119	29						29	26	(3)
120	32						32	33	1
121	25						25	21	(4)
122	24						24	25	1
123	18					48	66	97	31
124	24			42			66	127	61
125	30					44	74	78	4
126	30					2	32	133	101
127	1						1	0	(1)
128	3					*278*	281	267	(14)
129	0					*525*	525	499	(26)
130	0					*521*	521	495	(26)
131	17					*273*	290	276	(14)
132	0					*196*	196	186	(10)
133	0					*130*	130	143	13
134	11					*600*	611	584	(27)
135	7						7	13	6
136	7						7	6	(1)
137	8						8	16	8
138	32						32	29	(3)
139	21						21	21	0
140	28						28	23	(5)
141	29						29	30	1
142	16						16	18	2
143	8						8	7	(1)
144	27						27	24	(3)
145	14						14	12	(2)
146	31					*861*	892	843	(49)

Source: Walker Parking Consultants

PARKING TURNOVER

Walker conducted a parking turnover analysis using a sample of parking spaces within the Zone. Spaces were observed on an hourly basis over the course of a day, and each space was noted as being empty or with a portion of parked vehicle's license plate number on a weekday (Friday, November 8, 2013) and a weekend (Sunday, November 10, 2013). The data allows the average length of stay to be calculated as well as the parking utilization of the sample. The tables below summarize the specific samples for the weekday and weekend observations for Zone 1.

Table 9: Zone 1 - Weekday Occupancy Sample

LPI Occupancy Results				Hourly Occupancies								Peak Hour
Zone	Street:	Location:	Sample	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	6:00 PM	12:00 PM
100	West	11th	9	9	9	9	8	8	9	9	8	9
100	MB 23	Lot	6	6	6	6	6	6	5	5	6	6
100	Pay Lot	16th	11	9	11	10	9	9	7	9	7	11
		Totals:	26	24	26	25	23	23	21	23	21	26
		% Occupied:		92%	100%	96%	88%	88%	81%	88%	81%	100%

Source: Walker Parking Consultants

Table 10: Zone 1 - Weekday Length of Stay

LPI Length of Stay Results				Length of Stay								
Zone	Street:	Location:	Sample	1 hr	2 hr	3 hr	4 hr	5 hr	6 hr	7 hr	8 hr	Average
100	West	11th	9	10	2	1	1	1	2	1	3	3.3
100	MB 23	Lot	6	7	4	2	1	1	0	0	2	2.7
100	Pay Lot	16th	11	39	0	0	0	0	0	0	4	1.7
		Total Vehicles:	26	56	6	3	2	2	2	1	9	2.30
		Total Hours:		56	12	9	8	10	12	7	72	

Source: Walker Parking Consultants

Table 11: Zone 1 - Weekend Occupancy Sample

LPI Occupancy Results				Hourly Occupancies								Peak Hour
Zone	Street:	Location:	Sample	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	5:00 PM
100	Alton	17th	17	14	16	15	15	15	15	14	15	15
100	Lincoln Road	Alton	7	7	7	6	7	7	7	7	7	7
100	West	15th Terrace	8	6	6	7	7	6	6	8	8	6
		Totals:	32	27	29	28	29	28	28	29	30	30
		% Occupied:		84%	91%	88%	91%	88%	88%	91%	94%	94%

Source: Walker Parking Consultants

Table 12: Zone 1 - Weekend Length of Stay

LPI Length of Stay Results				Length of Stay								
Zone	Street:	Location:	Sample	1 hr	2 hr	3 hr	4 hr	5 hr	6 hr	7 hr	8 hr	Average
100	Alton	17th	17	36	14	8	2	0	0	1	2	1.9
100	Lincoln Road	Alton	7	14	6	6	1	0	0	1	0	2.0
100	West	15th Terrace	8	4	3	0	0	1	0	1	4	4.2
		Total Vehicles:	32	54	23	14	3	1	0	3	6	2.19
		Total Hours:		54	46	42	12	5	0	21	48	

Source: Walker Parking Consultants

FUTURE CONDITIONS

The basis for projecting short-term future parking conditions can be based on adding planned developments specific to an area. Known or planned developments consist of projects registered with the Miami Beach Planning Department that include details on the planned type and size of the land use, as well as the planned parking inventory for the development.

Projecting beyond two to three years, or when there is limited data on planned projects, we typically assess future conditions based on historical growth rates of criteria that directly influence area activity and parking demand, which can provide a good measure of potential changes to the future parking conditions.

PLANNED DEVELOPMENTS

The Miami Beach Planning Department provided the two projects detailed in the following table for consideration within Zone 1, and we assume these developments will be completed and impact parking demand within the next three years for this analysis. The list of proposed improvements may not represent all potential real estate projects or business expansions being considered; only those projects in the planning process at the time of our study.

Table 13: Zone 1 Planned Projects

BLOCK	STREET	Description	Residential (Units)	Retail (SF)	Restaurant (Seats)	Parking Spaces
127	Alton Road	Mixed-Use	444	60,100		759
130	West Avenue	Restaurant			300	

Source: Miami Beach Planning Department and Walker Parking Consultants

Parking demand for each project is based on parking demand generation research by the Urban Land Use ("ULI"), Institute of Transportation Engineers ("ITE"), and Walker. The base parking demand is adjusted by a "non-captive" factor, drive ratio adjustment, and time of day based on the overall observed peak parking demand.

The non-captive adjustment accounts for demand to the development that is already in the area and parked for another land use demand generator. The drive ratio adjustment reflects patrons that arrive to the site via other than a private vehicle. This includes car-pooling, taxi, and walking. The time of day reflects typical activity for a land use during the peak observed conditions.

Based on the land uses in Zone 1, the planned developments are projected to generate additional demand of 750 spaces in the peak-hour. The following table provides a summary of how this figure was derived, moving from top to bottom.

Table 14: Zone 1 Added Parking Demand

BLOCK	STREET	Description	Residential (Units)	Retail (SF)	Restaurant (Seats)
127	Alton Road	Mixed-Use	444	60,100	
130	West Avenue	Restaurant			300
		Total Added Land Use:	444	60,100	300
	Demand Factors	Base Demand Ratio	1.75	4.00	0.25
		Non-Captive Ratio	1.00	0.60	0.60
		Drive Ratio	0.80	0.80	0.80
		Time of Day	1.00	0.80	1.00
		Added Demand	622	92	36
		Total Demand:	**750**		

Source: Miami Beach Planning Department and Walker Parking Consultants

CHANGES TO PARKING SUPPLY

The development in Block 127 is planned to include a parking structure with 759 spaces. This added parking supply equates to an added effective supply of 683 spaces, assuming an effective supply factor of 0.90; therefore, no inventoried spaces will be displaced for the planned developments.

HISTORICAL GROWTH

The annual growth rates for several key criteria were analyzed to project three potential future growth scenarios for Zone 1. The basis of the data is the *Current Economic Conditions* report compiled and provided by the Tourism, Cultural & Economic Development Department. Factors considered include annual hospitality sales; average daily population statistics; hotel occupancy rate; jobs; building permits; and the food and beverage tax receipts. The annual growth rates are calculated for each period covering 2006 – 2012 as shown in the following table. The criteria for all periods generate positive growth, with the exception of the number of building permits from 2007 – 2012, which are estimated to decrease slightly.

Table 15: Historical Annual Growth Data

	Annual Periods	6	5	4	3	2	1
	Criteria	'06-'12	'07-'12	'08-'12	'09-'12	'10-'12	'11-'12
SoBe	Hotel Room Sales	5.43%	3.71%	4.90%	12.54%	12.09%	20.61%
SoBe	Food Sales	3.37%	4.12%	4.52%	7.50%	8.04%	8.07%
SoBe	Alcohol Sales	3.72%	3.25%	6.20%	9.50%	9.13%	17.08%
	Hospitality Sales	4.28%	3.74%	5.06%	9.97%	9.93%	15.10%
	Average Daily Population	3.74%	4.34%	5.68%	4.87%	5.24%	10.06%
	Hotel Occupancy	1.11%	0.62%	1.06%	5.13%	5.27%	0.17%
	Jobs	2.26%	3.35%	3.94%	3.35%	3.45%	3.98%
	Building Permits	0.51%	-0.19%	3.33%	6.88%	11.12%	12.73%
	Food and Beverage Tax	7.04%	6.94%	8.71%	10.00%	8.71%	5.33%
	Average Annual Growth	3.16%	3.13%	4.63%	6.70%	7.29%	7.90%

Source: Select data from the Current Economic Conditions Report and Walker Parking Consultants

GROWTH SCENARIOS

Based on the historical data shown in the previous table and our understanding of the potential for development within the Alton Road Corridor, three annual growth scenarios were developed to project the overall change in the parking demand. The annual growth rate percentage scenarios are shown below.

Table 16: Zone 1 Annual Growth Scenarios

Scenario	Annual Growth Rate	Consideration
1	3.1%	(Smallest Average Annual Growth)
2	5.7%	(Average Daily Population
3	7.0%	(80th Percentile of Average Annual Growth)

Source: Select data from the Current Economic Conditions Report and Walker Parking Consultants

FUTURE PARKING ADEQUACY

The projected parking adequacy over the next ten years is shown below for each of the three annual growth rate scenarios. The projections shown assume that in year three the planned developments are completed, and changes to the parking supply are implemented.

Table 17: Projected Future Parking Adequacy

		Scenario 1		Scenario 2		Scenario 3	
Year	EPS	Demand	Adequacy	Demand	Adequacy	Demand	Adequacy
2014	6,359	5,782	577	5,928	431	6,001	358
2015	6,359	5,961	398	6,266	93	6,421	(62)
2016	7,042	6,896	146	7,373	(331)	7,620	(578)
2017	7,042	7,110	(68)	7,793	(751)	8,153	(1,111)
2018	7,042	7,330	(288)	8,237	(1,195)	8,724	(1,682)
2019	7,042	7,557	(515)	8,707	(1,665)	9,335	(2,293)
2020	7,042	7,791	(749)	9,203	(2,161)	9,988	(2,946)
2021	7,042	8,033	(991)	9,728	(2,686)	10,687	(3,645)
2022	7,042	8,282	(1,240)	10,282	(3,240)	11,435	(4,393)
2023	7,042	8,539	(1,497)	10,868	(3,826)	12,235	(5,193)

Source: Walker Parking Consultants

The three scenario's represent equally distributed annual growth across the Zone with the addition of the known planned developments in the third year (2016). Parking is projected to reach a short fall at some point in all three scenarios within four years. Under the highest annual growth projection overall parking is projected to be inadequate in one year. Walker's analysis includes only the known developments detailed herein and assumes 100% occupancy of the private restricted parking areas that were not available for occupancy counts.

ALTON ROAD PARKING DISTRICT

The Alton Road Parking District was established along Alton Road from 5th Street on the south to Dade Boulevard on the north, excluding portions along Flamingo Park and Lincoln Road. The ordinance, as outlined in Section 130-33 Off-street parking requirements, reduces or eliminates required off-street parking for certain developments to encourage redevelopment along the Alton Road corridor. The impact of the reduced requirements, combined with the on-going Alton Road redevelopment and resulting reduction of 90± on-street parking spaces, has the potential of adding to the future parking needs within this area.

NO PARKING REQUIRED

Individual retail, food, or personal service establishments of 2,500 square feet or less, up to a total aggregate of 10,000 square feet per development site do not require providing off-street parking. A single development with 2,500 square feet of retail space is projected to generate demand of less than 8 spaces during the peak hour of the peak month, which alone does not represent significant impact to the area.

Assuming a new retail development site with establishments of 2,500 square feet or less with a total aggregate at or near the maximum (10,000 sf), the peak parking demand per the Urban Land Institute, (adjusted to the Miami Beach area) is roughly 30 spaces during the projected peak hour. Of these spaces, about 5 would be for employees, assuming an employee drive to work reduction. This assumes a full build out scenario to the maximum 10,000 sf aggregate site. This type of development, assuming no additional parking is provided could generate parking issues within the surrounding residential areas if no public parking is available on-street to off-set the demand.

Individual restaurants, outdoor cafés, or bars with less than 60 seats or smaller than 1,500 square feet, up to a total aggregate of 5,000 square feet per development do not require providing off-street parking. Parking demand for these types of land uses are much higher and based on the Gross Leasable Area. Based on 1,500 square feet, the peak hour unadjusted demand could be as high as 30 spaces, which including employee parking. Considering an aggregate site with a total of 5,000 square feet, the total peak hour demand could reach close to 100 spaces, which would represent a significant parking issue for the surrounding area. This is especially true as these types of land uses typically peak in the evenings when the surrounding area is restricted to residential parking permit holders.

Our opinion of the overall impact of the lower Alton Road parking requirements to encourage smaller developments is that it depends on each specific development. If multiple development sites are built to the maximum available land use size parking is likely to be a serious concern. If smaller developments are added it is less likely to be a concern, but should be monitored. Employee parking at any new establishment will be a factor and should be considered by the developer/business owner. Additional on-street metered parking may be required at some point in the future based on the specific developments that take advantage of the lower parking requirements.

ZONE 2:

CONVENTION CENTER AND SUNSET HARBOUR

WALKER
PARKING CONSULTANTS

INTRODUCTION

Zone 2 generally includes the area between 17th Street and Dade Boulevard. This area includes the Miami Beach Convention Center and Sunset Harbour development area as well as residential areas, museums, and hotels. The portion of the area between Alton Road and Meridian Avenue excluded from the study consist of single family residential homes with no public parking. Drive-through observations confirmed this parking restriction and the lack of parking areas beyond private residents.

During the observations the convention center parking areas were closed for the annual auto show. This included the main surface parking lot, surrounding on-street parking areas, and the Holocaust Memorial parking lot. The closed areas were counted as full, as the spaces were unavailable for use.

STUDY AREA

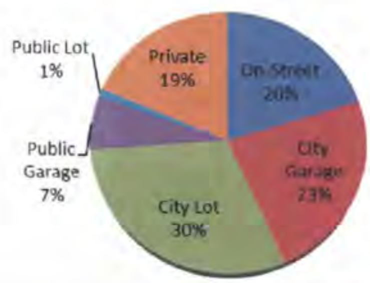
Zone 2 is generally bordered by 23rd Street to the north, the beach to the east, 17th Street to the south, and the inner coastal waterway to the west. The area is broken down into 34 individual blocks for analysis, with a total of 4,610± spaces inventoried for analyses.

PARKING INVENTORY

A majority of the Zone 2 parking is provided by the City, via off-street and on-street parking assets. The following table and chart detail the Zone 2 parking inventory.

Table 18: Zone 2 Parking Inventory Detail

On-Street	City Garage	City Lot	Public Garage	Public Lot	Private	Total:
930	1,081	1,391	300	50	858	4,610



Source: Walker Parking Consultants

EFFECTIVE PARKING SUPPLY

For the Zone 2 analysis, we applied a general *Effective Supply Factor* ("ESF") of 85% for the on-street spaces, 90% for off-street public spaces and 95% for off-street private spaces. The EPS for this zone is calculated to be 4,147 spaces as shown in the following table.

Table 19: Zone 2 Effective Parking Supply

	On-Street	City Garage	City Lot	Public Garage	Public Lot	Private	Total:
Inventory	930	1,081	1,391	300	50	858	4,610
ESF	*0.85*	*0.90*	*0.90*	*0.90*	*0.90*	*0.95*	
Effective Supply*	791	973	1,252	270	45	816	4,147

* EPS calculated by block and rounded

Source: Walker Parking Consultants

CURRENT CONDITIONS

Observations were conducted at three intervals on a Weekday and Saturday of all inventoried parking spaces within the Zone. Weekday observations were conducted on Wednesday, November 6th, and Saturday observations were made on November 9th. Weather conditions during the Weekday observations were good; Saturday observations experienced intermittent rain during the day and rain in the evening.

The following table provides a summary of the observations for both periods with the overall peak observation period identified for both periods.

Table 20: Zone 2 Occupancy Observations

WEEKDAY	Inventory	3:00 PM (PEAK HOUR)	6:00 PM	9:00 PM	SATURDAY	Inventory	7:00 PM	10:00 PM (PEAK HOUR)	1:00 AM
On-Street	930	770	711	580	**On-Street**	930	637	629	638
Occupancy Rate		*83%*	*76%*	*62%*	*Occupancy Rate*		*68%*	*68%*	*69%*
Unoccupied Spaces		*160*	*219*	*350*	*Unoccupied Spaces*		*293*	*301*	*292*
Public City Garage	1,081	685	505	301	**Public City Garage**	1,081	344	367	255
Occupancy Rate		*63%*	*47%*	*28%*	*Occupancy Rate*		*32%*	*34%*	*24%*
Unoccupied Spaces		*396*	*576*	*780*	*Unoccupied Spaces*		*737*	*714*	*826*
Public City Lot	1,391	1,284	1,245	1,128	**Public City Lot**	1,391	1,263	1,293	1,387
Occupancy Rate		*92%*	*90%*	*81%*	*Occupancy Rate*		*91%*	*93%*	*100%*
Unoccupied Spaces		*107*	*146*	*263*	*Unoccupied Spaces*		*128*	*98*	*4*
Public Garage	300	300	300	300	**Public Garage**	300	300	300	300
Occupancy Rate		*100%*	*100%*	*100%*	*Occupancy Rate*		*100%*	*100%*	*100%*
Unoccupied Spaces		*0*	*0*	*0*	*Unoccupied Spaces*		*0*	*0*	*0*
Public Lot	50	30	36	32	**Public Lot**	50	43	48	26
Occupancy Rate		*60%*	*72%*	*64%*	*Occupancy Rate*		*86%*	*96%*	*52%*
Unoccupied Spaces		*20*	*14*	*18*	*Unoccupied Spaces*		*7*	*2*	*24*
Off-Street Private	858	686	706	660	**Off-Street Private**	858	676	671	586
Occupancy Rate		*80%*	*82%*	*77%*	*Occupancy Rate*		*79%*	*78%*	*68%*
Unoccupied Spaces		*172*	*152*	*198*	*Unoccupied Spaces*		*182*	*187*	*272*
Total	4,610	3,755	3,503	3,001	**Total**	4,610	3,263	3,308	3,192
Occupancy Rate		*81%*	*76%*	*65%*	*Occupancy Rate*		*71%*	*72%*	*69%*
Unoccupied Spaces		*855*	*1,107*	*1,609*	*Unoccupied Spaces*		*1,347*	*1,302*	*1,418*

Source: Walker Parking Consultants

PARKING OCCUPANCY DETAIL

The overall peak observed occupancy level of 81% indicates high parking demand. Part of the reason for the high occupancy is the Convention Center lots that were closed for annual car show and counted as full. In addition, the valet garage located in block 223 was inaccessible for actual counts and counted as full. If we assume this level of occupancy, the parking demand is consistently high for all types. To illustrate parking occupancy on a block-by-block basis, the following heat maps were developed to show the Weekday and Saturday peak parking observed occupancy. Generally, the highest parking demand was observed north of 14th Street with several blocks observed with occupancy greater than 85%.

The area between the Sunset Harbour and the Convention Center is primarily single family homes with no public parking. This area has no significant impact on publicly available parking.

Figure 4: Heat Map of Peak Weekday Parking Occupancy

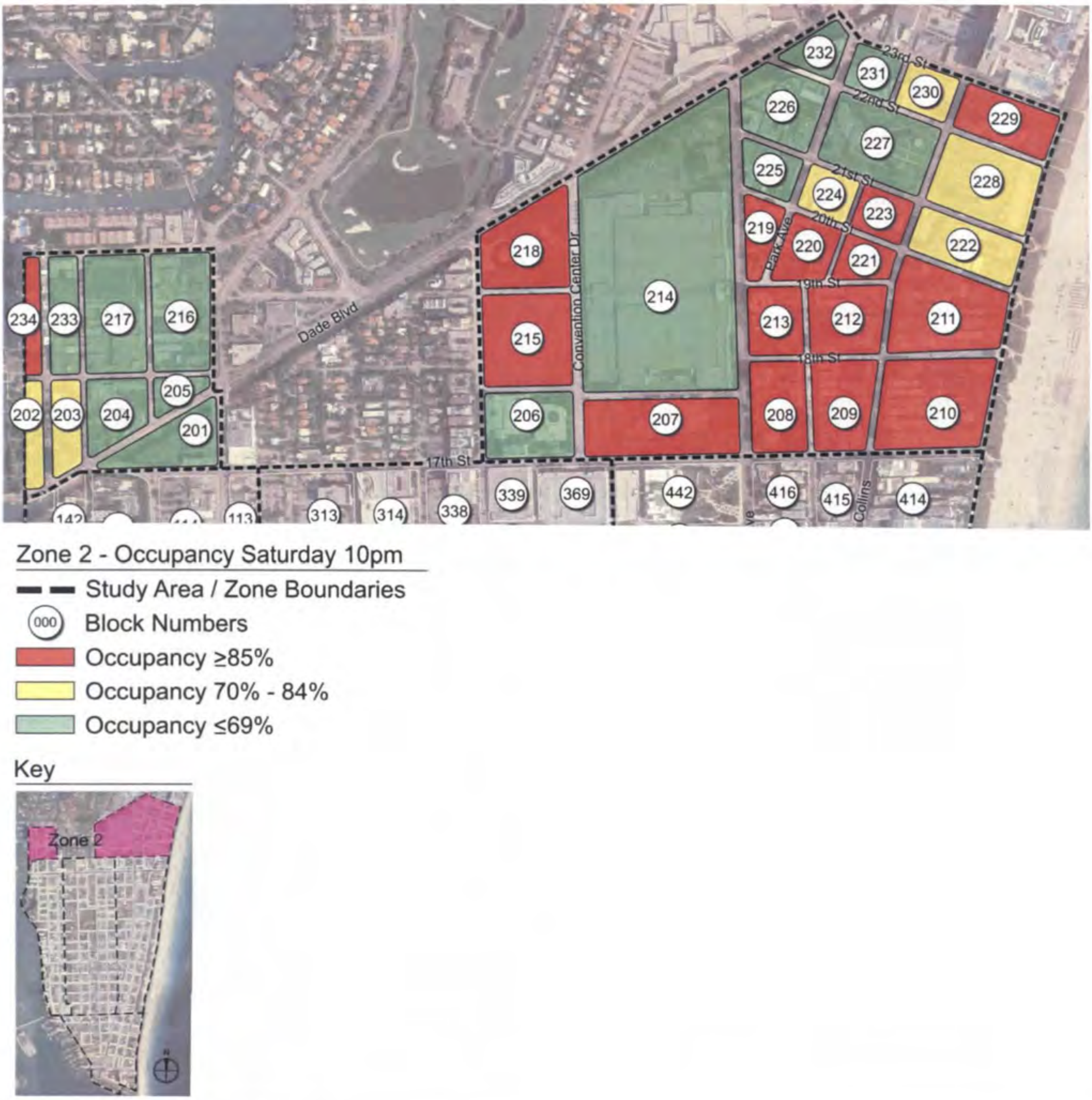
Zone 2 - Occupancy Weekday 3pm

- Study Area / Zone Boundaries
- (000) Block Numbers
- Occupancy ≥85%
- Occupancy 70% - 84%
- Occupancy ≤69%

Key

Source: Walker Parking Consultants

Figure 5: Heat Map of Peak Saturday Parking Occupancy



Source: Walker Parking Consultants

PARKING ADEQUACY

Parking adequacy is the ability of the parking supply to accommodate the demand, which may vary throughout the year due to seasonality, weather, and local events. For comparison purposes, our analysis considers the observed peak conditions as representative of the parking demand for Zone 2. The observed parking demand is subtracted from the effective supply to provide our opinion on the parking adequacy. Considering Zone 2 as a whole, the following table shows the overall parking adequacy for this area.

Table 21: Zone 2 Parking Adequacy

	On-Street	City Garage	City Lot	Public Garage	Public Lot	Private	Total:
Effective Supply	791	973	1,252	270	45	816	4,147
Demand	770	685	1,284	300	30	686	3,755
Adequacy	21	288	(32)	(30)	15	130	392

Source: Walker Parking Consultants

While the overall adequacy of the entire Zone represents a surplus, there are blocks with adequacy concerns. To illustrate this fact, the following page provides a table showing the parking adequacy on a block-by-block basis.

Table 22: Zone 2 Parking Adequacy by Block

Block	On-Street	Public City Garage	Public City Lot	Public Garage	Public Lot	Off-Street Private	Total Demand	Effective Supply	Surplus/ (Deficit)
201	13						13	14	1
202	8		24				32	55	23
203	14						14	14	0
204	18						18	23	5
205	14						14	17	3
206	8	508					516	593	77
207	21		109				130	162	32
208	19						19	18	(1)
209	22						22	20	(2)
210	37						37	31	(6)
211	20						20	16	(4)
212	30						30	33	3
213	33						33	29	(4)
214	7						7	7	0
215	29		886				915	825	(90)
216	30						30	43	13
217	35					156	191	342	151
218	35		26				61	53	(8)
219	41						41	33	(8)
220	36						36	29	(7)
221	19						19	18	(1)
222	8						8	5	(3)
223	20			300			320	291	(29)
224	27						27	26	(1)
225	30						30	34	4
226	48						48	48	0
227	30		14				44	60	16
228	22		172				194	204	10
229	3					530	533	507	(26)
230	21		20				41	41	0
231	20		33		30		83	105	22
232	6						6	14	8
233	43	177					220	434	214
234	3						3	3	0

Source: Walker Parking Consultants

PARKING TURNOVER

Spaces were observed on an hourly basis over the course of a day and each space was noted as being empty or parked (license plate number recorded) on a weekday (Friday, November 8, 2013) and weekend day (Sunday, November 10, 2013). This data is used to calculate the average length of stay as well as the parking utilization for the sample area. The tables below summarize Walker's samples based upon the weekday and weekend observations for Zone 2.

Table 23: Zone 2 - Weekday Occupancy Sample

LPI Occupancy Results				Hourly Occupancies								Peak Hour
Zone	Street:	Location:	Sample	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	6:00 PM	12:00 PM
200	Purday	18th	9	7	9	9	6	7	6	4	6	9
200	21st	Washington	9	9	9	9	8	8	8	6	5	9
200	MB 49	Lot	18	16	18	18	18	18	18	14	4	18
200	James	19th	7	7	7	6	6	7	7	5	5	6
		Totals:	43	39	43	42	38	40	39	29	20	43
		% Occupied:		91%	100%	98%	88%	93%	91%	67%	47%	100%

Source: Walker Parking Consultants

Table 24: Zone 2 - Weekday Length of Stay

LPI Length of Stay Results				Length of Stay								
Zone	Street:	Location:	Sample	1 hr	2 hr	3 hr	4 hr	5 hr	6 hr	7 hr	8 hr	Average
200	Purday	18th	9	19	5	4	0	0	1	1	0	1.8
200	21st	Washington	9	6	4	2	0	4	1	0	2	3.3
200	MB 49	Lot	18	9	4	1	2	3	4	7	1	4.0
200	James	19th	7	2	1	3	1	1	2	0	2	4.2
		Total Vehicles:	43	36	14	10	3	8	8	8	5	3.15
		Total Hours:		36	28	30	12	40	48	56	40	

Source: Walker Parking Consultants

Table 25: Zone 2 - Weekend Occupancy Sample

LPI Occupancy Results				Hourly Occupancies								Peak Hour
Zone	Street:	Location:	Sample	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	12:00 PM
200	21st Street	Park Ave	17	11	13	13	11	11	9	10	9	11
200	Collins Park	South	18	16	17	17	18	18	17	17	12	18
200	Bay	21st	14	13	11	13	14	13	13	12	12	13
		Totals:	49	40	41	43	43	42	39	39	33	43
		% Occupied:		82%	84%	88%	88%	86%	80%	80%	67%	88%

Source: Walker Parking Consultants

Table 26: Zone 2 - Weekend Length of Stay

LPI Length of Stay Results				Length of Stay								
Zone	Street:	Location:	Sample	1 hr	2 hr	3 hr	4 hr	5 hr	6 hr	7 hr	8 hr	Average
200	21st Street	Park Ave	17	13	1	2	3	2	2	0	4	3.2
200	Collins Park	South	18	13	15	4	6	1	1	2	3	2.9
200	Bay	21st	14	35	16	2	3	2	1	0	0	1.7
		Total Vehicles:	49	61	32	8	12	5	4	2	7	2.41
		Total Hours:		61	64	24	48	25	24	14	56	

Source: Walker Parking Consultants

FUTURE CONDITIONS

The basis for projecting short-term future parking conditions for Zone 2 is the same methodology used to project future conditions for Zone 1.

PLANNED DEVELOPMENTS

The City is currently in the planning phase of a major renovation and expansion of the Miami Beach Convention Center ("MBCC"). Preliminary plans include a new 60,000± square feet ballroom, new parking, and a potential new hotel. Development options have been provided to the City for consideration. For planning purposes our model assumes the addition of an 800 room hotel, 900 space parking facility and 60,000 sf of ballroom convention space.

The Miami Beach Planning Department provided additional projects within Zone 2 for consideration. For this analysis, we assume the developments shown in the table below will be completed and impact parking demand within the next three years. The list shown below may not represent all potential real estate projects or business expansions being considered; only those currently in the planning process in addition to the MBCC.

Table 27: Zone 2 Planned Projects

ZONE	BLOCK	STREET	Description	Residential (Units)	Hotel (Rooms)	Ballroom (SF)	Retail (SF)	Restaurant (Seats)	Parking Spaces
200	214	Convention Center Drive	MBCC Expansion		800	60,000			900
200	201	17 Street	Hotel/Restaurant		116			58	66
200	210	Collins Avenue	Hotel Addition		22				
200	210	Collins Avenue	Hotel Addition		54				
200	216	20th Street	Mixed-Use	50			11,325		153
200	216	Alton Road	Restaurant					222	
200	221	Collins Avenue	Restaurant					515	
200	221	Collins Avenue	Hotel Addition		22				
200	224	21 Street	Hotel Addition		9				
200	225	Park Avenue	Hotel		305				
200	231	23rd Street	Retail/Parking Garage				17,500		489
200	232	Park Avenue	Hotel Addition		10				

Source: Miami Beach Planning Department and Walker Parking Consultants

The Zone 2 planned developments are projected to generate an additional demand of 448 spaces during the peak-hour. The following table provides a summary of how this figure was derived, moving from top to bottom.

Table 28: Zone 2 Added Parking Demand

	Description	Residential (Units)	Hotel (Rooms)	Ballroom (SF)	Retail (SF)	Restaurant (Seats)
	Total Added Land Use:	50	1,338	60,000	28,825	795
Demand Factors	Base Demand Ratio	1.75	1.00	6.00	4.00	0.25
	Non-Captive Ratio	1.00	1.00	0.70	0.60	0.60
	Drive Ratio	0.80	0.80	0.80	0.80	0.80
	Time of Day	0.70	0.70	0.80	0.90	0.50
	Added Demand	49	749	161	50	48
	Total Demand:	**1,057**				

Source: Miami Beach Planning Department and Walker Parking Consultants

CHANGES TO PARKING SUPPLY

The planned developments are scheduled to include 1,608 new parking spaces located in three parking structures and a surface parking lot. Construction is assumed to displace 51 spaces based on the reviewed development plans. Thus, the net increase in parking is 1,557 spaces. New parking spaces are adjusted to account for the effective supply factor of 0.90, which provides an added effective parking supply of 1,396 spaces.

HISTORICAL GROWTH

The annual growth rates for several key criteria were analyzed to project three potential future growth scenarios for Zone 2. The basis of the data is the *Current Economic Conditions* report compiled and provided by the Tourism, Cultural & Economic Development Department. Factors considered include annual hospitality sales; average daily population statistics; hotel occupancy rate; jobs; building permits; and the food and beverage tax receipts. The annual growth rates are calculated for each period covering 2006 – 2012 as shown in the following table. All criteria for all periods generate positive growth, with the exception of the number of building permits from 2007 – 2012, which are calculated with a slight decrease for that period.

Table 29: Historical Annual Growth Data

	Annual Periods	6	5	4	3	2	1
	Criteria	'06-'12	'07-'12	'08-'12	'09-'12	'10-'12	'11-'12
SoBe	Hotel Room Sales	5.43%	3.71%	4.90%	12.54%	12.09%	20.61%
SoBe	Food Sales	3.37%	4.12%	4.52%	7.50%	8.04%	8.07%
SoBe	Alcohol Sales	3.72%	3.25%	6.20%	9.50%	9.13%	17.08%
	Hospitality Sales	4.28%	3.74%	5.06%	9.97%	9.93%	15.10%
	Average Daily Population	3.74%	4.34%	5.68%	4.87%	5.24%	10.06%
	Hotel Occupancy	1.11%	0.62%	1.06%	5.13%	5.27%	0.17%
	Jobs	2.26%	3.35%	3.94%	3.35%	3.45%	3.98%
	Building Permits	0.51%	-0.19%	3.33%	6.88%	11.12%	12.73%
	Food and Beverage Tax	7.04%	6.94%	8.71%	10.00%	8.71%	5.33%
	Average Annual Growth	3.16%	3.13%	4.63%	6.70%	7.29%	7.90%

Source: Select data from the Current Economic Conditions Report and Walker Parking Consultants

GROWTH SCENARIOS

Based on the historical data shown above and our understanding of the potential development within the zone, three annual growth scenarios were developed to project overall changes to the parking demand in the short-term. The annual growth scenarios are shown in the following table.

Table 30: Zone 2 Annual Growth Scenarios

Scenario	Annual Growth Rate	Consideration
1	3.1%	(Smallest Average Annual Growth)
2	5.7%	(Average Daily Population
3	7.0%	(80th Percentile of Average Annual Growth)

Source: Select data from the Current Economic Conditions Report and Walker Parking Consultants

FUTURE PARKING ADEQUACY

The projected parking adequacy over the next ten years is shown for each of the three annual growth rate scenarios, which assume that in year three the planned developments are completed and the scheduled changes to the parking supply are implemented.

Table 31: Projected Future Parking Adequacy

		Scenario 1		Scenario 2		Scenario 3	
Year	EPS	Demand	Adequacy	Demand	Adequacy	Demand	Adequacy
2014	4,147	3,871	276	3,969	178	4,018	129
2015	4,147	3,991	156	4,195	(48)	4,299	(152)
2016	5,543	5,172	371	5,491	52	5,657	(114)
2017	5,543	5,332	211	5,804	(261)	6,053	(510)
2018	5,543	5,497	46	6,135	(592)	6,477	(934)
2019	5,543	5,667	(124)	6,485	(942)	6,930	(1,387)
2020	5,543	5,843	(300)	6,855	(1,312)	7,415	(1,872)
2021	5,543	6,024	(481)	7,246	(1,703)	7,934	(2,391)
2022	5,543	6,211	(668)	7,659	(2,116)	8,489	(2,946)
2023	5,543	6,404	(861)	8,096	(2,553)	9,083	(3,540)
2024	5,543	6,603	(1,060)	8,557	(3,014)	9,719	(4,176)

Source: Walker Parking Consultants

The three scenarios assume equally distributed annual growth across the zone with the addition of the known planned developments factored into the third year (2016). Given these assumptions, parking is projected to reach a deficit level under all three options within five years. Under Scenario 2 and 3, overall parking is projected to be inadequate after one year; moreover, Walker's analysis only includes those known developments detailed in this report and also assumes 100% occupancy of the private restricted parking areas that were not available for occupancy counts.

ZONE 3:

RESIDENTIAL CORE BETWEEN 5TH AND 17TH STREETS

WALKER
PARKING CONSULTANTS

INTRODUCTION

Zone 3 is the primarily the residential core in the center of South Beach. The northern portion of the Zone is home to the renowned Lincoln Road Mall. The center area of the Zone contains Flamingo Park, which includes green space, ball fields, and tennis courts, while the southern end transitions back to commercial land uses. The predominant land use is a mix of residential, with single family homes and apartments.

Public on-street parking is available throughout the Zone as on-street parking, Residential Permit Zone 2. Permit restrictions are enforced from 6:00 p.m. to 7:00 a.m. Monday-Friday and 24 hours Saturday-Sunday and Holidays. Observations indicate that occupancy during the non-restricted time periods is slightly lower than during the restricted time periods, with 82% occupancy observed on-street on a weekday at 4:00 PM, compared to the peak weekday observation of 91% at 10:00 PM.

STUDY AREA

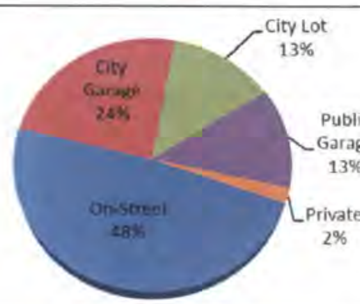
Zone 3 is bordered by 17th Street to the north, Pennsylvania Street to the east, 5th Street to the south, and from the alley between Alton Road and Lenox Avenue to the west. The area is broken down into 69 individual blocks for analysis, with a total of 6,080± spaces inventoried and observed in our analysis.

PARKING INVENTORY

Roughly half of the available parking within Zone 3 is on-street parking, as shown in the following table and chart which details the parking inventory for Zone 3.

Table 32: Zone 3 Parking Inventory Detail

On-Street	City Garage	City Lot	Public Garage	Public Lot	Private	Total:
2,944	1,460	776	780	0	120	6,080



Source: Walker Parking Consultants

EFFECTIVE PARKING SUPPLY

For the Zone 3 analysis, we applied a general *Effective Supply Factor* ("ESF") of 85% for the on-street spaces, 90% for off-street public spaces, and 95% for off-street private spaces. The EPS for Zone 3 is calculated at 5,336 spaces, as shown in the following table.

Table 33: Zone 3 Effective Parking Supply

	On-Street	City Garage	City Lot	Public Garage	Public Lot	Private	Total:
Inventory	2,944	1,460	776	780	0	120	6,080
ESF	*0.85*	*0.90*	*0.90*	*0.90*	*0.90*	*0.95*	
Effective Supply*	2,507	1,314	699	702	0	114	5,336

* EPS calculated by block and rounded

Source: Walker Parking Consultants

CURRENT CONDITIONS

Observations were conducted at three intervals on a Weekday and Saturday of the inventoried parking spaces within this Zone. Weekday observations were conducted on Thursday, November 7th, and the Saturday observations were made on November 9th. Weather conditions during the Weekday observations were good; Saturday observations experienced intermittent rain during the day and rain in the evening. The following table provides a summary of both observation periods with the overall peak observation period identified in each table.

Table 34: Zone 3 Occupancy Observations

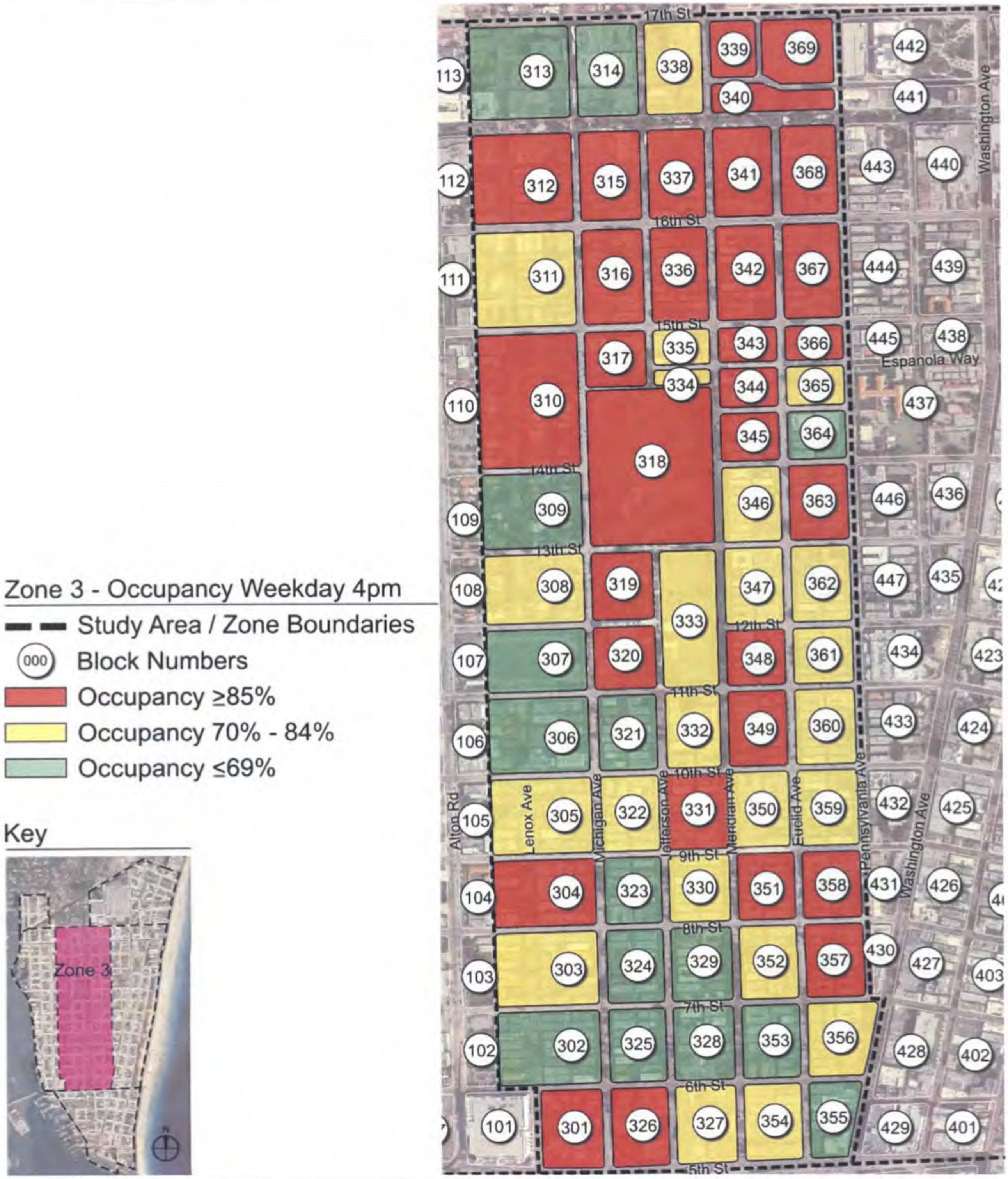
		PEAK HOUR					PEAK HOUR		
WEEKDAY	**Inventory**	**4:00 PM**	**7:00 PM**	**10:00 PM**	**SATURDAY**	**Inventory**	**12:00 PM**	**5:00 PM**	**10:00 PM**
On-Street	2,944	2,406	2,533	2,682	**On-Street**	2,944	2,512	2,504	2,599
Occupancy Rate		*82%*	*86%*	*91%*	*Occupancy Rate*		*85%*	*85%*	*88%*
Unoccupied Spaces		*538*	*411*	*262*	*Unoccupied Spaces*		*432*	*440*	*345*
Public City Garage	1,460	1,336	957	894	**Public City Garage**	1,460	1,460	1,460	1,349
Occupancy Rate		*92%*	*66%*	*61%*	*Occupancy Rate*		*100%*	*100%*	*92%*
Unoccupied Spaces		*124*	*503*	*566*	*Unoccupied Spaces*		*0*	*0*	*111*
Public City Lot	776	649	705	240	**Public City Lot**	776	657	590	448
Occupancy Rate		*84%*	*91%*	*31%*	*Occupancy Rate*		*85%*	*76%*	*58%*
Unoccupied Spaces		*127*	*71*	*536*	*Unoccupied Spaces*		*119*	*186*	*328*
Public Garage	780	295	220	128	**Public Garage**	780	274	283	236
Occupancy Rate		*38%*	*28%*	*16%*	*Occupancy Rate*		*35%*	*36%*	*30%*
Unoccupied Spaces		*485*	*560*	*652*	*Unoccupied Spaces*		*506*	*497*	*544*
Public Lot	0	0	0	0	**Public Lot**	0	0	0	0
Occupancy Rate		-	-	-	*Occupancy Rate*		-	-	-
Unoccupied Spaces		*0*	*0*	*0*	*Unoccupied Spaces*		*0*	*0*	*0*
Off-Street Private	120	85	90	90	**Off-Street Private**	120	75	85	75
Occupancy Rate		*71%*	*75%*	*75%*	*Occupancy Rate*		*63%*	*71%*	*63%*
Unoccupied Spaces		*35*	*30*	*30*	*Unoccupied Spaces*		*45*	*35*	*45*
Total	6,080	4,771	4,505	4,034	**Total**	6,080	4,978	4,922	4,707
Occupancy Rate		*78%*	*74%*	*66%*	*Occupancy Rate*		*82%*	*81%*	*77%*
Unoccupied Spaces		*1,309*	*1,575*	*2,046*	*Unoccupied Spaces*		*1,102*	*1,158*	*1,373*

Source: Walker Parking Consultants

PARKING OCCUPANCY DETAIL

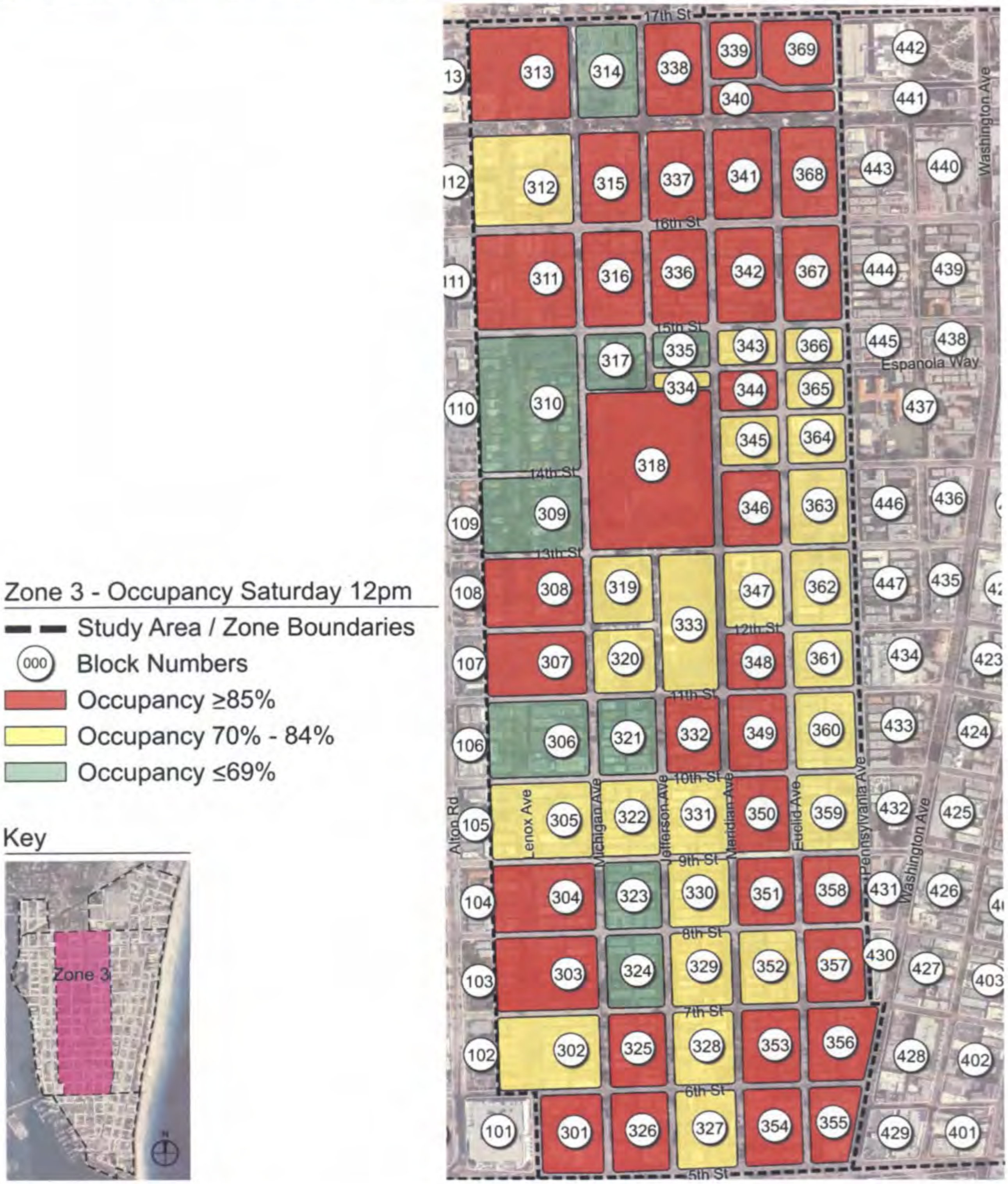
The peak observed occupancy level (82%) on Saturday at 12:00 PM is high. Occupancy remained fairly consistent, with the weather likely impacting demand for the later Saturday counts. The heat maps illustrate parking occupancy on a block-by-block basis for both the Weekday and Saturday observation periods. Several blocks were observed with occupancy greater than 85%. High demand levels are consistently noted north of 16th Street which includes the Lincoln Road Mall.

Figure 6: Heat Map of Peak Weekday Parking Occupancy



Source: Walker Parking Consultants

Figure 7: Heat Map of Peak Saturday Parking Occupancy



Source: Walker Parking Consultants

PARKING ADEQUACY

Considering Zone 3 as a whole, the following table shows the overall adequacy of the Zone 3 parking supply.

Table 35: Zone 3 Parking Adequacy

	On-Street	City Garage	City Lot	Public Garage	Public Lot	Private	Total:
Effective Supply	2,507	1,314	699	702	0	114	5,336
Demand	2,512	1,460	657	274	0	75	4,978
Adequacy	(5)	(146)	42	428	0	39	358

Source: Walker Parking Consultants

Adequacy in this Zone reflects a surplus; however, on-street and the City Garages experienced parking deficits. When considering the area on a block-by-block basis, parking adequacy issues may be identified, and to illustrate this fact, the tables that follow show the parking adequacy on a block-by-block basis.

Table 36: Zone 3 Parking Adequacy by Block

Block	On-Street	Public City Garage	Public City Lot	Public Garage	Public Lot	Off-Street Private	Total	Effective Supply	Surplus/ (Deficit)
301	19						19	16	(3)
302	51						51	59	8
303	67						67	65	(2)
304	53						53	46	(7)
305	53						53	57	4
306	52						52	65	13
307	50						50	47	(3)
308	23						23	20	(3)
309	5						5	0	(5)
310	29					50	79	120	41
311	85					25	110	106	(4)
312	53		20				73	76	3
313	19		180				199	204	5
314	20			274			294	719	425
315	35		66				101	88	(13)

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Block	On-Street	Public City Garage	Public City Lot	Public Garage	Public Lot	Off-Street Private	Total	Effective Supply	Surplus/ (Deficit)
316	58						58	57	(1)
317	16		74				90	140	50
318	93						93	76	(17)
319	14						14	14	0
320	10		92				102	115	13
321	36						36	45	9
322	40						40	48	8
323	31						31	43	12
324	41						41	51	10
325	45						45	44	(1)
326	26						26	24	(2)
327	18						18	21	3
328	33		21				54	60	6
329	38						38	43	5
330	38						38	40	2
331	36						36	37	1
332	38						38	37	(1)
333	33						33	34	1
334	12						12	14	2
335	17						17	26	9
336	57						57	56	(1)
337	38		20				58	52	(6)
338	25		144				169	149	(20)
339	31						31	23	(8)
340	8						8	7	(1)
341	33		40				73	62	(11)
342	56						56	50	(6)
343	26						26	30	4
344	29						29	29	0
345	29						29	33	4
346	50						50	43	(7)
347	40						40	46	6
348	35						35	32	(3)

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Block	On-Street	Public City Garage	Public City Lot	Public Garage	Public Lot	Off-Street Private	Total	Effective Supply	Surplus/ (Deficit)
349	43						43	43	0
350	37						37	37	0
351	32						32	31	(1)
352	42						42	43	1
353	56						56	48	(8)
354	30						30	24	(6)
355	29						29	25	(4)
356	42						42	35	(7)
357	36						36	33	(3)
358	49						49	40	(9)
359	43						43	46	3
360	42						42	45	3
361	35						35	43	8
362	45						45	50	5
363	45						45	48	3
364	16						16	18	2
365	25						25	29	4
366	17						17	20	3
367	54						54	52	(2)
368	39						39	30	(9)
369	11	1,460					1471	1,327	(144)

Source: Walker Parking Consultants

PARKING TURNOVER

Each space within the Zone 3 sample was noted as being empty or parked on a weekday (Friday, November 8th) and a weekend day (Sunday, November 10th). This data was used to estimate the average length of stay and parking utilization of the area sampled. The tables below summarize the specific samples for the weekday and weekend day Zone 3 observations.

The Weekday data sample is from within a Residential Zone. During this period, the parking is not restricted to residents and no payment is required. Occupancy levels peaked at 85% and remained fairly consistent. The average length of stay is calculated at 2.15 hours. When considering the data by area, the sample along Jefferson Avenue experienced an average length of stay of 3.5 hours, with more than half of the sample staying four or more hours. This indicates spaces in residential restricted zones are used for long-term parking during the non-restricted time periods and experience lower turnover than areas in metered areas.

Table 37: Zone 3 - Weekday Occupancy Sample

LPI Occupancy Results				*Hourly Occupancies*								Peak Hour
Zone	Street:	Location:	Sample	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	6:00 PM	11:00 AM
300	Jefferson	8th	12	9	7	8	9	10	9	9	9	8
300	Meridian	17th	8	8	5	7	6	7	7	5	5	7
		Totals:	20	17	12	15	15	17	16	14	14	17
		% Occupied:		85%	60%	75%	75%	85%	80%	70%	70%	85%

Source: Walker Parking Consultants

Table 38: Zone 3 - Weekday Length of Stay

LPI Length of Stay Results				*Length of Stay*								
Zone	Street:	Location:	Sample	1 hr	2 hr	3 hr	4 hr	5 hr	6 hr	7 hr	8 hr	Average
300	Jefferson	8th	12	7	3	1	3	1	1	3	1	3.5
300	Meridian	17th	8	27	6	1	0	0	0	0	1	1.4
		Total Vehicles:	20	34	9	2	3	1	1	3	2	2.15
		Total Hours:		34	18	6	12	5	6	21	16	

Source: Walker Parking Consultants

The Weekend survey includes parking during the Residential Permit restrictions. Occupancy was consistently high, but peaked later in the day at 82%. The average length of stay increased to 4.08 hours, nearly double the average length of stay when the Residential Parking restrictions are enforced.

Table 39: Zone 3 - Weekend Occupancy Sample

LPI Occupancy Results				Hourly Occupancies								Peak Hour
Zone	Street:	Location:	Sample	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	5:00 PM
300	Euclid Ave	10th	14	11	10	9	9	7	8	8	10	7
300	Lenox	10th	14	10	10	11	13	11	11	12	13	11
		Totals:	28	21	20	20	22	18	19	20	23	23
		% Occupied:		75%	71%	71%	79%	64%	68%	71%	82%	82%

Source: Walker Parking Consultants

Table 40: Zone 3 - Weekend Length of Stay

LPI Length of Stay Results				Length of Stay								
Zone	Street:	Location:	Sample	1 hr	2 hr	3 hr	4 hr	5 hr	6 hr	7 hr	8 hr	Average
300	Euclid Ave	10th	14	5	5	2	4	1	1	0	3	3.4
300	Lenox	10th	14	6	1	0	1	1	2	2	6	4.8
		Total Vehicles:	28	11	6	2	5	2	3	2	9	4.08
		Total Hours:		11	12	6	20	10	18	14	72	

Source: Walker Parking Consultants

FUTURE CONDITIONS

Known or planned developments for Zone 3 include the projects registered with the Miami Beach Planning Department, along with the details on the planned type and size of the land use, including any planned parking for the development.

PLANNED DEVELOPMENTS

The Miami Beach Planning Department provided several projects within Zone 3 for consideration as detailed in the following table. For this analysis, we assume these developments will be completed and impact parking demand within the next three years. The list of proposed improvements may not represent all potential real estate projects or business expansions being considered; only those projects in the planning process at this time.

Table 41: Zone 3 Planned Projects

BLOCK	STREET	Description	Residential (Units)	Retail (SF)	Restaurant (Seats)	Event Venue (Persons)
313	Lincoln Road	Retail		13,845		
313	Lenox Avenue	Restaurant			403	
313	17th Street	Retail		17,898		
314	Michigan Avenue	Entertainment				300
322	Jefferson Avenue	Residential	3			
337	Lincoln Road	Retail		33,750		

Source: Miami Beach Planning Department and Walker Parking Consultants

Based on the projected Zone 3 land uses, planned developments are projected to generate an additional parking demand of 170 spaces, as shown in the following table, moving from top to bottom.

Table 42: Zone 3 Added Parking Demand

	Description	Residential (Units)	Retail (SF)	Restaurant (Seats)	Event Venue
	Total Added Land Use:	3	65,493	403	300
Demand Factors	Base Demand Ratio	1.75	4.00	0.25	0.25
Demand Factors	Non-Captive Ratio	1.00	0.60	0.60	0.60
Demand Factors	Drive Ratio	0.80	0.80	0.80	0.80
Demand Factors	Time of Day	0.70	0.80	1.00	0.50
	Added Demand	3	101	48	18
	Total Demand:	**170**			

Source: Miami Beach Planning Department and Walker Parking Consultants

CHANGES TO PARKING SUPPLY

Planned developments within Zone 3 are primarily focused in an area north of 16th Street. Additionally, no added parking supply is planned for the projects; however, 39 existing spaces will be displaced from the Zone 3 inventory of spaces.

HISTORICAL GROWTH

Historical growth for Zone 3 is considered, but only for the area north of 16th Street. The reasoning for this is that the area south of 16th Street considered primarily residential that is at or very near capacity. The area north of 16th Street transitions from residential to high density commercial, with the Lincoln Road Mall as the main attraction. This area is adjusted based on historical annual growth rates.

The annual growth rates for several key criteria were analyzed to project three potential future growth scenarios for the north of 16th Street in Zone 3. The basis of the data is the *Current Economic Conditions* report compiled and provided by the Tourism, Cultural & Economic Development Department. Factors considered include annual hospitality sales; average daily population statistics; hotel occupancy rate; jobs; building permits; and the food and beverage tax receipts. The annual growth rates are calculated for each period covering 2006 – 2012 as shown in the following table. All criteria for all periods generate positive growth, with the exception of the number of building permits from 2007 – 2012, which are calculated with a slight decrease for that period.

Table 43: Historical Annual Growth Data

	Annual Periods	6	5	4	3	2	1
	Criteria	'06-'12	'07-'12	'08-'12	'09-'12	'10-'12	'11-'12
SoBe	Hotel Room Sales	5.43%	3.71%	4.90%	12.54%	12.09%	20.61%
SoBe	Food Sales	3.37%	4.12%	4.52%	7.50%	8.04%	8.07%
SoBe	Alcohol Sales	3.72%	3.25%	6.20%	9.50%	9.13%	17.08%
	Hospitality Sales	4.28%	3.74%	5.06%	9.97%	9.93%	15.10%
	Average Daily Population	3.74%	4.34%	5.68%	4.87%	5.24%	10.06%
	Hotel Occupancy	1.11%	0.62%	1.06%	5.13%	5.27%	0.17%
	Jobs	2.26%	3.35%	3.94%	3.35%	3.45%	3.98%
	Building Permits	0.51%	-0.19%	3.33%	6.88%	11.12%	12.73%
	Food and Beverage Tax	7.04%	6.94%	8.71%	10.00%	8.71%	5.33%
	Average Annual Growth	3.16%	3.13%	4.63%	6.70%	7.29%	7.90%

Source: Select data from the Current Economic Conditions Report and Walker Parking Consultants

GROWTH SCENARIOS

Based on the historical data shown and Walker's understanding of the potential development planned in the area north of 16th Street, three annual growth scenarios were developed for use in projecting the overall change in the parking demand, as shown in the annual growth scenarios that follow below.

Table 44: Zone 3 Annual Growth Scenarios (north of 16th Street)

Scenario	Annual Growth Rate	Consideration
1	3.1%	(Smallest Average Annual Growth)
2	5.7%	(Average Daily Population
3	7.0%	(80th Percentile of Average Annual Growth)

Source: Select data from the Current Economic Conditions Report and Walker Parking Consultants

FUTURE PARKING ADEQUACY

Parking adequacy was projected for each of the three annual growth rate scenarios, assuming that in year three the planned developments are completed, and changes to the parking supply are implemented.

Table 45: Projected Future Parking Adequacy

		Scenario 1		Scenario 2		Scenario 3	
Year	EPS	Demand	Adequacy	Demand	Adequacy	Demand	Adequacy
2014	5,336	5,056	280	5,121	215	5,154	182
2015	5,336	5,136	200	5,273	63	5,343	(7)
2016	5,297	5,389	(92)	5,603	(306)	5,714	(417)
2017	5,297	5,305	(8)	5,603	(306)	5,760	(463)
2018	5,297	5,393	(96)	5,782	(485)	5,991	(694)
2019	5,297	5,484	(187)	5,971	(674)	6,238	(941)
2020	5,297	5,577	(280)	6,171	(874)	6,502	(1,205)
2021	5,297	5,674	(377)	6,382	(1,085)	6,785	(1,488)
2022	5,297	5,774	(477)	6,606	(1,309)	7,088	(1,791)
2023	5,297	5,876	(579)	6,842	(1,545)	7,411	(2,114)

Source: Walker Parking Consultants

The scenarios assume equally distributed annual growth across the areas north of 16th Street, plus the addition of the known planned developments in the third year (2016). Parking is projected to reach a short fall at some point in all scenarios. This analysis only includes the known developments detailed in the report.

ZONE 4:

OCEAN DRIVE CORRIDOR

WALKER
PARKING CONSULTANTS

INTRODUCTION

The Ocean Drive Corridor is a highly visible and active commercial district that runs along the coast that also includes a mix of residential land uses to the west. There are several City owned and public parking garages in this area, as well as multiple valet operations. At the time of the observations, Collins Avenue was undergoing major re-construction along the eastern portion of the roadway. The construction resulted in eliminating numerous on-street parking spaces and reducing traffic to two lanes. Zone 4 also contains Washington Avenue, a major north south artery with active entertainment, restaurant, and commercial land uses with high on-street parking and pedestrian demand.

STUDY AREA

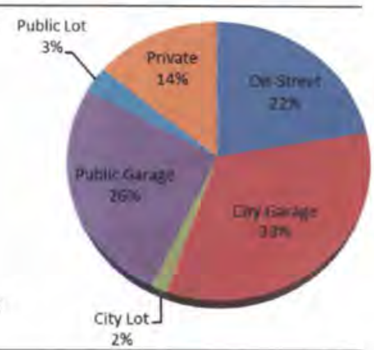
Zone 4 is bordered by 17th Street to the north, the Ocean to the east, 5th Street to the south, and Pennsylvania Avenue to the west. The area is broken down into 47 individual blocks for analysis, with a total of 7,305± spaces inventoried for our analysis.

PARKING INVENTORY

A majority of the parking within Zone 4 is provided by the City, as detailed in the following table and pie chart.

Table 46: Zone 4 Parking Inventory Detail

On-Street	City Garage	City Lot	Public Garage	Public Lot	Private	Total:
1,616	2,424	126	1,897	213	1,029	7,305



*Note: Several Private parking areas were noted, but not assessable for observation

Source: Walker Parking Consultants

EFFECTIVE PARKING SUPPLY

For the Zone 4 analysis, we applied a general *Effective Supply Factor* ("ESF") of 85% for the on-street spaces, 90% for off-street public spaces, and 95% for off-street private spaces. The EPS for Zone 4 is 6,550 spaces as shown in the following table.

Table 47: Zone 4 Effective Parking Supply

	On-Street	City Garage	City Lot	Public Garage	Public Lot	Private	Total:
Inventory	1,616	2,424	126	1,897	213	1,029	7,305
ESF	*0.85*	*0.90*	*0.90*	*0.90*	*0.90*	*0.95*	
Effective Supply*	1,379	2,181	114	1,707	191	978	6,550

* EPS calculated by block and rounded

Source: Walker Parking Consultants

CURRENT CONDITIONS

Observations were conducted at three intervals on a Weekday and Saturday within Zone 4. Weekday observations were conducted on Thursday, November 7th and the Saturday observations were made on November 9th. Weather conditions during the Weekday observations were good; Saturday observations experienced intermittent rain during the day and rain in the evening.

The following table provides a summary of both observation periods with the overall peak observation period identified for both days.

Table 48: Zone 4 Occupancy Observations

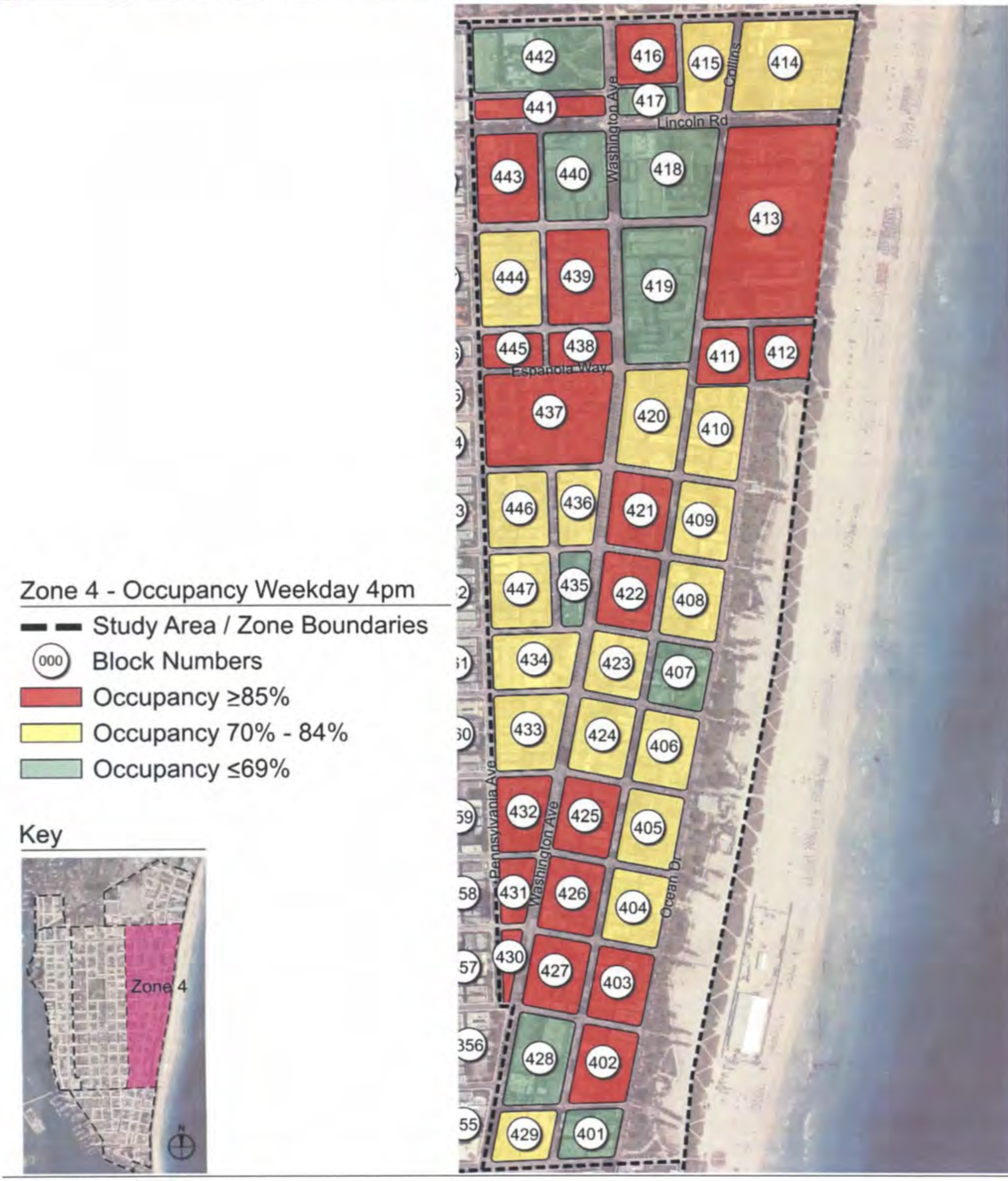
WEEKDAY	Inventory	4:00 PM (PEAK HOUR)	8:00 PM	12:00 AM	SATURDAY	Inventory	4:00 PM (PEAK HOUR)	8:00 PM	12:00 AM
On-Street	1,616	1,365	1,406	1,339	**On-Street**	1,616	1,469	1,416	1,473
Occupancy Rate		84%	87%	83%	*Occupancy Rate*		91%	88%	91%
Unoccupied Spaces		251	210	277	*Unoccupied Spaces*		147	200	143
Public City Garage	2,424	1,426	1,015	884	**Public City Garage**	2,424	1,820	1,450	1,202
Occupancy Rate		59%	42%	36%	*Occupancy Rate*		75%	60%	50%
Unoccupied Spaces		998	1,409	1,540	*Unoccupied Spaces*		604	974	1,222
Public City Lot	126	121	102	105	**Public City Lot**	126	119	102	120
Occupancy Rate		96%	81%	83%	*Occupancy Rate*		94%	81%	95%
Unoccupied Spaces		5	24	21	*Unoccupied Spaces*		7	24	6
Public Garage	1,897	927	800	553	**Public Garage**	1,897	720	632	556
Occupancy Rate		49%	42%	29%	*Occupancy Rate*		38%	33%	29%
Unoccupied Spaces		970	1,097	1,344	*Unoccupied Spaces*		1,177	1,265	1,341
Public Lot	213	140	172	163	**Public Lot**	213	150	148	198
Occupancy Rate		66%	81%	77%	*Occupancy Rate*		70%	69%	93%
Unoccupied Spaces		73	41	50	*Unoccupied Spaces*		63	65	15
Off-Street Private	1,029	1,029	1,029	1,029	**Off-Street Private**	1,029	1,029	1,029	1,029
Occupancy Rate		100%	100%	100%	*Occupancy Rate*		100%	100%	100%
Unoccupied Spaces		0	0	0	*Unoccupied Spaces*		0	0	0
Total	7,305	5,008	4,524	4,073	**Total**	7,305	5,307	4,777	4,578
Occupancy Rate		69%	62%	56%	*Occupancy Rate*		73%	65%	63%
Unoccupied Spaces		2,297	2,781	3,232	*Unoccupied Spaces*		1,998	2,528	2,727

Source: Walker Parking Consultants

PARKING OCCUPANCY DETAIL

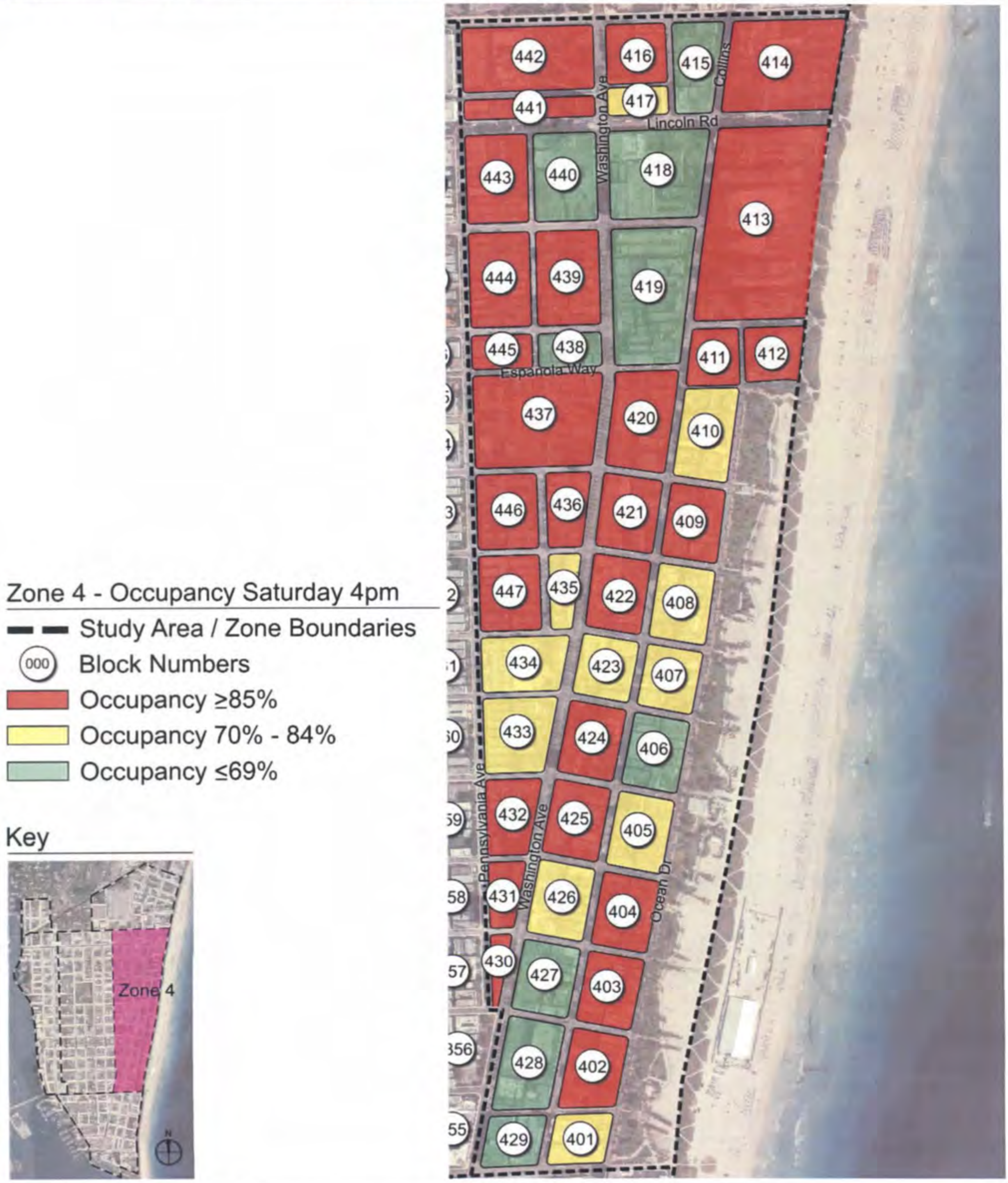
The peak observed occupancy (73%) observed on Saturday at 4:00 PM does not indicate an adequacy problem. However, when considering occupancy on a block-by-block basis, there are several blocks with high occupancy. In addition, this area experiences high traffic volumes, which could lead to the perception that sufficient convenient parking is unavailable. The heat maps shown below and on the following page illustrate parking occupancy for the peak Weekday and Saturday observation periods.

Figure 8: Heat Map of Peak Weekday Parking Occupancy



Source: Walker Parking Consultants

Figure 9: Heat Map of Peak Saturday Parking Occupancy



Source: Walker Parking Consultants

ADJUSTING OBSERVATIONS DUE TO WEATHER

Rain affected parking activity when Walker's Saturday occupancy counts were taken; therefore, in an effort to account for the inclement weather, hourly occupancy data from the City owned parking garages for the rainy day were compared with the following weekend's activity, when weather was a non-factor. Based on this comparison, Zone 4 experienced an overall average decrease of 18% when observed by Walker. The decrease was adjusted in our model by increasing the peak parking demand for Saturday from 73% to 86%.

PARKING ADEQUACY

As a whole, Zone 4 exhibited a small surplus of spaces; however, certain areas, such as on-street parking, City Lots, and Private parking areas experienced a parking deficit. The following table shows the overall parking adequacy of for Zone 4.

Table 49: Zone 4 Parking Adequacy

	On-Street	City Garage	City Lot	Public Garage	Public Lot	Private	Total:
Effective Supply	1,379	2,181	114	1,707	191	978	6,550
Demand	1,733	2,148	140	850	177	1,214	6,262
Adequacy	(354)	33	(26)	857	14	(236)	288

Source: Walker Parking Consultants

When considered on a block-by-block basis, parking adequacy exist. To illustrate this, the following table shows the adjusted parking adequacy on a block-by-block basis.

Table 50: Zone 4 Parking Adequacy by Block

Block	On-Street	Public City Garage	Public City Lot	Public Garage	Public Lot	Off-Street Private	Total	Effective Supply	Surplus/ (Deficit)
401	27		16				43	48	5
402	28						28	26	(2)
403	54						54	43	(11)
404	55						55	47	(8)
405	39						39	41	2
406	41			195			236	353	117
407	33				38		71	75	4
408	37				29		66	70	4
409	43	247					290	293	3
410	36						36	43	7

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Block	On-Street	Public City Garage	Public City Lot	Public Garage	Public Lot	Off-Street Private	Total	Effective Supply	Surplus/ (Deficit)
411	20					88	108	101	(7)
412	9					268	277	264	(13)
413	16					673	689	652	(37)
414	31						31	27	(4)
415	19				48		67	87	20
416	17						17	14	(3)
417	7						7	8	1
418	22			239			261	537	276
419	43	513					556	765	209
420	34						34	29	(5)
421	26						26	24	(2)
422	30		53				83	80	(3)
423	22						22	24	2
424	22						22	20	(2)
425	26						26	24	(2)
426	22						22	24	2
427	16						16	25	9
428	25	426					451	606	155
429	6			168			174	441	267
430	26						26	21	(5)
431	19						19	18	(1)
432	36		24				60	53	(7)
433	36		26				62	67	5
434	32	97					129	151	22
435	45				18		63	70	7
436	47						47	45	(2)
437	38						38	37	(1)
438	14						14	20	6
439	61						61	49	(12)
440	39			118			157	472	315
441	10						10	8	(2)
442	1	537					538	495	(43)
443	39				17		56	55	(1)
444	62						62	54	(8)
445	24						24	21	(3)
446	67						67	64	(3)
447	67						67	59	(8)

Source: Walker Parking Consultants

PARKING TURNOVER ANALYSIS

The parking turnover analysis was conducted using a sample of parking spaces within the Zone. The data used allows the average length of stay to be calculated as well as the parking utilization of the sample area. The tables below summarize the specific samples for the Zone 4 weekday and weekend observations.

Table 51: Zone 4 - Weekday Occupancy Sample

LPI Occupancy Results				*Hourly Occupancies*								Peak Hour
Zone	Street:	Location:	Sample	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	6:00 PM	11:00 AM
400	15th	Penn	8	8	8	8	8	7	8	7	7	8
400	Wash	Espanola	8	8	8	8	8	8	7	8	8	8
400	9th	Washington	6	6	6	6	6	6	6	5	5	6
400	Ocean Dri	10th	15	11	10	10	10	12	11	13	13	10
400	Ocean Dri	13th	8	8	8	8	8	7	8	8	8	8
		Totals:	45	41	40	40	40	40	40	41	41	41
		% Occupied:		91%	89%	89%	89%	89%	89%	91%	91%	91%

Source: Walker Parking Consultants

Table 52: Zone 4 - Weekday Length of Stay

LPI Length of Stay Results				*Length of Stay*								
Zone	Street:	Location:	Sample	1 hr	2 hr	3 hr	4 hr	5 hr	6 hr	7 hr	8 hr	Average
400	15th	Penn	8	1	2	1	1	1	2	0	4	5.1
400	Wash	Espanola	8	14	7	2	1	1	1	2	0	2.3
400	9th	Washington	6	9	5	1	1	1	0	1	1	2.4
400	Ocean Drive	10th	15	20	7	5	1	1	3	2	0	2.3
400	Ocean Drive	13th	8	14	6	4	3	0	1	1	0	2.2
		Total Vehicles:	45	58	27	13	7	4	7	6	5	2.54
		Total Hours:		58	54	39	28	20	42	42	40	

Source: Walker Parking Consultants

Table 53: Zone 4 - Weekend Occupancy Sample

LPI Occupancy Results				Hourly Occupancies								Peak Hour
Zone	Street:	Location:	Sample	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	2:00 PM
400	Ocean Drive	6th	15	14	15	15	15	15	15	15	15	15
400	Ocean Drive	8th	16	16	16	15	15	16	16	15	15	16
400	10th	Ocean	17	15	13	14	14	14	12	12	13	14
400	Washington	11th	12	8	9	10	11	11	12	12	11	11
		Totals:	60	53	53	54	55	56	55	54	54	56
		% Occupied:		88%	88%	90%	92%	93%	92%	90%	90%	93%

Source: Walker Parking Consultants

Table 54: Zone 4 - Weekend Length of Stay

LPI Length of Stay Results				Length of Stay								
Zone	Street:	Location:	Sample	1 hr	2 hr	3 hr	4 hr	5 hr	6 hr	7 hr	8 hr	Average
400	Ocean Drive	6th	15	20	17	6	3	3	2	0	1	2.3
400	Ocean Drive	8th	16	19	17	11	2	0	5	0	0	2.3
400	10th	Ocean	17	28	8	5	4	0	0	0	4	2.2
400	Washington	11th	12	23	9	6	5	1	0	0	0	1.9
		Total Vehicles:	60	90	51	28	14	4	7	0	5	2.18
		Total Hours:		90	102	84	56	20	42	0	40	

Source: Walker Parking Consultants

FUTURE CONDITIONS

Known or planned developments in Zone 4 include any projects registered with the Miami Beach Planning Department, and the details on the planned type and size of the land use, including any planned parking.

PLANNED DEVELOPMENTS

The Miami Beach Planning Department provided a list of projects in Zone 4 as detailed in the following table. The primary focuses for this area is retail and hotel additions and we assumed the proposed developments will be completed and impact parking demand within the next three years. The list of proposed improvements may not represent all potential real estate projects or business expansions being considered; only those projects currently in the planning process.

Table 55: Zone 4 Planned Projects

BLOCK	STREET	Description	Hotel (Rooms)	Retail (SF)
405	Collins Avenue	Retail Addition		1,700
407	Collins Avenue	Retail		25,725
416	17 Street	Hotel Addition	7	
418	Lincoln Road	Retail		62,368
418	Collins Avenue	Hotel Addition	98	
433	Washington Avenue	Hotel Addition	51	

Source: Miami Beach Planning Department and Walker Parking Consultants

Based on the land uses proposed for development in Zone 4, additional parking demand of 251 spaces is projected, as shown in the following table, moving from top to bottom.

Table 56: Zone 4 Added Parking Demand

	Description	Hotel (Rooms)	Retail (SF)
	Total Added Land Use:	156	89,793
Demand Factors	Base Demand Ratio	1.00	4.00
	Non-Captive Ratio	1.00	0.60
	Drive Ratio	0.80	0.80
	Time of Day	0.70	0.95
	Added Demand	87	164
	Total Demand:	**251**	

Source: Miami Beach Planning Department and Walker Parking Consultants

CHANGES TO PARKING SUPPLY

No additional supply of spaces is anticipated in conjunction with the planned developments, as most are additions to existing land-uses that are located within an historic district that does not require additional parking.

HISTORICAL GROWTH

Annual growth rates are calculated for each period covering 2006 – 2012, as shown in the following table. All criteria for these periods generate positive growth, with the exception of the number of building permits from 2007 – 2012, which are projected to decrease slightly.

Table 57: Historical Annual Growth Data

	Annual Periods	6	5	4	3	2	1
	Criteria	'06-'12	'07-'12	'08-'12	'09-'12	'10-'12	'11-'12
SoBe	Hotel Room Sales	5.43%	3.71%	4.90%	12.54%	12.09%	20.61%
SoBe	Food Sales	3.37%	4.12%	4.52%	7.50%	8.04%	8.07%
SoBe	Alcohol Sales	3.72%	3.25%	6.20%	9.50%	9.13%	17.08%
	Hospitality Sales	4.28%	3.74%	5.06%	9.97%	9.93%	15.10%
	Average Daily Population	3.74%	4.34%	5.68%	4.87%	5.24%	10.06%
	Hotel Occupancy	1.11%	0.62%	1.06%	5.13%	5.27%	0.17%
	Jobs	2.26%	3.35%	3.94%	3.35%	3.45%	3.98%
	Building Permits	0.51%	-0.19%	3.33%	6.88%	11.12%	12.73%
	Food and Beverage Tax	7.04%	6.94%	8.71%	10.00%	8.71%	5.33%
	Average Annual Growth	3.16%	3.13%	4.63%	6.70%	7.29%	7.90%

Source: Select data from the Current Economic Conditions Report and Walker Parking Consultants

GROWTH SCENARIOS

Based on the historical data and our understanding of the potential for development within the Ocean Drive Corridor, three annual growth scenarios were developed to project the overall changes to the parking demand in the short-term. The annual growth scenarios are shown in the following table.

Table 58: Zone 4 Annual Growth Scenarios

Scenario	Annual Growth Rate	Consideration
1	3.1%	(Smallest Average Annual Growth)
2	5.7%	(Average Daily Population
3	7.0%	(80th Percentile of Average Annual Growth)

Source: Select data from the Current Economic Conditions Report and Walker Parking Consultants

FUTURE PARKING ADEQUACY

Parking adequacy over the next ten years are provided for each of the growth rate scenarios that assume the planned developments are completed and the changes to the parking supply have been implemented by year three.

Table 59: Projected Future Parking Adequacy

		Scenario 1		Scenario 2		Scenario 3	
Year	EPS	Demand	Adequacy	Demand	Adequacy	Demand	Adequacy
2014	6,550	6,456	94	6,619	(69)	6,700	(150)
2015	6,550	6,656	(106)	6,996	(446)	7,169	(619)
2016	6,550	7,113	(563)	7,646	(1,096)	7,922	(1,372)
2017	6,550	7,334	(784)	8,082	(1,532)	8,477	(1,927)
2018	6,550	7,561	(1,011)	8,543	(1,993)	9,070	(2,520)
2019	6,550	7,795	(1,245)	9,030	(2,480)	9,705	(3,155)
2020	6,550	8,037	(1,487)	9,545	(2,995)	10,384	(3,834)
2021	6,550	8,286	(1,736)	10,089	(3,539)	11,111	(4,561)
2022	6,550	8,543	(1,993)	10,664	(4,114)	11,889	(5,339)
2023	6,550	8,808	(2,258)	11,272	(4,722)	12,721	(6,171)

Source: Walker Parking Consultants

The scenarios represent equally distributed annual growth across the zone with the addition of the known planned developments in the third year (2016). Parking is projected to reach a deficit within one year for all but the most conservative scenario. Walker's analysis includes only the known developments detailed herein, and assumes 100% occupancy in the private restricted parking areas that were not available for review during the observation period.

ZONE 5:

SOUTH POINTE

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INTRODUCTION

South Pointe is a unique area with a mix of residential, high rise luxury condominiums, restaurants, hotels, and public park areas. Construction was noted in several areas that included off-street parcels along South Pointe Drive and on Ocean Drive. There are several gated communities with private parking that is not accessible for observation, as well as private valet parking areas that could not be observed, such as Joe's Stone Crab Restaurant and a Marriot Resort. Most of the area falls under Residential Parking permit Zone 1, with restricted on-street parking for residents in the evenings and weekends. In addition, parking meters are generally located south of 1st Street and east of Washington Avenue. The City operates a few small metered surface lots, but no parking garages within Zone 5.

STUDY AREA

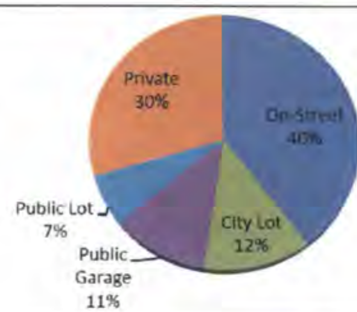
Zone 5 is bordered by 5th Street to the north, the coast to the east, South Pointe Drive to the south, and Alton Road to the west. The area is broken down into 37 individual blocks for analysis, with a total of 2,755± spaces inventoried and observed in our analysis.

PARKING INVENTORY

A mix of on-street, off-street public garages, and small surface parking lots comprise Zone 5. Multiple valet operations reside within the area, with one of the largest noted at Joe's Stone Crab Restaurant. The following table and chart detail the Zone 5 parking inventory.

Table 60: Zone 5 Parking Inventory Detail

On-Street	City Garage	City Lot	Public Garage	Public Lot	Private	Total:
1,101	0	342	311	182	819	2,755



Source: Walker Parking Consultants

EFFECTIVE PARKING SUPPLY

For the Zone 5 analysis, we applied a general *Effective Supply Factor* ("ESF") of 85% for the on-street spaces, 90% for off-street public spaces, and 95% for off-street private spaces. The EPS for Zone 5 is 2,470 spaces as shown in the following table.

Table 61: Zone 5 Effective Parking Supply

	On-Street	City Garage	City Lot	Public Garage	Public Lot	Private	Total:
Inventory	1,101	0	342	311	182	819	2,755
ESF	*0.85*	*0.90*	*0.90*	*0.90*	*0.90*	*0.95*	
Effective Supply*	939	0	309	280	164	778	2,470

* EPS calculated by block and rounded

Source: Walker Parking Consultants

CURRENT CONDITIONS

Observations were conducted at three intervals on a Weekday and Saturday of the inventoried parking spaces within the Zone. Weekday observations were conducted on Thursday, November 7th and Saturday November 9th. Weather conditions during the Weekday observations were good; Saturday observations experienced intermittent rain during the day and rain in the evening. The following table provides a summary of the observations for both periods with the overall peak observation period identified in each table.

Table 62: Zone 5 Occupancy Observations

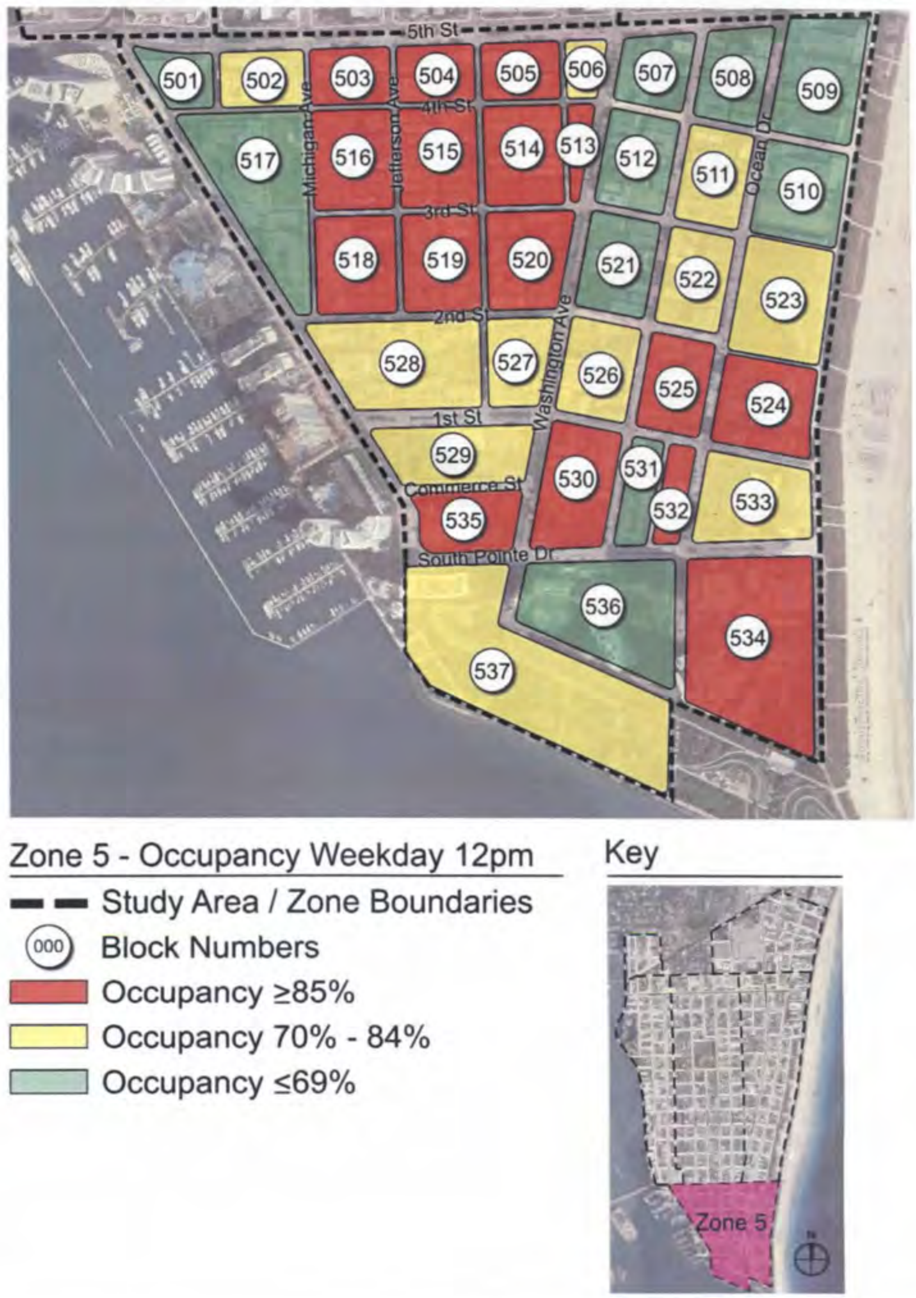
WEEKDAY	Inventory	12:00 PM (PEAK HOUR)	6:00 PM	10:00 PM	SATURDAY	Inventory	12:00 PM (PEAK HOUR)	6:00 PM	10:00 PM
On-Street	1,101	936	758	768	**On-Street**	1,101	816	642	834
Occupancy Rate		*85%*	*69%*	*70%*	*Occupancy Rate*		*74%*	*58%*	*76%*
Unoccupied Spaces		*165*	*343*	*333*	*Unoccupied Spaces*		*285*	*459*	*267*
Public City Garage	0	0	0	0	**Public City Garage**	0	0	0	0
Occupancy Rate		-	-	-	*Occupancy Rate*		-	-	-
Unoccupied Spaces		*0*	*0*	*0*	*Unoccupied Spaces*		*0*	*0*	*0*
Public City Lot	342	250	224	169	**Public City Lot**	342	165	201	140
Occupancy Rate		*73%*	*65%*	*49%*	*Occupancy Rate*		*48%*	*59%*	*41%*
Unoccupied Spaces		*92*	*118*	*173*	*Unoccupied Spaces*		*177*	*141*	*202*
Public Garage	311	232	135	61	**Public Garage**	311	119	96	101
Occupancy Rate		*75%*	*43%*	*20%*	*Occupancy Rate*		*38%*	*31%*	*32%*
Unoccupied Spaces		*79*	*176*	*250*	*Unoccupied Spaces*		*192*	*215*	*210*
Public Lot	182	105	123	93	**Public Lot**	182	146	116	120
Occupancy Rate		*58%*	*68%*	*51%*	*Occupancy Rate*		*80%*	*64%*	*66%*
Unoccupied Spaces		*77*	*59*	*89*	*Unoccupied Spaces*		*36*	*66*	*62*
Off-Street Private	819	676	661	623	**Off-Street Private**	819	652	689	596
Occupancy Rate		*83%*	*81%*	*76%*	*Occupancy Rate*		*80%*	*84%*	*73%*
Unoccupied Spaces		*143*	*158*	*196*	*Unoccupied Spaces*		*167*	*130*	*223*
Total	2,755	2,199	1,901	1,714	**Total**	2,755	1,898	1,744	1,791
Occupancy Rate		*80%*	*69%*	*62%*	*Occupancy Rate*		*69%*	*63%*	*65%*
Unoccupied Spaces		*556*	*854*	*1,041*	*Unoccupied Spaces*		*857*	*1,011*	*964*

Source: Walker Parking Consultants

PARKING OCCUPANCY DETAIL

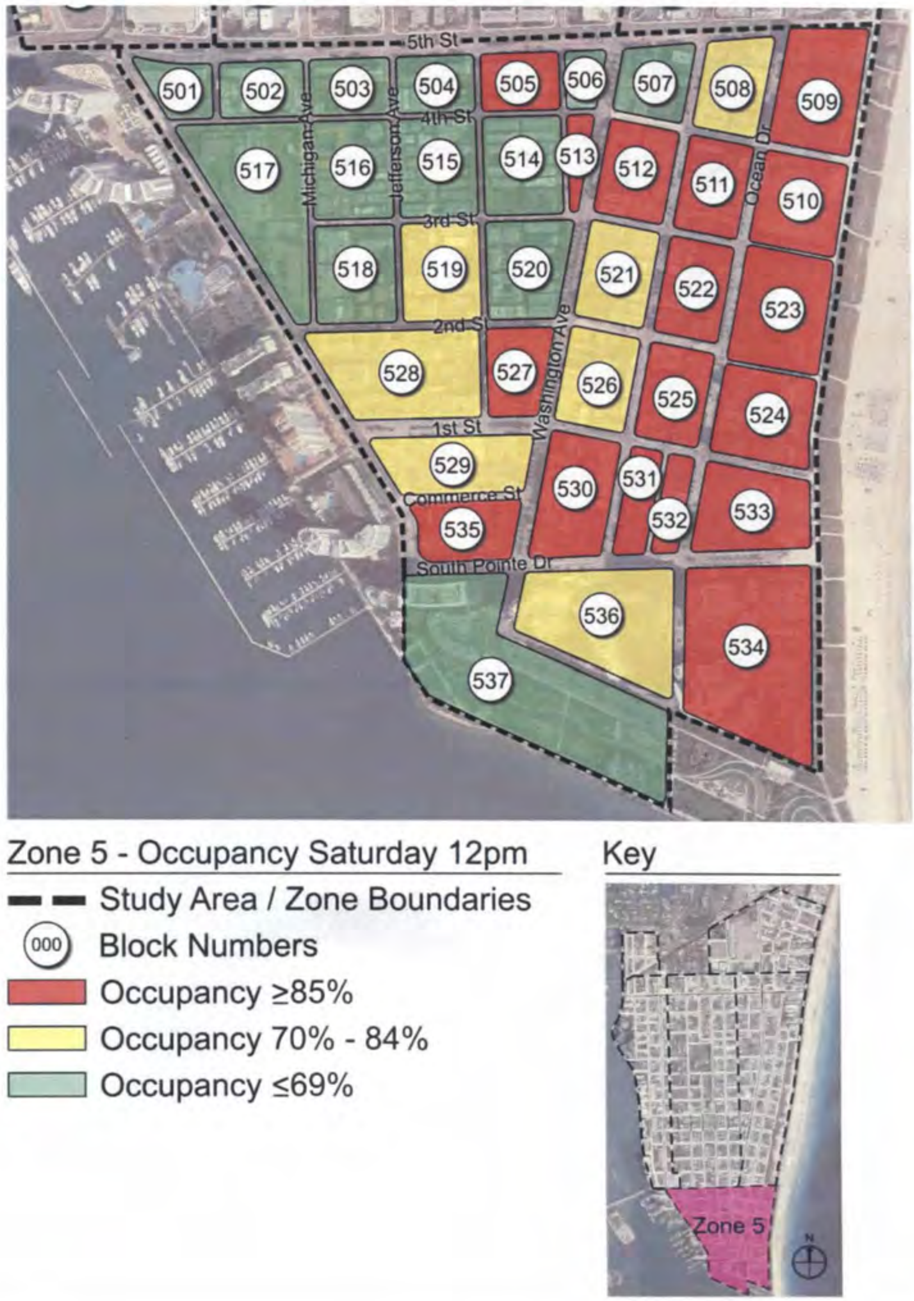
The overall peak observed occupancy occurred during the Weekday 12:00 p.m. with 80% of the spaces occupied. On a block-by-block basis, several blocks were noted with high occupancy. The heat maps illustrate parking occupancy for the peak Weekday and Saturday observations.

Figure 10: Heat Map of Peak Weekday Parking Occupancy



Source: Walker Parking Consultants

Figure 11: Heat Map of Peak Saturday Parking Occupancy



Source: Walker Parking Consultants

PARKING ADEQUACY

The table below depicts the overall parking adequacy within Zone 5 based upon Walker's observation of this area.

Table 63: Zone 5 Parking Adequacy

	On-Street	City Garage	City Lot	Public Garage	Public Lot	Private	Total:
Effective Supply	939	0	309	280	164	778	2,470
Demand	936	0	250	232	105	676	2,199
Adequacy	3	0	59	48	59	102	271

Source: Walker Parking Consultants

Adequacy within Zone % is at a surplus; however, when considered on a block-by-block basis, parking adequacy issues may be identified. To illustrate this, the following pages provide a table showing parking adequacy on a block-by-block basis.

Table 64: Zone 5 Parking Adequacy by Block

Block	On-Street	Public City Garage	Public City Lot	Public Garage	Public Lot	Off-Street Private	Total Demand	Effective Supply	Surplus/ (Deficit)
501	3		4			5	12	62	50
502	17			122			139	164	25
503	21						21	18	(3)
504	22						22	18	(4)
505	21						21	19	(2)
506	11			110			121	146	25
507	15				28		43	64	21
508	20				17		37	78	41
509	14						14	24	10
510	6						6	9	3
511	28						28	31	3
512	24						24	31	7
513	26						26	22	(4)
514	45						45	38	(7)
515	49						49	41	(8)
516	43						43	37	(6)
517	46					33	79	105	26
518	41						41	34	(7)

(Continued next page)

Block	On-Street	Public City Garage	Public City Lot	Public Garage	Public Lot	Off-Street Private	Total Demand	Effective Supply	Surplus/ (Deficit)
519	44						44	36	(8)
520	38						38	37	(1)
521	27						27	33	6
522	35						35	37	2
523	14						14	15	1
524	9					147	156	149	(7)
525	35				60		95	91	(4)
526	31		28				59	63	4
527	35						35	37	2
528	56					211	267	274	7
529	67		11			85	163	193	30
530	27					195	222	228	6
531	7						7	10	3
532	2						2	2	0
533	26		48				74	78	4
534	13						13	10	(3)
535	9						9	8	(1)
536	5						5	26	21
537	4		159				163	202	39

Source: Walker Parking Consultants

PARKING TURNOVER ANALYSIS

Parking turnover data allows the average length of stay to be calculated, as well as the parking utilization within the sample area. The tables below summarize the specific samples for the weekday and weekend observations for Zone 5.

Table 65: Zone 5 - Weekday Occupancy Sample

LPI Occupancy Results				Hourly Occupancies								Peak Hour
Zone	Street:	Location:	Sample	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	6:00 PM	12:00 PM
500	South Pointe	Lot	10	10	10	10	10	9	9	7	5	10
500	4th Street	Eucild Ave	11	10	11	11	9	9	10	9	10	11
		Totals:	21	20	21	21	19	18	19	16	15	21
		% Occupied:		95%	100%	100%	90%	86%	90%	76%	71%	100%

Source: Walker Parking Consultants

Table 66: Zone 5 - Weekday Length of Stay

LPI Length of Stay Results				Length of Stay								
Zone	Street:	Location:	Sample	1 hr	2 hr	3 hr	4 hr	5 hr	6 hr	7 hr	8 hr	Average
500	South Pointe	Lot	10	11	3	2	1	0	6	1	0	2.9
500	4th Street	Eucild Ave	11	5	6	4	3	1	2	3	0	3.3
		Total Vehicles:	21	16	9	6	4	1	8	4	0	3.10
		Total Hours:		16	18	18	16	5	48	28	0	

Source: Walker Parking Consultants

Table 67: Zone 5 - Weekend Occupancy Sample

LPI Occupancy Results				Hourly Occupancies								Peak Hour
Zone	Street:	Location:	Sample	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	2:00 PM
500	South Pointe	Lot	11	6	6	0	4	11	10	11	5	11
500	1st Street	Meridian	7	3	5	4	7	7	4	4	5	7
		Totals:	18	9	11	4	11	18	14	15	10	18
		% Occupied:		50%	61%	22%	61%	100%	78%	83%	56%	100%

Source: Walker Parking Consultants

Table 68: Zone 5 - Weekend Length of Stay

LPI Length of Stay Results				Length of Stay								
Zone	Street:	Location:	Sample	1 hr	2 hr	3 hr	4 hr	5 hr	6 hr	7 hr	8 hr	Average
500	South Pointe	Lot	11	14	12	1	3	0	0	0	0	1.8
500	1st Street	Meridian	7	10	3	1	0	1	0	1	1	2.3
		Total Vehicles:	18	24	15	2	3	1	0	1	1	1.96
		Total Hours:		24	30	6	12	5	0	7	8	

Source: Walker Parking Consultants

FUTURE CONDITIONS

Known or planned developments within Zone 5 include any projects registered with the Miami Beach Planning Department, and the details on the planned type and size of the land use, including planned parking for the development.

PLANNED DEVELOPMENTS

The Miami Beach Planning Department provided several Zone 5 projects, and we assume these developments will be completed and impact parking demand within the next three years. The list may not represent all potential real estate projects or business expansions being considered; only those projects currently in the planning process.

Table 69: Zone 5 Planned Projects

BLOCK	STREET	Description	Residential (Units)	Hotel (Rooms)	Retail (SF)	Restaurant (Seats)	Parking Spaces
504	Meridian Avenue	Hotel Addition		32			
510	Ocean Drive	Residential	30				
510	Ocean Drive	Hotel Addition		130			
511	Ocean Drive	Hotel Addition		17			
511	Ocean Drive	Hotel Addition		14			
515	Meridian Avenue	Residential	4				
525	Ocean Drive	Residential	10				30
529	Commerce Street	Mixed-Use	32		6,836	163	320
531	Collins Avenue	Restaurant				240	285
532	Ocean Drive	Mixed-Use	9	112	3,290	99	200
535	Commerce Street	Residential Addition	5				

Source: Miami Beach Planning Department and Walker Parking Consultants

Based on the land uses projected in Zone 5, the proposed developments are projected to generate an additional demand of 447 spaces, as summarized below, moving from top to bottom.

Table 70: Zone 5 Added Parking Demand

	Description	Residential (Units)	Hotel (Rooms)	Retail (SF)	Restaurant (Seats)
	Total Added Land Use:	90	305	10,126	502
Demand Factors	Base Demand Ratio	1.75	1.00	4.00	0.25
	Non-Captive Ratio	1.00	1.00	0.60	0.60
	Drive Ratio	0.80	0.80	0.80	0.80
	Time of Day	1.00	1.00	0.90	1.00
	Added Demand	126	244	17	60
	Total Demand:	**447**			

Source: Miami Beach Planning Department and Walker Parking Consultants

CHANGES TO PARKING SUPPLY

Several of the developments in Zone 5 include a parking component, including the addition of robotic parking garages. A total of 835 spaces are projected, which equate to an effective supply of 752 spaces. Many of the projects are currently under construction, thus displaced spaces have already been accounted for and based on current conditions, 32 more spaces will be displaced due to construction.

HISTORICAL GROWTH

Annual growth rates are calculated for each period covering 2006 – 2012, as shown in the following table. All criteria for all periods generate positive growth, with the exception of the number of building permits from 2007 – 2012, which are projected to decrease slightly.

Table 71: Historical Annual Growth Data

	Annual Periods	6	5	4	3	2	1
	Criteria	'06-'12	'07-'12	'08-'12	'09-'12	'10-'12	'11-'12
SoBe	Hotel Room Sales	5.43%	3.71%	4.90%	12.54%	12.09%	20.61%
SoBe	Food Sales	3.37%	4.12%	4.52%	7.50%	8.04%	8.07%
SoBe	Alcohol Sales	3.72%	3.25%	6.20%	9.50%	9.13%	17.08%
	Hospitality Sales	4.28%	3.74%	5.06%	9.97%	9.93%	15.10%
	Average Daily Population	3.74%	4.34%	5.68%	4.87%	5.24%	10.06%
	Hotel Occupancy	1.11%	0.62%	1.06%	5.13%	5.27%	0.17%
	Jobs	2.26%	3.35%	3.94%	3.35%	3.45%	3.98%
	Building Permits	0.51%	-0.19%	3.33%	6.88%	11.12%	12.73%
	Food and Beverage Tax	7.04%	6.94%	8.71%	10.00%	8.71%	5.33%
	Average Annual Growth	3.16%	3.13%	4.63%	6.70%	7.29%	7.90%

Source: Select data from the Current Economic Conditions Report and Walker Parking Consultants

GROWTH SCENARIOS

Based on the historical data and our understanding of the potential for development within South Pointe, three annual growth scenarios were developed to project the overall change to the parking demand in the short-term. The growth scenarios are shown in the following table.

Table 72: Zone 5 Annual Growth Scenarios

Scenario	Annual Growth Rate	Consideration
1	3.1%	(Smallest Average Annual Growth)
2	5.7%	(Average Daily Population
3	7.0%	(80th Percentile of Average Annual Growth)

Source: Select data from the Current Economic Conditions Report and Walker Parking Consultants

FUTURE PARKING ADEQUACY

Parking adequacy over the next ten years is projected for each of the growth rate scenarios that assume the planned developments are completed and the changes to the parking supply have been implemented in year three.

Table 73: Projected Future Parking Adequacy

		Scenario 1		Scenario 2		Scenario 3	
Year	EPS	Demand	Adequacy	Demand	Adequacy	Demand	Adequacy
2014	2,470	2,267	203	2,324	146	2,353	117
2015	2,470	2,337	133	2,456	14	2,518	(48)
2016	3,190	2,856	334	3,043	147	3,141	49
2017	3,190	2,945	245	3,216	(26)	3,361	(171)
2018	3,190	3,036	154	3,399	(209)	3,596	(406)
2019	3,190	3,130	60	3,593	(403)	3,848	(658)
2020	3,190	3,227	(37)	3,798	(608)	4,117	(927)
2021	3,190	3,327	(137)	4,014	(824)	4,405	(1,215)
2022	3,190	3,430	(240)	4,243	(1,053)	4,713	(1,523)
2023	3,190	3,536	(346)	4,485	(1,295)	5,043	(1,853)

Source: Walker Parking Consultants

Each scenario assumes equally distributed annual growth across the zone with the addition of the known planned developments in the third year (2016). Parking is projected as adequate until the fourth year, when adequacy begins to be an issue in scenario 2 and 3. Under scenario 1, parking is adequate until the seventh year when deficit conditions could occur. Walker's analysis includes only the known developments detailed in this report, and assumes 100% occupancy of private restricted parking areas that were not available for review during the observation period.

PARKING MANAGEMENT STRATEGIES AND ALTERNATIVES

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The Miami Beach Parking Division has incorporated many of today's leading parking strategies to assist in promoting public parking and improving the ability of the user to understand the parking options. These include incorporating a parking app to locate public parking and obtain real-time parking occupancy of city owned parking garages; providing pay-by-license plate multi-space meters; utilizing License Plate Recognition to monitor and assist with enforcement; establishing residential parking zones; and allowing pay by cell phone at the meters to name a few. In this section of the report, we review residential parking zone options and additional methods to manage public parking.

RESIDENTIAL PARKING ZONES

Residential parking zones are located throughout the study area, each with specific restrictions and posted. Residential parking zones restrict parking to permit holders during posted time periods. Only residents within the area qualify to obtain a residential parking permit. This allows normally unrestricted parking to be reserved for residents and guests to ensure parking is not taken by non-residents during the posted restricted time periods. Examples of the residential parking zone signage are provided to the right. The predominant restricted parking is between 6:00 pm and 7:00 am Sunday – Friday and all day Saturday and Sunday; although some signage indicates 24/7 restrictions or only evening restrictions.

OBSERVATIONS

A detailed review of the parking activity within residential permit zones during non-restricted time periods was conducted to determine the length of stay and usage. A sample of spaces was made on an hourly basis to determine if each vehicle had a permit and how long it was parked over an 8 hour period. Key findings of this detailed sample include:

- 96% average occupancy;
- 58% vehicles did not have residential parking permit;
- 5.24 hour average length of stay;
- 79% remaining parked for 6 to 8 hours.

This demonstrates that during non-restricted time periods the parking supply plays a role in dispersing parking demand and providing a valuable parking option to the general public.

This is especially true in areas with limited off-street parking availability and in residential areas adjacent to high commercial corridors where parking is limited.

One disadvantage to allowing un-restricted parking in residential parking zones during certain periods is that there is no incentive to encourage turn-over of the parking spaces. The turn-over observation and length of stay during un-restricted time periods indicates that a majority of the unrestricted spaces are used by a mix of residents and employees of the local area.

Those spaces with 24/7 restrictions had little to no on-street parking activity during the weekend periods. These posted restrictions were limited to a few areas with single family homes and not the norm.

OPTIONS

Potential improvements to consider during the unrestricted time periods in areas without meters include:

Changing all residential zones to 24/7 enforcement: While this provides a solution, it greatly reduces the availability of parking in certain areas that would otherwise benefit from sharing the parking assets when they are typically not needed by residents.

Adding paid parking for times during un-restricted parking: Parking meters are already located in some residential parking zones for use during non-restricted time periods. This can be effective, but may not be aesthetically desirable for some residential areas. In addition, the cost to install and maintain may not be justifiable as the main reason some of these un-restricted spaces are used is because there is no fee to park in these spaces.

Adding time restrictions during un-restricted parking periods: This option promotes turnover of the spaces during non-restricted time periods; however, it does require additional enforcement. It may also be a disadvantage for actual residents parking in the area.

Adding restrictions for non-residents while providing exemptions to permit holders: This option adds restrictions to non-residential permit holders during un-restricted time periods to encourage turn-over and discourages abuse of the parking during non-restricted time periods. Monterey, California allows residential permit holders to enjoy parking in their permit zones and to ignore posted time limit restrictions. In addition, registered permit holders may pay a discount for parking if payment is required.

To enforce unique restrictions within residential zones, a database of valid permit holder vehicle license plates could be established to allow mobile license plate recognition cameras to scan and identify non-registered vehicles. These systems can also be used to track length of stay for non-registered vehicles. While not 100 percent, these systems can greatly improve enforcement and reduce the time needed to manually check each vehicle within an area and allow more frequent checks to verify length of stay.

PARKING MANAGEMENT STRATEGIES

The following strategies are provided to enhance or improve the parking experience or reduce parking demand within the study area without building addition parking assets.

ENHANCED WAYFINDING AND SIGNAGE

Each city owned public parking lot is clearly marked and uniformly signed within the study area. The information provided corresponds to the information found on the Miami Beach parking App, hosted by ParkMe. The area of parking wayfinding that could be improved is signage guiding patrons to the off-street parking. This is particularly true for locating parking structures with larger parking inventories.

Additional directional signage along key thoroughfares should be added to direct patrons to parking. Many cities include parking directional information on directional signage, such as on the sign located to the right that directs patrons to the convention center and Art Deco Welcome Center. Parking information could be added to this type of sign by adding "Parking" with an arrow where appropriate.

This can be taken a step further by adding dynamic signage to show the number of available spaces or if spaces are available in a particular parking garage or area with an arrow to provide directions. Strategically placed signs with real time dynamic messages can direct users to the nearest parking facility with available spaces. Although more common in Europe, several U.S. cities, including Seattle, San Jose, and Charlotte have installed these types of parking wayfinding systems.

Dynamic wayfinding signage installed in Seattle, Washington

BRANDING AND PROMOTING PARKING

Miami Beach has a website incorporated with the city website, as well as an App, to assist in promoting parking. Some cities have taken this a step further by branding their parking program with a unique logo and phrase. Branding examples include SF Park in San Francisco, L.A. Express Park in Los Angeles, the "Five Seasons" Transportation and Parking Department of Cedar Rapids, Iowa, and "Central City Parking" in Downtown Kalamazoo, Michigan. Branding can assist with educating the public on parking and providing a recognizable image to go to when thinking about parking.

Verbal elements should include a name, style, and taglines. Visual elements include fonts, colors, shapes, and graphic elements (including logo). The elements and standards of the program should be used in a consistent manner. Ubiquity is achieved by using a full range of appropriate media.

Actively communicating and marketing the available public parking spaces is a never ending marketing campaign. Many cities have developed brochures with a map showing public parking areas, city web-site links to a page that contains downtown parking information, and consistent signage and banners directing customers to public parking areas. The city's webpage can be linked to merchant and downtown association websites to encourage visitors to learn about parking before coming downtown. Downtown businesses and government offices should have parking brochures with maps available for the general public.

Evanston, Illinois, developed a "Where to park in Downtown Evanston" flyer and provided a copy on ticketed vehicles. The brochure includes a map of public parking options with rates designed to assist parkers so that they can avoid a ticket in the future.

DYNAMIC PRICING

Charging for parking is an effective strategy to encourage turnover and reducing parking demand. Some cities have effectively instituted dynamic pricing to further manage parking demand based the actual parking demand. Los Angeles, Seattle, and San Francisco all use parking occupancy to adjust on-street parking rates. Generally, occupancy greater than 85 percent results in a higher price. Occupancy levels below 85 percent result in a lower parking rate. Over time, this approach has been shown to spread parking demand to underutilized areas. Occupancy can be measured with sensors or regular visual counts. Changes to parking rates are typically subject to a maximum adjustment amount, frequency, and advance notification of changes.

Los Angeles California uses variable pricing by time of day, to reduce prices during known low demand periods and increase rates during known peak demand periods.

This strategy may be useful in Miami Beach during peak weekends or in season demand periods. Increases in funds may be used to add additional parking or features to the system. The popularity of the area may limit the effectiveness of the program in Miami Beach, as there are limited areas in the study area to redistribute parking demand during peak demand periods.

CAR SHARING PROGRAMS

Car sharing was noted as available in at least one location in Miami Beach at the 500 Collins garage. Car sharing can reduce parking demand by providing a network of privately owned vehicles that are rented by the hour or day to registered users. Costs for using a vehicle include all typical ownership costs, including gas and insurance. By having a car share service available, participants can have use of a vehicle when needed without having to actually own a vehicle. Studies and surveys indicate each car share vehicle in service can be used by 6 to 10 households, thus reducing parking and traffic congestion where successfully implemented.

- *2005 Transportation Research Board reported 21 percent of car share members gave up a vehicle after joining.*
- *2006 survey by Flexcar and Zipcar in Washington DC indicated 30 percent of car share members gave up a vehicle after joining and 61 percent postponed purchasing another vehicle.*

Some cities assist in promoting car sharing by providing strategically reserved parking spaces to store vehicles when not in use. Vendors include Zipcar, Hertz Connect, U-Haul Car Share, and Enterprise Car Share.

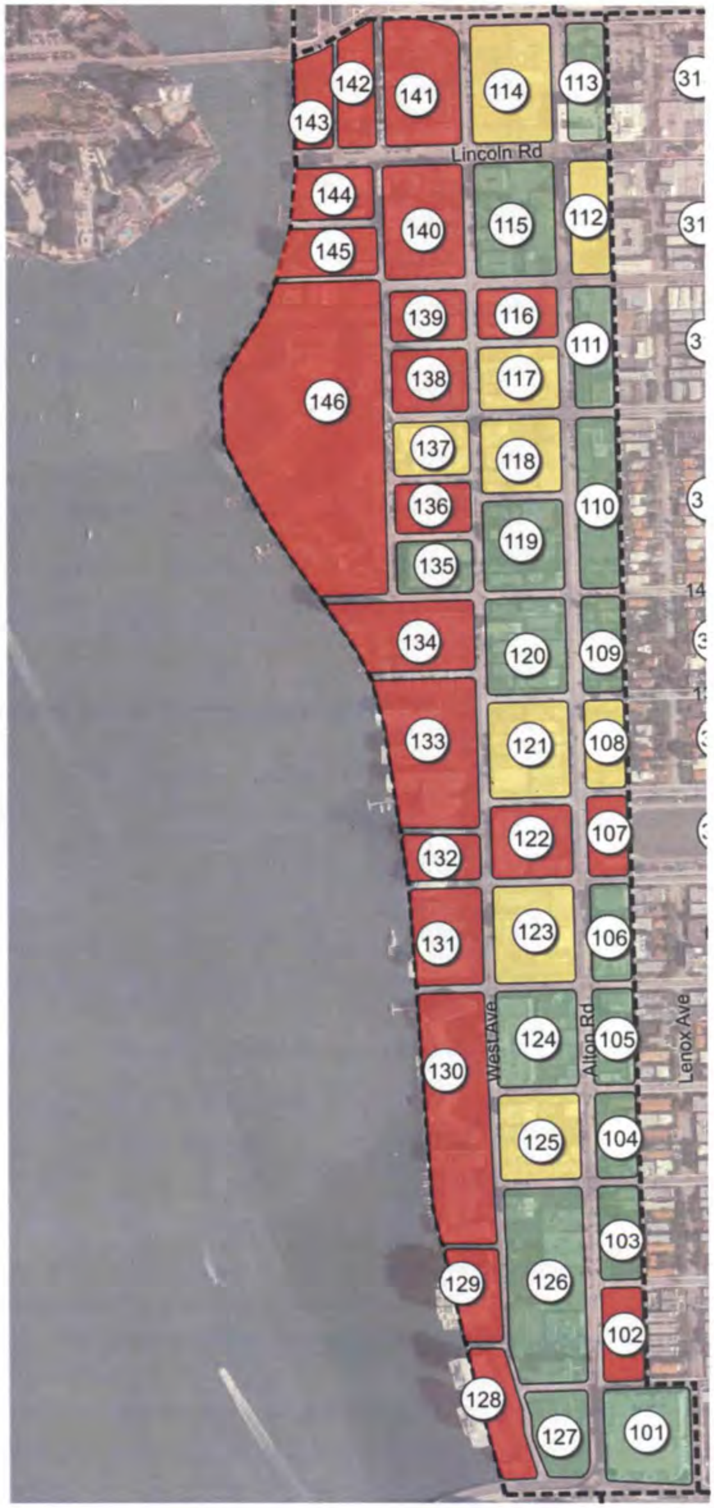
PARKING RESERVATIONS

Allowing parking reservations may be an option to increase the level of service and provide premium pricing. Parking reservations allow users to request a parking space in advance if available and guarantee that space with a premium charge. Users receive a confirming bar code that can be presented to enter the facility even when the facility is shown as full. This type of system can be used to reduce stress for users and increase revenue for the parking facility.

APPENDIX 1
ZONE 1- ALTON ROAD CORRIDOR

OCCUPANCY MAPS

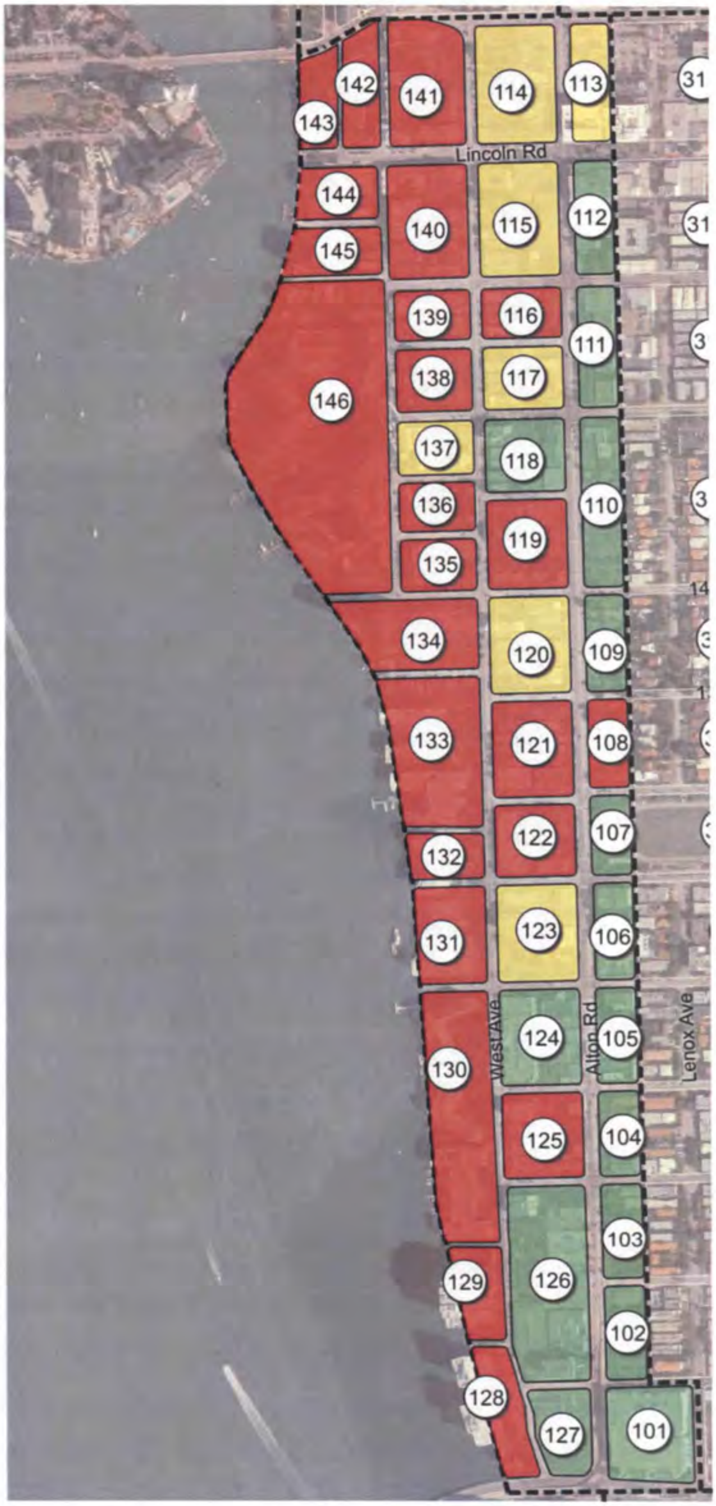
WALKER
PARKING CONSULTANTS



Zone 1 - Occupancy Weekday 3pm

- Study Area / Zone Boundaries
- 000 Block Numbers
- Occupancy ≥85%
- Occupancy 70% - 84%
- Occupancy ≤69%

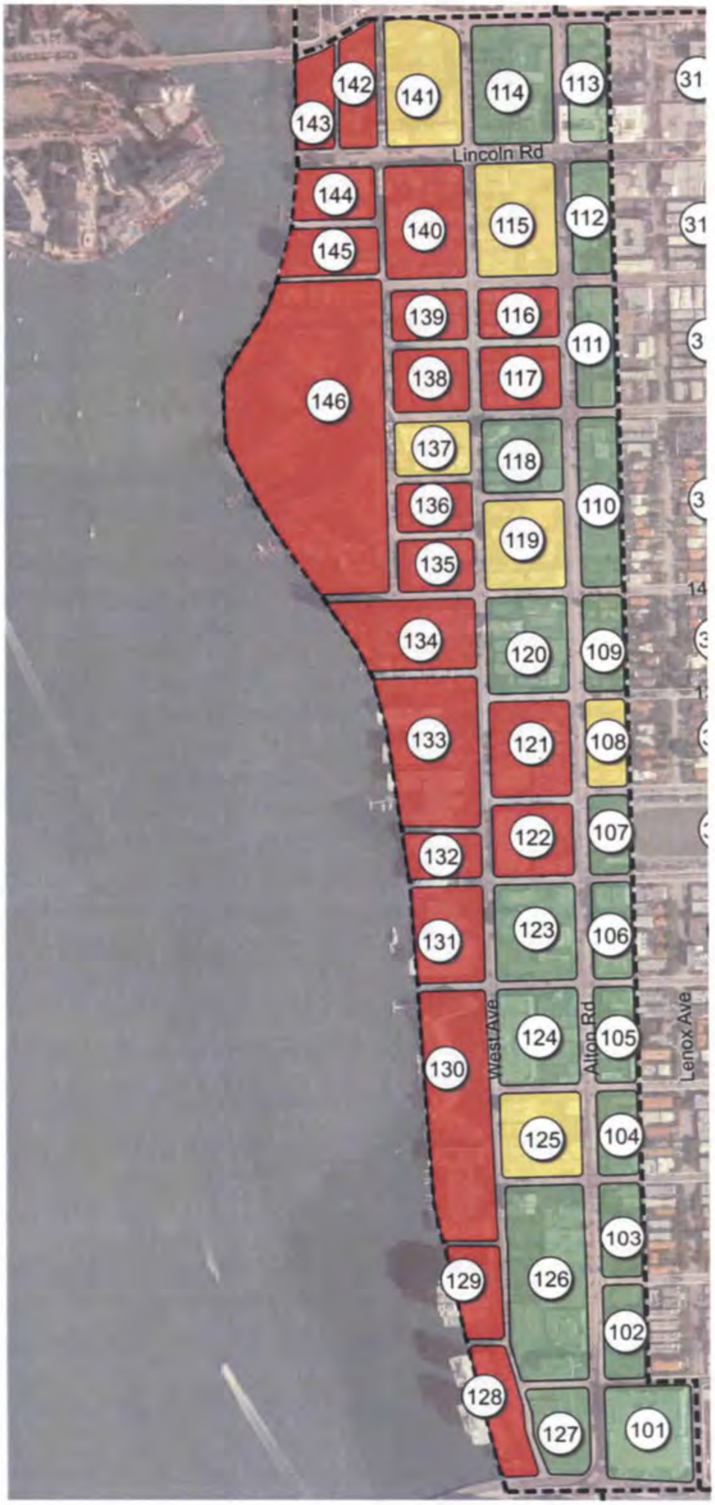
Key



Zone 1 - Occupancy Weekday 6pm

- Study Area / Zone Boundaries
- (000) Block Numbers
- Occupancy ≥85%
- Occupancy 70% - 84%
- Occupancy ≤69%

Key



Zone 1 - Occupancy Weekday 9pm

- Study Area / Zone Boundaries
- (000) Block Numbers
- Occupancy ≥85%
- Occupancy 70% - 84%
- Occupancy ≤69%

Key

Zone 1 - Occupancy Saturday 7pm

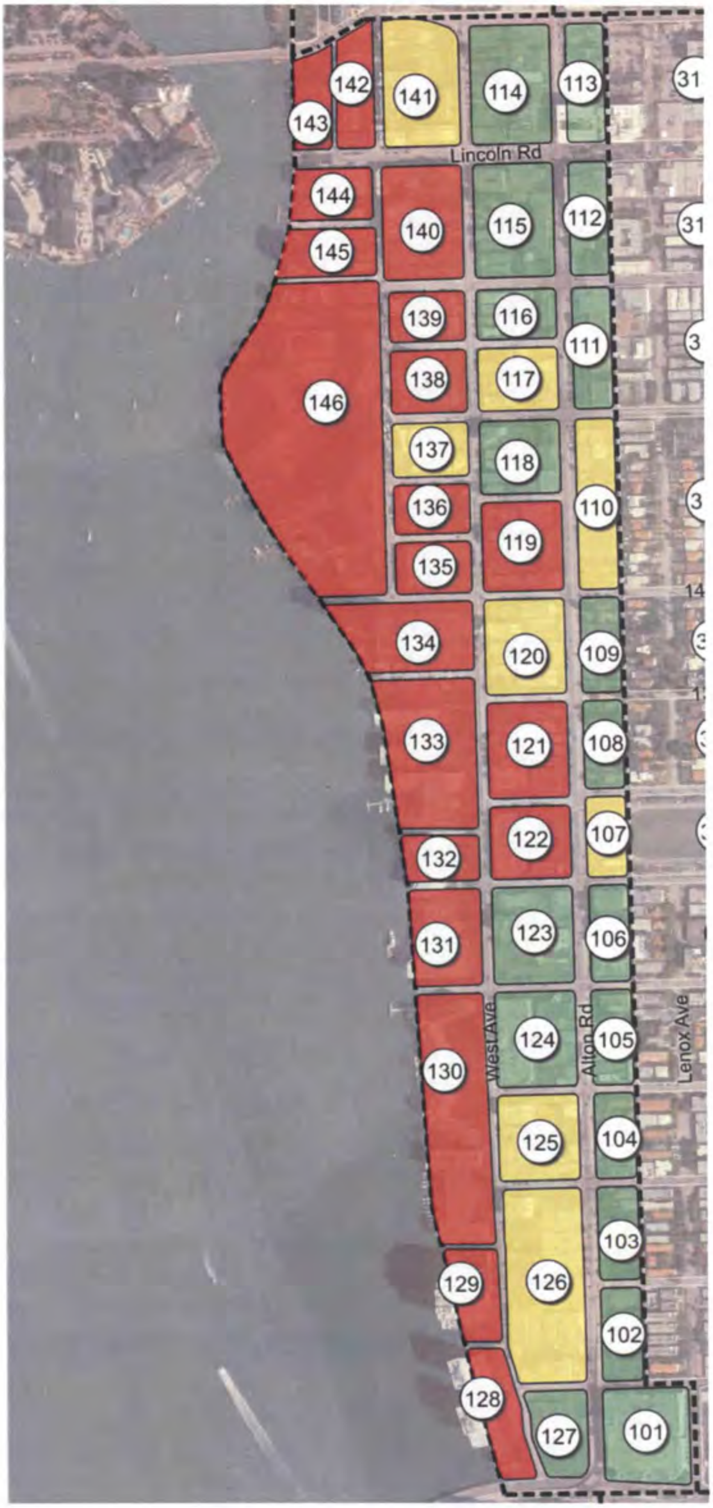
- Study Area / Zone Boundaries
- (000) Block Numbers
- Occupancy ≥85%
- Occupancy 70% - 84%
- Occupancy ≤69%

Key

Zone 1 - Occupancy Saturday 10pm

- Study Area / Zone Boundaries
- (000) Block Numbers
- Occupancy ≥85%
- Occupancy 70% - 84%
- Occupancy ≤69%

Key



Zone 1 - Occupancy Sunday 1am

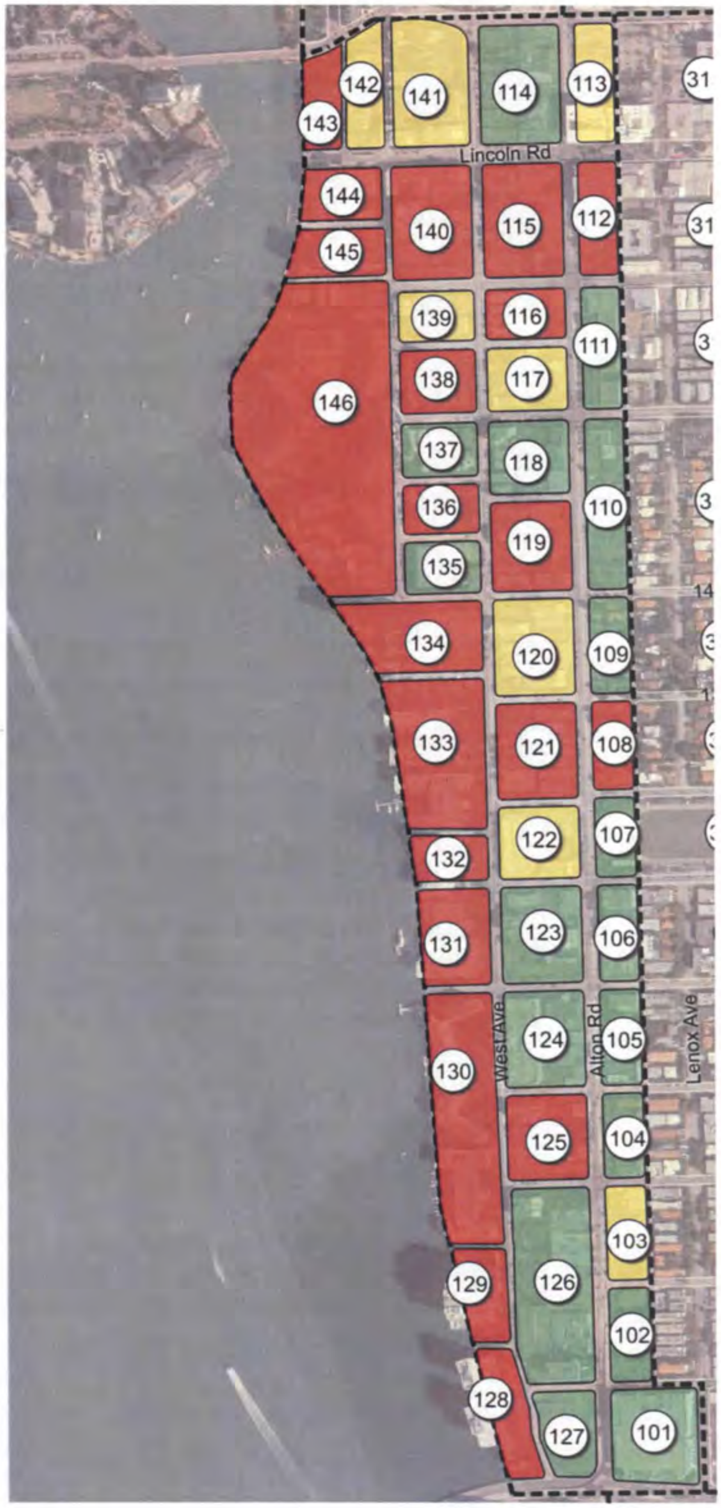
- Study Area / Zone Boundaries
- (000) Block Numbers
- Occupancy ≥85%
- Occupancy 70% - 84%
- Occupancy ≤69%

Key

Zone 1 - Occupancy Saturday 7pm

- Study Area / Zone Boundaries
- (000) Block Numbers
- Occupancy ≥85%
- Occupancy 70% - 84%
- Occupancy ≤69%

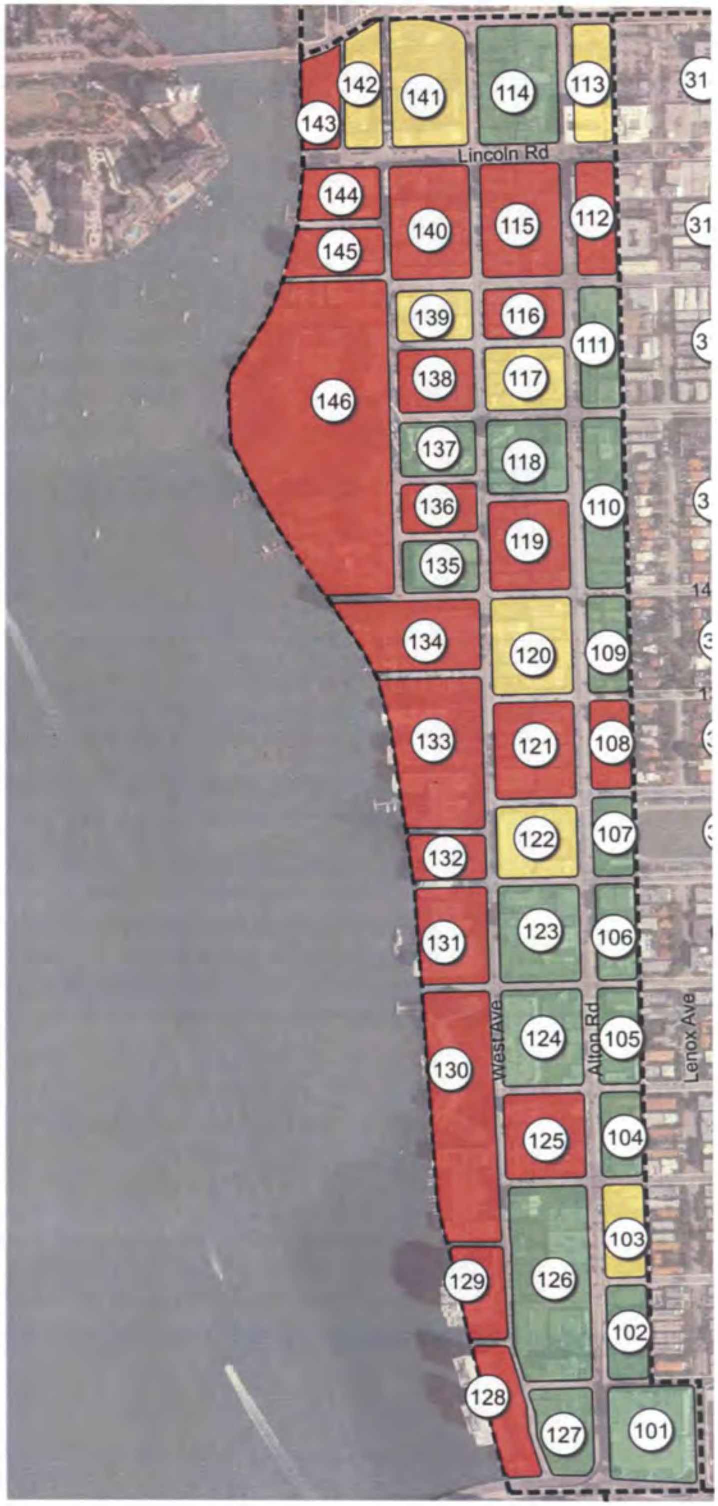
Key



Zone 1 - Occupancy Saturday 7pm

- Study Area / Zone Boundaries
- (000) Block Numbers
- Occupancy ≥85%
- Occupancy 70% - 84%
- Occupancy ≤69%

Key



Zone 1 - Occupancy Saturday 7pm

- Study Area / Zone Boundaries
- (000) Block Numbers
- Occupancy ≥85%
- Occupancy 70% - 84%
- Occupancy ≤69%

Key

Source: Walker Parking Consultants

APPENDIX 2
ZONE 2 - CONVENTION CENTER AND SUNSET HARBOUR

OCCUPANCY MAPS

WALKER
PARKING CONSULTANTS

Zone 2 - Occupancy Weekday 3pm

- Study Area / Zone Boundaries
- (000) Block Numbers
- Occupancy ≥85%
- Occupancy 70% - 84%
- Occupancy ≤69%

Key

Zone 2 - Occupancy Weekday 6pm

- Study Area / Zone Boundaries
- (000) Block Numbers
- Occupancy ≥85%
- Occupancy 70% - 84%
- Occupancy ≤69%

Key

Zone 2 - Occupancy Weekday 9pm

- Study Area / Zone Boundaries
- 000 Block Numbers
- Occupancy ≥85%
- Occupancy 70% - 84%
- Occupancy ≤69%

Key

Zone 2 - Occupancy Saturday 7pm

Study Area / Zone Boundaries

(000) Block Numbers

Occupancy ≥85%

Occupancy 70% - 84%

Occupancy ≤69%

Key

Zone 2 - Occupancy Saturday 10pm

- Study Area / Zone Boundaries
- (000) Block Numbers
- Occupancy ≥85%
- Occupancy 70% - 84%
- Occupancy ≤69%

Key

Zone 2 - Occupancy Sunday 1am

- Study Area / Zone Boundaries
(000) Block Numbers
Occupancy ≥85%
Occupancy 70% - 84%
Occupancy ≤69%

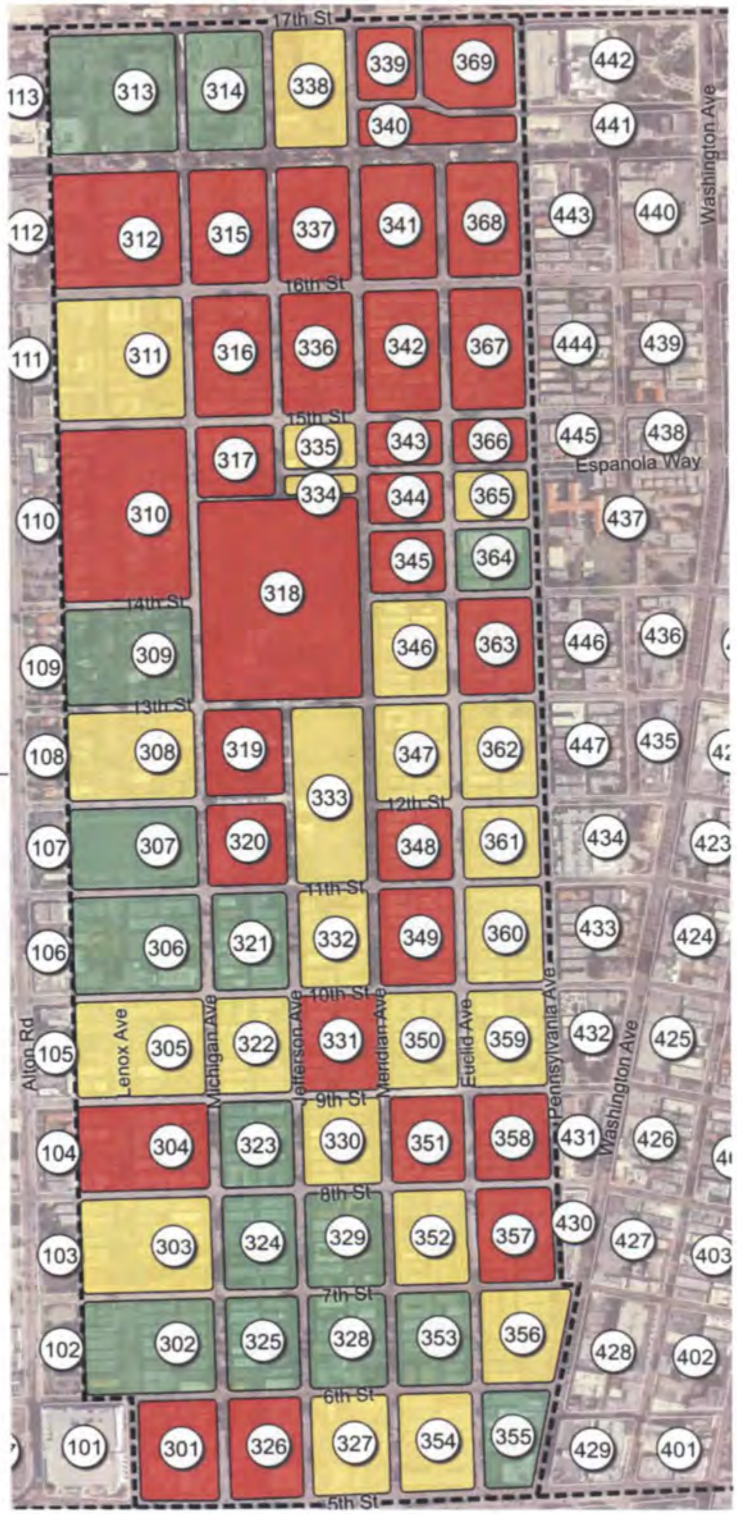
Key

Source: Walker Parking Consultants

APPENDIX 3
ZONE 3 - RESIDENTIAL CORE (BETWEEN 5TH & 17TH STREETS)

OCCUPANCY MAPS

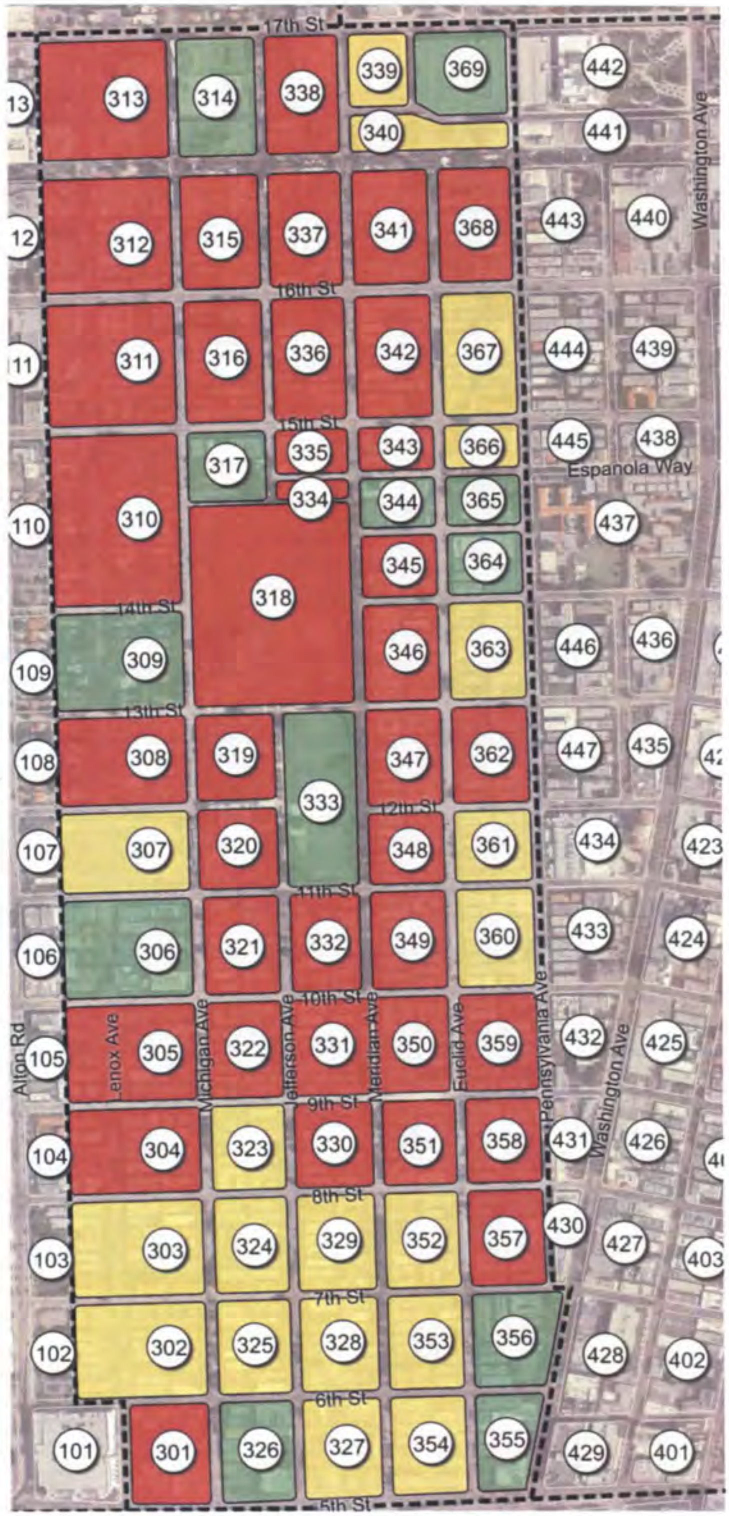
WALKER PARKING CONSULTANTS



Zone 3 - Occupancy Weekday 4pm

- Study Area / Zone Boundaries
- (000) Block Numbers
- Occupancy ≥85%
- Occupancy 70% - 84%
- Occupancy ≤69%

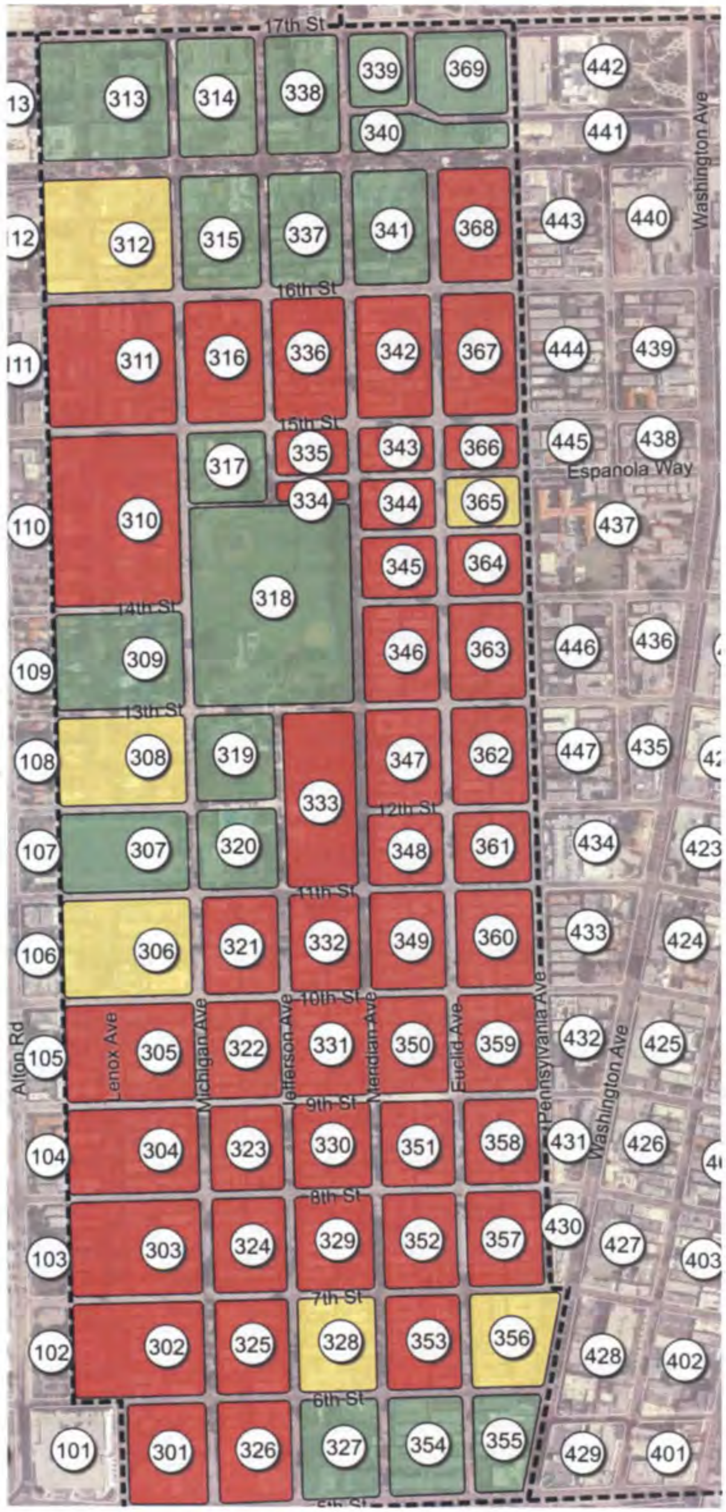
Key



Zone 3 - Occupancy Weekday 7pm

- Study Area / Zone Boundaries
- (000) Block Numbers
- Occupancy ≥85%
- Occupancy 70% - 84%
- Occupancy ≤69%

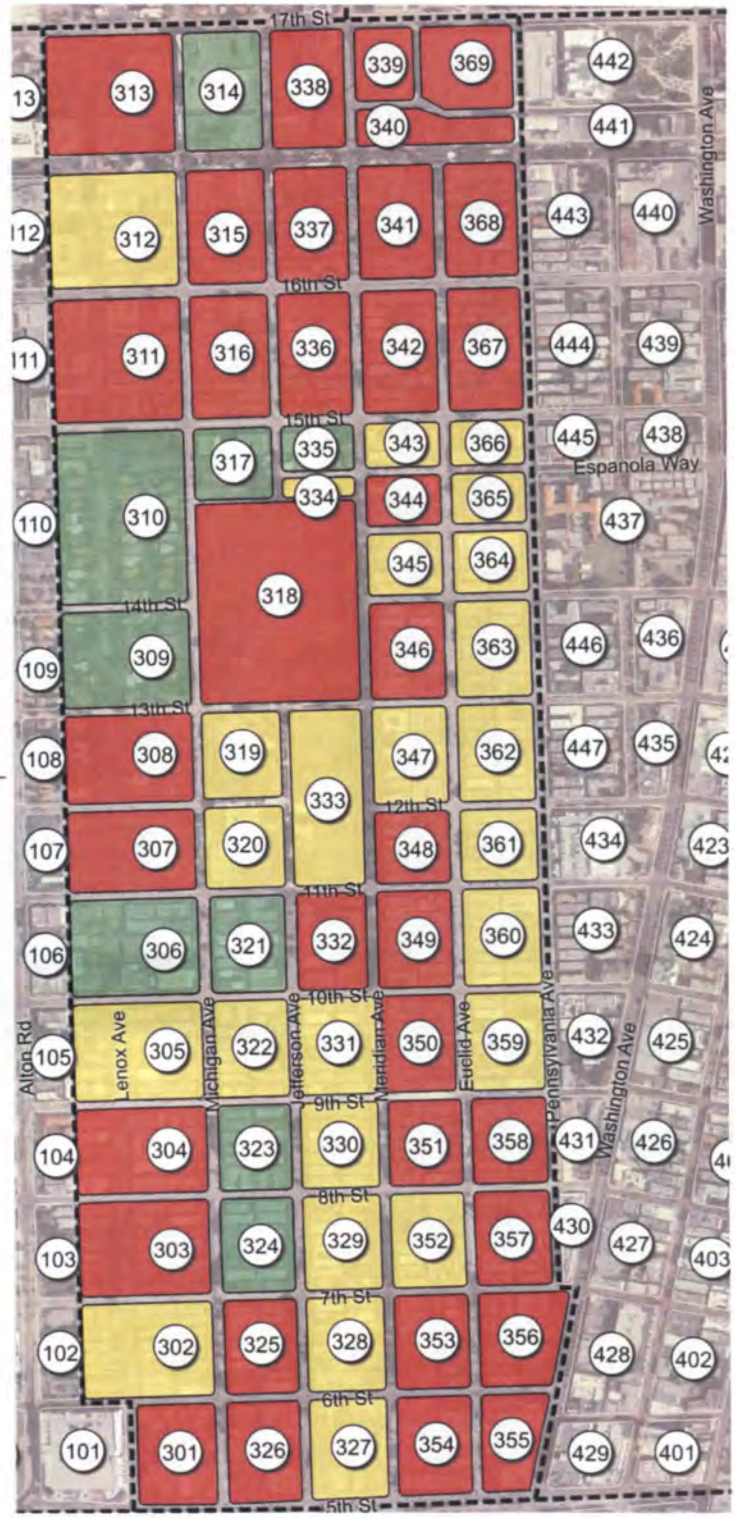
Key



Zone 3 - Occupancy Weekday 10pm

- Study Area / Zone Boundaries
- (000) Block Numbers
- Occupancy ≥85%
- Occupancy 70% - 84%
- Occupancy ≤69%

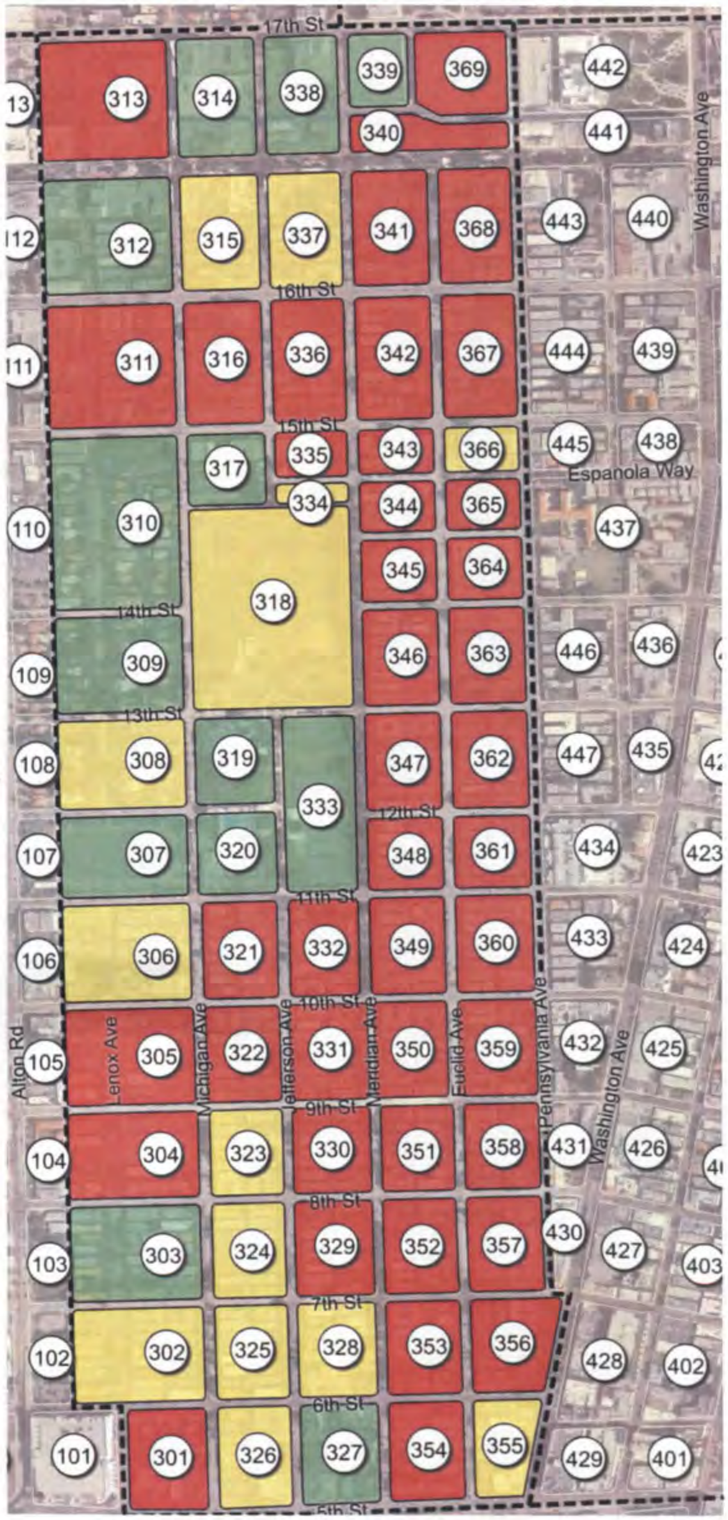
Key



Zone 3 - Occupancy Saturday 12pm

- Study Area / Zone Boundaries
- Block Numbers
- Occupancy ≥85%
- Occupancy 70% - 84%
- Occupancy ≤69%

Key



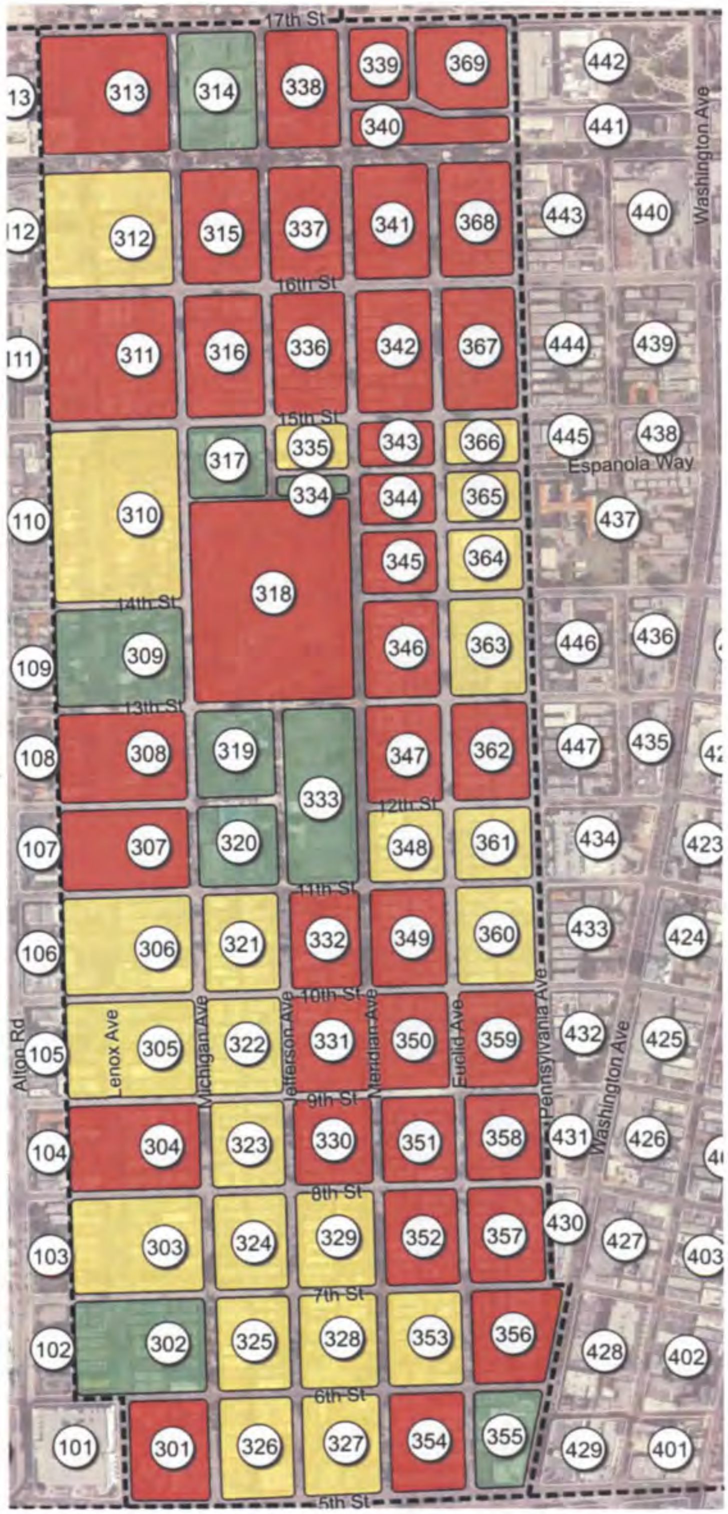
Zone 3 - Occupancy Saturday 10pm

- Study Area / Zone Boundaries
- 000 Block Numbers
- Occupancy ≥85%
- Occupancy 70% - 84%
- Occupancy ≤69%

Key

APPENDIX 3: ZONE 3 - RESIDENTIAL CORE

PROJECT # 15-1988.00



Zone 3 - Occupancy Saturday 5pm

- Study Area / Zone Boundaries
- (000) Block Numbers
- Occupancy ≥85%
- Occupancy 70% - 84%
- Occupancy ≤69%

Key

Source: Walker Parking Consultants

APPENDIX 4
ZONE 4 - OCEAN DRIVE CORRIDOR

OCCUPANCY MAPS

WALKER
PARKING CONSULTANTS

Zone 4 - Occupancy Weekday 4pm

- Study Area / Zone Boundaries
- (000) Block Numbers
- Occupancy ≥85%
- Occupancy 70% - 84%
- Occupancy ≤69%

Key

Zone 4 - Occupancy Weekday 8pm

- Study Area / Zone Boundaries
- (000) Block Numbers
- Occupancy ≥85%
- Occupancy 70% - 84%
- Occupancy ≤69%

Key

Zone 4 - Occupancy Weekday 12am

- Study Area / Zone Boundaries
- (000) Block Numbers
- Occupancy ≥85%
- Occupancy 70% - 84%
- Occupancy ≤69%

Key

Zone 4 - Occupancy Saturday 4pm

- Study Area / Zone Boundaries
- (000) Block Numbers
- Occupancy ≥85%
- Occupancy 70% - 84%
- Occupancy ≤69%

Key

Zone 4 - Occupancy Saturday 8pm

- Study Area / Zone Boundaries
- (000) Block Numbers
- Occupancy ≥85%
- Occupancy 70% - 84%
- Occupancy ≤69%

Key

APPENDIX 4: ZONE 4 - OCEAN DRIVE CORRIDOR

PROJECT # 15-1988.00

Zone 4 - Occupancy Sunday 12am

- Study Area / Zone Boundaries
- (000) Block Numbers
- Occupancy ≥85%
- Occupancy 70% - 84%
- Occupancy ≤69%

Key

Source: Walker Parking Consultants

APPENDIX 5
ZONE 5 - SOUTH POINTE

OCCUPANCY MAPS

WALKER
PARKING CONSULTANTS

Zone 5 - Occupancy Weekday 12pm

Study Area / Zone Boundaries

000 Block Numbers

Occupancy ≥85%

Occupancy 70% - 84%

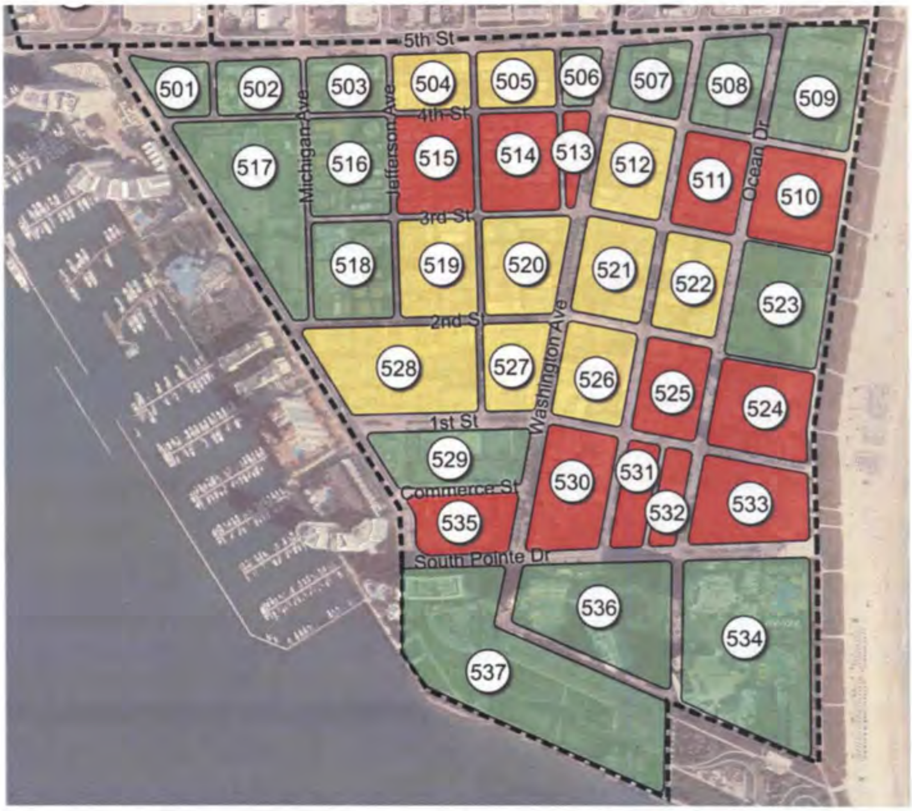
Occupancy ≤69%

Key

Zone 5 - Occupancy Weekday 6pm

Study Area / Zone Boundaries
000 Block Numbers
Occupancy ≥85%
Occupancy 70% - 84%
Occupancy ≤69%

Key



Zone 5 - Occupancy Weekday 10pm

Study Area / Zone Boundaries

000 Block Numbers

Occupancy ≥85%

Occupancy 70% - 84%

Occupancy ≤69%

Key

APPENDIX 5: ZONE 5 - SOUTH POINTE

PROJECT # 15-1988.00

Zone 5 - Occupancy Saturday 12pm

- Study Area / Zone Boundaries
- (000) Block Numbers
- Occupancy ≥85%
- Occupancy 70% - 84%
- Occupancy ≤69%

Key

Zone 5 - Occupancy Saturday 6pm

- Study Area / Zone Boundaries
- 000 Block Numbers
- Occupancy ≥85%
- Occupancy 70% - 84%
- Occupancy ≤69%

Key

Zone 5 - Occupancy Saturday 10pm

Study Area / Zone Boundaries

(000) Block Numbers

Occupancy ≥85%

Occupancy 70% - 84%

Occupancy ≤69%

Key

Source: Walker Parking Consultants

ITEM FIVE

MIAMIBEACH

OFFICE OF THE CITY MANAGER

COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee

FROM: Jimmy L. Morales, City Manager

DATE: December 12, 2014

SUBJECT: **SP PLUS MUNICIPAL SERVICES (STANDARD PARKING CORPORATION)**

BACKGROUND

On July 30, 2014, the Mayor and Commission approved a referral item requested by Commissioner Wolfson, Item No. C4A, entitled, "Referral to the Finance and Citywide Projects Committee to discuss the Management Agreement with SP Plus Municipal Services, a division of Standard Parking Corporation, for parking attendants, specifically: (1) Not exercising the City's option to renew the agreement; and (2) Extending the Agreement on a month-to-month basis; and (3) Issuing a new RFP (Request for Proposals) for parking attendants for the City's parking garages". Commissioner Wolfson requested this item be discussed at the December 12, 2014, Finance and Citywide Projects Committee meeting.

ANALYSIS

On May 11, 2011, the Mayor and Commission approved Resolution No. 2011-27658, authorizing the Mayor and City Clerk to execute an agreement with SP Plus as a result of RFP No. 17-10/11, for parking attendants for the City's parking garages. An agreement for an initial three (3) year term, commencing on August 16, 2011, and expiring on August 15, 2014, was executed.

On April 23, 2014, the Mayor and Commission approved Item No. C2D, authorizing the City Manager to extend the Agreement with SP Plus Municipal Services, as authorized in the agreement. The first of two one (1) year renewal options with SP Plus Municipal Services was exercised and commenced on August 16, 2014 and will expire on August 15, 2015.

CONCLUSION

The Administration is seeking direction from the Finance and Citywide Projects Committee regarding this item.

JLM/KGB/SF
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ITEM SIX

MIAMIBEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, www.miamibeachfl.gov

COMMITTEE MEMORANDUM

TO: Mayor Philip Levine and Members of the City Commission

FROM: Jimmy L. Morales, City Manager

DATE: December 9, 2014

SUBJECT: **DISCUSSION REGARDING THE LIVING WAGE ORDINANCE AND OBAMACARE**

BACKGROUND

At the November 19, 2014, the City Commission, pursuant to Agenda Item C4D, approved a referral to the Finance and City-Wide Projects Committee (the "Committee") for a discussion on the City's Living Wage Ordinance in light of the requirements of the Affordable Care Act (the "ACA"), also known as Obamacare.

In attempt to understand how other governmental agencies are addressing the requirements of the ACA and any impact on their Living Wage Ordinances, staff has reached out to Miami-Dade, Broward and Palm Beach Counties. While Broward and Palm Beach Counties have not yet responded, Miami-Dade County has notified staff that the matter is currently under review by the County Attorney's Office. Specifically, Miami-Dade County is reviewing whether or not to increase the health benefit differential in its Living Wage Ordinance to provide an amount sufficient to purchase plans that comply with the ACA, and/or whether or not the health plan as defined in its Living Wage Ordinance should remain tied to the Florida Statutes or be amended to ensure compliance with the minimum essential coverage required by the ACA. The City Attorney's Office will conduct its own review of these issues and coordinate with the County to the extent possible, as the City's Living Wage Ordinance closely resembles the County's Living Wage Law.

CONCLUSION

Accordingly, the Administration recommends that the discussion on the City's Living Wage Law, in light of the requirements of the ACA, be continued until such time as the City could confer with the Miami-Dade County Attorney's Office and complete its review of the matter.

JLM / MT / AD

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ITEM SEVEN

MIAMIBEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, www.miamibeachfl.gov

COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee

FROM: Jimmy L. Morales, City Manager

DATE: December 12, 2014

SUBJECT: **A DISCUSSION REGARDING WHETHER OR NOT SPECIAL EVENT FEE WAIVERS SHOULD BE GRANTED FOR THE DOLPHINS CYCLING CHALLENGE EVENT TAKING PLACE IN MIAMI BEACH ON FEBRUARY 7TH AND 8TH, 2015.**

BACKGROUND

The item was referred by Commission Weithorn at the November 19, 2014 City Commission Meeting.

The first Dolphins Cycling Challenge (DCC) was held November 2010 where they raised \$533,000, for Sylvester Comprehensive Cancer Center. In 2011, \$1,070,000 was raised, more than doubling the funds raised in the 2010 inaugural ride. Again in 2012, DCC doubled in ridership and in fundraising raising \$2,200,000 for Sylvester Comprehensive Cancer Center, while adding a Miami Beach rest stop/ reception component, based at the Miami Beach Marina parking lot. At the fourth Dolphins Cycling Challenge in 2013, more than 2,500 riders raised \$3.1 million for Sylvester, with the rest stop/ reception portion moving to Ocean Drive and the beachfront. This year, the NFL recognized this as a signature event for the League and worked with the City to move the event to February 7, 2015, after the conclusion of the NFL season, in order to increase participation from players.

There are several rides that vary in distance, but the 29 mile ride, entitled the Miami Beach Touchdown Ride starts at Sun Life Stadium and ends on Ocean Drive and features a reception tent on the beachfront south of 10th Street. The event is produced and permitted under Dolphins Cycling Challenge, Inc, a 501(c)(3) non-profit organization. Based on prior years, the following is an estimate of the special event related fees:

• App fee	\$250
• Permit fee	\$250
• Square footage	\$9,900 without tax (\$10,593 if taxed)
• Vehicle Access Passes	\$2250 (15 x\$150)
• Lummus User fee	\$1275
• Police/ Fire admin	\$1570
Total:	**\$15,495**

Please note that a Security Deposit of \$5,000 is also required, but is not an item that can be waived.

CONCLUSION

The Administration is seeking direction from the Finance and Citywide Projects Committee.

JLM:KGB:MAS

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ITEM EIGHT

MIAMIBEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, www.miamibeachfl.gov

COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee

FROM: Jimmy L. Morales, City Manager

DATE: December 12, 2014

SUBJECT: **A DISCUSSION REGARDING THE LIVE NATION MANAGEMENT AGREEMENT FOR THE JACKIE GLEASON THEATER.**

BACKGROUND

On September 10, 2014, the City Commission directed the Administration to prepare a traffic study related to the development of a convention center headquarter hotel on the City Commission approved site (refer to Exhibit A) at the corner of 17^{th} Street and Convention Center Drive, behind the Fillmore Theater. Completion of hotel traffic study and City Commission guidance on maximum number of hotel rooms is expected to occur in December 2014. In addition, the City Commission requested the Administration prepare a schedule for the potential procurement of a hotel developer. The following outlines hotel RFP schedule options and actions the Commission will need to take to meet the desired schedule.

- October 2014 – Commission directs staff to begin the hotel RFP process and refers an item to the Land Use Committee to assess the minimum hotel parking requirement and maximum hotel height requirement.
- November 2014 – Planning Board takes action on the minimum hotel parking requirement and maximum hotel height requirement.
- December 2014
    - Land Use Committee takes action on the minimum hotel parking requirement and maximum hotel height requirement.
    - Completion of hotel traffic study and City Commission guidance on maximum number of hotel rooms.
    - City Commission first reading of any ordinances required for the minimum hotel parking requirement and maximum hotel height requirement.
- January 2015
    - City Commission second reading of any ordinances required for the minimum hotel parking requirement and maximum hotel height requirement.
    - City Commission action to approve the Hotel RFP (including the lease template and room block agreement).
- February 2015 – Pre-submission conference.
- March 2015 – Proposals due.
- April 2015 – Proposal analysis, interviews.
- May 2015 – City Commission selection of the Hotel developer.
- June-July – Finalize lease negotiations, draft ballot language.
- August 2015 – City Commission approval of the ballot language and final lease.
- September 4, 2015 – Ballot language and final lease to County Clerk.
- November 2015 – Hotel Referendum.
- 2016 Hotel design (if referendum passes).

- 2017-2018 Hotel construction (opens 12 months after Convention Center project completion)

In evaluating potential site, it is probable that the hotel will impact the rehearsal hall / backstage performance space and loading dock of the Fillmore. Therefore, the Administration began preliminary conversations with Live Nation to discuss the potential impact of this to their operations and negotiate mutually acceptable terms if the City were to proceed with the Convention Center Hotel at this location following the November 2015 referendum.

During these meetings Live Nation also raised some contractual terms that they would like renegotiated.

<u>*Summary of Existing Terms of Live Nation Management Agreement*</u>

Term - The Term of the Agreement is 10 Years, with one 5-year renewal option at the discretion of Live Nation. There is a second 5-year renewal option upon mutual agreement. The initial Term began on Thursday, June 21, 2007 and ends on August 31, 2017. Live Nation has a window to notify the City of its intent to renew which is no earlier than August 31, 2015 and no later than 270 days prior to August 31, 2017.

City Distribution – There is a Required City Distribution due to the City at the beginning of each Live Nation Fiscal Year. Since the Live Nation FY runs from January 1st to December 31st, the first year was prorated. Prorated distribution in the first year was $525, 000 and is currently $1,152,636.

Excess Distributions – The City may also qualify for Excess Distributions, depending upon the performance of the venue. These Distributions are due by March 1 of the subsequent year, if achieved. To date, they have never been achieved.

Food and Beverage Restrictions – Pursuant to Resolution No. 2009-27278 (Amendment No. 2), Live Nation may not sell, distribute, or serve food and/or beverages after 2am. Alcohol may not be sold in bottles.

Parking - The City reserves all rights to parking. Live Nation provides access rights to the porte-cochere area for valet parking purposes. However, the City and Live Nation had until June 21, 2008 to negotiate a pre-purchase Parking Agreement, if either party so desired. Although Live Nation attempted to negotiate a Parking Agreement, the prior administration did not pursue it.

Number of Events – Live Nation is required to have a minimum of 50 events by 17 different artists in any full year from January to December. Any booking that runs in excess of 30 days must be approved in writing by the City Manager.

Maintenance – Live Nation has responsibility for all maintenance and upkeep, including capital renewal and replacement, for the facility.

Free City Use – The City has the right to use the facility two times per year without paying rent. However, the City does need to pay all other operating charges.

Free Charitable Use – The City has the right to use the facility for a charitable use two times a year without paying the rental fee. However, the City does need to pay all other operating expenses.

Playground Review – The City has the right to use the facility on the Tuesday, Wednesday, and Thursday of the second week of July for the Playground Review throughout the Term pursuant to the same rules as above.

Complimentary Tickets – The City will receive 26 tickets in the upper 30% price range for every event.

School Tickets – The City shall be eligible to receive up to 28 tickets for performances promoted by Live Nation, subject to availability (meaning that if the show sells out, then likely there will be no tickets). Similarly, the 28 tickets may be spread out over a run, meaning that if an artist does more than one show, then the 28 tickets may be split between all the shows.

Community Benefit Fund – The Community Benefit Fund at the Jackie Gleason Theater was established by Resolution No. 83-17447 to provide discounted show tickets to senior citizen and student residents. It is funded by a $1.50 surcharge on each ticket sold. The fund's purpose was further defined by Resolution No. 92-20454 to "present and promote performances, programs, shows and entertainment at reduced prices or free admission for the residents of Miami Beach." Resolution No. 98-22762 created the Community Benefit Fund Rent Waiver program, which pays the operator for theater rental fee waivers for up to twelve non-profit organizations per calendar year. Live Nation is required to collect the surcharge on behalf of the City and remits payment monthly. The agreement also includes a rent waiver program, funded by the Community Benefit Fund. The City and Live Nation are authorized to grant 12 rent waivers to non-profit organizations annually. The Agreement sets the rental fee for these community group rentals at $3,000, which is paid by the Community Benefit Fund. If the fund ever gets to the point where it will not meet these obligations, then the surcharge may be adjusted to address the shortfall. The current balance in the Community Benefit Fund is $764,542.

Proposed Amendments to Management Agreement

Live Nation is willing, if the terms are amenable, to allow the City, if a Convention Center Hotel is approved by referendum and if required to by the final design of the Hotel, to demolish a portion of the rear of the Facility as depicted in the attached Exhibit A. However Live Nation is seeking consideration for this concession. As depicted in the attached Exhibit B, Live Nation has sustained net operating losses in each year of managing the Facility, totaling approximately $5.5 million since the inception of the agreement. Although Live Nation has honored the terms of their proposal, which were accepted in good faith by the City, like any business, they would like to work with the City to find way to generate annual operating profit. Therefore, in exchange for said approval, Live Nation and the City have been negotiated the following proposed amendments:

Term – The Management Agreement currently expires August 31, 2017. Live Nation would like to exercise the first Renewal Option to continue until August 31, 2022 if they can be profitable. This renewal option is at Live Nation's discretion. Live Nation would also consider to simultaneously exercising the second renewal option until August 2027, on terms that are mutually agreeable to the City and Live Nation.

City Distribution

a. Convention Center Hotel reduction in City Distribution: As previously stated, if a Convention Center Hotel is approved by referendum it is probable that the hotel will impact the rehearsal hall / backstage performance space and loading dock of the Fillmore. If this occurs, the Facility will likely have to close to allow the contractor to remove the rehearsal hall / backstage space, reconnect all the facility systems and then close the rear wall. The Administration recommends a 100% City Distribution abatement during this time period and an equitable adjustment for any ramp up/down period.

b. Construction / Business Interruption: The Administration and Live Nation believe that the Convention Center Renovation and Expansion, along with the potential construction of a Convention Center Hotel, will have an impact to the operation of the Facility. As a result, both parties are still negotiating a fair and equitable rent abatement that would be associated with any construction related business interruption.

c. Permanent reduction in City Distribution: When the Management Agreement was originally negotiated and subsequently executed, Live Nation and the City were not aware of the actual chilled water expenses related to cool the Facility. Chilled water for the Facility is provided by the chillers at the Convention Center. At that time, these expenses were absorbed by the Convention Center because the Jackie Gleason Theater and the Convention Center were both operated by one management company. Live Nation had originally estimated these costs to be $1,500 monthly based on their experience at other similar facilities. However, the actual cost is approximately $15,000 monthly. Therefore, Live Nation has requested a permanent reduction in the City Distribution equal to these unanticipated expenses and a credit for the chilled water expenses already paid to date. The annual reduction would be approximately $162,000, plus any credit the City may approve for prior expenses.

d. Rehearsal Hall Demolition: Live Nation is also requesting a reduction in City Distribution if the rehearsal hall is ultimately demolished. Live Nation generates between $250,000 - $350,000 annually through the use and rental of this space. A final adjustment still needs to be negotiated.

Food and Beverage Restrictions – Live Nation has requested, and the Administration supports, the elimination of the no bottle service restriction. This was originally included at the request of the nightlife industry who was concerned that Live Nation would operate the facility more like a nightclub and compete for business. This concern never materialized and Live Nation would like for this restriction to be removed.

Midnight Restriction - Live Nation is currently restricted from serving alcohol past midnight for Winter Music Conference and New Year's Eve. Similar to the aforementioned item, this was at the behest of the nightlife industry. Originally this restriction applied to all events, but was amended in 2011 so that Live Nation can sell alcohol until 2:00 am for all events, except for New Year's Eve and Winter Music Conference. Live Nation is requesting, and the Administration supports, an amendment to Section 2.2(b).

Parking - Live Nation would like to negotiate a pre-purchase Parking Agreement for up to 200 parking spaces in one of the City's owned garages in the area. Live Nation would like to then be entitled to sell these spaces for up to market value at the box office, online, phone or part of ticket packages. The City would also then be able to resell the spaces if they go unused after a predetermined period of time. The Administration supports this request provided that the City's space rental rate applies to these spaces.

Valet Parking - Live Nation would also like to increase the valet charge from $15 per vehicle to $20 per vehicle. They would also like pre-sell valet at the box office, online, phone or part of ticket packages. Live Nation would retain the additional $5 per vehicle on all valet parking. The Administration supports this request.

Complimentary Tickets – Consistent with the City's Complimentary, which was adopted via Resolution No. 2014-28638, the Administration recommends removing this requirement from the Management Agreement.

Community Benefit Fund - Resolution 2014-28732 adopted on September 10, 2014, which approved the Cultural Affairs Strategic Plan. This approval included changes to the Fillmore Community Benefit Fund rent waiver program, including a requirement that rent waiver recipients be required to offer free or discounted tickets to Miami Beach residents. The number of rent waivers available annually would increase from 12 to 24, with the additional 12 waivers restricted to live theater productions. Waivers for use of the smaller 'Backstage" theater would require recipients to cap ticket prices at $19, inclusive of all house and Ticketmaster surcharges. This change should be made to the Management Agreement at the time any other amendments are considered.

CONCLUSION

Prior to the agreement with Live Nation, the City was losing approximately $800,000 annual prior to capital expenses. The City was able to create a $2 million positive budget change with the execution of this Management Agreement. Live Nation has been a good partner and kept the Jackie Gleason Theater as a relevant facility for live entertainment in South Florida. To that end, the Administration generally supports renegotiating some of the terms and conditions of the Management Agreement in an effort to help Live Nation generate a return on their investment.

Live Nation is requesting a permanent reduction in the City Distribution due to the losses they have sustained to date and in an effort to start generating an operating profit, and also in light of uncertainty and interruption when the redevelopment impacts future business operations. The Administration is still waiting for Live Nation to provide a figure associated with this request.

Although the Administration and Live Nation have not concluded negotiations, most specifically with regard to the any reduction in the City Distribution, the Administration is seeking direction from the Finance and Citywide Projects Committee prior to the conclusion of negotiations.

JLM:KGB:MAS

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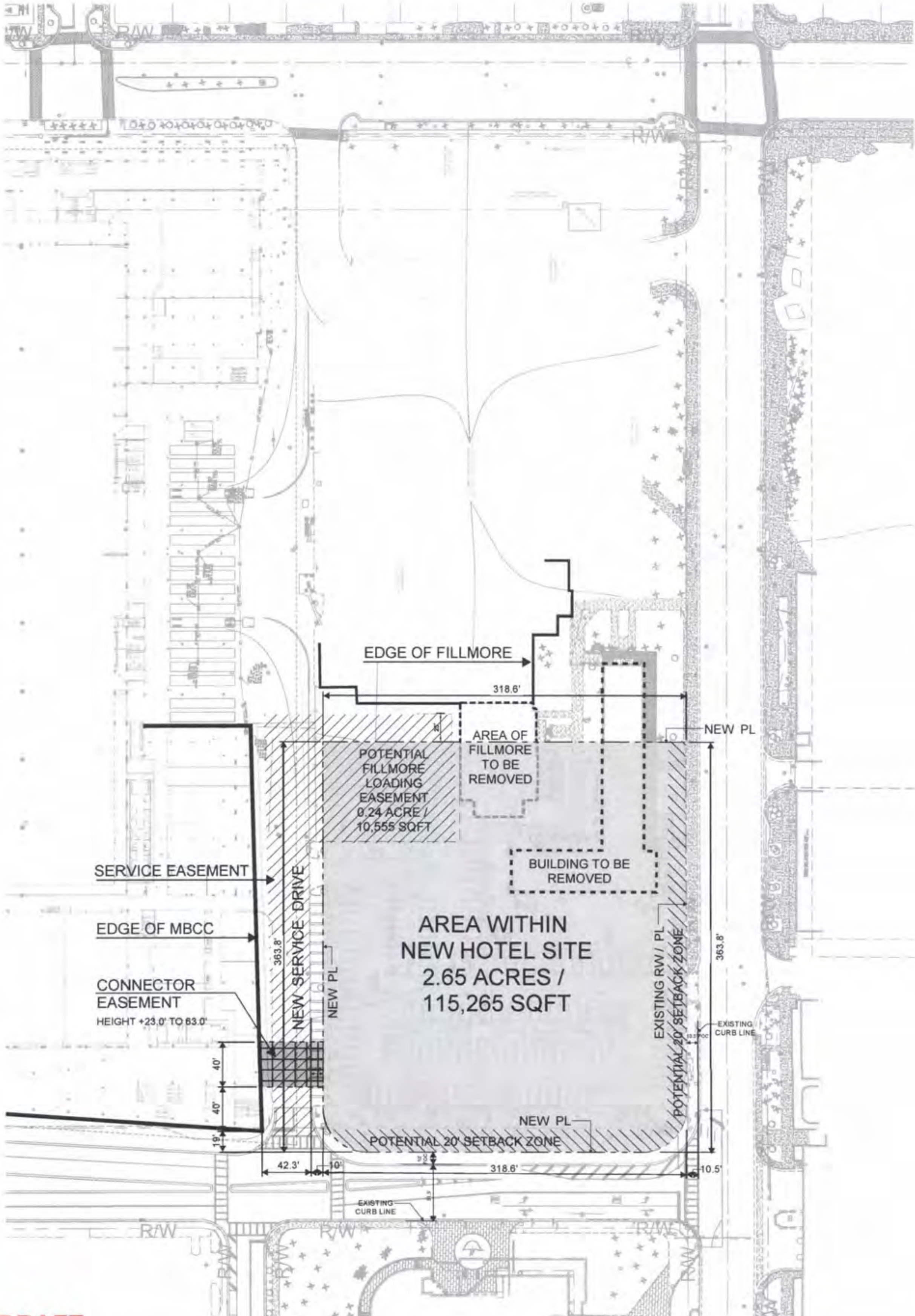
EXHIBIT A



DRAFT
POTENTIAL HOTEL SITE
MBCC - 9/30/14

Live Nation P&L

Fillmore Miami Beach
Profit & Loss

Average Annual Loss -$600K

	2007	2008	2009	2010	2011	2012	2013	2014 Fcst
# of Promoted Shows	15	37	26	53	58	62	55	67
# of Rentals / SE	1	48	24	50	66	49	63	75
Total Events	**16**	**85**	**50**	**103**	**124**	**111**	**118**	**142**
Total Drop Count	25,384	136,873	39,301	104,746	93,848	110,338	102,239	162,670
Promoter Profit/(Loss)	($356,921)	($171,453)	($209,214)	($19,922)	($100,327)	($84,130)	$123,506	($252,320)
Talent %	94%	72%	77%	66%	68%	65%	64%	70%
Ancillary CM	321,941	879,406	463,676	1,005,939	1,019,351	1,228,710	1,386,313	1,758,844
APF	$13.84	$16.92	$18.78	$13.14	$12.95	$13.73	$16.29	$16.49
Event CM	($34,980)	$707,954	$254,462	$986,017	$919,025	$1,144,580	$1,509,820	$1,506,524
Rental / SE / Club Nights	$0	$624,501	$582,713	$745,139	$946,450	$1,195,089	$846,646	$760,017
Lounge / PSS	$31,543	$31,853	$25,755	$67,409	$62,801	$124,822	$150,446	$180,625
Credit Card / Other CM	($9,768)	($16,085)	($21,333)	($25,580)	($15,736)	($14,441)	($14,538)	($13,199)
Contribution Margin	($13,204)	$1,348,222	$841,597	$1,772,984	$1,912,540	$2,450,050	$2,492,374	$2,433,967
Fixed excluding Rent/Utilities/R&M	$174,474	$989,689	$989,689	$989,689	$989,689	$1,125,900	$1,128,422	$1,271,072
EBITDAR	**($187,679)**	**$358,533**	**($148,092)**	**$783,295**	**$922,851**	**$1,324,150**	**$1,363,952**	**$1,162,895**
Utility Expense	$60,826	$214,051	$207,363	$279,845	$376,798	$382,171	$331,584	$330,418
Maintenance/Repairs Expense	$35,310	$76,086	$81,496	$79,090	$119,737	$177,503	$161,923	$129,799
Rent	$525,000	$1,043,684	$1,043,684	$1,043,684	$1,085,807	$1,108,630	$1,131,183	$1,152,636
Operating Loss	**($808,815)**	**($975,288)**	**($1,480,636)**	**($619,324)**	**($659,491)**	**($344,155)**	**($260,737)**	**($449,958)**
SPO AOI - Local	$6,018	$97,443	$97,443	$97,443	$97,443	$97,443	$97,443	$53,704
Adjusted AOI	($802,797)	($877,845)	($1,383,193)	($521,881)	($562,048)	($246,712)	($163,295)	($396,254)
Capital expenses	$3,782,461	$436,455	$118,602	$66,713	$0	$119,926	$2,064	$0

Reflects certain proforma adjustments including:

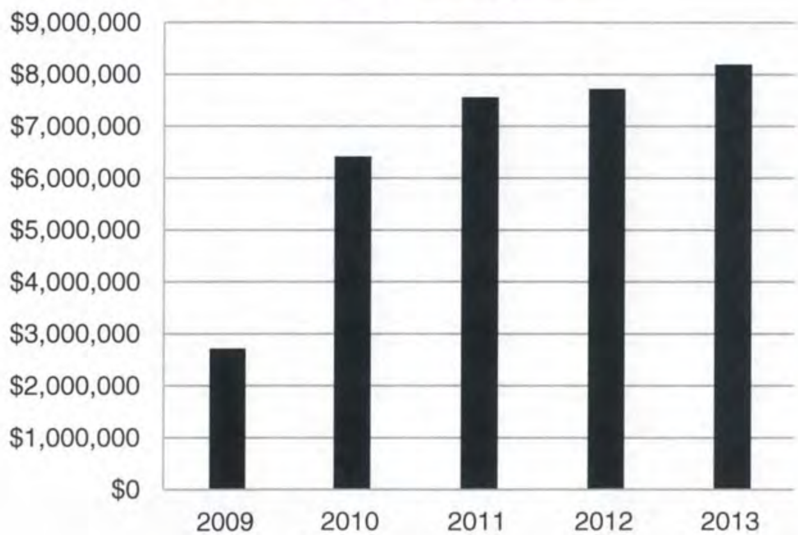
Fixed Costs for 2009-2011 normalized to reflect all venue support costs including compensation for GM, booking, marketing, etc.

Rent amounts for 2008-2010 adjusted to correct for cumulative accounting revision in 2010

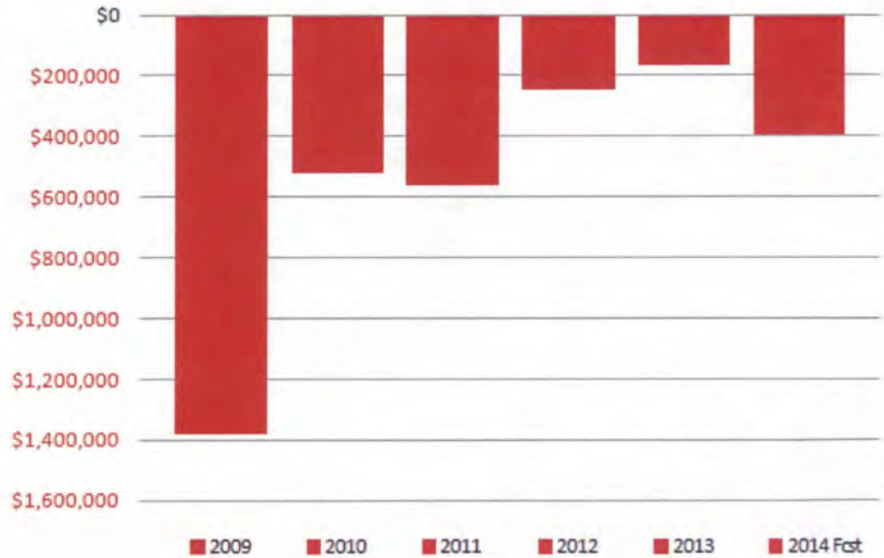
Sponsorship excludes allocations from national deals, with 2008-2012 reflecting 2013 activity level.

EXHIBIT B

Economic Impact



Live Nation Losses



**Economic Impact increased significantly from 2009-2013 due to increased activity and attendance at venue

Fillmore Miami Beach
2011-2014 Water Analysis

2011

	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Totals
Actual Cost	$10,349.44	$5,602.59	$11,207.90	$8,837.22	$11,464.60	$23,367.15	$15,686.61	$16,340.22	$17,678.40	$15,056.77	$15,409.38	$22,595.87	**$ 173,596.15**
# of Shows	1	6	21	8	7	17	5	9	16	11	12	11	124
Average Cost Per Show	$10,349.44	$933.77	$533.71	$1,104.65	$1,637.80	$1,374.54	$3,137.32	$1,815.58	$1,104.90	$1,368.80	$1,284.12	$2,054.17	$2,224.90

2012

	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	
Actual Cost	$6,541.98	$16,221.06	$15,168.84	$10,307.43	$9,155.88	$16,306.90	$19,814.50	$22,717.72	$15,782.27	$14,451.88	$5,852.91	$8,466.33	**$ 160,787.70**
# of Shows	3	8	23	9	8	18	5	5	13	11	7	4	114
Average Cost Per Show	$2,180.66	$2,027.63	$659.51	$1,145.27	$1,144.49	$905.94	$3,962.90	$4,543.54	$1,214.02	$1,313.81	$836.13	$2,116.58	$1,837.54

2013

	1-Jan	1-Feb	1-Mar	1-Apr	1-May	1-Jun	1-Jul	1-Aug	1-Sep	1-Oct	1-Nov	1-Dec	
Actual Cost	$5,813.92	$7,213.01	$5,516.48	$6,732.32	$11,855.61	$21,479.17	$16,699.20	$18,687.06	$20,593.72	$15,654.00	$10,630.50	$15,530.00	**$ 156,404.99**
# of Event Days	5	7	13	10	6	15	7	10	16	9	8	8	114
Average Cost Per Show	$1,162.78	$1,030.43	$424.34	$673.23	$1,975.94	$1,431.94	$2,385.60	$1,868.71	$1,287.11	$1,739.33	$1,328.81	$1,941.25	$1,437.46

2014

	1-Jan	1-Feb	1-Mar	1-Apr	1-May	1-Jun	1-Jul	1-Aug	1-Sep	1-Oct	1-Nov	1-Dec	
Actual Cost	$6,579.16	$10,959.13	$7,541.31	$11,242.21	$15,053.92	$18,315.78	$15,412.32	$19,361.44	$20,445.25				**$ 124,910.52**
# of Event Days	6	11	8	8	15	11	6	4	15				
Average Cost Per Show	$1,096.53	$996.28	$942.66	$1,405.28	$1,003.59	$1,665.07	$2,568.72	$4,840.36	$1,363.02				$1,764.61

ITEM NINE

MIAMIBEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, www.miamibeachfl.gov

COMMITTEE MEMORANDUM

TO: Finance & Citywide Projects Committee Members

FROM: Jimmy L. Morales, City Manager

DATE: December 12, 2014

SUBJECT: **DISCUSSION REGARDING OPTIONS TO REINTEGRATE THE BAPTIST HOSPITAL NETWORK AMONG PROVIDERS AVAILABLE TO CITY EMPLOYEES**

BACKGROUND

Effective August 14, 2014, negotiations between Humana, the City's Administrative Services Only (ASO) carrier, and the Baptist network ended in a deadlock. As a result, all Baptist Hospitals, physicians and associated health care practitioners are out of network providers for City of Miami Beach employees who take advantage of the health care coverage benefits associated with employment with the City.

Based on a report showing employees and retirees living south of 56 Street (as they are closer to Baptist Hospital than any other health care facility in the area) 24% are affected by his change.

Claims associated with Baptist providers represents between 9.9% - 17.7% of health plan spending between 2011 through June 2014.

To address the needs of affected employees in the most expeditious way, staff looked at piggybacking on an existing ASO contract with another public sector entity. The contract between Miami-Dade County and AvMed appeared to be the most promising as the rates are competitive and the network in the tri-county area extensive, including Baptist and its affiliated providers.

The City considered piggybacking the County's contract and discarded the option due to the fact that by definition piggybacking requires that the City adopt the County's program as is. Given the differences between what the County and the City offer and the confusion that moving to a completely different program within a benefit plan year that just began would create, the City and its advisors, Gallagher Benefits Services (Gallagher) thought is best not to abandon Humana altogether but to explore three other options.

BAPTIST IN-NETWORK SOLUTIONS

The Administration is seeking the FCWPC's recommendation as to which of the three available options the City should pursue. They include:

1. No change in carrier – staying with Humana and encouraging the organization to make

every effort to re-engage Baptist as a network provider.

2. Co-habitate – contract with AvMed as a second carrier with Humana. The considerations regarding this option include verifying that AvMed will offer the City the same administrative fees as the County and that Humana will participate in a dual carrier offering. Gallagher would have to request a full re-pricing of claims by AvMed to assess the financial implication of a partial replacement and analyze the access and disruption of providers comparing the AvMed and Humana networks to educate employees who might elect coverage through AvMed; implement the City's current plan designs on AvMed's platform and assess the financial implications of prescription management (rebate credits/pricing) and whether it could be provided on a dual carrier offering and/or of it is more advantageous or even possible to continue with a single carrier for prescription management.

3. Migrate to AvMed - via negotiations as only carrier.

Attached for your review is a schematic of the options and the considerations related to each.

CONCLUSION

This information has been provided for your discussion and direction.

Attachment

JLM/KGB/SC-T

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City of Miami Beach
Health Plan Options

	Option 1 – Status Quo	Option 2 – Co-Habitate[1]	Option 3 – Migrate to AvMed via Negotiations[1]
Contract/Procurement Methodology	No Change	Contract directly with AvMed as second carrier (as a stand alone agreement, not piggybacked with Miami Dade County	Contract directly with AvMed as only carrier
Plan Structure	No Change	Prescription formulary and discounts may adjust slightly	The City may implement the current plan designs but prescription formulary and discounts may adjust slightly
Implementation Timeline	None	Allow AvMed set up, open enrollment for open enrollment, employee education and member card production 3/1/2015	Contract end date with Humana, begin contract with AvMed for benefit plan year beginning October 1, 2015
Administrative Plan Cost	1500 Enrollments x \$39.48 = \$59,220 x 12 = \$710,640	Humana Admin Fee \$39.48; AvMed Admin Fee \$32.08; Current Enrollment is 1,500. Assume 25% of enrollment migrates to AvMed. Humana 11,125 (\$39.48 x 1,125) = \$44,415 x 12 = \$532,980 and AvMed 375 (\$32.08 x 375) = 144,360. Total \$677,340	1500 Enrollments x \$32.08 = \$48,120 x 12 = \$577,440
Other Pertinent Factors to Consider / Items that Gallagher is Addressing with AvMed and/or Humana	– City employees, retirees, and their dependents will only have access to Baptist on an out-of-network basis	– Verify that the current administrative fees illustrated above will not change under a dual carrier offering and that Humana will participate in a dual carrier offering	– Verify that the current administrative fee paid by the County will be offered to the City in 2016
	– Per Humana, they are actively working to re-contract with Baptist but as of now there is no short-term possibility (1 – 3 months) of this occurring	– Request a full re-pricing of claims by AvMed to assess the financial implications of a partial replacement	– Request a full re-pricing of claims by AvMed to assess the financial implications of a full replacement
		– Analyze the access and disruption of providers comparing the AvMed and Humana networks to educate those employees who might choose AvMed	– Analyze the access and disruption of providers comparing the AvMed and Humana networks
		– Implement the City's current plan designs on AvMed's platform	– Implement the City's current plan designs on AvMed's platform while working with AvMed on the Rx Formulary design
		– Assess the financial implications of prescription management (rebate credits/pricing) and whether prescription management could also be provided on a dual carrier offering and/or if it is more advantageous or even available to continue with a single carrier	– Assess the financial impact of the run-out provisions in the Humana contract (8% of claims for 2 months to process 12 months of run-out)

[1]AvMed received the medical claims file on December 2nd, 2014 - Gallagher expects a timeline from within the next 1 - 3 business days. The correct claims file layout was received from Humana on December 1st, 2014.

ITEM TEN

MIAMI**BEACH**

OFFICE OF THE CITY MANAGER

COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee

FROM: Jimmy L. Morales, City Manager

DATE: December 12, 2014

SUBJECT: **PARKING STRUCTURE**

BACKGROUND

On November 19, 2014, the Mayor and Commission approved a referral item requested by Commissioner Weithorn, Item No. C4K, entitled, "Referral to Finance – Parking Structure" for a discussion regarding a public-private partnership for a two-story parking structure to be erected over both Municipal Parking Lot No. P62, located at 836 42nd Street and a private parking lot, located at 830 42nd Street (between Jefferson and Meridian Avenues).

CONCLUSION

The Administration is seeking direction from the Finance and Citywide Projects Committee regarding this item.

JLM/KGB/SF
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MIAMIBEACH

OFFICE OF THE MAYOR AND COMMISSION

MEMORANDUM

TO:	Jimmy L. Morales, City Manager
FROM:	Deede Weithorn, Commissioner
DATE:	November 13, 2014
SUBJECT:	Referral to Finance – Parking Structure

Please place a referral to the December 12, 2014 Finance & Citywide Projects Committee on the next Commission agenda to discuss a public private partnership for a two-story parking structure to be erected over both city parking lot P62 and a private parking lot, on 42nd Street, between Jefferson Street and Meridian Avenue.

If you have any questions please contact Lauren Carra at extension 6528 or LaurenCarra@miamibeachfl.gov.

Agenda Item C4K
Date 11-19-14

ITEM ELEVEN

MIAMIBEACH

COMMITTEE MEMORANDUM

TO: Finance & Citywide Projects Committee

FROM: Jimmy L. Morales, City Manager

DATE: December 12, 2014

SUBJECT: **Discussion Regarding Elder Services & Stanley Shapiro Proposal**

Background

During the Stanley Sutnick Citizen's Forum at the November 19, 2014 City Commission meeting, Mr. Stanley Shapiro spoke. As part of his comments, Mr. Shapiro requested $10,000 from the City so that he could administer cultural programming for our community's elder residents. As a result of this request, the Commission referred this item to the Finance and Citywide Projects Committee for consideration and additionally requested a review of existing programming that serves our community's elderly.

Analysis

The City has a variety of services and providers seeking to meet the evolving needs of our community's elder residents. Through its Parks Department, the City offers a variety of free cultural and programming including:

- Bingo
- Aerobics
- Computer classes
- Dance
- Painting
- Physical fitness center
- Tai chi
- Water aerobics
- Yoga
- Field trips
- Holiday dances and dinner events

Through its Office of Housing and Community Services, the City offers a variety of services which provide our most vulnerable elder residents the support necessary to promote use of other services including, but not limited to:

- Supplemental Nutrition Assistance Program (SNAP, formerly known as food stamps) benefits application and renewal
- Alliance for Aging consultations for Medicare and independent living services
- Congregate meal site visits to ensure that elder residents have access to care coordination for emerging needs (such as housing, financial or independent living supports)
- Hurricane evacuation registration to ensure that mobility-impaired residents are not forgotten in the event of a community emergency

- Free tax preparation for our residents whose households earn up to $51,000 per year
- In-house, legal consultations offered weekly by the Office of the State Attorney
- In-person follow-up visits for those elderly registered in Switchboard of Miami's Telephone Reassurance Program who are not reached by phone after 48 hours

In addition to the above, the City proactively seeks opportunities to engage the elder community via discounted tickets at the Fillmore Miami Beach at the Jackie Gleason Theater and the Arts in the Parks movies on Wednesday nights.

Also, attached please find a summary of services available to our community's elder residents. This summary includes free services and access by category and provider demonstrating the wealth of cultural and other services available to our elder residents. While some of these services occur outside of our city, i.e. cultural programming, they are available to our residents who can access them through a variety of free and reduced cost transportation options.

Conclusion

The City has a variety of cultural, recreational and support programming available to its elder residents. These programs are provided by long-serving, professional community organizations that leverage community resources to ensure their services are equitably available and accessible by all elder residents.

JML/KGB/MLR

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Cultural Services for Miami Beach Residents

North Shore Park Youth Center
7250 Collins Ave, Miami Beach, FL 33141
305- 673-7730

Bingo FREE
Tuesdays; 12:30 pm - 2:00 pm

Bowling
Location: Scott Rakow Youth Center - 2700 Sheridan Avenue
Fridays; 10:45 am - 12:30 pm

Chair Aerobics FREE
Tuesdays; 9:30 am or 11:00 am ***AND*** Thursdays; 11:00 am

Computer Class FREE
Saturdays; 9:30 am - 10:30 am ***AND*** 10:45 am - 11:45 am

Dance Fusion
Mondays; 10:00 am - 11:00 am

Fine Arts Painting FREE
Tuesdays; 6:00 pm ***AND*** Fridays; 10:00 am - 2:00 pm

Fitness Centers

• ***Scott Rakow Youth Center***
FREE Fitness Center Hours for Seniors:
Mon. – Fri. 8:30 am – 1:00 pm
Mon. – Fri. 6:15 pm – 8:30 pm
Sat. & Sun. 9:30 am – 5:00 pm

• ***North Shore Park Youth Center***
FREE Fitness Center Hours for Seniors:
Mon. – Fri. 8:30 am – 1:00 pm
Mon.– Fri. 6:15 pm – 8:30 pm
Sat. 9:30 am – 5:00 pm
Sun. 12 noon – 5:00 pm

Stepping Out
Monthly field trips to Sawgrass Mills, Parrot Jungle, Miccosukee and more.

Tai Chi FREE
Wednesdays; 9:30 am - 10:30 am

Water Aerobics
Location: Normandy Isle Pool - 7030 Trouville Esplanade
Mondays; 11:30 am - 12:30 pm

Yoga
Fridays; 9:30 am - 10:30 am

Adrienne Arsht Center for the Performing Arts 1300 Biscayne Blvd., Miami, FL 305-949-6722	**Behind-the-Scenes Tours** Biweekly every Monday and Saturday; 12:00 pm **Gospel Sundays** Schedule info, call 305-949-6722
Fairchild Tropical Botanic Garden 10901 Old Cutler Rd., Coral Gables 305-667-1651	**Garden Visit** First Wednesday of each month; 9:30 am - 4:40 pm
Miami-Dade Public Library System 101 W Flagler St., Miami 305-375-2665	**Cultural & Literary Events** Monday - Saturday; 10:00 am - 6: pm
Vizcaya Museum and Gardens 3251 South Miami Ave., Miami, FL 305-250-9133	**Viscaya Museum and Gardens Visit** Mondays and Wednesdays only; 9:30 am -4:30 pm
The Patricia & Phillip Frost Art Museum SW 107th Ave. & 8th St., Miami 305-348-2890	**Museum Exhibitions** Open Daily; 12:00 pm - 6: 00 pm
The Wolfsonian 1001 Washington Ave., Miami Beach 305-531-1001	**Museum Exhibitions** Open Daily from 12:00 pm - 6:00 pm Closed on Wednesday
Bass Museum 2100 Collins Ave., Miami Beach, FL 305-673-7530	**Museum Exhibitions** Last Sunday of every month; 2:00 pm - 4:00 pm
Fillmore Miami Beach 1700 Washington Ave., Maim Beach, FL 33139 305-673-7300	**Ticket Tuesdays** (Third Tuesday of the Month) *Discount for seniors at the theater box office*
New World Center at SoundScape 500 17th Street, Miami Beach, FL	**Arts in the Parks presented by the City of Miami Beach** Wednesday Nights at 8:00 p.m.
Miami Beach Botanical Garden 2000 Convention Center Dr., Miami Beach, FL 305-673.7256	**Monthly Events** Call or visit http://www.miamibeachbotanicalgarden.blogspot.com/ for monthly free events
Miami Beach Senior Center for Creative Living Temple Beth Sholom 4144 Chase Ave., Maim Beach, FL 305-673-6060	**Program for the 60+ Seniors (small donation is suggested)** Monday; Line Dance, Table games, Moving & Grooving classes from 10:30 am - 2:00 pm Tuesday; Zumba 12:00 pm - 1:00 pm Wednesday; Chair Yoga 11:00 am - 12:00 pm Thursday; Tai Chi 12:30 pm - 1:30 pm Friday; Moving & Grooving 11:00 am - 12:00 pm

Miami-Dade Public Library System 227 22 ST. MIAMI BEACH. FL 305-535-4219	**Museum Pass: FREE entry to Art, Culture, Entertainment** Just visit your nearest branch library, see staff for availability and use your library card to check out a museum pass.
Regal Cinemas South Beach Stadium 18 Movie Theater 1120 Lincoln Rd, Miami Beach, FL 33139 Phone number: (305) 674-6766	Seniors 62 and over $9.50 Friday- Sunday and $8.50 Monday-Thursday. $4.00 extra for 3D movies.
Fruit & Spice Park Homestead, Florida 33031 305-247-5727	
History Miami 101 West Flagler Street Miami, Florida 33130 305-375-1492	
Miami Children's Museum 980 MacArthur Causeway Miami, Florida 33132 305-373-KIDS (5437)	
Pérez Art Museum Miami (PAMM) 1103 Biscayne Blvd. Miami, FL 33132 305-375-3000	
Zoo Miami 1 Zoo Boulevard 12400 SW 152 Street Miami, FL 33177 305-251-0400	

Transportation Services for Miami Beach Residents

City of Miami Beach Trolleys	
Alton West Trolley (AWT) Route	The City of Miami Beach currently provides a temporary circulator service that runs along a closed circuit comprised of Alton Rd, Lincoln Rd, West Ave and 5th St Parking Garage and the affected area. Patrons who use the Trolley get four hours of free parking at the mentioned garage if they request a voucher from Trolley drivers. **NOTE:** This route is expected to cease service upon substantial completion of the Alton Road construction project by FDOT, scheduled for December 2014.
North Beach Trolley (NBT) Route	The new system provides connection between Allison Park, Publix on 69 Street, North Shore Open Space Park, Stillwater Park, North Shore Branch Library, Crespi Park, North Shore Youth Center, Normandy Isle Park and Pool, Walgreens on Biarritz Drive and other destinations. Connects to Miami-Dade Transit routes: 120, S, H, L, 117, 115, 79. The North Beach loop transit service has security cameras, wheelchair ramps and lifts that will allow easy access of wheelchairs and disabled passengers.
South Beach Local (SoBe Local) For Full schedule, call (305) 770-3131 TTY (deaf and hard-of-hearing) call (305) 654-6530	Ride for only 25¢ per trip. Buses run every 13 to 20 minutes daily, stopping at popular destinations throughout SoBe. All our air-conditioned minibuses are bike- and wheelchair accessible.
Senior Ride Transportation Program (JCS Senior Ride) JCS Access at 305.576.6550	JCS' Senior Ride program transports older adults, who are unable to use public transportation, to locations such as meal sites, senior centers, doctors' offices, and shopping centers in Miami Beach and North Miami Beach. email info@jcsfl.org.
Special Transportation services (STS): Trips Cost $3.50 Phone Number: 786-469-5000 or 305-630-5300	Meets the special transportation needs of disabled Miami-Dade County citizens. Email paratransit@miamidade.gov
Golden Passport:	Eligibility: 65 and over and permanent resident of Miami-Dade resident When applying for the 65 and over Golden Passport, you must complete the Golden Passport EASY Card Application Provide a current valid Florida ID or driver's license with a Miami-Dade County physical address and your Social Security Number. A new application requires that a picture of the patron be taken at the MDT Transit Service Center or a 3-1-1 Service Center for placement on the newly issued EASY Card.

Social Services for Miami Beach Residents	
Switchboard of Miami	Switchboard offers free and confidential telephone counseling, crisis intervention, suicide prevention and information and referral services to every caller, chatter or tester 24/7. The organization also maintains a comprehensive and reliable social services databases of 5,000+ entries, and provides immediate tri-lingual assistance
Seniors Never Alone	Is a voluntary program for enrolled seniors residents, 65 years or older, who live in Miami-Dade County. The Seniors Never Alone Program is free of charge and provides weekly reassurance telephone and Skype services.
(305) 646-3606 Seniors HELP Line: 305-646-3606 Information & Referral Phone Number: 2-1-1 (from any phone) HELP line Miami: 305-358-HELP (4357)/305-644-9449 (TTY) National Suicide Prevention Lifeline: 800-273-8255 (TALK) and 800-784-2433 (SUICIDE) Veterans Crisis Line: 800-273-8255 Press 1	Services include Companionship, Crisis Counseling, Suicide Prevention, Information and Referral, Case Management
Emergency Evacuation Assistance Program	Miami-Dade residents who require daily skilled nursing care, assistance with daily living, or have life-saving medical equipment dependent on electricity should register for the Special Needs & Emergency Evacuation Assistance Program (PSN/EEAP). This program is specifically for those individuals who live alone or with their families, and not in a managed care facility such as an assisted living facility (ALF) or nursing home.
Register with MDFR be obtained by contacting 3-1-1 or 305-513-7700; or 888-311-DADE or 305-468-5402 (TDD/TTY)	Anyone who is unable to evacuate and/or shelter on their own, due to a disability and/or medical condition (with the exception of those residing in a nursing home and/or assisted living facility or group home).
SafeLink: 1800Safelink (723 3546)	SafeLink is a free phone given to eligible clients. You may be eligible if you participate in a government funded program or are consider low income, please note, one phone per household.

SHINE: Serving Health Insurance Needs of Elders 1-800-963-5337 Miami Beach City Hall Answer Center, on the 1st Floor (between the elevators) Appointment's Only Call 305-673-7491	SHINE (Serving Health Insurance Needs of Elders) is a free program offered by the Florida Department of Elder Affairs and your local Area Agency on Aging. Specially trained volunteers can assist you with your Medicare, Medicaid, and health insurance questions by providing one-on-one counseling and information. SHINE services are free, unbiased, and confidential.
Department of Children and Families (DCF) Miami Beach Service Center 945 Pennsylvania Avenue, S-300 Miami Beach, FL 33139 Fax: (305) 535-5411	Mission: The Florida Department of Children Families is committed to its mission of protecting the vulnerable, promoting strong and economically self-sufficient families, and advancing personal and family recovery and resiliency Help Provided: Food Assistance, Temporary Cash Assistance, Medicaid and Refugee Assistance.
St. Joseph's Church Emergency Food 8670 Byron Ave Phone Number: 305-531-1124	Provides emergency meal packages for individuals, families and the homeless. Saturdays ONLY at 10 am
St. Vincent de Paul -St. Patrick's Church 3716 Garden Ave Phone number: 305-531-1124	Provides emergency meal packages for individuals, families and the homeless. Saturdays ONLY at 10 am
The Low-Income Home Energy Assistance Program (LIHEAP) South Beach Service Center: 833 Sixth Street, Miami Beach, FL 33139 Phone Number: 305-672-1705	LIHEAP provides assistance to low-income individuals and families who are experiencing financial difficulty with paying their electric and gas utility bills.

Senior Housing Assistance Repair Program (SHARP) Phone Number: 786-469-4730, Monday - Friday from 8 a.m. - 5 p.m.	Through the Senior Housing Assistance Repair Program (SHARP) senior citizens may qualify for a forgivable interest-free home loan of up to $40,000 to make repairs on their homes which result in safer and more sanitary living conditions. Examples of the type of work SHARP include: install exterior doors with dead-bolt locks, window locks, repair or replace steps. Installation of smoke alarms, weather-strip doors, replace electrical switches, outlets and fixtures, repair leaky faucets and toilets. install shut off valves. The SHARP also can provide minor modifications to the homes of seniors with physical disabilities such as accessible bathroom fixtures, grab bars and railings. Eligibility: Residents of unincorporated Miami-Dade County must be 62 years or older and The property must have all utilities functioning and be structurally sound. How to Apply: Individuals interested in participating in the program may apply by contacting the Energy Programs office
Open Arms 305-263-3259 5556 SW 8th St. Coral Gables,FL 33134	Information and Referrals Senior Housing Assistance Specialty Phone Workshop and Activities Employment Assistance

JCS Access: Information & Referral Service Phone Number: 305-576-6550	Crisis Intervention Deaf & Hard of Hearing Employment Services Developmentally Disabled Individuals Training Program JCS Kosher Food Bank Masada Home Care Services Masada*Alert (Personal Emergency Response System) Meals on Wheels (Kosher) Mental Health Counseling for Adults Personal Emergency Response System (Masada*Alert) Psychological & Psychiatric Evaluations for Adults Senior Meals Congregate Dining Program (Kosher) Shopping Assistance Service Supported Employment Wellness & Recreation Programs
Congregate Meal Sites **Jewish Community Services** **South Beach Enrichment Center** 833 6th street 305-899-8301 **Federation Towers** 757 West Ave, Miami Beach, FL 33139 305-531-2388	JCS offers hot kosher meals at five dining facilities throughout Miami-Dade two in Miami Beach. In addition, these community-based locations provide a friendly environment for socialization and recreation.

Little Havana Activities and Nutrition Center	Little Havana Activities and Nutrition Center Services
Council Towers South 533 Collins Avenue 305-532-8576 305-858-0887	Adult Day Health Care
Rebecca Towers 200 Alton Road 305-672-3736 305-858-0887	Adult Education *(English, Naturalization)*
	Alzheimer's Adult Health Care Case Management Child Day Care Companionship Congregate Meals Consumable and Durable Medical Services Educational Arts and Crafts Escort Health Promotion and Education Health Risk Assessment Health Screening Home Health Care Agency Home Injury Prevention Home Delivered Meals Homemaker Immigration Services Immunization Information and Referral Intake and Eligibility Determination In-Home Long-term Care Services Forever Home ™ Nutritional Risk Assessment Nutritional Services Nutrition Counseling Nutrition Education

Ayuda, Inc. 7144 Byron Ave. Miami Beach, FL 33141 (305) 864-6885 (305) 866-5690 FAX AYUDA's toll free number: 1(866) 418-2983	Caregiver Training and Support Gerontological Counseling Homemaker Services Psychosocial Assessment Evaluations
Ayuda, Inc. Continued	Services include: Physical, Environmental, Psycho-Social Assessment to evaluate services needs that increase and/or maintain independence and quality of life Caregiver training and support workshops are provided in different senior buildings throughout the Miami Beach area. Workshops are presented by professionals and cover different topics to build awareness, teach skills, help lower stress levels and increase information and knowledge. Homemaker Services for the Frail Elders Attainment or recertification of financial and medical benefits Prevention of abuse or neglect Exploration and development of natural environment support network Social and leisure time management / Exploration of housing opportunities Gerontological supportive counseling to abate loneliness and depression Crisis prevention Caregiver training and support while visiting client Community Referrals Services are provided in client home or other natural environments There are no fees for services Ayuda is a representative payee agency for disabled adults.

Ayuda, Inc.: The Here For You Elderly Services Program	The Here For You Elderly Services Program provides social services to persons age 60 and over who reside in Miami Beach and Overtown. The goals of the program are to assist elders in maintaining their independence in their community; to improve their nutritional status; to enhance the quality of their lives; to provide them with support and security and to provide their caregivers with assistance and relief so that they can continue to provide care.

Employment	
Unidad of Miami Beach: Senior Community Services Employment Program (SCSEP) Raymond Adrian Phone Number: 305-867-0051	Job training and community service for eligible seniors Eligibility: 55 years of age or older A low Income person A legal resident of Miami-Dade County
Career Source South Florida 833 6th Street 2nd Floor Miami Beach, FL 33139 Phone Number: 305-532-5350 Fax: 305-532-9307	JOB SEARCH: Employ Florida Marketplace (EFM), is a revolutionary employment search tool that dramatically improves the way job seekers find jobs. TRAINING OCCUPATIONS: Enroll in one of CareerSource South Florida's training programs that will lead to placement into a high-demand occupation. PROFESSIONAL PLACEMENT NETWORK (PPN): The Professional Placement Network (PPN) is a CareerSource South Florida program designed to transition the professional career seeker back into the workforce or to a meaningful career change. JOB CALENDAR: View upcoming events, such as, seminars, job fairs, workshops, recruitments and more. LABOR MARKET INFORMATION: Want to know how your salary compares to that of others in your position? This and other helpful information are available here. FILE UNEMPLOYMENT COMPENSATION: File your unemployment compensation claim on-line, download the claim form, or learn about special unemployment compensation programs.

ITEM TWELVE

MIAMIBEACH
1915 • 2015

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, www.miamibeachfl.gov

COMMITTEE MEMORANDUM

TO: Finance and Citywide Projects Committee

FROM: Jimmy L. Morales, City Manager

DATE: December 12, 2014

SUBJECT: **A DISCUSSION REGARDING THE MIAMI BEACH CONVENTION CENTER BOOKING POLICY**

BACKGROUND AND ANALYSIS

The City approved the Booking Policy for the Miami Beach Convention Center on June 7, 1989, which was subsequently revised on October 4, 1989, June 6, 1990, July 8, 1992, June 3, 1998, May 12, 1999, July 7, 1999, and April 16, 2001. The most recent revision on April 16, 2001 was approved pursuant to Resolution No. 2001-24394 which clarified designation of First Priority status and City Manager discretion concerning same. The Booking Policy has not been revised since 2001.

As you know, in April 9, 2014, Request for Qualifications No. 2014-142ME for the Design Criteria Professional (DCP) services for the Miami Beach Convention Center Renovation was awarded to Fentress Architects. Construction is anticipated to begin immediately following Art Basel in Miami Beach 2015 and is expected to be completed in middle 2018. Group business generally books their events more than 24 months (2 years) into the future. With that in mind, the City needs to decide, in very near future, what if any changes to the Booking Policy should be considered in order to set booking goals for the Greater Miami Convention and Visitors Bureau (GMCVB) and Global Spectrum (Global).

In considering potential changes the type of event (convention, trade show and consumer shows) determines what demands the facility and surrounding area are likely to experience and what kinds of attendees and exhibitors can be expected. To a large degree the Center must also consider the overall economic impact the show will have to the City at large. Tax generation and City fees inclusive of the additional sales tax revenue from visitors and increased local consumption patterns can provide a significant amount of revenue to the City and the local businesses. The propensity of the various attendees and exhibitors to spend money in local businesses, hotels, shops, restaurants, tourist attractions, use of local public transportation (taxis, and rental cars) and entertainment establishments need to be considered and included in the overall assessment of the show as a net revenue contributor to the local economy. The purpose of the Convention Center is not to make money, but to generate business for our hotels and restaurants, which in turn generates resort tax revenue.

Below is a table broadly defining event impact:

	Conventions	Trade Shows	Consumer Shows
Example	Dermatologists	Jewelers International	Home Show
2014 Average Attendance *	4,800	4,900	11,600
Economic Impact	High	Moderate	Low
Building Revenue Impact	Moderate	Moderate +	High
Typically arrive	Via Taxi/Bus	Car	Car
Traffic Impact	Low	Moderate	High

** Excludes Art Basel and the Boat Show with 70,000 and 140,000 in attendance respectively.*

The current Booking Policy includes First Priority designation for long standing shows, defined as one which has a minimum of 20 consecutive years usage in Convention Center under the same ownership (Grandfathered First Priority). If the show has multiple events in MBCC in a calendar year, the first priority designation applies to only one of the show events in the calendar year. This is a rather unique aspect of our policy and not something found in other destination's booking policies. These grandfathered events include Antique Show, Miami International Boat Show, Jewelry International Show, Miami Auto Show and the Home Show. With the exception of Jewelry International Show, all are consumer shows. It is no secret the Convention Center is below the national average as it pertains to the total number of annual conventions held in the Center.

In considering Booking Policy changes, the City Commission should also be aware that Grandfathered First Priority shows are currently able to obtain License Agreements for use of the Convention Center up to 36 months prior to the show. Group business (conventions) typically book shows at least 24 months in advance. A large group attempting to book during a date pattern conflicting with a Grandfathered First Priority show, even if they contract for more hotel rooms on peak, would not be able to book in the Convention Center unless the Grandfathered First Priority agrees to move their dates. There have been examples in the past where Grandfathered First Priority shows have accommodated the destinations desire to book another show during their dates, but there are also examples where the destination has lost conventions as a result of this policy.

The Administration believes that peak room nights should be the overarching requirement used to determine whether an event receives First Priority designation. Additionally, the Booking Policy also allows for the rooms night verification to be used as a method of confirming peak room nights generated as a result of the event. The City has a prescribed verification process that is used which allows an independent third party accounting/auditing firm licensed in the State of Florida to be used to verify the peak room nights. Audited reports will be submitted to the Convention Center General Manager and Greater Miami Convention and Visitors Bureau Senior Vice President of

Sales along with the statement from the auditor indicating their validation of the method of data collection, the accuracy of the data as determined by their testing of the data, and their agreement with the conclusions of room night consumption as presented by the client.

Attached is a copy of the current Booking Policy for your reference as part of this discussion. Additionally, the City Code does require review and a recommendation from the Convention Center Advisory Board (CCAB) before the City Commission makes a final decision. The CCAB had an initial discussion of the policy and unanimously passed a motion recommending elimination of the Grandfather First Priority designation and also recommended the City allow First Priority events to book at least 18 months prior to the show instead of the current policy of 24 months. The Administration, Global Spectrum and the GMCVB all agree with the CCAB recommendation. This recommendation is in line with the sentiment expressed by the City Commission at the November 2014 meeting, which was to amend the Booking Policy to prioritize convention bookings.

The Administration continues to work with Global Spectrum, the GMCVB and Strategic Advisory Group to prepare revisions to the Booking Policy that prioritizes room night generating business. A draft of these changes will be available in January 2015.

CONCLUSION

The Administration is seeking direction from the Finance Committee.

JLM/KGB/MAS

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MIAMIBEACH convention center

BOOKING POLICIES

I. STATEMENT OF PURPOSE:

The Miami Beach Convention Center (the "MBCC" or the "Center") is a national and international convention, tradeshow, and multi-purpose facility owned by the City of Miami Beach and operated by GLOBAL SPECTRUM, L.P.. The MBCC was enlarged and remodeled in part with Convention Development Tax proceeds with the primary objective of promoting and facilitating events and activities which have a significant impact in terms of Convention Development Tax generated.

In addition, the MBCC was developed with a secondary objective of providing services and facilities to respond to the needs of County and local activities which promote business and generally enhance the quality of life for the community the MBCC serves.

When booking the MBCC, consideration shall be given by both the Bureau and the Convention Center management to the following factors:

a) Significant impact in terms of Convention Development Tax generated;
b) Total number of hotel rooms required;
c) Projected revenue to the MBCC both in terms of direct space rental revenue, as well as projected revenue from concessions and other building services;
d) Time of year;
e) Potential for repeat booking; and
f) Previous history and experience of the potential user with respect to use of similar facilities.

II. SCHEDULING PRIORITIES:

A. First Priority Events: Generally speaking, first priority for scheduling facilities and dates in the MBCC is available to regional, national and international conventions, trade shows, cultural shows, corporate meetings and similar activities which are not open only to the general public, and have a significant impact in terms of Convention Development Tax generated. In order to be considered for a First Priority designation, an event shall:

- require in excess of 115,000 gross square feet of exhibit space contracted in the MBCC;

BOOKING POLICIES (continued)…

AND EITHER

- require a minimum of three nights with 1500 hotel rooms occupied on the peak night in Miami-Dade County

  OR

  be a long standing show, defined as one which has a minimum of 20 consecutive years usage in MBCC under the same ownership, is in good standing, which includes being current on all prior debts, and has paid all contractual obligations in a timely fashion to the facility. If the show has multiple events in MBCC in a calendar year, the first priority designation applies to only one of the show events in the calendar year.

  Convention Development Tax impact and hotel room counts are based on prior history of the event and are subject to verification by (1) the Bureau; or (2) at user's expense, a qualified independent surveyor pre-approved by the Convention Center Advisory Board, provided that such surveyor's results shall be subject to review and approval by the Convention Center Advisory Board. In order to be considered for First Priority designation, an event shall have demonstrated the hotel room count history during presentation of the identical event either in Miami-Dade County or, in the case of events which move from city to city on a rotational basis or are relocating from another location, the hotel room count history of the identical event shall be verified by the Bureau using generally accepted industry standards, (i.e., DMAI MINT system or other) for such history verification.

  Within the First Priority category, the Bureau will give preference to the event with the most significant impact in terms of Convention Development Tax generated. For purposes of conflict resolution, events having attained First Priority designation through the hotel peak room night verification process shall have precedence over those events having attained First Priority designation through the 20 year process.

  In the event that First Priority Event status is granted, based in part upon the hotel room on peak night requirement as set forth above, the Convention Center Advisory Board shall require recertification of said hotel room requirement from First Priority Events every five (5) years from the most recent date of certification. In the instance that an event interrupts its regular scheduling, defined as failing to take place within six (6) months of its next anticipated presentation, First Priority status may be revoked.

  B. **<u>Second Priority Events:</u>** Second priority for scheduling facilities and dates in the MBCC is available to consumer or public exhibitions, tradeshows (open to the trade only), local corporate meetings, special events, entertainment events, business meetings, and other activities which essentially draw from or appeal to the general public and/or local regional attendees and participants.

BOOKING POLICIES (continued)…

Within the Second Priority category, the MBCC will give preference to recurring public shows and tradeshows held on an annual basis with a proven record of success at the MBCC, which have produced significant revenue to the MBCC, and have a significant impact in terms of Convention Development Tax generated (Convention Development Tax impact data shall be provided by the user). The MBCC may offer alternate dates in a given year which may result in termination of other Second Priority scheduling reservations. The foregoing criteria may also be used by the MBCC to reschedule or select between Second Priority Events in the case where a scheduling reservation for a First Priority Event impacts tentative scheduling reservations for two or more Second Priority Events.

C. <u>**Discretion:**</u> Subject to the priorities set forth above, the General Manager may exercise his discretion as to the issuance, modification, or termination of scheduling reservations.

III. BOOKING PROCEDURES

Reservations more than twenty-four (24) months before an event are normally handled through the Greater Miami Convention and Visitors Bureau (the "Bureau"), subject to approval of the MBCC, and are subject to the guidelines of Section II herein.

Facility and space scheduling commitments for First Priority Events may be made as far in advance as is necessary or appropriate and may supersede requests for other events and activities, unless a Lease Agreement has been previously executed by the MBCC and the user for such other event. Lease Agreements for First Priority Events may be entered into as far in advance as necessary or appropriate at the discretion of the General Manager of the MBCC (the "General Manager").

Tentative facility and date scheduling reservations for Second Priority Events are generally made not more than three years in advance, and are subject to change to accommodate First Priority Events, unless a Lease Agreement has been previously executed by the MBCC and user for such event. However, large consumer and public exhibitions and trade shows held on an annual basis may, at the discretion of the General Manager, obtain tentative scheduling reservations for facilities and dates on a long-term basis, subject to rescheduling or termination to accommodate First Priority Events. Lease Agreements for Second Priority Events, shall, upon request of the party holding the reservation, be issued twenty-four (24) months prior to the event. The Lease Agreement shall provide that if the Bureau has a potential First Priority Event seeking to lease the facility during Lessee's contracted dates, and within the fifteen to twenty-four month period prior the Lessee's event, the Lessee shall agree to use its best efforts to move its event a few days either way in order to accommodate the First Priority Event.

BOOKING POLICIES (continued)…

Facilities and dates will be tentatively held pending notification to the contrary by either party. In the event a tentative commitment is released by the MBCC, the requesting party will be notified the facilities and/or dates have been released.

Facilities and dates reserved on First Option are reserved tentatively, but a conflicting commitment for the facilities and dates generally will not be made in favor of a second requesting party within the same scheduling priority without first offering the party holding a First Option an opportunity to either execute a lease agreement or release its reservation. A First Option held by a Second Priority Event can always be superseded by a First Priority Event, unless a lease agreement has been previously executed. At the discretion of the General Manager, a party with a First Priority Event holding a First Option may be required, within seven (7) days of written notice, to execute a lease agreement and post a deposit at any time that the General Manager has a good faith request in writing from another First Priority Event for the same dates.

Facilities and dates reserved on a Second Option basis will be reserved tentatively, and the absence of a valid First Option hold for the same space and time shall not guarantee the elevation of a Second Option hold to a First Option hold.

Facilities and dates are considered as confirmed or under contractual commitment only upon execution of a MBCC Lease Agreement by the event sponsor and the City of Miami Beach specifying all details of the commitment. However, facilities and dates may be held as "firm" upon receipt of a letter of confirmation signed by both the event sponsor and the General Manager, pending the preparation, negotiation, and execution of a Lease Agreement. In the event such a letter of confirmation is signed by both the sponsor and the General Manager, no conflicting scheduling will be made during a reasonable period to preparation, negotiation, and execution of a Lease Agreement.

IV. PROTECTION CLAUSE:

A Protection Clause shall, upon the recommendations of the Convention Center Advisory Board, the General Manager, and subject to the approval of the City Manager, be granted to recurring local, regional, and international public and tradeshows with a proven record of success, defined herein as the successful completion of at least two consecutive shows in two years, which have produced significant revenue to the MBCC. If granted, such Protection Clause will be included in the Lease Agreement and, thereafter re-reviewed every three (3) years by the Convention Center Advisory Board and the General Manager, and subject to the approval of the City Manager, in future Lease Agreements. Notwithstanding the foregoing, the granting of a Protection Clause in a Lease Agreement shall not vest any right (s) or reliance on the part of the Lessee as to the granting of said Clause in subsequent or future Lease Agreements, but shall at all times be subject to the review and approval procedures set forth here:

BOOKING POLICIES (continued)…

In consideration for the continuation of a Date Protection clause inclusion in subsequent lease agreements, the Convention Center Advisory Board recommendation and City Manager approval shall consider the following criteria:

- Required usage of at least 115,000 gross square feet of exhibit space
- Event history and trending of total revenue to the MBCC
- Event history and trending of net square footage utilized in the MBCC
- Event history and trending of attendance in the MBCC
- Timeliness and adherence to payment terms at the MBCC
- Continuous scheduled presentation of the event at the MBCC
- Compliance by lessee with MBCC building operating policies and procedures

The Protection Period shall not exceed a total of sixty (60) days, plus the show days. The number of days prior to and after the event shall be the subject of agreement between the Lessee and the General Manager, but a minimum of fifteen (15) days shall be required on each side of the event. Upon the recommendation of the Convention Center Advisory Board, a Protection Clause in excess of sixty (60) days may be granted for highly competitive events with highly significant revenue to the MBCC. In the instance that an event interrupts its regular scheduling, defined as failing to take place within six (6) months of its next anticipated presentation, its Date Protection status may be revoked.

If a Protection Clause is granted, it will read as follows:

PROTECTION CLAUSE:

Lessor agrees that it will not lease any portion of the Convention Center facility to any Competing Event for the period commencing ______ days before Lessee's first show day, and concluding ______ days after Lessee's last show day (the "Protection Period"). A "Competing Event" is hereby defined as an event which has thirty percent (30%) or more of the total number of exhibitors/booths in the same event showing/selling product lines in the Lessee's event; provided, however, that a show that is open to the public shall never be deemed a Competing Event with a show open only to the trade, and vice versa. The determination of whether or not an event is a "Competing Event" shall be solely within the discretion of the General Manager, and shall be based upon the product lines in the proposed event's prior shows.

BOOKING POLICIES (continued)…

V. DEPOSIT SCHEDULES:

Deposits are required for all activities upon execution of a formal MBCC Lease Agreement.

A. <u>First Priority Events:</u> A deposit in the amount of one day's minimum guaranteed rental per hall, or such other deposit as the General Manager may authorize, is required upon execution of the Lease Agreement. For events leased several years or more in advance, special arrangements may be negotiated, at the Center's option, for a lesser deposit upon lease execution, with the deposit balance due and payable sixty (60) days in advance of the event.

B. <u>Second Priority Events:</u> A minimum deposit will be required upon execution of the Lease Agreement as follows: one day's minimum guaranteed rental for the first hall, and an additional 33-1/3% of one day's minimum guaranteed rental for each additional hall. However, first-time events without a past history of success, and event sponsors with inadequate references, or prior event sponsorships, a record of slow payment, etc., may be required, at the Center's option, to remit up to one hundred percent (100%) of anticipated rental and related expenses upon execution of Lease Agreement.

VI. VARIANCE FROM POLICY:

Events and circumstances not covered in the above scheduling policies may be subject to special conditions, and as deemed appropriate by the City Manager. No variance from the Center's policies, as represented in the above terms, may be made without first being submitted to the General Manager and CCAB for consideration.

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ITEM THIRTEEN

MIAMIBEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, www.miamibeachfl.gov

COMMITTEE MEMORAMDUM

TO: Finance and Citywide Projects Committee

FROM: Jimmy L. Morales, City Manager

DATE: December 12, 2014

SUBJECT: **A DISCUSSION REGARDING THE CITY OF MIAMI BEACH TUITION ASSISTANCE PROGRAM**

BACKGROUND

At the November 19, 2014, City Commission meeting, the subject program was referred to the Finance and Citywide Projects Committee for its review and recommendations.

The Tuition Assistance Program is an employment benefit, so long-term that the last time it was reviewed was in October 2004; ten years ago. Budgetary allocations during the same period of time have been fluctuated between \$30,000 and the current \$20,000 per year. Expenditures in 2004 were over budget by almost \$8,000 but every year since then, except for 2010, expenditures were significantly below allocated amounts. In fiscal year 2013/14, 34 employees made use of the benefit for a total expenditure of slightly over \$19,000. Based on the amounts reimbursed, six of the 34 employees who filed for reimbursement are enrolled in post-graduate programs.

The purpose of the program is to encourage employees to further their education by taking approved or accredited courses which will improve their performance in the services they were hired to perform or would be relevant to the employees' career development and potential advancement within the City. The City reimburses tuition only for one course per semester for a total of 12 credit hours per calendar year.

To be eligible for reimbursement, employees must successfully complete each course taken, which means earning a grade of "C" or better and a "pass" if the course is graded on a pass/fail basis. Reimbursement rates are as follows:

- Approved undergraduate community college and non-credit/certificate courses - \$152.25;
- Approved undergraduate university courses - \$251.16; and
- Approved graduate courses - \$531.15.

DISCUSSION

In addition to the tuition assistance program, the City of Miami Beach has partnered with Barry University, Carlos Albizu University, Florida International University and Nova Southeastern University to offer employees preferred tuition rates for a number of programs. Offerings vary, yet despite significant discounts post-graduate credit hours may cost as much as $760, exclusive of application and lab fees, books and other related expenditures.

In April 2014, staff undertook an informal survey regarding tuition assistance and received eight responses from municipalities in Miami-Dade and Broward Counties. One did not offer any assistance; another offered it to select bargaining unit employees and a third suspended its program due to budgetary constraints.

The different approaches among the entities that responded were striking. Two entities allocated a certain amount to the program and reimbursed at the State tuition credit hour rate until the allocations were exhausted. Since there were no limits on the number of credit hours eligible for assistance, reimbursement was based on available funding. If an employee delayed submitting the required information, he or she ran the risk of losing out on the benefit due to budgetary constraints.

Two municipalities, the Village of Key Biscayne and the City of Doral, based their reimbursements on employee achievement. An "A" was reimbursed at 100%, a "B" and 75% and a "C" at 50% at both organizations. The Village of Key Biscayne reimbursed an employee up to $4,000 per fiscal year and the City of Doral reimbursed up to 18 credits per fiscal year.

Miami-Dade County reimburses up to 50% of tuition costs to any employee who earns a "C" in an approved course after financial and other assistance has been applied.

ANALYSIS

Should the City elect to make changes to the Tuition Assistance Program, the matter will have to be negotiated with labor representatives as part of the collective bargaining process. Changes, if adopted, may apply to employees in the unclassified or "others" salary groups upon adoption.

The attached revised program procedures incorporate the following:

- Assistance based on a sliding scale directly related to the employee's performance in school
- No limit on the number of credit hours eligible for tuition assistance
- A repayment requirement if the employee separates within less than two years of having received assistance, with an exception for employees who are laid off or die

The Administration is recommending a two-year pilot program because it is difficult to anticipate how much interest the program will generate and whether the City will be able to afford to offer such a rich employment benefit. The cost analysis is based on the following assumptions and the undergraduate tuition cost at Florida International University and $760.00 per credit hour for the Corporate Master of Business Administration also at Florida International University.

Undergraduate Program

- Instead of 28 employee, 56 enroll in an undergraduate program (a threefold increase);
- Each of the 56 takes 6 credit hours per semester for a total of 18 semester hours per year at $203.59 per credit hour ($205,220);
- 40% earn an "A" which results in a cost of $82,000;
- 30% earn a "B" which results in a cost of $48,000; and
- 30% earn a "C" which results in a cost of $30,000 for a total expenditure of $160,000

Corporate Master of Business Administration

- Instead of 6 employees, 18 enroll in this graduate program;
- Each of the 18 takes 6 credit hours for a total of 18 semester hours per year at $760 per credit hours ($246,240);
- 60% earn an "A" which results in a cost of $151,000; and
- 40% earn a "B" which results in a cost of $72,000 for a total expenditure of $223,000

Consequently, the program can run from as high as $452,000 per year to $383,000, if assumptions prove correct.

RECOMMENDATION

The Administration recommends that in Fiscal Year 2015/16, after negotiations with collective bargaining representatives, the City enter into a two-year pilot program based on the attached draft program procedures. The pilot program will serve to determine if City employees will be more inclined to pursue educational opportunities with a more liberal program and if so, if the City will be in a position to fund such interest on a long-term basis.

Attachment

JLM/KGB/SC-T

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CITY OF MIAMI BEACH TUITION ASSISTANCE PROGRAM

The City of Miami Beach's Tuition Assistance Program is established to provide financial assistance to eligible employees voluntarily participating in training or educational programs designed to improve their effectiveness which directly benefits City operations activities and objectives; provide professional development; and help prepare employees for other opportunities within the City's service.

Tuition is the fee for instruction and lab fees only, and does not include textbooks, exams, audit fees, or any other expenses.

Tuition assistance is available to full-time City of Miami Beach employees who have completed their respective probationary periods and to unclassified employees who have no less than six months of continuous service. Time served in provisional/temporary status is not included when determining eligibility.

QUALIFICATIONS:

The tuition assistance shall be based upon and not exceed the established credit hour tuition rate in the State university system at the time of enrollment. Upon successful completion of approved coursework, the assistance scheduled if based on the following levels of achievement:

1. Grade A = 100% reimbursement
2. Grade B = 75% reimbursement
3. Grade C = 50% reimbursement; except for graduate level courses which are not eligible for reimbursement at this level of performance
4. A passing grade on a pass/fail basis = 100% reimbursement

Employees receiving financial assistance including scholarships, fellowships, grants, special discounts and/or Veteran's benefits, will be eligible for tuition assistance after the financial assistance has been applied to the tuition costs.

The City reserves the right to determine and amend the number of courses, the number of credit hours, and the level of tuition assistance prior to the beginning of a school semester.

EMPLOYEE ELIGIBILITY:

Tuition assistance is available to full-time City of Miami Beach employees who have completed their respective probationary periods and to unclassified employees who have no less than six months of continuous service. Time served in provisional/temporary status is not included when determining eligibility.

(a) An overall evaluation of "meets expectations" or higher on the latest employee performance evaluation preceding the beginning of classes.

Exception: An employee whose latest overall evaluation is less than "meets expectations" may be eligible for tuition assistance for coursework related to specific areas of performance that .

(b) Unclassified employees must have received a satisfactory rating from their supervisors on the latest performance review.

COURSEWORK ELIGIBILITY:

Guidelines for establishing eligible coursework are as follows:

(a) Degree and certification programs at accredited institutions which relate directly to career opportunities within the City of Miami Beach are eligible for approval.

(b) For those employees who have been approved for a degree program, all general education courses specifically required by the school will be approved.

(c) All other coursework will be considered on a course by course basis.

(d) All courses must be taken outside of working hours unless the employee's department director approves the use of annual leave. If administrative leave is granted to take a course during working hours, which requires City Manager approval, no tuition assistance will be granted.

(e) On-line Internet courses and programs provided by accredited Florida-based educational institutions are eligible for tuition reimbursement.

DEPARTMENT DIRECTOR:

The department directors shall be responsible for verifying that all approved coursework is in compliance with this administrative procedure, as well as all other aspects of the program. Department directors shall approve or disapprove all reimbursements for degrees, programs, and coursework for employees within their departments.

EMPLOYEE OBLIGATIONS:

All employees receiving tuition assistance under this program will be obligated to remain in the City's employ for a minimum of two years following the last tuition assistance payment. Employees separating from City service prior to the expiration of this period will reimburse the City for the assistance received during the final year of employment through deductions from their final payroll check. If the final paycheck is insufficient, the employee will still be responsible for making arrangements to reimburse the City or their separation papers shall be coded as not having left the City in good standing.

In the event the employee fails to reimburse the City, the services of an attorney required to collect such debt shall be sought and such attorney's fees and court costs shall be added to the amount owed the City.

No reimbursement will be required of those employees who have been laid off. If the employee dies while in the City's service, regardless of cause, no reimbursement will be sought from the employee's family.

APPLICATION PROCEDURE:

Employees wishing to participate in the Tuition Assistance Program shall submit to their department Directors an application for coursework/degree approval no later than thirty days following the start of classes.

COURSEWORK, DEGREE REVIEW AND APPROVAL:

The department director shall approve or disapprove the employee's request after verifying the employee's eligibility for participation in the program.

(a) Approval

After the department director approves the request, a copy of the original application is returned to the employee advising them of the approval.

(b) Disapproval

If the department director disapproves the application, he or she shall advise the employee of the reason for the rejection no later than 30 days from the date of the receipt of the application.

REIMBURSEMENT:

All approved applicants will submit a request for reimbursement, along with tuition receipts, official grade notifications, and all supporting documentation, to their department directors no later than thirty days from receipt of the grades. The departments shall submit all applications to the Human Resources Department, whether approved or disapproved, with the supporting documents for final review and reimbursement approval.

PENALTIES:

Should an employee submit documentation which the employee knows is false or intentionally misleading in order to receive benefits to which the employee is not entitled, the employee shall be deemed ineligible to continue to participate in the tuition assistance program and shall repay City of Miami Beach for any tuition assistance received while in the City's employ. The employee may be subject to further disciplinary action, including, but not limited to, dismissal from the City service.

ITEM FOURTEEN

F&CWP Pending Items - Commission Referrals

Attachment 1

Item #	Title	Referred By	Date Referred	Handled By	Date Expiring per Reso # 2013-28147	Note
104	Discussion Regarding The Loans-At-Work Program.		January 16, 2013 Commission Item C4U	Carla Gomez		The members of the Finance and Citywide Projects Committee (FCWPC) recommended that the BMG Money Loans-At-Work program be extended on a month-month basis, with a discussion item to be referred to the FCWPC to explore what potential loan alternatives may be available.
188	Discussion regarding The Greater Miami Convention and Visitors Bureau Interlocal Agreement	Tourism, Culture and Economic Development	March 5, 2014 Commission Item C4F	Max Sklar	2/5/2015	7/18/2014 The Committee recommended moving this item to the August 13, 2014 Budget meeting and then finalized at the September 10, 2014 Commission meeting with no recommendation. 8/13/14 The Committee recommended moving forward on a month to month extension under the current contracted terms not to exceed one (1) year. The intent is for staff to re-negotiate an incentive base plan that establishes a base fee and an incentive fee to be paid based on the overall achievement of annual performance goals. Budget is to also add a line item for an owner's representative that is not to exceed $161,000 at the City Manager's discretion. Staff is to bring back the item to Committee once negotiations are completed.
189	Discussion regarding the Miami Beach Police Athletic League (PAL)	Joy Malakoff	March 5, 2014 Commission Item R9N	Arthur Martineau	3/21/2015	3/21/2014 Item to be brought back when their audit is complete 9/24/14 The Committee recommended deferring Item #210 to the November Finance committee meeting. Internal Audit and Miami Beach Police Athletic League are to bring back the results of implementing the operational audit findings. This item is a result of that audit
192	Discussion regarding Police and Parking Department Towing Permit Requirements	Parking	April 23, 2014 Commission Item C4G	Saul Frances	11/20/2014	5/20/14 The Committee recommended no action and that Saul Frances Parking Director follow up on the implementation of the technology enhancements. This item is to be brought back to the September Finance Committee Meeting. 9/24/14 Item deferred to November meeting. 11/12/14 The Committee recommended bringing back the improved technology enhancements after the Police have had a chance to implement audio/video recordings and body cameras for both sworn and civilian city personnel.
194	Discussion regarding whether or not to pursue food and beverage concessions for Soundscape Park, Collins Park, and the Miami Beach Botanical Garden	Tourism, Culture and Economic Development	May 21, 2014 Commission Item C4C	Max Sklar	11/21/2014	6/20/14 The Committee recommended pursuing food and beverage concessions through the pop up concept or food trucks for Soundscape Park, Collins Park and the Miami Beach Botanical Garden to begin in October.
196	Discussion regarding creating a Property Assessed Clean Energy (PACE) Program by resolution and joining the existing Interlocal Agreement between by Harbor Islands, Biscayne Park, and Surfside	Jonah Wolfson	May 21, 2014 Commission Item R9N	Betsy Wheaton Patricia Walker	11/21/2014	
208	Discussion regarding Parking Demand Analysis/Walker Parking Consultants	Parking	July 23, 2014 Commission Item C4I	Saul Frances	1/23/2015	
210	Discussion regarding Exploring Issues brought up in an Internal Audit of the Miami Beach Police Athletic League (PAL), specifically regarding utility fees that are past due	Michael Grieco	July 23, 2014 Commission Item C4O	James Sutter	1/23/2015	9/24/14 The Committee recommended deferring this matter to the November Finance committee meeting. Internal Audit and Miami Beach Police Athletic League are to bring back the results of implementing the operational audit findings.
214	Discussion Regarding The Loans-At-Work Program.			Sylvia Crespo-Tabak		

Item #	Title	Referred By	Date Referred	Handled By	Date Expiring per Reso # 2013-28147	Note
215	Discussion regarding Flooding and Sea Rise Regarding The 2015-2016 Storm Water Utilities Methodology	Michael Grieco Mayor's Blue Ribbon Panel	September 10, 2014 Commission Item C4G	Patricia Walker	3/10/2015	
220	Discussion regarding Potential Purchase Of Air Rights For 6940 Abbott Avenue From AT&T For Future Development Of A Parking Garage In The North Beach Town Center	Tourism, Culture and Economic Development	September 10, 2014 Commission Item C4B	Max Sklar	3/10/2015	9/24/14 The Committee recommended hosting a North Beach Revitalization workshop for the City Commission and then also simultaneously negotiating with AT&T.
221	A Discussion To Consider A Request for Rent Relief From Penn 17, LLC., Regarding The Retail Space At The Pennsylvania Avenue Parking Garage			Max Sklar		9/24/14 The Committee directed staff to secure some payment of rent from the tenant that shows their ability to pay. Also, under the City Manager's direction, hire an expert that can provide feedback on a lease modification that is in line with the current market rental rates for this location.
230	Discussion regarding the issuance of new Police and Parking Department towing permits to Beach Towing Services, Inc., and Tremont Towing, Inc.	Jonah Wolfson	October 22, 2014 Commission Item C4D	Saul Frances	4/22/2015	11/12/14 Item Deferred
231	Referral To The Finance And Citywide Projects Committee To Discuss The Management Agreement With SP Plus Municipal Services, A Division Of Standard Parking Corporation, For Parking Attendants, Specifically: (1) Not Exercising The City's Option To Renew The Agreement; (2) Extending The Agreement On A Month-To-Month Basis; And (3) Issuing A New RFP For Parking Attendants For The City's Parking Garages.	Jonah Wolfson	July 30, 2014 Commission Item C4A	Saul Fances	1/30/2015	
232	Referral To The December 12, 2014 Finance & Citywide Projects Committee To Amend The Living Wage Ordinance Insurance Provision In Light Of ObamaCare	Deede Weithorn	November 19, 2014 Commission Item C4D	Alex Denis	5/19/2015	
233	Referral To The December 12, 2014 Finance & Citywide Projects Committee To Waive Fees For The Dolphins Cycling Challenge Event Taking Place In Miami Beach On February 7th And 8th, 2015.	Deede Weithorn	November 19, 2014 Commission Item C4E	Max Sklar	5/19/2015	
234	Referral To The Finance And Citywide Projects Committee A Discussion Regarding The Live Nation Management Agreement For The Jackie Gleason Theater.	Tourism, Culture and Economic Development	November 19, 2014 Commission Item C4F	Max Sklar	5/19/2015	
236	Referral To The Finance And Citywide Projects Committee A Discussion Regarding The Possible Addition Of Personal Watercrafts To Our Police Department's Fleet.	Micky Steinberg	November 19, 2014 Commission Item C4H	Daniel Oates	5/19/2015	
237	Referral To The Finance And Citywide Projects Committee To Review Options To Reintegrate The Baptist Hospital Network Among Providers Available To City Employees.	Human Resources	November 19, 2014 Commission Item C4I	Sylvia Crespo-Tabak	5/19/2015	
238	Referral To The December 12, 2014 Finance And Citywide Projects Committee To Discuss A Public Private Partnership For A Two-Story Parking Structure To Be Erected Over Both City Parking Lot P62 And A Private Parking Lot, On 42nd Street, Between Jefferson Street And Meridian Avenue.	Deede Weithorn	November 19, 2014 Commission Item C4K	Saul Frances	5/19/2015	
239	Referral To The Finance And Citywide Projects Committee asking the Commission for $10,000 for 2015 Senior Group Programs. He wants to reach out to senior citizens throughout Miami Beach.	Jonah Wolfson	November 19, 2014 Commission Item R9B2	Maria Ruiz	5/19/2015	
240	Discussion Regarding The Miami Beach Convention Center Booking Policy.	Tourism, Culture and Economic Development	November 19, 2014 Commission Item R9G	Max Sklar	5/19/2015	
241	Discussion Regarding Reevaluation Of City Of Miami Beach Tuition Assistance Policy For City Of Miami Beach Employees.	Edward Tobin	November 19, 2014 Commission Item R9S	Sylvia Crespo-Tabak	5/19/2015	