ShubinBass
PROFESSIONAL ASSOCIATION

Via E-Mail
and U.S. Mail

January 5, 2015

Mr. Jorge M. Gonzalez
Village Manager
Bal Harbour Village
655 96th Street
Bal Harbour, Florida 33154
manager@balharbour.org

Re: Redevelopment and Expansion of Bal Harbour Shops and Church by the Sea – Parking at Bal Harbour Shops

Dear Village Manager Gonzalez:

This correspondence is being transmitted to you on behalf of Bal Harbour Shops, LLLP ("BHS"). We are pleased to transmit the attached report on parking at Bal Harbour Shops. The attached report documents the current parking demand at the center, projects future parking demand if the proposed enhancements are approved as contemplated, and sets forth a plan to provide that required parking.

Thank you for your anticipated attention to this matter. As always, please feel free to contact us with any questions regarding this matter.

Sincerely,

John K. Shubin
Amy E. Huber
Deana D. Falce
For the Firm

Encl.

cc: Mr. Raul Rodriguez, Village Building Official
buildingofficial@balharbour.org
Mr. Richard Weiss, Esq., Village Attorney
rweiss@wsh-law.com
Ms. Maria P. Spiliopoulos, Esq.
mspil@fwblaw.net

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This correspondence is being transmitted to you on behalf of Bal Harbour Shops, LLLP ("BHS"). We are pleased to transmit the attached report on parking at Bal Harbour Shops. The attached report documents the current parking demand at the center, projects future parking demand if the proposed enhancements are approved as contemplated, and sets forth a plan to provide that required parking.

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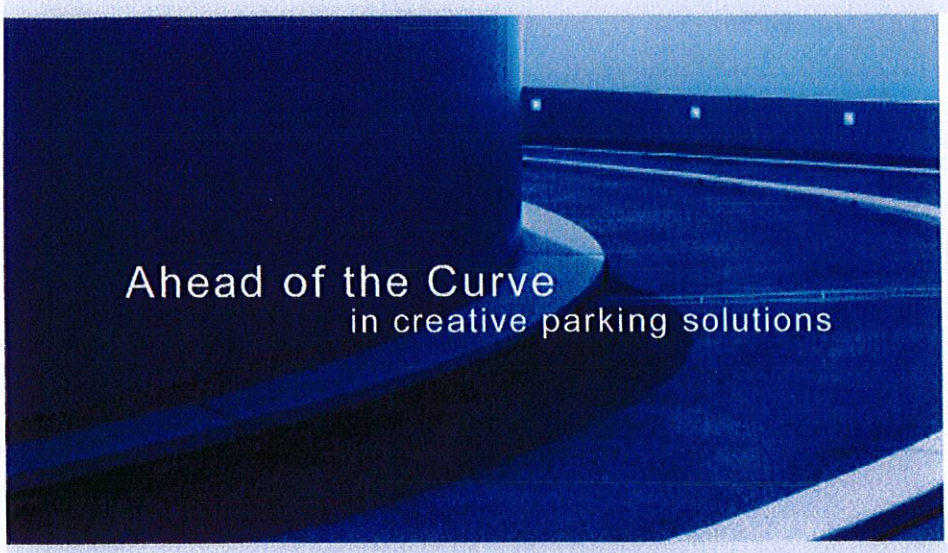

PARKING AT BAL HARBOUR SHOPS

BAL HARBOUR SHOPS

BAL HARBOUR, FLORIDA

Prepared for:
BAL HARBOUR SHOPS LLLP

NOVEMBER 18, 2014

WALKER
PARKING CONSULTANTS

PARKING AT BAL HARBOUR SHOPS

BAL HARBOUR, FLORIDA

WALKER PARKING CONSULTANTS

WALKER PROJECT NUMBER 15-1869.00

NOVEMBER 18, 2014

PURPOSE

The purpose of this report is to document the existing parking demand at Bal Harbour Shops, project future parking demand after the proposed enhancements to the mall are complete, and to set forth a plan to assure the required parking is provided.

PARKING SUPPLY

Parking supply is the number of parking spaces available to serve the customers, employees, and visitors at Bal Harbour Shops.

EXISTING PARKING SUPPLY

The existing parking supply at Bal Harbour Shops is summarized in Table 1. Parking is provided both in surface parking lots and in a single parking garage, for a total of 1,679 on-site spaces.

The existing gross leasable area (GLA) of the center is 463,477 square feet. Therefore, the on-site parking ratio is 3.62 spaces per 1,000 square feet of GLA.

Table 1: Existing Parking Supply

Facility	Number of Spaces	Included Tandem Spaces
Surface Parking	418	-
Neiman Marcus Garage	-	-
96th Street Garage & Roof Parking	1,261	-
Total	1,679	-

In addition to on-site parking, Bal Harbour Shops provides off-site parking for some employees during peak periods, so as to assure adequate on-site parking for customers. During the 2013/2014 holiday season, parking was provided at Haulover Park with shuttle service provided to and from the mall from December 26th through January 4th. During that 10 day period, the maximum daily use was 253 employees parked at Haulover Park.

FUTURE PARKING SUPPLY

If the proposed enhancements to Bal Harbour Shops are approved as contemplated, parking will be provided in the following facilities:

- A new garage at the expanded Neiman Marcus comprising a grade level and two underground levels.

- The "96th Street Garage" comprising two below grade levels adjacent to 96th Street, beneath the new Saks store and mall; the existing garage with a smaller footprint and two additional levels; and rooftop parking over the mall and department stores.
- A reduced amount of surface parking.

In the future plan, opportunities for valet parking will be greatly increased. Currently, valet parking is only available in the plaza area east of the mall. In the new plan, valet parking will also be offered at the new garage at Neiman Marcus and at the 96th Street Garage.

As is the case in all of Florida, business activity, population and tourism is very seasonal. The "peak season" is normally considered to begin around Thanksgiving and last through about the end of April, and includes several major holiday periods. Therefore, two different on-site parking plans have been developed to serve the needs of the mall. The "base plan" includes both self-parking spaces and tandem spaces for valet use on a routine basis, and is intended to serve the needs of the mall the majority of the time. The "flex plan" increases the number of valet spaces in both the 96th Street Garage and in the garage at Neiman Marcus from about 6% to about 31% of the overall spaces in these garages. Specific parking areas which can be converted largely to tandem parking for valet include the two underground levels in the garage at Neiman Marcus, the two underground levels in the 96th Street Garage, and the roof level of the 96th Street garage (including over the mall and department stores). This flex plan can be implemented incrementally as parking demand dictates, and is intended to provide enough parking for most or all of the peak season.

Future parking supplies for the base plan and for the flex plan are summarized in Tables 2 and 3 respectively.

Table 2: Future Parking Supply – Base Plan

Facility	Number of Spaces	Included Tandem Spaces
Surface Parking	182	-
Neiman Marcus Garage	334	104
96th Street Garage & Roof Parking	2,060	60
Total	2,576	164

Table 3: Future Parking Supply – Flex Plan

Facility	Number of Spaces	Included Tandem Spaces
Surface Parking	182	-
Neiman Marcus Garage	448	269
96th Street Garage & Roof Parking	2,410	666
Total	3,040	935

The GLA of the center will increase to 789,422 square feet. Therefore, the on-site parking ratio, expressed as spaces per 1,000 square feet of GLA, is 3.26 for the base plan and 3.85 for the flex plan.

PARKING DEMAND

Parking demand is the number of parking spaces required to accommodate people present at the mall at any given time, including shoppers, visitors and employees.

EXISTING PARKING DEMAND

Mall management regularly records the parking occupancy on-site (and off-site for employees when provided) during the peak season. Counts are taken at 2:00 p.m., the time that experience has shown has the highest parking demand. This local experience is consistent with data published by the Urban Land Institute (ULI) and the International Council of Shopping Centers (ICSC) in *Parking Requirements for Shopping Centers*.

The most recent data, covering November 29, 2013 (the Friday after Thanksgiving) through April 30, 2014 are presented in Appendix Table 1. During this most recent five month peak season, the average daily peak parking occupancy was 3.11 spaces per 1000 GLA. Only 2 days recorded a parking demand ratio over 4.0; 4.15 was observed on December 26th, (the Thursday after Christmas Day), and 4.01 was recorded on January 4th (a Saturday). Both of these days were included in the 10 day period when off-site parking with shuttle service for employees was provided by the mall.

DESIGN HOUR

Planners, designers and governmental officials must determine the appropriate parking supply for a new or altered/expanded land use, based on an appropriate design day or design hour. The design hour cannot be the average hour, because parking would be in short supply half the time. Likewise, it should not be the highest hour of the year, as parking would be oversupplied almost all of the time (and resources – land, money and energy -- wasted in building and maintaining it).

Most professionals in the parking and traffic planning arena agree that parking ratios for most land uses should reflect the 85th percentile of peak hour observations across a large sample of many days, consistent with the standards for roadway and intersection design. For shopping centers, however, the bar is set higher. Retailers do a large portion of their business in the days leading up to Christmas, and having adequate parking during this period is critical to their success. Therefore, the recommendation in *Parking Requirements for Shopping Centers* is that that the 20th highest hour be used as the design hour. Data collected from hundreds of shopping centers across the country in the preparation of that document suggest that the 20th highest hour usually occurs on the second Saturday before Christmas, and represents parking demand on the 97th percentile day and the 99th percentile hour.

Applying this experience to Bal Harbour Shops, we find that the parking demand ratio on the second Saturday before last Christmas was 3.49, when 1,617 parking spaces were occupied (see Appendix Table 1). Ten days experienced higher parking demand, while 355 experienced lower parking demand over the course of the year. Thus, the second Saturday before Christmas was, indeed, the 97th percentile day at Bal Harbour Shops (355/365 = 97%).

FUTURE PARKING DEMAND

Bal Harbour Shops will contain approximately 789,422 square feet of GLA after the enhancement project is complete. Applying the design hour parking demand ratio of 3.49 to this new GLA results in a design parking demand of 2,755 spaces. This falls between the parking supplied in the base plan (2,576 spaces) and the flex plan (3,040 spaces).

Projecting future parking demand based on current experience is not perfect. On the one hand, traffic projections suggest that the number of automobile trips generated by the expanded center will not be proportional to the increase in GLA. On the other hand, industry experience suggests that the length of each visit will be longer, thus offsetting – and perhaps outweighing -- the effect of fewer trips. The parking operations plan adopted should be nimble enough to respond to higher than projected parking demand.

RECOMMENDED PARKING PLAN

The number of parking spaces provided in the base plan is 2,576, for a parking ratio of 3.26 spaces per 1,000 GLA. Comparing this parking supply to the parking demand during the most recent peak season in Bal Harbour, and assuming the seven non-peak months typically had lower parking demand, we find that demand was lower than 2,576 on 312 days (88%) and higher than this amount on 44 days (12%). Even during the peak five months, demand was lower than the 3.26 ratio 71% of the time (109/153 days).

The number of parking spaces provided in the flex plan is 3,040, for a parking ratio of 3.85 spaces per 1,000 GLA. The demand for parking at Bal Harbour Shops in the most recent peak season was lower than this 3.85 ratio on 362 days (99.2%) and higher on only three days (0.8%).

The estimated design hour parking demand for the center is 2,755 spaces, which falls between the parking supplied in the base and flex plans.

Bal Harbour Shops has a long history of active management of their parking system, so a dynamic parking plan for the mall can be recommended with confidence.

The recommended parking plan for the enhanced Bal Harbour Shops is therefore as follows:

1. Provide parking per the base plan for a total of approximately 2,576 spaces, which will be adequate for about 88% of the year and about 71% of the peak season.

2. As peak season progresses, incrementally implement the flex plan in response to actual and anticipated increases in parking demand. When fully implemented, the flex plan will provide about 3,040 spaces, which is projected to be adequate for the center over 99% of the year.

3. Continue to provide off-site parking and shuttle service for center employees on peak days to assure adequate customer parking, and as a hedge against unexpectedly higher peak parking demand, unless and until sufficient operating experience suggests it is not necessary.

PARKING AT BAL HARBOUR SHOPS

BAL HARBOUR, FLORIDA

WALKER PARKING CONSULTANTS

WALKER PROJECT NUMBER 15-1869.00

NOVEMBER 18, 2014

Appendix Table 1: Parking Occupancy Counts 11/29/13 through 4/30/14

Date	Day	Vacant Spaces	Occupied Spaces	Occupied Off-Site Parking	Total Occupied Spaces	Parking Ratio
29-Nov	Friday	213	1466		1466	3.16
30-Nov	Saturday	502	1177		1177	2.54
1-Dec	Sunday	276	1403		1403	3.03
2-Dec	Monday	307	1372		1372	2.96
3-Dec	Tuesday	293	1386		1386	2.99
4-Dec	Wednesday	301	1378		1378	2.97
5-Dec	Thursday	114	1565		1565	3.38
6-Dec	Friday	114	1565		1565	3.38
7-Dec	Saturday	149	1530		1530	3.30
8-Dec	Sunday	447	1232		1232	2.66
9-Dec	Monday	261	1418		1418	3.06
10-Dec	Tuesday	273	1406		1406	3.03
11-Dec	Wednesday	261	1418		1418	3.06
12-Dec	Thursday	116	1563		1563	3.37
13-Dec	Friday	138	1541		1541	3.32
14-Dec	Saturday	62	1617		1617	3.49
15-Dec	Sunday	425	1254		1254	2.71
16-Dec	Monday	271	1408		1408	3.04
17-Dec	Tuesday	160	1519		1519	3.28
18-Dec	Wednesday	148	1531		1531	3.30
19-Dec	Thursday	134	1545		1545	3.33
20-Dec	Friday	68	1611		1611	3.48
21-Dec	Saturday	23	1656		1656	3.57
22-Dec	Sunday	210	1469		1469	3.17
23-Dec	Monday	53	1626		1626	3.51
24-Dec	Tuesday	90	1589		1589	3.43
25-Dec	Wednesday	1679	0		0	-
26-Dec	Thursday	0	1679	245	1924	4.15
27-Dec	Friday	305	1374	253	1627	3.51
28-Dec	Saturday	224	1455	235	1690	3.65
29-Dec	Sunday	216	1463	203	1666	3.59
30-Dec	Monday	348	1331	212	1543	3.33
31-Dec	Tuesday	218	1461	183	1644	3.55
1-Jan	Wednesday	162	1517	159	1676	3.62
2-Jan	Thursday	431	1248	214	1462	3.15
3-Jan	Friday	86	1593	233	1826	3.94
4-Jan	Saturday	0	1679	181	1860	4.01
5-Jan	Sunday	88	1591		1591	3.43
6-Jan	Monday	360	1319		1319	2.85
7-Jan	Tuesday	166	1513		1513	3.26
8-Jan	Wednesday	139	1540		1540	3.32
9-Jan	Thursday	103	1576		1576	3.40
10-Jan	Friday	138	1541		1541	3.32
11-Jan	Saturday	145	1534		1534	3.31
12-Jan	Sunday	158	1521		1521	3.28
13-Jan	Monday	488	1191		1191	2.57
14-Jan	Tuesday	219	1460		1460	3.15
15-Jan	Wednesday	299	1380		1380	2.98
16-Jan	Thursday	225	1454		1454	3.14
17-Jan	Friday	151	1528		1528	3.30
18-Jan	Saturday	140	1539		1539	3.32
19-Jan	Sunday	73	1606		1606	3.47
20-Jan	Monday	535	1144		1144	2.47
21-Jan	Tuesday	249	1430		1430	3.09

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Appendix Table 1 (cont.): Parking Occupancy Counts 11/29/13 through 4/30/14

Date	Day	Vacant Spaces	Occupied Spaces	Occupied Off-Site Parking	Total Occupied Spaces	Parking Ratio
22-Jan	Wednesday	298	1381		1381	2.98
23-Jan	Thursday	191	1488		1488	3.21
24-Jan	Friday	216	1463		1463	3.16
25-Jan	Saturday	133	1546		1546	3.34
26-Jan	Sunday	294	1385		1385	2.99
27-Jan	Monday	296	1383		1383	2.98
28-Jan	Tuesday	209	1470		1470	3.17
29-Jan	Wednesday	203	1476		1476	3.18
30-Jan	Thursday	120	1559		1559	3.36
31-Jan	Friday	227	1452		1452	3.13
1-Feb	Saturday	321	1358		1358	2.93
2-Feb	Sunday	501	1178		1178	2.54
3-Feb	Monday	341	1338		1338	2.89
4-Feb	Tuesday	334	1345		1345	2.90
5-Feb	Wednesday	329	1350		1350	2.91
6-Feb	Thursday	294	1385		1385	2.99
7-Feb	Friday	252	1427		1427	3.08
8-Feb	Saturday	309	1370		1370	2.96
9-Feb	Sunday	551	1128		1128	2.43
10-Feb	Monday	394	1285		1285	2.77
11-Feb	Tuesday	214	1465		1465	3.16
12-Feb	Wednesday	174	1505		1505	3.25
13-Feb	Thursday	116	1563		1563	3.37
14-Feb	Friday	79	1600		1600	3.45
15-Feb	Saturday	159	1520		1520	3.28
16-Feb	Sunday	556	1123		1123	2.42
17-Feb	Monday	340	1339		1339	2.89
18-Feb	Tuesday	189	1490		1490	3.21
19-Feb	Wednesday	223	1456		1456	3.14
20-Feb	Thursday	193	1486		1486	3.21
21-Feb	Friday	181	1498		1498	3.23
22-Feb	Saturday	196	1483		1483	3.20
23-Feb	Sunday	564	1115		1115	2.41
24-Feb	Monday	341	1338		1338	2.89
25-Feb	Tuesday	279	1400		1400	3.02
26-Feb	Wednesday	289	1390		1390	3.00
27-Feb	Thursday	197	1482		1482	3.20
28-Feb	Friday	172	1507		1507	3.25
1-Mar	Saturday	257	1422		1422	3.07
2-Mar	Sunday	503	1176		1176	2.54
3-Mar	Monday	311	1368		1368	2.95
4-Mar	Tuesday	254	1425		1425	3.07
5-Mar	Wednesday	243	1436		1436	3.10
6-Mar	Thursday	125	1554		1554	3.35
7-Mar	Friday	191	1488		1488	3.21
8-Mar	Saturday	171	1508		1508	3.25
9-Mar	Sunday	546	1133		1133	2.44
10-Mar	Monday	267	1412		1412	3.05
11-Mar	Tuesday	252	1427		1427	3.08
12-Mar	Wednesday	230	1449		1449	3.13
13-Mar	Thursday	175	1504		1504	3.25
14-Mar	Friday	112	1567		1567	3.38
15-Mar	Saturday	251	1428		1428	3.08

Appendix Table 1 (cont.): Parking Occupancy Counts 11/29/13 through 4/30/14

Date	Day	Vacant Spaces	Occupied Spaces	Occupied Off-Site Parking	Total Occupied Spaces	Parking Ratio
16-Mar	Sunday	573	1106		1106	2.39
17-Mar	Monday	320	1359		1359	2.93
18-Mar	Tuesday	279	1400		1400	3.02
19-Mar	Wednesday	266	1413		1413	3.05
20-Mar	Thursday	137	1542		1542	3.33
21-Mar	Friday	228	1451		1451	3.13
22-Mar	Saturday	171	1508		1508	3.25
23-Mar	Sunday	610	1069		1069	2.31
24-Mar	Monday	302	1377		1377	2.97
25-Mar	Tuesday	216	1463		1463	3.16
26-Mar	Wednesday	274	1405		1405	3.03
27-Mar	Thursday	181	1498		1498	3.23
28-Mar	Friday	202	1477		1477	3.19
29-Mar	Saturday	204	1475		1475	3.18
30-Mar	Sunday	540	1139		1139	2.46
31-Mar	Monday	337	1342		1342	2.90
1-Apr	Tuesday	412	1267		1267	2.73
2-Apr	Wednesday	324	1355		1355	2.92
3-Apr	Thursday	228	1451		1451	3.13
4-Apr	Friday	174	1505		1505	3.25
5-Apr	Saturday	283	1396		1396	3.01
6-Apr	Sunday	569	1110		1110	2.39
7-Apr	Monday	385	1294		1294	2.79
8-Apr	Tuesday	259	1420		1420	3.06
9-Apr	Wednesday	240	1439		1439	3.10
10-Apr	Thursday	176	1503		1503	3.24
11-Apr	Friday	136	1543		1543	3.33
12-Apr	Saturday	259	1420		1420	3.06
13-Apr	Sunday	478	1201		1201	2.59
14-Apr	Monday	328	1351		1351	2.91
15-Apr	Tuesday	258	1421		1421	3.07
16-Apr	Wednesday	186	1493		1493	3.22
17-Apr	Thursday	87	1592		1592	3.43
18-Apr	Friday	49	1630		1630	3.52
19-Apr	Saturday	161	1518		1518	3.28
20-Apr	Sunday	543	1136		1136	2.45
21-Apr	Monday	188	1491		1491	3.22
22-Apr	Tuesday	172	1507		1507	3.25
23-Apr	Wednesday	225	1454		1454	3.14
24-Apr	Thursday	219	1460		1460	3.15
25-Apr	Friday	156	1523		1523	3.29
26-Apr	Saturday	232	1447		1447	3.12
27-Apr	Sunday	583	1096		1096	2.36
28-Apr	Monday	222	1457		1457	3.14
29-Apr	Tuesday	472	1207		1207	2.60
30-Apr	Wednesday	284	1395		1395	3.01

Average	3.11
Std. Dev.	0.32
Max.	4.15
Min.	2.31