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PARKING AT BAL HARBOUR SHOPS

## BAL HARBOUR SHOPS ENHANCEMENT PLAN

BAL HARBOUR, FLORIDA

Prepared for:  
BAL HARBOUR SHOPS LLLP

JANUARY 9, 2017



**WALKER**  
PARKING CONSULTANTS

# PARKING AT BAL HARBOUR SHOPS

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WALKER PROJECT NUMBER 15-1869.00

JANUARY 9, 2017

### 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 3.6 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 2015/2016 holiday season, parking was provided at Haulover Park, with shuttle service provided to and from the mall, on November 27<sup>th</sup> and 28<sup>th</sup>, the Friday and Saturday after Thanksgiving. From December 26<sup>th</sup> through January 1<sup>st</sup>, employee parking was provided in the Bay Harbor Garage. During that nine-day period, mall management estimates that the maximum daily use was 291 employees parking off-site.

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### FUTURE PARKING SUPPLY

If the proposed Bal Harbour Shops Enhancement Plan is 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 "96<sup>th</sup> Street Garage" comprising three below grade levels, a grade level, five above grade 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 96<sup>th</sup> Street Garage.

As is the case in all of Florida, business activity, population and tourism are 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 96<sup>th</sup> Street Garage and in the garage at Neiman Marcus from about 22% to about 58% of the overall on-site spaces. 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 three underground levels in the 96<sup>th</sup> Street Garage, and the roof level of the 96<sup>th</sup> 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.

The base plan will provide a minimum parking ratio of 3.15 spaces per 1000 sf of GLA, as approximated in Table 2.

Table 2: Approximate Future Parking Supply – Base Plan

Facility	Number of Spaces	Included Tandem Spaces
Surface Parking	196	91
Neiman Marcus Garage	285	110
96 <sup>th</sup> Street Garage & Roof Parking	2,060	369
Total	2,541	570

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The flex plan will provide a minimum parking ratio of 3.60 spaces per 1000 sf of GLA, as approximated in Table 3.

**Table 3: Approximate Future Parking Supply – Flex Plan**

Facility	Number of Spaces	Included Tandem Spaces
Surface Parking	192	89
Neiman Marcus Garage	354	283
96th Street Garage & Roof Parking	2,358	1,297
Total	2,904	1,669

The GLA of the center will increase to approximately 806,710 square feet. Therefore, the total number of spaces shown in Tables 2 and 3 are derived from that future GLA at parking ratios of 3.15 and 3.60 respectively. The number of spaces in these tables is lower than that shown on the plans in recognition that some spaces will be lost as the design of the project progresses and is refined. However, we understand that it is the intent of the owner to provide no less than 3.15 spaces per 1000 GLA in the base plan and 3.60 spaces per 1000 GLA in 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 patrons, 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 3:00 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*.

Complete data, covering November 27, 2015 (the Friday after Thanksgiving) through April 30, 2016 are presented in Appendix Table 1. During this most recent complete five-month peak season, the average daily peak parking occupancy was 3.03 spaces per 1000 GLA. Only six days recorded a parking demand ratio over 3.6.

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### 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 85<sup>th</sup> percentile of peak hour observations across a large sample of many days, similar to the standards for roadway and intersection design. For shopping centers, however, the bar is set higher. Retailers conduct 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 20<sup>th</sup> 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 20<sup>th</sup> highest hour usually occurs on the second Saturday before Christmas, and represents parking demand on the 97<sup>th</sup> percentile day and the 99<sup>th</sup> percentile hour.

Applying this experience to Bal Harbour Shops, we find that the 97<sup>th</sup> percentile day was Monday, December 21, 2015 when 1,617 parking spaces were occupied for a parking ratio of 3.49 (see Appendix Table 1). Eleven days experienced higher parking demand, while 354 experienced lower parking demand over the course of the year. Thus, December 21<sup>st</sup> was the 97<sup>th</sup> percentile day at Bal Harbour Shops ( $354/365 = 97\%$ ).

### FUTURE PARKING DEMAND

Bal Harbour Shops will contain approximately 806,710 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 2,815 spaces. This falls between the parking supplied in the base plan (at least 3.15 per 1000 GLA, or 2,541 spaces) and the flex plan (at least 3.60 per 1000 GLA, or 2,904 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.

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### RECOMMENDED PARKING PLAN

The minimum number of parking spaces provided in the base plan is 2,541 for a parking ratio of 3.15 spaces per 1,000 GLA. Comparing this parking supply to the parking demand during the 2015/2016 peak season in Bal Harbour, and assuming the seven non-peak months typically had lower parking demand, we find that the demand ratio was at or lower than 3.15 on 318 days (87%) and higher than this amount on 47 days (13%). During the peak five months, demand was at or lower than the 3.15 ratio 70% of the time (109/156 days).

The minimum number of parking spaces provided in the flex plan is 2,904 for a parking ratio of 3.6 spaces per 1,000 GLA. The demand for parking at Bal Harbour Shops was at or lower than this 3.6 ratio on 359 days (98%) and higher on only six days (2%).

The estimated design hour parking demand for the center is 2,815 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 minimum parking ratio of 3.15 per 1000 sf of GLA, which will be adequate for about 87% of the year and about 70% 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 a minimum parking ratio of 3.60 spaces per 1000 sf GLA, which is projected to be adequate for the center for 98% of the year. Alternatively, provide off-site parking for employees, instead of or in concert with flex parking, to provide a minimum parking ratio of 3.60.
3. In addition to #2 above, continue to provide off-site parking for center employees on peak days to assure adequate on-site customer parking, and as a hedge against unexpectedly higher peak parking demand, unless and until sufficient operating experience suggests it is not necessary.

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Appendix Table 1: Parking Occupancy Counts 11/27/15 through 4/30/16

Date	Day	Vacant Spaces	Occupied Spaces	Occupied Off-Site Parking	Total Occupied Spaces	Parking Ratio
27-Nov	Friday	313	1366	291	1657	3.58
28-Nov	Saturday	531	1148	291	1439	3.10
29-Nov	Sunday	356	1323		1323	2.85
30-Nov	Monday	184	1495		1495	3.23
1-Dec	Tuesday	190	1489		1489	3.21
2-Dec	Wednesday	231	1448		1448	3.12
3-Dec	Thursday	197	1482		1482	3.20
4-Dec	Friday	60	1619		1619	3.49
5-Dec	Saturday	62	1617		1617	3.49
6-Dec	Sunday	373	1306		1306	2.82
7-Dec	Monday	241	1438		1438	3.10
8-Dec	Tuesday	134	1545		1545	3.33
9-Dec	Wednesday	264	1415		1415	3.05
10-Dec	Thursday	98	1581		1581	3.41
11-Dec	Friday	148	1531		1531	3.30
12-Dec	Saturday	98	1581		1581	3.41
13-Dec	Sunday	369	1310		1310	2.83
14-Dec	Monday	341	1338		1338	2.89
15-Dec	Tuesday	244	1435		1435	3.10
16-Dec	Wednesday	305	1374		1374	2.96
17-Dec	Thursday	230	1449		1449	3.13
18-Dec	Friday	70	1609		1609	3.47
19-Dec	Saturday	25	1654		1654	3.57
20-Dec	Sunday	186	1493		1493	3.22
21-Dec	Monday	62	1617		1617	3.49
22-Dec	Tuesday	0	1679		1679	3.62
23-Dec	Wednesday	0	1679		1679	3.62
24-Dec	Thursday	122	1557		1557	3.36
25-Dec	Friday	1679	0		0	-
26-Dec	Saturday	265	1414	291	1705	3.68
27-Dec	Sunday	486	1193	291	1484	3.20
28-Dec	Monday	489	1190	291	1481	3.20
29-Dec	Tuesday	382	1297	291	1588	3.43
30-Dec	Wednesday	313	1366	291	1657	3.58
31-Dec	Thursday	548	1131	291	1422	3.07
1-Jan	Friday	475	1204	291	1495	3.23
2-Jan	Saturday	94	1585		1585	3.42
3-Jan	Sunday	271	1408		1408	3.04
4-Jan	Monday	74	1605		1605	3.46
5-Jan	Tuesday	0	1679		1679	3.62
6-Jan	Wednesday	0	1679		1679	3.62
7-Jan	Thursday	116	1563		1563	3.37
8-Jan	Friday	0	1679		1679	3.62
9-Jan	Saturday	198	1481		1481	3.20
10-Jan	Sunday	366	1313		1313	2.83
11-Jan	Monday	233	1446		1446	3.12
12-Jan	Tuesday	138	1541		1541	3.32
13-Jan	Wednesday	219	1460		1460	3.15
14-Jan	Thursday	73	1606		1606	3.47
15-Jan	Friday	136	1543		1543	3.33
16-Jan	Saturday	273	1406		1406	3.03
17-Jan	Sunday	408	1271		1271	2.74
18-Jan	Monday	229	1450		1450	3.13
19-Jan	Tuesday	265	1414		1414	3.05

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Appendix Table 1 (cont.): Parking Occupancy Counts 11/27/15 through 4/30/16

Date	Day	Vacant Spaces	Occupied Spaces	Occupied Off-Site Parking	Total Occupied Spaces	Parking Ratio
20-Jan	Wednesday	288	1391		1391	3.00
21-Jan	Thursday	213	1466		1466	3.16
22-Jan	Friday	143	1536		1536	3.31
23-Jan	Saturday	126	1553		1553	3.35
24-Jan	Sunday	396	1283		1283	2.77
25-Jan	Monday	277	1402		1402	3.02
26-Jan	Tuesday	356	1323		1323	2.85
27-Jan	Wednesday	327	1352		1352	2.92
28-Jan	Thursday	239	1440		1440	3.11
29-Jan	Friday	162	1517		1517	3.27
30-Jan	Saturday	246	1433		1433	3.09
31-Jan	Sunday	508	1171		1171	2.53
1-Feb	Monday	299	1380		1380	2.98
2-Feb	Tuesday	372	1307		1307	2.82
3-Feb	Wednesday	391	1288		1288	2.78
4-Feb	Thursday	240	1439		1439	3.10
5-Feb	Friday	242	1437		1437	3.10
6-Feb	Saturday	219	1460		1460	3.15
7-Feb	Sunday	429	1250		1250	2.70
8-Feb	Monday	291	1388		1388	2.99
9-Feb	Tuesday	208	1471		1471	3.17
10-Feb	Wednesday	195	1484		1484	3.20
11-Feb	Thursday	187	1492		1492	3.22
12-Feb	Friday	142	1537		1537	3.32
13-Feb	Saturday	189	1490		1490	3.21
14-Feb	Sunday	377	1302		1302	2.81
15-Feb	Monday	167	1512		1512	3.26
16-Feb	Tuesday	308	1371		1371	2.96
17-Feb	Wednesday	366	1313		1313	2.83
18-Feb	Thursday	257	1422		1422	3.07
19-Feb	Friday	166	1513		1513	3.26
20-Feb	Saturday	176	1503		1503	3.24
21-Feb	Sunday	589	1090		1090	2.35
22-Feb	Monday	393	1286		1286	2.77
23-Feb	Tuesday	337	1342		1342	2.90
24-Feb	Wednesday	389	1290		1290	2.78
25-Feb	Thursday	257	1422		1422	3.07
26-Feb	Friday	219	1460		1460	3.15
27-Feb	Saturday	331	1348		1348	2.91
28-Feb	Sunday	507	1172		1172	2.53
29-Feb	Monday	407	1272		1272	2.74
1-Mar	Tuesday	299	1380		1380	2.98
2-Mar	Wednesday	372	1307		1307	2.82
3-Mar	Thursday	391	1288		1288	2.78
4-Mar	Friday	240	1439		1439	3.10
5-Mar	Saturday	242	1437		1437	3.10
6-Mar	Sunday	219	1460		1460	3.15
7-Mar	Monday	403	1276		1276	2.75
8-Mar	Tuesday	358	1321		1321	2.85
9-Mar	Wednesday	257	1422		1422	3.07
10-Mar	Thursday	224	1455		1455	3.14
11-Mar	Friday	340	1339		1339	2.89
12-Mar	Saturday	330	1349		1349	2.91
13-Mar	Sunday	692	987		987	2.13



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Date	Day	Vacant Spaces	Occupied Spaces	Occupied Off-Site Parking	Total Occupied Spaces	Parking Ratio
14-Mar	Monday	389	1290		1290	2.78
15-Mar	Tuesday	334	1345		1345	2.90
16-Mar	Wednesday	308	1371		1371	2.96
17-Mar	Thursday	294	1385		1385	2.99
18-Mar	Friday	363	1316		1316	2.84
19-Mar	Saturday	246	1433		1433	3.09
20-Mar	Sunday	454	1225		1225	2.64
21-Mar	Monday	276	1403		1403	3.03
22-Mar	Tuesday	220	1459		1459	3.15
23-Mar	Wednesday	283	1396		1396	3.01
24-Mar	Thursday	163	1516		1516	3.27
25-Mar	Friday	192	1487		1487	3.21
26-Mar	Saturday	266	1413		1413	3.05
27-Mar	Sunday	450	1229		1229	2.65
28-Mar	Monday	316	1363		1363	2.94
29-Mar	Tuesday	304	1375		1375	2.97
30-Mar	Wednesday	260	1419		1419	3.06
31-Mar	Thursday	253	1426		1426	3.08
1-Apr	Friday	253	1426		1426	3.08
2-Apr	Saturday	313	1366		1366	2.95
3-Apr	Sunday	493	1186		1186	2.56
4-Apr	Monday	498	1181		1181	2.55
5-Apr	Tuesday	394	1285		1285	2.77
6-Apr	Wednesday	315	1364		1364	2.94
7-Apr	Thursday	327	1352		1352	2.92
8-Apr	Friday	444	1235		1235	2.66
9-Apr	Saturday	439	1240		1240	2.68
10-Apr	Sunday	648	1031		1031	2.22
11-Apr	Monday	439	1240		1240	2.68
12-Apr	Tuesday	441	1238		1238	2.67
13-Apr	Wednesday	417	1262		1262	2.72
14-Apr	Thursday	358	1321		1321	2.85
15-Apr	Friday	360	1319		1319	2.85
16-Apr	Saturday	327	1352		1352	2.92
17-Apr	Sunday	652	1027		1027	2.22
18-Apr	Monday	422	1257		1257	2.71
19-Apr	Tuesday	392	1287		1287	2.78
20-Apr	Wednesday	338	1341		1341	2.89
21-Apr	Thursday	295	1384		1384	2.99
22-Apr	Friday	314	1365		1365	2.95
23-Apr	Saturday	362	1317		1317	2.84
24-Apr	Sunday	682	997		997	2.15
25-Apr	Monday	318	1361		1361	2.94
26-Apr	Tuesday	402	1277		1277	2.76
27-Apr	Wednesday	385	1294		1294	2.79
28-Apr	Thursday	306	1373		1373	2.96
29-Apr	Friday	318	1361		1361	2.94
30-Apr	Saturday	319	1360		1360	2.93

Average 3.03  
 Std. Dev. 0.30  
 Max. 3.68  
 Min. 2.13