



**REVISED**

**CITY OF MIAMI SPRINGS, FLORIDA**

**Mayor Maria Puente Mitchell**

**Vice Mayor Jacky Bravo  
Councilman Walter Fajet, Ph. D.**

**Councilman Bob Best  
Councilman Victor Vazquez, Ph. D.**

*Decorum: "Any person making impertinent or slanderous remarks or who becomes boisterous while addressing the City Council, shall be barred from further audience before the City Council by the Mayor, unless permission to continue or again address the City Council is granted by the majority vote of the City Council members present. In accordance with the foregoing, the City Council has determined that racial or ethnic slurs, personal attacks and comments unrelated to City matters or issues constitute prohibited comments from the podium."*

**CITY COUNCIL REGULAR MEETING AGENDA**

**Monday, November 8, 2021 – 7:00 p.m.**

**City Hall, Council Chambers, 201 Westward Drive, Miami Springs, Florida  
(In-person and virtually. See pages 3-4 for additional information)**

- 1. Call to Order/Roll Call**
- 2. Invocation:** Vice Mayor Jacky Bravo  
**Pledge of Allegiance:** Audience will lead the Pledge of Allegiance and Salute to the Flag
- 3. Agenda / Order of Business**
- 4. Awards & Presentations:**
  - A) Officer of the Month Award for the month of October 2021 - Officer Rafael Dominguez
  - B) Yard of the Month Award – November 2021 – Migdalia Alfonso – 286 Minola Drive
  - C) Recognizing the November 2021 City Hall Lobby Artist of the Month – Gladys Perez Villanueva
  - D) Introduction of the new City Public Information Officer Shannen Jaser
- 5. Open Forum:** Persons wishing to speak on items of general City business, may do so in person (*subject to capacity restrictions*) or virtually by following the instructions on pages 3-4. This portion of the meeting also includes any pre-screened video submittals. *The purpose of Open Forum is to encourage residents and members of the public to address their concerns and make comments on any item. The City Council will not enter into a dialogue at this time. City staff will gladly address any question, issue, and/or comment after the meeting. The Mayor is the presiding officer of all Council meetings and shall conduct the meetings accordingly.*
- 6. Approval of Council Minutes:**
  - A) October 25, 2021 – Regular Meeting
- 7. Reports from Boards & Commissions:** None.

8. **Public Hearings:** None.

9. **Consent Agenda: (Funded and/or Budgeted):**

A) Recommendation by the Police Department that Council approve an expenditure to General Sales Administration (T/A Major Police Supply), utilizing GSA Contract Number: GS-07F-0115Y in the amount of \$10,600.51, for a BOSS 4 Level 1 License for one year at \$1,537.03/per year, one year of PIPS cloud hosting services at \$4,529.47/per year, and BOSS Mantis Level 2 software for year, make, and model at \$4,534.01/per year, as these funds were approved in the FY21/22 Budget pursuant to Section §31.11 (E)(5) of the City Code

10. **Old Business:** None.

11. **New Business:**

A) **Resolution** – A Resolution Of The Mayor And City Council Of The City Of Miami Springs, Florida, Approving A Memorandum Of Understanding With The Florida State Lodge Fraternal Order Of Police, Inc. Relating To The Police Pension Fund; Providing For Authorization; And Providing For An Effective Date

B) **Ordinance – First Reading** – An Ordinance Of The City Of Miami Springs, Florida, Amending Section 35-53, “Benefit Amounts And Eligibility,” Of The Police And Fireman Pension Plan Of The City’s Code Of Ordinances Pertaining To Retirement Benefits; Providing For Conflicts; Providing For Severability; Providing For Codification; And Providing For An Effective Date

C) **Resolution** – A Resolution Of The Mayor And City Council Of The City Of Miami Springs, Florida, Authorizing The Issuance Of Capital Improvement And Equipment Acquisition Revenue Note, Series 2021, Of The City Of Miami Springs, Florida, In The Principal Amount Of \$645,000 For The Purpose Of Financing The Costs Of Construction Of Infrastructure Improvements To The Community Center And The Purchase Of Two Side Loader Single Axle Garbage/Sanitation Trucks And A Ford F150 For Parks And Recreation; Awarding The Sale Of The Note To City National Bank Of Florida; Providing For Security For The Note; Providing Other Provisions Relating To The Note; Making Certain Covenants And Agreements In Connection Therewith; Providing For Adoption Of Representations; Providing For Certain Other Matters In Connection Therewith; Providing A Severability Clause; And Providing An Effective Date

D) **Resolution** – A Resolution Of The Mayor And City Council Of The City Of Miami Springs, Florida, Approving The Purchase Of Two Sanitation Trucks From Nextran Corporation D/B/A Nextran Truck Center In An Amount Not To Exceed \$557,500.00 Utilizing The Terms And Conditions Of The Florida Sheriffs Association’s Contract Pursuant To Section 31-11(E)(5) Of The City Code; Providing For Implementation; And Providing For An Effective Date

12. **Other Business:**

A) Request by Mayor Mitchell to provide update on recent meetings with FDOT regarding NW 36 Street Corridor project

B) Request by Vice Mayor Bravo to discuss a Parking Comprehension Plan for the City of Miami Springs



C) Request by Vice Mayor Bravo Parking Pricing Implementation Plan for the City of Miami Springs

**13. Reports & Recommendations:**

A) City Attorney

B) City Manager

C) City Council

**14. Adjourn**



## CITY OF MIAMI SPRINGS PUBLIC MEETING NOTICE

The City of Miami Springs will hold a Council meeting on:  
**Monday, November 8, 2021 at 7:00 p.m. at**  
**City Hall, Council Chambers, 201 Westward Drive, Miami Springs, Florida**  
**(Physical Meeting Location)**

The meeting agenda is available online at: <https://www.miamisprings-fl.gov/meetings>

Elected officials and City staff will participate from the physical meeting location. Members of the public may attend the meeting in person at the physical meeting location, or, alternatively, may watch or call in to the meeting by following these instructions:

### ATTEND THE MEETING IN PERSON AT THE PHYSICAL MEETING LOCATION

The meeting will be held in person at the physical meeting location stated above. Admission to the physical meeting location is on a first-come, first-serve basis and space is limited. Doors will open 30 minutes prior to the meeting start time. The City highly encourages those in attendance to wear facial coverings and abide by social distancing as recommended by the CDC.

### WATCH THE MEETING

- **Comcast/Xfinity:** Channel 77 (Meeting will not be live broadcast, but will be available for later viewing)
- **YouTube:** <https://www.youtube.com/channel/UC2at9KNnqUxZRSw1UkhdHLQ/featured>
- **From your computer/mobile device:** <https://www.miamisprings-fl.gov/meetings>

### CALL IN TO THE PUBLIC MEETING

**Dial 305-805-5151 or 305-805-5152**

*(Alternatively, you may also dial the phone numbers below to join the meeting:*  
1 (646) 558 8656, 1 (301) 715 8592, 1 (312) 626 6799, 1 (669) 900 9128, 1 (253) 215 8782,  
1 (346) 248 7799) **then input the Meeting ID: 863-9512-4146, followed by #.**  
**There is no participant ID. Press # again.**

Any person requiring special accommodations to access this proceeding is asked to advise the City at least 2 days before the proceeding by contacting the City Clerk at [cityclerk@miamisprings-fl.gov](mailto:cityclerk@miamisprings-fl.gov)

### PUBLIC COMMENTS WILL BE ACCEPTED BY THE FOLLOWING MEANS:

**EMAILED COMMENTS:** Members of the public may email their public comments to the City in advance of the meeting. Please email the City at [cityclerk@miamisprings-fl.gov](mailto:cityclerk@miamisprings-fl.gov) by 12:00 p.m. on the day of the meeting with the subject line "PUBLIC COMMENT" and the following information in the body of the email: Your Name, Address, if you are a hired Consultant or City Employee, and/or if you are engaged in Lobbying Activities and/or representing an organization. Please limit your comments to no more than 350 words. Public comments received via email may be read into the record during the public comment portion of the agenda, if any.

**IN-PERSON COMMENTS:** Members of the public may attend the meeting at the physical meeting location stated above and deliver their public comments in person during the public comment portion of the agenda.

**VIRTUAL COMMENTS:** *Public comments will also be accepted during the meeting using the virtual meeting platform as follows:*

**By telephone:** To ask to speak during the meeting, call in to the meeting using the instructions above. Please press \*9 from your telephone and you will be called on to speak during public comments and identified by the last 4-digits of your telephone number.

During the meeting, when your name or the last 4-digits of your telephone number is called, you will be unmuted and you may deliver your comments.

Please be sure to be in a quiet area to avoid unnecessary noise. Please provide the following information before

delivering your comments: Your Name, Address, if you are a hired Consultant or City Employee, and/or if you are engaged in Lobbying Activities and/or representing an organization.

A time limit may be imposed for each speaker during public comment.  
Your cooperation is appreciated in observing the time limit.

Any person making impertinent or slanderous remarks or who becomes boisterous while addressing the City Council, shall be barred from further audience before the City Council by the Mayor, unless permission to continue or again address the City Council is granted by the majority vote of the City Council members present. In accordance with the foregoing, the City Council has determined that racial or ethnic slurs, personal attacks and comments unrelated to City matters or issues constitute prohibited comments when addressing the Council during public comments.

#### **PUBLIC RECORDS**

The meeting will be recorded for later viewing and is a public record. The virtual chat, if any, will be saved and is a public record. Minutes of the meeting will be taken and will be made available.

#### **NOTICE PURSUANT TO §286.0105, FLORIDA STATUTES**

**IF A PERSON DECIDES TO APPEAL ANY DECISION MADE BY THE BOARD, AGENCY, OR COMMISSION WITH RESPECT TO ANY MATTER CONSIDERED AT THIS MEETING OR HEARING, HE OR SHE WILL NEED A RECORD OF THE PROCEEDINGS, AND FOR SUCH PURPOSE, HE OR SHE MAY NEED TO ENSURE THAT A VERBATIM RECORD OF THE PROCEEDINGS IS MADE, WHICH RECORD INCLUDES THE TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED.**

#### **AMERICANS WITH DISABILITIES ACT**

Pursuant to the provisions of the Americans with Disabilities Act, any person requiring special accommodations to participate in this proceeding is asked to advise the City at least 2 days before the proceeding by contacting the City Clerk's Office at 305-805-5006.

#### **LOBBYING ACTIVITIES**

In accordance with Section 33-01 of the City Code, adopting Section 2-11.1(s) of the Miami-Dade County Code, any person engaging in lobbying activities, as defined therein, must register at the City Clerk's Office before addressing the City Council on the agenda items or engaging in lobbying activities. Specifically, all persons, firms or corporations employed or retained by a principal who seeks to encourage the passage, defeat, or modifications of (1) ordinance, resolution, action or decision of the City Council; (2) any action, decision, recommendation of any City Board or Committee; or (3) any action, decision or recommendation of City personnel during the time period of the entire decision-making process on such action, decision or recommendation which will be heard or reviewed by the City Council, or a City Board or Committee shall register with the City before engaging in any lobbying activities on forms prepared for this purpose and shall state under oath his or her name, business address, the name and business address of each person or entity which has employed said registrant to lobby, and the specific issue on which he or she has been employed to lobby. A copy of the lobbyist registration form is available from the Office of the City Clerk and online at: <https://www.miamisprings-fl.gov/cityclerk/lobbyist-registration-form-0>.

**Have questions or need additional information?**

**Write:** [cityclerk@miamisprings-fl.gov](mailto:cityclerk@miamisprings-fl.gov)

**Call: 305-805-5006**

**Mail: 201 Westward Drive, Miami Springs, FL 33166**



Miami Springs  
Police Department

Memorandum

**To:** Officer Rafael Dominguez  
**From:** Armando Guzman, Chief of Police *Armando Guzman 11/3/21*  
**Subject:** Officer of the Month – October 2021  
**Date:** November 3, 2021

On November 1, 2021, Sergeant Albert Vargas submitted a recommendation that you receive the Officer of the Month Award for October 2021 (attached).

The Miami Springs Police Department Administration has concurred with Sergeant Vargas' recommendation. You are invited to attend the regularly-scheduled City Council Meeting on November 8 at 7:00 p.m., when this award will be publicly presented to you. You are invited to bring with you any family members, friends, or associates to share in this occasion.

I congratulate you for your outstanding performance, and compliment you on your professionalism. Your actions are a positive reflection on the professional reputation of the entire Miami Springs Police Department.

/aq

Attachments

cc: City Manager William Alonso  
Captain J. Deal  
Lieutenant C. Gurney  
Lieutenant F. Perez  
Lieutenant C. Nunez  
Sergeant Albert Vargas  
Community Policing Office  
Personnel File  
Bulletin Board



# Officer of the Month



## MIAMI SPRINGS POLICE DEPARTMENT

Armando Guzman, Chief of Police



Awarded to: Rafael Dominguez I.D. # 0208

Classification: Police Officer Assignment: Midnight Shift

On October 9<sup>th</sup>, 2021, Officer Dominguez observed a vehicle commit a traffic infraction on the Coolidge Dr/South Royal Poinciana Blvd. He conducted a traffic stop on the vehicle at the 600 blk of Ragan Dr. While approaching the vehicle Officer Dominguez noticed a strong odor of cannabis emanating from the interior of the vehicle. While speaking to the driver, he noticed the driver appeared nervous, was sweating profusely and looking around in all directions. The Driver consented to a search of the interior of the vehicle which included the trunk area. A search of the vehicle revealed two storage containers and a brown leather duffle bag which contained 27 individually vacuumed sealed bags containing cannabis. The total weight of the cannabis found in the vehicle amounted to 31.7 pounds. The driver was arrested and charged with trafficking cannabis.

I would like to take this opportunity to commend Officer Dominguez and his proactive patrol techniques. Due to the aforementioned incident, I am recommending that Officer R. Dominguez receive the Officer of the Month for October, 2021.

Date: 11/01/2021

### Distribution:

Employee Personnel File  
Employee (Original)  
Bulletin Board  
City Manager

Recommended by: Sergeant Albert Vargas

Sergeant: [Signature] 0197

Lieutenant: [Signature]

Captain: [Signature]

Chief of Police: Armando Guzman 11/3/21



# ***CERTIFICATE OF RECOGNITION***

Presented to

***La Familia Alfonso***

Of

***286 MINOLA DRIVE***

for their home being designated as

***“YARD OF THE MONTH”  
November, 2021***

Presented this 8<sup>th</sup> day of November, 2021.

**CITY OF MIAMI SPRINGS, FLORIDA**

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Maria Puente Mitchell  
Mayor

**ATTEST:**

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Erika Gonzalez, MMC  
City Clerk





## **GLADYS PEREZ VILLANUEVA**

GLADYS BEGAN PAINTING OIL ON CANVAS IN THE EARLY 90S AND IS PRIMARILY SELF-TAUGHT. HER EVOLUTION INTO ACRYLIC ON PAPER AND DREAM-LIKE PORTRAITS EMERGED AS A RESULT OF THE PANDEMIC. WHILE INSPIRATION IS ALL AROUND US, GLADYS BELIEVES IN CAPTURING "SIMPLE MOMENTS" IN HER SUBJECTS' EXPRESSIONS.

"PAINTING IS MORE THAN AN ART FORM, IT PROVIDES A FUNDAMENTAL CONNECTION THAT ALLOWS LIFE TO BE EXPERIENCED DURING THE PAINTING PROCESS AND, AFTER, WHILE ADMIRING THE WORK."

GLADYS IS A MIAMI SPRINGS RESIDENT, A PRACTICING LAWYER, AND SERVED AS A MIAMI-DADE COUNTY COURT JUDGE, PRIOR TO RETIRING FROM THE BENCH IN 2014.

### **Paintings in this Exhibit:**

**Claire**

**Crossroads (not for sale)**

**El Hijo de Pelayo**

**Little Bella (not for sale)**

**She can be contacted by email at  
[perezg17@hotmail.com](mailto:perezg17@hotmail.com).**



## **City of Miami Springs, Florida**

City Council Meeting

Regular Meeting Minutes

Monday, October 25, 2021 7:00 p.m.

City Hall Council Chambers, 201 Westward Drive, Miami Springs, Florida

Virtual Council Meeting using Communications Media Technology Pursuant to  
Governor's Executive Order 20-69

1. **Call to Order/Roll Call:** The meeting was called to order by the Mayor at 7:02 p.m.

Present were the following:

Mayor Maria Puente Mitchell

Vice Mayor Jacky Bravo

Councilman Bob Best

Councilman Walter Fajet, Ph.D.

Councilman Victor Vazquez, Ph.D.

City Manager/Finance Director William Alonso

Assistant City Manager Tammy Romero

City Clerk Erika Gonzalez-Santamaria

City Attorney Jose Arango

Recreation Director Omar Luna (via Zoom)

Police Chief Armando Guzman

Planning and Zoning Director Chris Heid

2. **Invocation:** Offered by Councilman Bob Best  
**Pledge of Allegiance:** Audience led the Pledge of Allegiance and Salute to the Flag.
3. **Agenda / Order of Business: None at this time.**
4. **Awards & Presentations:**

A) Proclamation Presentation to the Puerto Rican Professional Association by Mayor Mitchell and City Council

**Mayor Mitchell asked that Councilman Vazquez do the honor to read the proclamation. Councilman Vazquez further introduced Mr. Edwin Betancourt, Vice President of PROFESA, and Ms. Elizabeth Rodriguez, member of PROFESA, who were both present to accept the proclamation and thanked the City for the recognition. Mr. Betancourt stated that the PROFESA organization of nineteen years will be hosting a golf tournament at the Miami Springs Country Club this upcoming Friday and invited the Council to attend.**



B) Presentation Daniel Romagnoli from Daromo Productions LLC re Miami Springs Motoring Weekend 2022

**Mr. Romagnoli gave a visual and oral presentation on the Springs Motoring Weekend for April 30<sup>th</sup> to May 1<sup>st</sup> for their 10<sup>th</sup> Anniversary of the event. The request is closure of the Circle on Saturday, April 30<sup>th</sup> for a vintage and classic car exhibition. As the event draws closer, there will be further discussions on police services and closures.**

**5. Open Forum: The following members of the public addressed the City Council: No speakers at this time.**

**6. Approval of Council Minutes:**

A) October 11, 2021 – Regular Meeting

**Councilman Best moved to approve the minutes of October 11, 2021 Regular Meeting. Councilman Vazquez seconded the motion, which carried 5-0 on roll call vote. The vote was as follows: Vice Mayor Bravo, Councilman Best, Councilman Fajet, Councilman Vazquez, and Mayor Mitchell voting Yes.**

**7. Reports from Boards & Commissions:**

A) Board Update from Board Member Fred Gonzalez from the Recreation Commission

**Board Member Gonzalez thanked the City Council, and stated that the Board's meeting was held on October 19<sup>th</sup> after a three-year hiatus. He further updated the Council with potential ideas and proposals for the Board and stated that he looks forward to serving.**

B) Board Update from Chair Jim Watson Historical Preservation Board

**Chairman Watson updated the City Council on the recent meeting held by the Historic Preservation Board. He listed certain proposed ideas that the Board is considering and hopefully will evolve in the near future. He thanked the City Council for their time and attention.**

C) Board Update from Chair Elizabeth Fisher Disability Advisory Board

**Chairwoman Fisher stated that the Disability Advisory Board typically meets to assign certain funding to various ADA compliance projects, but further expressed that the Board will meet often in order for the creation of awareness campaigns. She thanked the City Council for their time and support.**

**8. Public Hearings: None at this time.**

**9. Consent Agenda: (Funded and/or Budgeted):**

A) **Resolution** – A Resolution Of The Mayor And City Council Of The City Of Miami Springs, Florida, Approving The Issuance Of A Purchase Order For Rental Of Undercover/Unmarked Police Vehicles To Royal Rent-A-Car Systems Of Florida, Inc. In An Amount Not To Exceed \$39,341 By Utilizing The Terms And Conditions Of Miami-Dade County Contract No. Fb-01293 Pursuant To Section 31-11(E)(5) Of The City Code; Providing For Authorization; Providing For Implementation; And Providing For An Effective Date

**Councilman Best pulled Item 9B for further discussion.**

**Councilman Vazquez moved to approve the Consent Agenda Item A. Councilman Best seconded the motion, which carried 5-0 on roll call vote. The vote was as follows: Vice Mayor Bravo, Councilman Best, Councilman Fajet, Councilman Vazquez, and Mayor Mitchell voting Yes.**

B) Recommendation by the Police Department that Council approve an expenditure to Lawmen’s and Shooters’ Supply, Inc., utilizing Florida State Contract #46000000-21-STC in the amount of \$11,871.40, for firearms ammunition, as these funds were approved in the FY21/22 Budget pursuant to Section §31.11 (E)(5) of the City Code

**City Manager William Alonso read Consent Agenda Item 9B. After further discussion, Councilman Best moved to approve the Consent Agenda Item 9B. Vice Mayor Bravo seconded the motion, which carried 5-0 on roll call vote. The vote was as follows: Vice Mayor Bravo, Councilman Best, Councilman Fajet, Councilman Vazquez, and Mayor Mitchell voting Yes.**

**10. Old Business: None at this time.**

**11. New Business:**

A) **Resolution** – A Resolution of the Mayor and City Council of the City of Miami Springs, Florida, Approving an Agreement for Safe-School Officer Services with the Integrated Science and Asian Culture (ISAAC) Academy; Providing for Authorization; and Providing for an Effective Date

**City Manager William Alonso read the Resolution by title.**

**Councilman Best moved to approve the Resolution as read. Councilman Vazquez seconded the motion, which carried 5-0 on roll call vote. The vote was as follows: Vice Mayor Bravo, Councilman Best, Councilman Fajet, Councilman Vazquez, and Mayor Mitchell voting Yes.**

B) **Resolution** – A Resolution Of The Mayor And City Council Of The City Of Miami Springs, Florida, Approving An Amendment To The Banking Services Agreement With Truist (Formerly Known As BB&T Bank); Providing For A Waiver Of Competitive Bidding; Providing For Authorization; And Providing For An Effective Date

**Assistant City Manager Tammy Romero read the Resolution by title.**

**Councilman Best moved to approve the Resolution as read. Councilman Vazquez seconded the motion, which carried 5-0 on roll call vote. The vote was as follows: Vice Mayor Bravo, Councilman Best, Councilman Fajet, Councilman Vazquez, and Mayor Mitchell voting Yes.**

C) **Resolution** – A Resolution Of The Mayor And The City Council Of The City Of Miami Springs, Florida, Awarding Request For Proposals #04-20/21, “Capital Improvement And Equipment Acquisition Revenue Note,” To BCICapital, Inc., A Subsidiary Of City National Bank Of Florida; Authorizing The Negotiation Of The Revenue Note In An Amount Not To Exceed \$645,000 At A Fixed Rate Of 1.50% For Five Years For The Purchase Of Two Side Loader Single Axel Garbage/Sanitation Trucks, A Ford F150 For Parks And Recreation, And Capital Improvements To The Community Center; Providing For The Note And Other Documents To Be Approved By Subsequent Resolution; Authorizing Other Documents Required In Connection Therewith; Providing For Implementation; And Providing For An Effective Date

**Assistant City Manager Tammy Romero read the Resolution by title.**

**Councilman Best moved to approve the Resolution as read. Councilman Fajet seconded the motion, which carried 5-0 on roll call vote. The vote was as follows: Vice Mayor Bravo, Councilman Best, Councilman Fajet, Councilman Vazquez, and Mayor Mitchell voting Yes.**

D) **Resolution** – A Resolution Of The Mayor And City Council Of The City Of Miami Springs, Florida, Approving A Professional Services Agreement With The Corradino Group, Inc. For Development Of An Evaluation And Appraisal Report (“EAR”), Preparation Of Ear-Based Amendments To The City’s Code, And Updates To The City’s 10-Year Water Supply Facilities Work Plan In Accordance With State Law Requirements; Providing For A Waiver Of Competitive Bidding; Providing For Authorization; And Providing For An Effective Date

**Assistant City Manager Tammy Romero read the Resolution by title.**

**Councilman Best moved to approve the Resolution as read. Councilman Vazquez seconded the motion, which carried 5-0 on roll call vote. The vote was as follows: Vice Mayor Bravo, Councilman Best, Councilman Fajet, Councilman Vazquez, and Mayor Mitchell voting Yes.**

E) **Resolution** – A Resolution Of The Mayor And City Council Of The City Of Miami Springs, Florida, Approving An Interlocal Agreement With Miami-Dade County To Allow The City, Pursuant To Section 8CC-11 Of The Miami-Dade County Code Of Ordinances, To Enforce Various Provisions Of The County Code Relating To For-Hire Transportation Regulations And Issue Civil Violation Notices Relating To The Same; Providing For Authorization; And Providing For An Effective Date

**City Manager William Alonso read the Resolution by title.**

**Councilman Vazquez moved to approve the Resolution as read. Vice Mayor Bravo seconded the motion, which carried 5-0 on roll call vote. The vote was as follows: Vice Mayor Bravo, Councilman Best, Councilman Fajet, Councilman Vazquez, and Mayor Mitchell voting Yes.**

F) Consideration of re-appointing Board Member Marlene Jimenez to the Code Enforcement Board

**City Clerk Erika Gonzalez explained that Board Member Marlene Jimenez has expressed continued service on the Code Enforcement Board.**

**Councilman Best moved to approve the Resolution as read. Councilman Vazquez seconded the motion, which carried 5-0 on roll call vote. The vote was as follows: Vice Mayor Bravo, Councilman Best, Councilman Fajet, Councilman Vazquez, and Mayor Mitchell voting Yes.**

**12. Other Business: None at this time.**

**13. Reports & Recommendations:**

A) City Attorney

**City Attorney Jose Arango announced that City Attorney Haydee Sera had her baby recently and everyone is safe and healthy. He had no further report.**

B) City Manager

**City Manager William Alonso advised that the ribbon cutting ceremony for Ragan Park had to canceled due to inclement weather. He stated it will be rescheduled soon. He reported that the vaccination booster shots will be given out starting tomorrow for Johnson & Johnson and Pfizer. Assistant City Manager Tammy Romero provided a verbal list of upcoming City events, which may also be found on the City's website.**

C) City Council

**Vice Mayor Bravo had no report at this time.**

**Councilman Best wished everyone a happy Halloween. He had no further report at this time.**

**Councilman Fajet expressed his gratitude towards the Board Members that reported an update on their Boards this evening. He thanked the City Manager and staff that red containers were placed around the City for clothing donations without any**

permission from the City, and were removed immediately.

Councilman Vazquez thanked the Mayor and City Council for the proclamation recognition this evening. He also stated that the Honor Flight that recently took place, although absent, he heard it was wonderful. Councilman Vazquez also provided an update on the War Memorial project. He stated that he attended the Witches of Westward VIP event on Friday, October 22<sup>nd</sup> and said it was an absolutely great event.

Mayor Mitchell mentioned FDOT reached out to meet with her and the City Manager as a follow-up. She stated that she will keep everyone informed. She wanted to invite business owners and residents to attend the Business and Economic Development Task Force on November 4<sup>th</sup> at 6:00 p.m. She thanked Sen. Ana Rodriguez and the Realtors Association for sponsoring the installation of the tiki hut at Ragan Park. She wished everyone a safe and happy Halloween.

**14. Adjourn**

There being no further business to be discussed the meeting was adjourned at 8:41 p.m.

*Respectfully submitted:*

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*Erika Gonzalez-Santamaria, MMC  
City Clerk*

*Adopted by the City Council on  
This 8th day of November, 2021.*

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*Maria Puente Mitchell, Mayor*

PURSUANT TO FLORIDA STATUTES 286.0105, THE CITY HEREBY ADVISES THE PUBLIC THAT IF A PERSON DECIDES TO APPEAL ANY DECISION MADE BY THIS COUNCIL WITH RESPECT TO ANY MATTER CONSIDERED AT ITS MEETING OR HEARING, HE OR SHE WILL NEED A RECORD OF THE PROCEEDINGS, AND THAT FOR SUCH PURPOSE, THE AFFECTED PERSON MAY NEED TO ENSURE THAT VERBATIM RECORD OF THE PROCEEDING IS MADE, WHICH RECORD INCLUDES THE TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED THIS NOTICE DOES NOT CONSTITUTE CONSENT BY THE CITY FOR THE INTRODUCTION OR ADMISSION OF OTHERWISE INADMISSIBLE OR IRRELEVANT EVIDENCE, NOR DOES IT AUTHORIZE CHALLENGES OR APPEALS NOT OTHERWISE ALLOWED BY LAW.



# AGENDA MEMORANDUM

**Meeting Date:** November 8, 2021

**To:** The Honorable Mayor Maria Puente Mitchell and Members of the City Council

**Via:** William Alonso, City Manager/Finance Director

**From:** *Armando Guzman 11/1/21*  
Armando Guzman, Chief of Police

**Subject:** One-year BOSS 4.0 Software License with Mantis and Cloud-hosting

**Recommendation:** Recommendation by the Police Department that Council approve an expenditure to General Sales Administration (T/A Major Police Supply), utilizing GSA Contract Number: GS-07F-0115Y in the amount of \$10,600.51, for a BOSS 4 Level 1 License for one year at \$1,537.03/per year, one year of PIPS cloud hosting services at \$4,529.47/per year, and BOSS Mantis Level 2 software for year, make, and model at \$4,534.01/per year, as these funds were approved in the FY21/22 Budget pursuant to Section §31.11 (E)(5) of the City Code.

**Discussion/Analysis:** Purchase one-year BOSS 4.0 software license with Mantis and Cloud-hosting. BOSS software and Mantis provides the option to search vehicles by color, body type, vehicle manufacture, and more. This software also offers enhanced searching, multi-display monitoring, and works in conjunction with our ALPR (Automated License Plate Reader) system to help the Police Department develop and pursue leads in criminal investigations by assisting in locating suspects, witnesses, and victims. See attached Letter and Proposal from General Sales Administration.

**Submission Date and Time:** 11/1/2021 10:58 AM

<u>Submitted by:</u>	<u>Approved by (sign as applicable):</u>	<u>Funding:</u>
Department: <u>Police Department</u>	Dept. Head: <i>Armando Guzman 11/1/21</i>	Dept./ Desc.: <u>Police Machinery &amp; Equipment</u>
Prepared by: <u>Ariadna Quintana</u>	Procurement: _____	Account No.: <u>001-2001-521.64-00</u>
Attachments: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Asst. City Mgr.: _____	Additional Funding: <u>N/A</u>
Budgeted/Funded <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	City Manager: _____	Amount previously approved: \$ <u>N/A</u>
		Current request: \$ <u>10,600.51</u>
		Total vendor amount: \$ <u>10,600.51</u>





**General Sales Administration**  
**t/a Major Police Supply**  
47 N. Dell Avenue  
Kenvil, NJ 07847  
Phone (800) 666-4472 Fax (973) 584-5022

5/4/2021

Miami Springs Police Department  
201 Westward Dr.  
Miami Springs, FL 33166

**REF: One-year BOSS 4.0 Software license (Level 1 License) with Mantis and cloud-hosting.**

Captain Deal,

Major Police Supply is pleased to provide you with this proposal for a one-year BOSS 4.0 software license. This price includes BOSS migration from BOSS 3.x generation software. This also includes cloud-hosting for one year.

As your Department retains 463,995 reads per year, you will require a Level 1 BOSS 4.0 license.

As new cameras are added/removed each year your license level may change next year.

This proposal also includes a Mantis level two license. Mantis provides year, make and model searching capability.

The BOSS 4.0 software and Mantis are available under the GSA Contract: GS-07F-0115Y.

**Proposal**

Qty.	Stock Number	Equipment and Software	Cost	Extended Cost
1	SB1400001001	<b>BOSS 4 Level 1 - 1 Year</b> BOSS 4 Level 1 License.	\$1,537.03	\$1,537.03
1	SB1400301101	<b>BOSS 4.0 AWS-USA hosting level1.</b> One year of PIPS cloud hosting services.	\$4,529.47	\$4,529.47
1	SB1410001002	<b>BOSS Mantis</b> (up 3.5 Million reads per year) Level 2. Year, make, color and model seach add-on.	\$4,534.01	\$4,534.01
		Total		\$10,600.51



**General Sales Administration**  
**t/a Major Police Supply**  
47 N. Dell Avenue  
Kenvil, NJ 07847  
Phone (800) 666-4472 Fax (973) 584-5022

**BOSS 4.0 Offers Web-Based Client Architecture!**

Web-based architecture allows new software updates to be available instantly with no need for software installation or software upgrades at the client level. To access the BOSS repository, you simply need a web browser and a user account to query and manage your ALPR data. This means that you can access BOSS from any device that utilizes a web browser (ipad, cellphone, etc.).

**BOSS 4.0 Provides Enhanced Searching!**

Boss 4.0 includes interactive mapping. Interactive mapping allows users to geofence one or more points on a map to isolate search results. BOSS 4.0 provides peer to peer searching. Peer to peer searching allows users to search across multiple BOSS 3.x or BOSS 4.0 servers from one query window.

**BOSS 4.0 Additional Features!**

The following new features are also included with BOSS 4.0: enhanced reporting, real-time telemetry tracking of a mobile ALPRs most recent positions, multi-display dispatch that allows monitoring of up to 9 fixed ALPR cameras in one window, and a separate alerting Application that can be used to stream hits directly to your phone.

**BOSS Mantis!**

Additionally, BOSS 4.0 provides the option to search by vehicle color, body type, vehicle manufacture, and other distinguishing characteristics. This feature is available as an add-on to BOSS 4.0 and is available as a one-year subscription in addition to the BOSS 4.0 license. The yearly subscription price is based on the following table.

Product ID	Description	GSA Cost
SB1410001001	BOSS Mantis Level 1 (up to 300,000 reads per year).	\$0.00
SB1410001002	BOSS Mantis (up 3.5 Million reads per year) Level 2	\$4,534.01
SB1410001003	BOSS Mantis (up to 7.5 million reads per year) Level 3	\$9,068.01
SB1410001004	BOSS Mantis (over 7.5 million reads per year) Level 4	\$22,670.03





**General Sales Administration**  
**t/a Major Police Supply**  
**47 N. Dell Avenue**  
**Kenvil, NJ 07847**  
**Phone (800) 666-4472 Fax (973) 584-5022**

**BOSS 4.0 Offers Cloud Hosting!**

BOSS 4.0 provides the ability for you to host inside your own servers/data center as with previous generations of BOSS, however, BOSS 4.0 also provides a Hosted Managed cloud-based Service. PIPS Neology's Hosted Managed Service provides industry leading infrastructure and service management, including 99.999% infrastructure availability with the latest in security and data duplication. With BOSS 4.0 Hosted Managed Cloud-Based Services, there is no need for your staff to spend time managing, backing-up or servicing an in-house BOSS server. Cloud service is an addition service provided by PIPS Neology. If interested in a cloud hosted environment, please call for pricing.

Please let me know if you have any questions or require any additional information.

Michael Hinchcliff  
Sales Engineer  
Major Police Supply  
Phone: 443-844-9715  
Email: [mhinchcliff@majorpolicesupply.com](mailto:mhinchcliff@majorpolicesupply.com)



# AGENDA MEMORANDUM

**Meeting Date:** 11/8/2021

**To:** The Honorable Mayor Maria Mitchell and Members of the City Council

**Via:** William Alonso, City Manager/Fin Director

**From:** Lazaro Garaboa, Public Works Director

**Subject:** (2) Side Loader Single Axle Garbage Trucks – Sanitation

**RECOMMENDATION:** Recommendation by Public Works that Council authorize the City Manager to issue a letter of intent, issued to Nextran Corporation D/B/A Nextran Truck Center, for securing the purchase of two (2) 2023 side loader single axle garbage trucks utilizing the Florida Sheriff Association piggyback contract, in an amount not to exceed \$557,500.00 as funds have been budgeted in the FY 2021/2022 budget pursuant to Section §31.11 (E)(5) of the City Code.

**DISCUSSION:** The new trucks will replace the current garbage trucks that are over 11 years old, (2006 and 2010 models) that have exceeded their age in terms of reliability, repair limits and usage for the Sanitation divisions day-to-day collection of garbage for the residents of Miami Springs. The life expectancy is typically 5-15 years however, wear and tear and maintenance of the vehicles play major roles in their overall usage. These trucks run long hours every week and take significant wear and tear running through uneven terrain in the alleyways.

Funds for these two trucks have been secured by the BCI Capital, Inc. (a subsidiary of City National Bank of Florida, the lender) Revenue Note approved by Council on October 25<sup>th</sup>, 2021 via Resolution 2021-3952 at the current market cost of \$557,500.00. Currently there is no availability of trucks for models 2020, 2021 and 2022 models. There is a waiting list for the 2023 model, however, in order to secure the two vehicles, we are required to issue a Letter of Intent or Purchase Order to the vendor, at which point we can be added to the production list.

**Submission Date and Time:** 11/5/2021 3:21 PM

<u>Submitted by:</u>	<u>Approved by (sign as applicable):</u>	<u>Funding:</u>
<b>Department:</b> <u>Public Works</u> <b>Prepared by:</b> <u>Rachel Buckner</u> <b>Attachments:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <b>Budgeted/ Funded:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>Dept. Head:</b> _____ <b>Procurement:</b> _____ <b>Asst. City Mgr.:</b> _____ <b>City Manager:</b> _____	<b>Dept./ Desc.:</b> <u>Sanitation Equipment</u> <b>Account No.:</b> <u>430-3401-534-6400</u> <b>Additional Funding:</b> _____ <b>Amount previously approved:</b> \$ _____ <b>Current request:</b> \$ _____ <b>Total vendor amount:</b> \$ <u>557,500.00</u>

RESOLUTION NO. 2021-\_\_\_\_

**A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF MIAMI SPRINGS, FLORIDA, APPROVING THE PURCHASE OF TWO SANITATION TRUCKS FROM NEXTRAN CORPORATION D/B/A NEXTRAN TRUCK CENTER IN AN AMOUNT NOT TO EXCEED \$557,500 UTILIZING THE TERMS AND CONDITIONS OF THE FLORIDA SHERIFFS ASSOCIATION'S CONTRACT PURSUANT TO SECTION 31-11(E)(5) OF THE CITY CODE; PROVIDING FOR IMPLEMENTATION; AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, the City of Miami Springs (the "City") desires to purchase two side loader single axel sanitation trucks and related accessory equipment (the "Trucks and Accessory Equipment") to replace sanitation vehicles that reached the end of their useful lifecycle and to facilitate the provision of the Public Works Department's day-to-day operations; and

**WHEREAS**, the type of purchase contemplated by the City has been competitively bid by the Florida Sheriffs Association, which has entered into Contract No. FSA20-VEH28.0 (the "FSA Contract") with Nextran Corporation d/b/a Nextran Truck Center (the "Vendor"), which local governments statewide may utilize for their own benefit; and

**WHEREAS**, in accordance with Section 31-11(E)(5) of the City's Code of Ordinances, the City Council seeks to approve the purchase of the Trucks and Accessory Equipment from the Vendor in an amount not to exceed \$557,500, consistent with the FSA Contract and the Vendor's quote, attached hereto as Exhibit "A" (the "Quote"), as the pricing offered pursuant to the FSA Contract is in the City's best interest; and

**WHEREAS**, the City Council finds that this Resolution is in the best interest and welfare of the residents of the City.

**NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF MIAMI SPRINGS, FLORIDA, AS FOLLOWS:**

**Section 1. Recitals.** That the above recitals are confirmed, adopted, and incorporated herein and made a part hereof by reference.

**Section 2. Approval.** That pursuant to Section 31-11(E)(5) of the City Code, the City Council hereby approves of the purchase of the Trucks and Accessory Equipment

from the Vendor and the expenditure of budgeted funds in an amount not to exceed \$530,676, consistent with the FSA Contract and the Vendor’s Quote attached hereto as Exhibit “A”.

**Section 3. Implementation.** That the City Manager is authorized to execute any purchase order or required documentation for the purchases described in this Resolution, subject to approval by the Village Attorney as to form and legality, and to take any action that is reasonably necessary to implement the purpose of this Resolution.

**Section 4. Effective Date.** That this Resolution shall be effective immediately upon adoption.

The foregoing Resolution was offered by \_\_\_\_\_ who moved its adoption. The motion was seconded by \_\_\_\_\_ and upon being put to a vote, the vote was as follows:

Vice Mayor Jacky Bravo	_____
Councilman Bob Best	_____
Councilman Dr. Walter Fajet	_____
Councilman Dr. Victor Vazquez	_____
Mayor Maria Puente Mitchell	_____

PASSED AND ADOPTED this 8<sup>th</sup> day of November, 2021.

ATTEST:

\_\_\_\_\_  
MARIA PUENTE MITCHELL  
MAYOR

\_\_\_\_\_  
ERIKA GONZALEZ, MMC  
CITY CLERK

APPROVED AS TO FORM AND LEGAL SUFFICIENCY  
FOR THE USE AND RELIANCE OF THE CITY OF MIAMI SPRINGS ONLY:

\_\_\_\_\_  
WEISS SEROTA HELFMAN COLE & BIERMAN, P.L.  
CITY ATTORNEY

**CITY OF MIAMI SPRINGS  
ASSET ACQUISITION REQUEST  
FOR FY 2021-22 BUDGET YEAR**

*(this form to be used for all projected machinery, equipment, vehicle and office/computer equipment with cost per item exceeding \$1,000)*

Department: \_\_\_\_\_ Sanitation

<u>Description of equipment requested</u>	<u>Estimated Cost</u>
Side loader single axle Garbage Truck	\$ 265,338.00
Side loader single axle Garbage Truck	\$ 265,338.00
_____	_____
_____	_____
_____	\$ -
_____	\$ -
_____	\$ -
_____	\$ -
<b>Total budget request:</b>	<u><u>\$ 530,676.00</u></u>

<u>Detail any grant or additional funding sources for this project</u>	<u>Funding</u>
_____	\$ -
_____	\$ -
_____	\$ -
<b>Total additional funding</b>	<u><u>\$ -</u></u>

**Reason why equipment is needed**

Replacement of Garbage trucks that have exceeded their age in terms of reliability and repair limits. The current Fleet consists of 4 trucks ranging in years from 2006 - 2014. Life to Date reports attached.

Vehicle 595 - 2006

Vehicle 652 - 2010

Vehicle 677/678 - 2014

**Expected cost savings from this acquisition(if any)**

Repairs and maintenance costs for aging fleet estimated to be

**Expected Savings**

\_\_\_\_\_  
\_\_\_\_\_  
\$ -

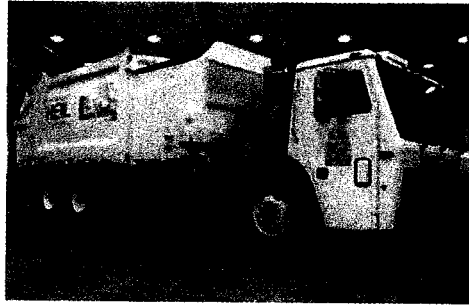
\_\_\_\_\_  
Department Head Signature

\_\_\_\_\_  
City Manager Approval



FLORIDA SHERIFF'S ASSOCIATION  
 FLORIDA ASSOCIATION OF COUNTIES  
 Bid Award Announcement FSA20-18.0

MR SPECS/LR42R



4/27/2021

PREPARED BY  
 GILBERTO BEATO  
 NEXTRAN-MIAMI

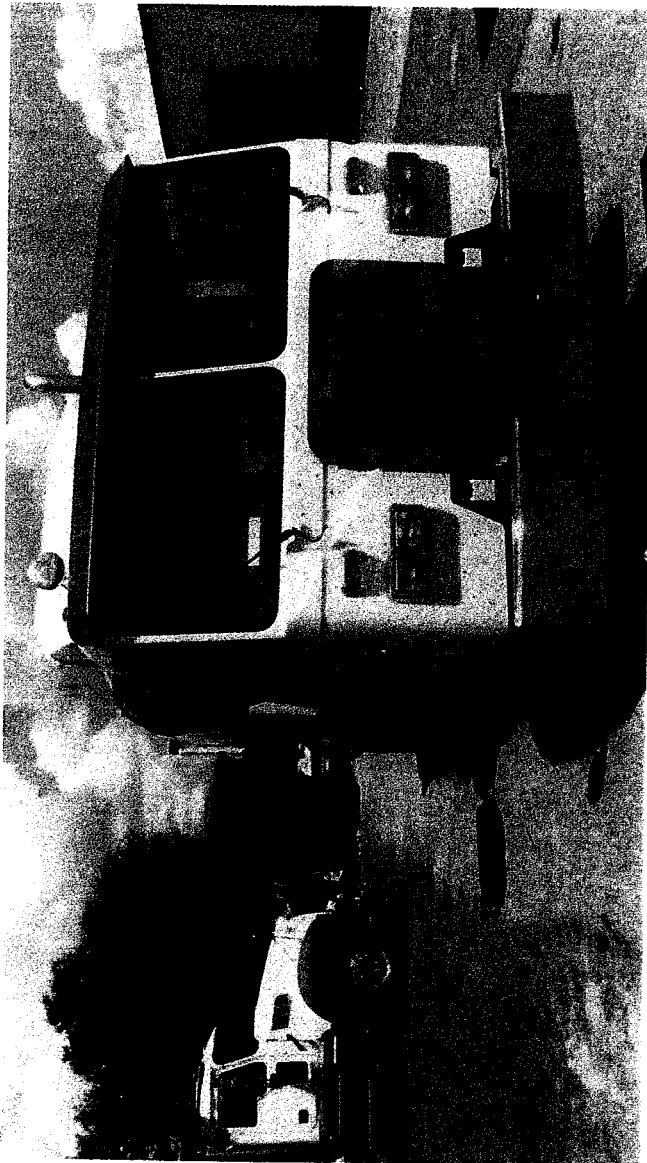
CITY OF MIAMI SPRINGS SIDE LOADER SINGLE AXLE RH DRIVE

BRIEF DESCRIPTION	OPTION CODE	PRICE
ON-OFF HIGHWAY APPLICATION		
CARRIER APPLICATION ON-OFF HIGHWAY		
VEHICLE TYPE-TRUCK		
VEHICLE USE-ON-OFF HIGHWAY		
MODEL=LR42R- 2020		\$142,337.00
CREDIT SINGLE AXLE	SINGLE	-\$7,200.00
RH AND LH SIT DOWN, 173" WHELBASE	14422103	\$5,805.00
Engine upgrade 355 HP		\$0.00
ALLISON TRANSMISSION MODEL 4500 RDS	1001759	\$644.00
BATTERY DISCONET SCWICTH		\$0.00
PRE WIRE VIDEO SYSTEM	3180010	\$0.00
ALTERNATOR, DELCO 12V 130A BRUSH TYPE	BLVR-PK3	\$916.00
3 MACK BATTERIES 12V 650/1950 CCA STUD TYPE		\$0.00
BATTERY BOX COVER, PLASTIC		\$0.00
BATTERY DISCONET SCWICTH		\$0.00
FRONT AXLE, 20,000 MACK FL20 WIDE PIVOT		\$0.00
SPRING FRONT,TAPERLEAF 20000#		\$0.00
BRAKES FRONT	MERITOR "S" CAM TYOE 16.5"X6" Q+	\$0.00
REAR AXLE 23000# MACK RA23R DOUBLE REDUCTION		\$0.00
REAR AXLE CARRIER CRD SINGLE AXLE		\$0.00
RATIO 4.19		\$0.00
SPRING SUSPENSION 23000 MULTILEAF		\$0.00
HALDEX SLACK ADJUSTERS		\$0.00
15.5 X 6" FRONT BRAKES-MERITORS		\$0.00
CAB, RH & LH SIT DOWN, RH DRIVE ONLY		\$0.00
CAB TILT PUMP		\$0.00
FRONT TIRE 315/80R22.5		\$0.00
11R22.5 REAR TIRES		\$0.00
LANYARD CONTROL- ALL AIR TANKS`		\$0.00
H.D. SHOCK INSULATORS		\$0.00
NEOPRENE BRAKE DIAPHRAMS		\$0.00
70 GALLON L.H. FUEL TANK- 'D' SHAPE		\$0.00
BACK UP ALARM PRECO MODEL 1059	\$0.00	
FRONT PTO 1350 SERIES FLANGE	\$0.00	

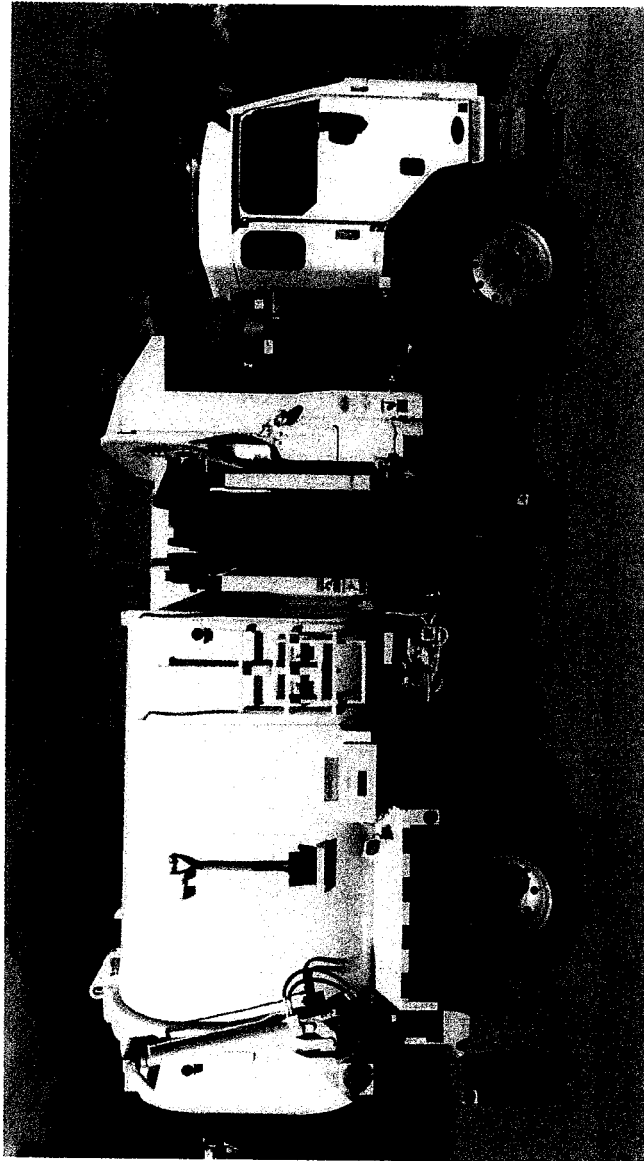




Option Code	Option Description	Total
MIP7-355HP	MIP7-355HP with 1260 flibs of torque	\$644.00
2931000	DAVCO 382 Fuel Filter (Fluid Heated)	\$383.00
3180010	Battery Disconnect Switch, "Flaming River" with config. Light	\$90.00
20F46R	65,000 GVWR package, Front 425 Tires (900-1411)/ Front wheels steel: 22.5x12.25(531-1531)/ static load cushions FA (BUMPSFS)/ 46,000 MACK Rear Axle(2681032)/SS462 Camelback suspension (1861077)	\$2,148.00
1862406	Rear Suspension - 46,000lb Meritor RT46-160 with Hendrickson HN462 Suspension	\$1,957.00
1861610	46,000 LB. Mack Midrise Suspension	\$1,916.00
2540401	Driver Controlled Differential lock - Inter wheel Differential Lock (Both Axles)	\$956.00
2416311	Front and Rear Disc Brakes (Must include 46,000 LB. Midrise Suspension Option Code 1861610)	\$3,135.00
9031415	F+R (10) 315/80R22.5 M870 Bridgestone all position tires (Or Equivalent Manufacturer) on steel wheels	\$2,422.00
OPT-315	Rear Tires (8) 315/80R22.5 M870 Bridgestone (Or Equivalent Manufacturer), for all rear tires	\$1,836.00
5313802	All Aluminum Wheels	\$1,623.00
MCL2001	Dual Flat Electrical Operated & Heated Mirrors	\$275.00
HLB-LED	LED Headlamps	\$357.00
BBA-PK7	Body Builder Air lines, Factory installed for pneumatic joy stick controls	\$180.00
8FXG1X	Drop Frame Modifications for LCF Chassis	\$14,412.00
2LCA1X	Cab Front Corner Protection/ Reinforcement for LCF Chassis	\$213.00
GUARD-RL	Skid Plate under Bumper + Radiator	\$250.00
BLVR-PK3	Pre-Wire Video Safety System	\$916.00
Single Axle	Single Axle Option - (Credit)	-\$7,200.00
1003107	CMG Prep - 64R G with cummins ISL-G 320HP, Fuel tanks not included, base chassis upgrade	\$5,661.00
1442103	RH and LH Sit down, RH Drive Only	\$5,805.00
1442100	LCF Low Profile With left hand steer	\$5,540.00
1442102	LCF Low Profile with dual steer - Model LR64R with dual sitdown, dual steering	\$7,131.00
1442101	LCF Low Profile with dual steer and right hand stand up - Model LR64R Standard Config.	\$6,409.00
FEPTO-PKG	Front Engine PTO Provision (FEPTO) - Front Frame Extension (FFE330), 1350 Series Flange (1830002), Pump Mounting Kit (8260004), Skid Plate under Bump/Rad (GUARD-RL)	\$1,071.00
MFG List	We furnish bodies from the following, Bridgeport, E-Z Pack, Galbreath, Heil, Loadmaster, McNeilus, New Way, Pac-Mac, Palfinger, Wayne, Labrie, and others.	\$0.00
NEX 60 174/RP 4500	60,000 Roll off hoist and Tarp	\$45,870.00
60K-AFR	60,000 Above Frame Roll Off Hoist and Tarp	\$71,815.00
NEX 20 RRL LM	20 CU YD Refuse Rear Loader	\$72,391.00
NEX 25 RRL LM	25 CU YD Refuse Rear Loader	\$83,279.00
NEX 32 RRL MCN	32 CU YD Refuse Rear Loader	\$88,758.00
NEX 40 RFL H	40 CU YD Refuse Front Loader	\$133,886.00
NEX 28 RASL MCN	28 CU YD Refuse Automated Side Loader	\$140,623.00
NEX 31 RASL	31 CU YD Refuse Automated Side Loader	\$154,587.00
NEX 20 RDA	Rigid Lift Axle: Pusher/20,000lb rating air lift to include 11R22.5 tires with steel wheels	\$9,735.00
NEX 20 SDA	Steerable Lift Axle: Pusher/20,000 rating air lift to include 11R22.5 tires with steel wheels	\$10,472.00
3YR/300K	3 Year, 300,000 Mile Warranty on Mack Engine Plan 2 Exhaust After Treatment System with Mack Engines Under 460HP	\$1,887.00
4YR/300K	4 Year, 300,000 Mile Warranty on Mack Engine Plan 2 Exhaust After Treatment System with Mack Engines Under 460HP	\$2,283.00
5YR/400K	5 Year, 400,000 Mile Warranty on Mack Engine Plan 2 Exhaust After Treatment System with Mack Engines Under 460HP	\$4,684.00
Transfer	Transfer Existing Registration	\$110.00
New	New State Tag	\$330.00







# BID AWARD

## CONTRACT FSA20-VEH18.0

### HEAVY TRUCKS

*Contract Term:*

*October 1, 2020– September 30, 2022*

### Cooperative Purchasing Program

*Coordinated By*

**The  
Florida Sheriffs Association  
&  
Florida Association of Counties**





*Protecting, Leading & Uniting...since 1893*

# FLORIDA SHERIFFS ASSOCIATION

2617 Mahan Drive, Tallahassee, Florida 32308  
P.O. Box 12519 • Tallahassee, Florida 32317-2519

p: (850) 877-2165  
f: (850) 878-8665  
[www.flsheriffs.org](http://www.flsheriffs.org)  

Date: October 1, 2020

To: All Perspective Participants

From: Steve Casey, Executive Director  
Craig Chown, CPP Manager

Re: Contract Number FSA20-VEH18.0 Heavy Trucks

We are pleased to announce that the Florida Sheriffs Association has successfully completed its 18th cooperative competitive bid for heavy trucks. This contract is in effect beginning October 1, 2020 through September 30, 2022.

This year's bid award included 102 specifications and makes and models for heavy trucks.

The competitive process for this award began in April 2020, when stakeholders were surveyed regarding procurement needs. Specifications were developed based on prior year activity and new additions were added based on survey results and the Fleet Advisory Committee's review of products.

An advertisement of the Invitation to Bid was placed within the FSA website and Florida Administrative Weekly on April 22, 2020. On June 2, 2020, a direct notification was sent to 511 prospective bidders to register for qualification to participate in the bid process for heavy trucks and heavy equipment. From this ITB, 206 bidders responded to the pre-bid meeting registration or request for qualified waiver for FSA approval. Of these respondents, 40 submitted bids for heavy trucks and 33 qualified, responsive bidders were awarded after a review by the FSA and the FSA Fleet Advisory Committee.

The Florida Sheriffs Association Cooperative Purchasing Program has followed the Contract Terms and Conditions to procure this contract.

Contract prices are extended and guaranteed to any local government or political subdivision of the state, public educational institutions, other public agencies or authorities with the State of Florida, and other entities approved by the manufacturer to participate in this contract.

Out of state sales are permitted under this contract. All purchasers are bound by their local governing purchasing ordinances, rules and regulations. All awarded vendors are governed by their manufacturer agreements and the Contract Terms and Conditions.

List of Awarded Vendors in Alphabetical Order for FSA20-VEH18.0 Heavy Trucks:

1. Alan Jay Chevrolet Buick GMC Cadillac
2. Alan Jay Chrysler Jeep Dodge of Wauchula
3. Asbury Automotive Group DBA: DBA: Courtesy Chrysler, Jeep Dodge
4. Bozard Ford
5. BYD Motors
6. Coggin Buick GMC
7. Coggin Chevrolet
8. Container Systems & Equipment Co., Inc.
9. DeLand Truck Center
10. Duval Chevrolet
11. Duval Ford
12. Four Star Freightliner
13. Garber Chevrolet Buick GMC, Inc.
14. Garber Chrysler Dodge Truck, Inc.
15. General GMC Truck Sales & Service, Inc.
16. Kenworth of Central Florida
17. Kenworth of Jacksonville
18. Kenworth of South Florida
19. Maudlin International Trucks
20. Nextran
21. Orlando Freightliner
22. Palm Fire Rescue Group DBA: Palm Peterbilt Truck Centers
23. Palmetto Ford Truck Sales, Inc.
24. Rechten International Trucks, Inc.
25. Rush Truck Centers of Florida
26. SBL Freightliner, LLC.
27. Stingray Chevrolet
28. Sun State International Trucks, LLC.
29. Tampa Truck Center
30. Ten-8 Fire Equipment, Inc.
31. The Broyhill Manufacturing Company
32. Truckmax Isuzu
33. Truckmax, Inc





# AGENDA MEMORANDUM

**Meeting Date:** November 8, 2021

**To:** The Honorable Mayor Maria Puente Michell and Members of the City Council

**From:** William Alonso, City Manager / Finance Director

**Subject:** Change to Police Pension Plan Ordinance eliminating the 10/12/2014 freeze

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As discussed with Council during our October 26, 2021 executive session with our Labor Attorney Jim Crosland, the city and the Fraternal Order of Police reached an agreement on a new contract back in October 2014 that made significant changes to the Police Pension Plan in order to reduce costs for both the city and the police officers.

One of the changes involved a “freeze” on benefits that created a dual calculation of benefits where the first part of the calculation was the frozen accrued benefit as of 10/12/14 and the second part involved the benefit based on members’ continuous service after 10/12/14. This created a situation where Officers would actually get a benefit less than 70% of the average earnings of the best five years of the last ten years.

I have also confirmed with our Actuary, that the Pension Plan is performing so well that eliminating this freeze will maintain our costs at approximately the current levels.

It is recommended that the city eliminate this freeze for the 13 affected officers. Since 2014 the city’s cost, as well as the officer’s cost, have decreased significantly which was the intent of both parties during those negotiations.

Attached is the Memorandum of Understanding (MOU) the city needs to execute, along with The Fraternal Order of Police, as well as the Pension Ordinance needed to achieve this change.

Staff recommends that Council approve both items so that we can move forward.

**RESOLUTION NO. 2021-\_\_\_\_\_**

**A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF MIAMI SPRINGS, FLORIDA, APPROVING A MEMORANDUM OF UNDERSTANDING WITH THE FLORIDA STATE LODGE FRATERNAL ORDER OF POLICE, INC. RELATING TO THE POLICE PENSION FUND; PROVIDING FOR AUTHORIZATION; AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, the City of Miami Springs (the “City”) and the Florida State Lodge Fraternal Order of Police, Inc. (“Fraternal Order”) desire to eliminate a freeze on benefits relating to the police pension fund for officers ranked Sergeant and below; and

**WHEREAS**, the Fraternal Order has proposed entering into a Memorandum of Understanding, attached hereto as Exhibit “A” (the “MOU”), that outlines the steps the City and Fraternal Order shall take to eliminate the freeze on benefits relating to the police pension fund for officers ranked Sergeant and below; and

**WHEREAS**, the City desires to enter into the MOU with the Fraternal Order in substantially the form attached hereto as Exhibit “A”; and

**WHEREAS**, the City Council finds that this Resolution is in the best interest and welfare of the residents of the City.

**NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF MIAMI SPRINGS, FLORIDA, AS FOLLOWS:**

**Section 1. Recitals.** The above recitals are confirmed, adopted, and incorporated herein and made a part hereof by reference.

**Section 2. Approval.** The City Council approves the MOU with the Fraternal Order in substantially the form attached hereto as Exhibit “A.”

**Section 3. Authorization.** The City Council hereby authorizes the City Manager to execute the MOU, in substantially the form attached hereto as Exhibit “A,” and any subsequent amendments or related documents necessary to implement the MOU, subject to the approval of the City Attorney as to form, content, and legal sufficiency.

**Section 4. Effective Date.** This Resolution shall become effective immediately upon adoption.

The foregoing Resolution was offered by \_\_\_\_\_ who moved its adoption. The motion was seconded by \_\_\_\_\_ and upon being put to a vote, the vote was as follows:

Vice Mayor Jacky Bravo \_\_\_\_\_  
Councilman Bob Best \_\_\_\_\_  
Councilman Dr. Walter Fajet \_\_\_\_\_  
Councilman Dr. Victor Vazquez \_\_\_\_\_  
Mayor Maria Puente Mitchell \_\_\_\_\_

PASSED AND ADOPTED this 8<sup>th</sup> day of November, 2021.

\_\_\_\_\_  
MARIA PUENTE MITCHELL  
MAYOR

ATTEST:

\_\_\_\_\_  
ERIKA GONZALEZ, MMC  
CITY CLERK

APPROVED AS TO FORM AND LEGAL SUFFICIENCY  
FOR THE USE AND RELIANCE OF THE CITY OF MIAMI SPRINGS ONLY:

\_\_\_\_\_  
WEISS SEROTA HELFMAN COLE & BIERMAN, P.L.  
CITY ATTORNEY

**MEMORANDUM OF UNDERSTANDING BETWEEN**  
**THE CITY OF MIAMI SPRINGS AND**  
**FLORIDA STATE LODGE FRATERNAL ORDER OF POLICE, INC.**

This MEMORANDUM OF UNDERSTANDING (“MOU”) is entered this \_\_\_\_ day of \_\_\_\_\_, 2021, between the FLORIDA STATE LODGE FRATERNAL ORDER OF POLICE, INC. (“FOP”) and the CITY OF MIAMI SPRINGS (“CITY”), jointly referred to as the (“PARTIES”).

WHEREAS, the PARTIES are desirous of amending certain Police Pension Fund provisions.

NOW, THEREFORE, in consideration of the mutual covenants contained herein, the PARTIES intending to be legally bound do hereby stipulate and agree as follows:

1. Section 35-53 (Frozen Accrued Benefit) of the Police Pension Fund Ordinance shall be eliminated effective December 14, 2021 (after second reading and approval of the Ordinance by City Council), for employees in the Police Officer and Police Sergeant bargaining unit.
2. The PARTIES agree and state that no promise, inducement or agreement not expressly contained herein has been made, that this MOU constitutes their entire and final understanding to the subject matter of this agreement, and that the terms of this MOU are contractual and not a mere recital.
3. The PARTIES understand that this Memorandum of Understanding and the aforesaid Police Pension Fund amendment will be implemented only after ratification by both the FOP’s bargaining unit members and the City Council.

IN WITNESS WHEREOF, the undersigned parties have caused this Agreement to be executed by their duly authorized representatives as of the day and year first above written.

**AGREED TO THIS \_\_\_ DAY OF \_\_\_\_\_, 2021.**

FLORIDA STATE LODGE,  
FRATERNAL ORDER  
OF POLICE, INC.

CITY OF MIAMI SPRINGS

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# AGENDA MEMORANDUM

**Meeting Date:** November 8, 2021

**To:** The Honorable Mayor Maria Puente Michell and Members of the City Council

**From:** William Alonso, City Manager / Finance Director

**Subject:** Change to Police Pension Plan Ordinance eliminating the 10/12/2014 freeze

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As discussed with Council during our October 26, 2021 executive session with our Labor Attorney Jim Crosland, the city and the Fraternal Order of Police reached an agreement on a new contract back in October 2014 that made significant changes to the Police Pension Plan in order to reduce costs for both the city and the police officers.

One of the changes involved a “freeze” on benefits that created a dual calculation of benefits where the first part of the calculation was the frozen accrued benefit as of 10/12/14 and the second part involved the benefit based on members’ continuous service after 10/12/14. This created a situation where Officers would actually get a benefit less than 70% of the average earnings of the best five years of the last ten years.

I have also confirmed with our Actuary, that the Pension Plan is performing so well that eliminating this freeze will maintain our costs at approximately the current levels.

It is recommended that the city eliminate this freeze for the 13 affected officers. Since 2014 the city’s cost, as well as the officer’s cost, have decreased significantly which was the intent of both parties during those negotiations.

Attached is the Memorandum of Understanding (MOU) the city needs to execute, along with The Fraternal Order of Police, as well as the Pension Ordinance needed to achieve this change.

Staff recommends that Council approve both items so that we can move forward.



36 placed in the member's DROP account, if applicable) upon attaining the normal retirement  
37 date set forth in subsection (B) below; or a reduced benefit shall be payable to the  
38 member upon attaining the early retirement date set forth in subsection (C) below. Upon  
39 retirement or entry into the DROP, a member whose accrued benefit is frozen on October  
40 12, 2014 shall be eligible for a retirement benefit in two parts: the frozen accrued benefit  
41 based on the member's continuous service and average monthly earnings on October  
42 12, 2014; and the benefit based on the member's continuous service on and after October  
43 12, 2014. The provisions of this subsection (A) shall not apply to a member who is  
44 employed and within three years of the normal retirement date on October 12, 2014. or  
45 to any member, in the rank of Sergeant and below, who retires or enters the DROP after  
46 December 14, 2021.

47 **Section 3. Conflicts.** All Sections or parts of Sections of the Code of  
48 Ordinances, all ordinances or parts of ordinances, and all Resolutions, or parts of  
49 Resolutions, in conflict with this Ordinance are repealed to the extent of such conflict.

50 **Section 4. Severability.** That the provisions of this Ordinance are declared to  
51 be severable and if any section, sentence, clause or phrase of this Ordinance shall for  
52 any reason be held to be invalid or unconstitutional, such decision shall not affect the  
53 validity of the remaining sections, sentences, clauses, and phrases of this Ordinance but  
54 they shall remain in effect, it being the legislative intent that this Ordinance shall stand  
55 notwithstanding the invalidity of any part.

56 **Section 5. Codification.** That it is the intention of the City Council and it is  
57 hereby ordained that the provisions of this Ordinance shall become and be made a part  
58 of the City Code, that the sections of this Ordinance may be renumbered or relettered to  
59 accomplish such intentions, and that the word Ordinance shall be changed to Section or  
60 other appropriate word.

61 **Section 6. Effective Date.** That this Ordinance shall become effective  
62 immediately upon adoption on second reading.

63 **PASSED ON FIRST READING** on the \_\_\_\_\_ day of \_\_\_\_\_, 2021, on a  
64 motion made by \_\_\_\_\_ and seconded by \_\_\_\_\_.

65 **PASSED AND ADOPTED ON SECOND READING** this \_\_\_ day of \_\_\_\_\_, 2021,  
66 on a motion made by \_\_\_\_\_ and seconded by \_\_\_\_\_.

67 Upon being put to a roll call vote, the vote was as follows:

- 68 Vice Mayor Bob Best \_\_\_\_\_
- 69 Councilwoman Jacky Bravo \_\_\_\_\_
- 70 Councilman Walter Fajet \_\_\_\_\_
- 71 Councilman Victor Vazquez \_\_\_\_\_
- 72 Mayor Maria Puente Mitchell \_\_\_\_\_

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MARIA PUENTE MITCHELL  
MAYOR

ATTEST:

\_\_\_\_\_  
ERIKA GONZALEZ, MMC  
CITY CLERK

APPROVED AS TO FORM AND LEGAL SUFFICIENCY  
FOR THE USE AND RELIANCE OF THE CITY OF MIAMI SPRINGS ONLY:

\_\_\_\_\_  
WEISS SEROTA HELFMAN COLE & BIERMAN, P.L.  
CITY ATTORNEY



# AGENDA MEMORANDUM

**Meeting Date:** 11/8/2021

**To:** The Honorable Mayor Maria Puente Mitchell and Members of the City Council

**Via:** William Alonso, City Manager/Fin. Director

**From:** Zuzell E. Murguido, Procurement Specialist II

**Subject:** Approval of Terms for Capital Improvement and Equipment Acquisition Revenue Note with BciCapital, Inc., a subsidiary of City National Bank of Florida

**RECOMMENDATION:** Recommendation by Finance- Professional Services that Council Award and approve the terms and sale of a Capital Improvement and Equipment Acquisition Revenue Note via City RFP #04-20/21 to City National Bank of Florida (BciCapital, Inc./subsidiary), for the purposes of providing for security for the note, making certain covenants and agreements in connection therewith, providing for adoption of representations, providing for certain other matters in connection therewith, providing a severability cause and providing an effective date, in the amount not to exceed \$645,000.00 at a fixed rate of 1.50%, for a five (5) year loan for infrastructure improvements to the City’s Parks and Recreation facilities (Approximately \$80,000), acquisition of two new sanitation trucks (Approximately \$540,000), and acquisition of a vehicle for the City’s Parks and Recreation Department (Approximately \$25,000) which were budgeted in the FY20-21 budget, pursuant to Section §31.11 (E)(1) of the City Code.

**DISCUSSION:** On October 25, 2021 a Recommendation was made to Council to award under City RFP#04-20/21 for Capital Improvement and Equipment Acquisition Revenue Note selecting BciCapital, Inc., a subsidiary of City National Bank of Florida, which was approved by Council and carried 5-0 on roll call vote. At this time, City Staff is requesting via Recommendation to Council approval of the terms of the revenue note and proceed with the finalization and execution of same with City National Bank of Florida (BciCapital, Inc., subsidiary). The Note shall mature on December 1, 2026 (“Maturity Date”) and the Note shall bear interest on the outstanding principal balance from its date of issuance payable quarterly on each March 1, June 1, September 1, and December 1 with the final payment due on the Maturity Date (the “Interest Payment Dates”), commencing March 1, 2022, at an interest rate equal to 1.50% per annum (the “Interest Rate”).

**FISCAL IMPACT:** The annual debt service for the five (5) year note will be approx. \$134,140 annually and is budgeted in the FY20-21 General Fund budget.

**Submission Date and Time:** 11/2/2021 2:42 PM

<p><b><u>Submitted by:</u></b>          Department: <u>Finance-Professional Services</u>          Prepared by: <u>Zuzell Murguido</u>          Attachments:    <input type="checkbox"/> Yes    <input type="checkbox"/> No          Budgeted/Funded <input checked="" type="checkbox"/> Yes    <input type="checkbox"/> No</p>	<p><b><u>Approved by (sign as applicable):</u></b>          Dept. Head: _____          Procurement: _____          Asst. City Mgr.: _____          City Manager: _____          _____</p>	<p><b><u>Funding:</u></b>          Dept./ Desc.: _____          Account No.: _____          Additional Funding: _____          Amount previously approved: \$ _____          Current request: \$ _____          Total vendor amount: \$ <u>645,000</u></p>
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## RESOLUTION 2021-\_\_\_\_\_

**A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF MIAMI SPRINGS, FLORIDA, AUTHORIZING THE ISSUANCE OF CAPITAL IMPROVEMENT AND EQUIPMENT ACQUISITION REVENUE NOTE, SERIES 2021, OF THE CITY OF MIAMI SPRINGS, FLORIDA, IN THE PRINCIPAL AMOUNT OF \$645,000 FOR THE PURPOSE OF FINANCING THE COSTS OF CONSTRUCTION OF INFRASTRUCTURE IMPROVEMENTS TO THE COMMUNITY CENTER AND THE PURCHASE OF TWO SIDE LOADER SINGLE AXLE GARBAGE/SANITATION TRUCKS AND A FORD F150 FOR PARKS AND RECREATION; AWARDING THE SALE OF THE NOTE TO CITY NATIONAL BANK OF FLORIDA; PROVIDING FOR SECURITY FOR THE NOTE; PROVIDING OTHER PROVISIONS RELATING TO THE NOTE; MAKING CERTAIN COVENANTS AND AGREEMENTS IN CONNECTION THEREWITH; PROVIDING FOR ADOPTION OF REPRESENTATIONS; PROVIDING FOR CERTAIN OTHER MATTERS IN CONNECTION THEREWITH; PROVIDING A SEVERABILITY CLAUSE; AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, the City of Miami Springs, Florida (the “City”) issued and advertised Request for Proposals No. 04-20/21, “Capital Improvement and Equipment Acquisition Revenue Note” (the “RFP”) to obtain proposals for financing the costs of construction of infrastructure improvements to the community center and the purchase of two side loader single axle garbage/sanitation trucks and a Ford F150 for parks and recreation (collectively, the “Project”); and

**WHEREAS**, forty-three banks and financial institutions were provided a copy of this RFP, and three proposals were received by the RFP deadline; and

**WHEREAS**, upon review of the proposals received, staff determined BciCapital, Inc., a subsidiary of City National Bank of Florida was the lowest most responsive and responsible bidder; and

**WHEREAS**, BciCapital, Inc., a subsidiary of City National Bank of Florida, has requested that the note be issued in the name of City National Bank of Florida, as purchaser (“Purchaser”); and

**WHEREAS**, the City Manager recommended that the City award the RFP to Purchaser and allow for the purchase of a note based upon the proposal for a term of five years at a fixed interest rate of 1.5% per annum (the “Proposal”); and

**WHEREAS**, based on the need to issue the note upon the most favorable market conditions, the City Council of the City (the “City Council”) has determined that it is necessary and advisable and in the best interest of the City and its citizens to accept the Proposal from the Purchaser to purchase the note through a negotiated private placement; and

**WHEREAS**, on October 25, 2021, the City Council by Resolution No. 2021-3952 accepted the Proposal from the Purchaser and authorize the City Manager to negotiate such other documentation as may be necessary to accomplish the desired financing; and

**WHEREAS**, the City Council desires to set forth the details of the note based upon the negotiations of the City Manager in this Resolution.

**NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF MIAMI SPRINGS, FLORIDA, AS FOLLOWS:**

**SECTION 1. ADOPTION OF REPRESENTATIONS:** The foregoing Whereas Clauses are hereby ratified and confirmed as being true, and the same are hereby made a specific part of this Resolution.

**SECTION 2. AUTHORIZATION OF NOTE:** Pursuant to the provisions of this Resolution, a revenue note of the City to be designated “City of Miami Springs, Florida Capital Improvement and Equipment Acquisition Revenue Note, Series 2021” (the “Note”), is hereby authorized to be issued in a principal amount of \$645,000.00 for the purpose of financing the costs of the Project.

**SECTION 3. TERMS OF THE NOTE:**

(a) **General Provisions.** The Note shall be issued in fully registered form without coupons. The principal of and interest on the Note shall be payable when due in lawful money of the United States of America by wire transfer or by certified check delivered on or prior to the date due to the registered owner of the Note (“Owner”). Payments shall be made in immediately

available funds by no later than 2:00 p.m., Eastern time, on the dates due, free and clear of any defenses, set-offs, counterclaims, or withholdings or deductions for taxes.

The Note shall be dated the date of issuance and delivery and shall be initially issued as one Note in the denomination of \$645,000.00. The Note shall mature on December 1, 2026 (the "Maturity Date").

THE CITY IS NOT OBLIGATED TO PAY THE PRINCIPAL OF THE NOTE OR INTEREST THEREON EXCEPT FROM NON-AD VALOREM REVENUES (AS DEFINED HEREIN) BUDGETED AND APPROPRIATED AS PROVIDED HEREIN AND THE FAITH AND CREDIT OF THE CITY IS NOT PLEDGED TO SECURE THE PAYMENT OF THE SAID PRINCIPAL AND INTEREST OF THE NOTE. THE NOTE SHALL NOT BE DEEMED TO CONSTITUTE A GENERAL OBLIGATION OR AN INDEBTEDNESS OF THE CITY OR A PLEDGE OF THE FAITH AND CREDIT OF THE CITY, BUT SHALL BE PAYABLE EXCLUSIVELY FROM NON-AD VALOREM REVENUES BUDGETED AND APPROPRIATED AS PROVIDED HEREIN. THE ISSUANCE OF THE NOTE UNDER THE PROVISIONS OF THE CITY CHARTER SHALL NOT DIRECTLY OR INDIRECTLY OR CONTINGENTLY OBLIGATE THE CITY TO LEVY OR TO PLEDGE ANY FORM OF AD VALOREM TAXATION WHATEVER THEREFOR OR TO MAKE APPROPRIATIONS FOR ITS PAYMENT FROM MONEYS DERIVED FROM AD VALOREM TAXES, NOR SHALL THE NOTE CONSTITUTE A CHARGE, LIEN, OR ENCUMBRANCE, LEGAL OR EQUITABLE, UPON ANY PROPERTY OF THE CITY, AND THE OWNER OF THE NOTE SHALL HAVE NO RECOURSE TO THE POWER OF AD VALOREM TAXATION

(b) Interest Rate. The Note shall bear interest on the outstanding principal balance from its date of issuance payable quarterly on each March 1, June 1, September 1, and December 1 with the final payment due on the Maturity Date (the "Interest Payment Dates"), commencing March 1, 2022, at an interest rate equal to 1.50% per annum (the "Interest Rate").

Interest on the Note shall be computed on the basis of a 360-day year consisting of twelve (12) thirty-day months for the actual number of days elapsed.

(c) Prepayment Provisions.

(i) Mandatory Prepayment. The principal of the Note shall be subject to mandatory prepayment in quarterly installments on each March 1, June 1, September 1, and December 1, commencing March 1, 2022, in the amounts set forth in the Amortization Schedule attached to the Note.

(ii) Optional Prepayment. The Note is subject to optional prepayment on or after December 1, 2022, upon three (3) Business Days written notice to the Purchaser, in whole, at a price of par plus accrued interest to the date of prepayment, with no prepayment penalty. As used herein, "Business Day" shall mean any day other than a Saturday, Sunday or a day on which the banks in the State of Florida are required, or authorized or not prohibited, by law (including executive orders) to close and are closed.

**SECTION 4. EXECUTION OF NOTE:** The Note shall be signed in the name of the City by the Mayor, or City Manager or in their absence, the Vice Mayor, and the City Clerk, or in her absence, the Deputy City Clerk, and its seal shall be affixed thereto or imprinted or reproduced thereon. The signatures of the Mayor, City Manager or Vice Mayor and City Clerk or Deputy City Clerk on the Note may be manual or facsimile signatures, provided that the signature of one of such officers shall be a manual signature. In case any one or more of the officers who shall have signed or sealed any of the Note shall cease to be such officer of the City before the Note so signed and sealed shall have been actually sold and delivered, such Note may nevertheless be sold and delivered as herein provided and may be issued as if the person who signed and sealed such Note had not ceased to hold such office. The Note may be signed and sealed on behalf of the City by such person as at the actual time of the execution of such Note shall hold the proper

office, although at the date of such Note such person may not have held such office or may not have been so authorized.

**SECTION 5. NEGOTIABILITY, REGISTRATION AND CANCELLATION:** The City shall serve as Registrar and as such shall keep books for the registration of Note and for the registration of transfers of Note. The Note may be transferred or exchanged upon the registration books kept by the City, upon delivery to the City, together with written instructions as to the details of the transfer or exchange, of such Note in form satisfactory to the City and with guaranty of signatures satisfactory to the City, along with the social security number or federal employer identification number of any transferee and, if the transferee is a trust, the name and social security or federal tax identification numbers of the settlor and beneficiaries of the trust, the date of the trust and the name of the trustee. The Note may be exchanged in whole but not in part for the same aggregate principal amount and Maturity Date. Any transfer of the Note shall be only to an “accredited investor” as such term is defined in the Securities Act of 1933, as amended, and Regulation D thereunder or a “qualified institutional buyer” as that term is defined under Rule 144A of the Securities and Exchange Commission. No transfer or exchange of the Note shall be effective until entered on the registration books maintained by the City.

The City may deem and treat the person in whose name the Note shall be registered upon the books kept by the City as the absolute Owner of such Note, whether such Note shall be overdue or not, for the purpose of receiving payment of, or on account of, the principal of and interest on such Note as they become due and for all other purposes. All such payments so made to any such Owner or upon his order shall be valid and effectual to satisfy and discharge the liability upon such Note to the extent of the sum or sums so paid.

In all cases in which the Note is transferred or exchanged in accordance with this Section, the City shall execute and deliver a Note in accordance with the provisions of this Resolution. All Notes surrendered in any such exchanges or transfers shall forthwith be cancelled by the City. There shall be no charge for any such exchange or transfer of a Note, but the City may require the

payment of a sum sufficient to pay any third party tax, fee or other governmental charge required to be paid with respect to such exchange or transfer. The City shall not be required to transfer or exchange a Note for a period of 15 days next preceding an Interest Payment Date on the Note.

The City may not transfer its obligations under the Note unless consented to in writing by the Purchaser or Owner of the Note.

The Note, the principal of and interest on which have been fully paid, either at or prior to maturity, shall be promptly delivered to the City on or after such payment is made, and shall thereupon be cancelled.

In case a portion but not all of the outstanding Note shall be prepaid pursuant to mandatory prepayment provisions, such Note shall not be surrendered in exchange for a new Note, but the City shall make a notation indicating the remaining outstanding principal of the Note upon the registration books. The Note so redesignated shall have the remaining principal as provided on such registration books and shall be deemed to have been issued in the denomination of the outstanding principal balance, which shall be an authorized denomination.

**SECTION 6. NOTE MUTILATED, DESTROYED, STOLEN OR LOST:** In case the Note shall become mutilated or be destroyed, stolen or lost, the City may in its discretion issue and deliver a new Note of like tenor as the Note so mutilated, destroyed, stolen or lost, in the case of a mutilated Note, in exchange and substitution for such mutilated Note upon surrender of such mutilated Note or in the case of a destroyed, stolen or lost Note in lieu of and substitution for the Note destroyed, stolen or lost, upon the Owner furnishing the City proof of his ownership thereof, satisfactory proof of loss or destruction thereof and satisfactory indemnity, complying with such other reasonable regulations and conditions as the City may prescribe and paying such expenses as the City may incur. The City shall cancel all mutilated Notes that are surrendered. If any mutilated, destroyed, lost or stolen Note shall have matured or be about to mature, instead of issuing a substitute Note, the City may pay the principal of and interest on such Note upon the Owner complying with the requirements of this paragraph.



Any such duplicate Note issued pursuant to this section shall constitute original, additional contractual obligations of the City whether or not the lost, stolen or destroyed Note be at any time found by anyone, and such duplicate Note shall be entitled to equal and proportionate benefits and rights as to lien on and source and security for payment from the funds, as hereinafter pledged, to the extent as all other Note issued hereunder.

**SECTION 7. FORM OF NOTE:** The text of the Note shall be of substantially the tenor set forth in Exhibit "A" hereto, with such omissions, insertions and variations as may be necessary and desirable and authorized or permitted by this Resolution.

**SECTION 8. COVENANT TO BUDGET AND APPROPRIATE:** The City hereby covenants and agrees to appropriate in its annual budget, by amendment, if necessary, from Non-Ad Valorem Revenues (as defined in this Section) lawfully available in each fiscal year of the City, amounts sufficient to pay the principal and interest due on the Note in accordance with its terms and to pay all required deposits to the Rebate Fund (as defined in Section 13) pursuant to Section 13. "Non-Ad Valorem Revenues" means all revenues of the City derived from any source other than ad valorem taxation on real or personal property and which are legally available to make the payments required under this Resolution, but only after provision has been made by the City for the payment, to the extent are not otherwise provided for by ad valorem taxes, of (a) all services necessary for conducting of the public safety and general governmental obligations of the City and (b) all legally mandated services. Such covenant and agreement on the part of the City to budget and appropriate such amounts of Non-Ad Valorem Revenues shall be cumulative to the extent not paid, and shall continue until such Non-Ad Valorem Revenues or other legally available funds in amounts sufficient to make all such required payments shall have been budgeted, appropriated and actually paid. Notwithstanding the foregoing covenant of the City, the City does not covenant to maintain any services or programs, now provided or maintained by the City, which generate Non-Ad Valorem Revenues.

Such covenant to budget and appropriate does not create any lien upon or pledge of such Non-Ad Valorem Revenues, nor, does it preclude the City from pledging in the future its Non-Ad Valorem Revenues, nor does it require the City to levy and collect any particular Non-Ad Valorem Revenues, nor does it give the Noteholders a prior claim on the Non-Ad Valorem Revenues as opposed to claims of owners of other notes of the City secured in the same manner as the Note. Such covenant to budget and appropriate Non-Ad Valorem Revenues is subject in all respects to the payment of obligations secured by a pledge of such Non-Ad Valorem Revenues heretofore or hereinafter entered into (including the payment of debt service on notes and other debt instruments). However, the covenant to budget and appropriate in its general annual budget for the purposes and in the manner stated herein shall have the effect of making available in the manner described herein Non-Ad Valorem Revenues and placing on the City a positive duty to appropriate and budget, by amendment, if necessary, amounts sufficient to meet its obligations under this Resolution, subject, however, in all respects to the terms of this Resolution and the restrictions of Section 166.241(3), Florida Statutes, which provides, in part, that the governing body of each municipality make appropriations for each fiscal year which, in any one year, shall not exceed the amount to be received from taxation or other revenue sources; and subject, further, to the payment, to the extent not otherwise provided for by ad valorem taxes, of (a) all services necessary for conducting of the public safety and general governmental obligations of the City and (b) all legally mandated services.

**SECTION 9. NOTE FUND:** There is hereby created a fund entitled “City of Miami Springs, Florida Capital Improvement and Equipment Acquisition Revenue Note Fund” (the “Note Fund”). There shall be deposited into the Note Fund no later than each date on which principal or interest is due sufficient amounts of Non-Ad Valorem Revenues as specified in Section 8 hereof which, together with the amounts already on deposit therein, will enable the City to pay the principal of and interest on the Note on each such date or other date when principal may be due. Moneys in the Note Fund shall be applied on each such date to the payment of principal of and interest on the Note coming due on each such date.

Subject to Section 12 hereof, funds in the Note Fund may be invested in Authorized Investments (as defined herein), maturing at or before the time such funds may be needed to pay principal of or interest on the Note.

**SECTION 10. APPLICATION OF NOTE PROCEEDS:**

The proceeds received upon the sale of the Note shall be deposited simultaneously with the delivery of the Note in the “City of Miami Springs Capital Improvement and Equipment Acquisition Revenue Note, Series 2021 Project Fund” (the “Project Fund”), and used only in connection with the Project.

Subject to Section 12 hereof, funds in the Project Fund may be invested in the following investments, maturing not later than the date or dates on which such proceeds will be needed for purposes of this Resolution, to the extent such investments are legal for investment of municipal funds (“Authorized Investments”):

- (a) The Local Government Surplus Funds Trust Fund;
- (b) Negotiable direct obligations of, or obligations the principal of and interest on which are unconditionally guaranteed by, the United States Government at the then prevailing market price for such securities;
- (c) Interest-bearing time deposits or savings accounts in banks organized under the laws of the State of Florida (the “State”), in national banks organized under the laws of the United States and doing business and situated in the State, in savings and loan associations which are under State supervision, or in federal savings and loan associations located in the State and organized under federal law and federal supervision, provided that any such deposits are secured by collateral as may be prescribed by law;

(d) Securities of, or other interests in, any open-end or closed-end management type investment company or investment trust registered under the Investment Company Act of 1940, 15 U.S.C. ss. 80a-1 et seq., as amended from time to time, provided the portfolio of such investment company or investment trust is limited to United States Government obligations and to repurchase agreements fully collateralized by such United States Government obligations and provided such investment company or investment trust takes delivery of such collateral either directly or through an authorized custodian; or

(e) Any other investments that at the time are legal investments for municipal funds and are permitted by the duly approved investment policy of the City.

Subject to Section 13 hereof, any income received upon such investment shall be retained in the Project Fund and applied to costs of the Project or, at the option of the City, deposited in the Note Fund and used to pay interest on the Note until completion of the Project. Subject to Section 13 hereof, after the completion of the Project, any remaining balance in the Project Fund shall be deposited into the Note Fund and used solely to redeem, or pay the principal of, the Note.

The Project Fund shall be kept separate and apart from all other funds of the City and the moneys on deposit therein shall be withdrawn, used and applied by the City solely for the purposes set forth herein. Pending such application, the Project Fund shall be subject to the lien of the Owner of the Note for the payment of the principal of and interest on the Note.

The registered Owner shall have no responsibility for the use of the proceeds of the Note, and the use of such Note proceeds by the City shall in no way affect the rights of such registered Owner. The City shall be obligated to apply the proceeds of the Note solely as provided herein. However, the City shall be irrevocably obligated to continue to pay the principal of and interest on the Note notwithstanding any failure of the City to use and apply such Note proceeds in the manner provided herein.

**SECTION 11. FUNDS:** Each of the funds and accounts herein established and created shall constitute trust funds for the purposes provided herein for such funds and accounts respectively. The money in such funds and accounts shall be continuously secured in the same manner as deposits of City funds are authorized to be secured by the laws of the State. Except as otherwise provided herein, earnings on any investments in any amounts on any of the funds and accounts herein established and created shall be credited to such respective fund or account.

The designation and establishment of the funds and accounts in and by this Resolution shall not be construed to require the establishment of any completely independent, self-balancing funds, as such term is commonly defined and used in governmental accounting, but rather is intended solely to constitute an earmarking of certain revenues and assets of the City for the purposes herein provided and to establish certain priorities for application of such revenues and assets.

**SECTION 12. INVESTMENTS AND USE OF PROCEEDS TO COMPLY WITH INTERNAL REVENUE CODE OF 1986:** The City covenants to the Owner of the Note that it will take all actions and do all things necessary and desirable in order to maintain the exclusion from gross income for federal income tax purposes of interest on the Note, and shall refrain from taking any actions that would cause interest on the Note to be included in gross income for federal income tax purposes. In particular, the City will not make or direct the making of any investment or other use of the proceeds of the Note which would cause such Note to be a “private activity bond” as that term is defined in Section 141 (or any successor provision thereto) of the Code or an “arbitrage bond” as that term is defined in Section 148 (or any successor provision thereto) of the Code, and all applicable regulations promulgated under the Code, and that it will comply with the applicable requirements of Sections 141 and 148 of the Code and the aforementioned regulations throughout the term of the Note.

**SECTION 13. ARBITRAGE REBATE COVENANTS:** There is hereby created and established a fund to be held by the City, designated the “City of Miami Springs Capital

Improvement and Equipment Acquisition Revenue Note, Series 2021 Rebate Fund” (the “Rebate Fund”). The Rebate Fund shall be held by the City separate and apart from all other funds and accounts held by the City under this Resolution and from all other moneys of the City.

Notwithstanding anything in this Resolution to the contrary, the City shall transfer to the Rebate Fund the amounts required to be transferred in order to comply with the Rebate Covenants, if any, attached as an Exhibit to the tax certificate to be delivered by the City on the date of delivery of the Note (the “Rebate Covenants”), when such amounts are so required to be transferred. The City Manager shall make or cause to be made payments from the Rebate Fund of amounts required to be deposited therein to the United States of America in the amounts and at the times required by the Rebate Covenants. The City covenants for the benefit of the Owner of the Note that it will comply with the Rebate Covenants. The Rebate Fund, together with all moneys and securities from time to time held therein and all investment earnings derived therefrom, shall be excluded from the pledge and lien of this Resolution. The City shall not be required to comply with the requirements of this Section 13 in the event that the City obtains an opinion of nationally recognized bond counsel that (i) such compliance is not required in order to maintain the federal income tax exemption of interest on the Note and/or (ii) compliance with some other requirement is necessary to maintain the federal income tax exemption of interest on the Note.

**SECTION 14. SPECIAL COVENANTS:**

(a) The City shall, while the Note is outstanding, within two hundred seventy (270) days of the end of each fiscal year of the City, deliver to the Owner a copy of the annual audited financial statements of the City for such fiscal year. Within sixty (60) days of its final adoption, the City shall deliver to the Owner a copy of the operating budget for each upcoming fiscal year of the City. The City shall provide the Owner with any other information it may reasonably request from time to time.

(b) If the City shall default in the due and punctual performance of any covenant, condition, agreement or provision contained in the Note or in this Resolution (except for a default described in subsection (a) or (b) of Section 16 hereof) on the part of the City to be performed, the City shall within five (5) Business Days after it acquires knowledge, notify the Owner in writing (a) of the happening, occurrence, or existence of such default, and (b) of any event or condition which with the passage of time or the giving of notice, or both would constitute an event of default. Such notice shall include a detailed statement by a responsible officer of the City of all relevant facts and the action being taken or proposed to be taken by the City with respect thereto. The date of the receipt of such notice by the Owner shall in no way affect or modify the date of the occurrence of such event of default.

**SECTION 15. COVENANTS BINDING ON CITY AND SUCCESSOR:** All covenants, stipulations, obligations and agreements of the City contained in this Resolution constitute a contract between the City and the Owner of the Note and shall be deemed to be covenants, stipulations, obligations and agreements of the City to the full extent authorized or permitted by law, and all such covenants, stipulations, obligations and agreements shall be binding upon the successor or successors thereof from time to time and upon the officer, board, body or commission to whom or to which any power or duty affecting such covenants, stipulations, obligations and agreements shall be transferred by or in accordance with law.

No covenant, stipulation, obligation or agreement herein contained shall be deemed to be a covenant, stipulation, obligation or agreement of any present or future member of the City Council or officer, agent or employee of the City in his or her individual capacity, and neither the members of the City Council nor any officer, agent or employee of the City executing the Note shall be liable personally on the Note or be subject to any personal liability or accountability by reason of the issuance thereof.

**SECTION 16. EVENTS OF DEFAULT:** Each of the following events is hereby declared an “event of default”:



(a) payment of the principal of or amortization installments of the Note shall not be made when the same shall become due and payable; or

(b) payment of any installment of interest on the Note shall not be made when the same shall become due and payable; or

(c) the City shall default in the due and punctual performance of any covenant, condition, agreement or provision contained in the Note or in this Resolution (except for a default described in subsection (a) or (b) of this Section) on the part of the City to be performed, and such default shall continue for thirty (30) days from the earlier of (i) after written notice specifying such default and requiring same to be remedied shall have been given to the City by any Owner of any Note or (ii) when notice was required to be given by the City pursuant to Section 14(b) of this Resolution; provided that it shall not constitute an event of default if the default is not one that can be cured within such thirty (30) days, as agreed by the Owner and the City, and the City commences within such thirty (30) days action to correct such default and such default is corrected within ninety (90) days after the written notice; or

(d) any representation or warranty made in writing by or on behalf of the City in this Resolution or in any closing certificate furnished by the City to the Owner shall prove to have been false or incorrect in any material respect on the date made or reaffirmed; or

(e) the City becomes unable, or admits in writing its inability, to pay its debts generally as they become due, or becomes insolvent or the subject of insolvency proceedings, or makes an assignment for the benefit of its creditors or consents to the appointment of a receiver or trustee for itself; or

(f) any proceeding shall be instituted with or without the consent of the City under federal bankruptcy laws or other federal or state laws affecting creditors' rights or any proceeding

shall otherwise be instituted for the purpose of effecting a composition between the City and its creditors or for the purpose of adjusting the claims of such creditors pursuant to any federal or state statute now or hereafter enacted and any such proceeding shall not have been dismissed with prejudice within thirty (30) days after the institution of the same.

**SECTION 17. REMEDIES; RIGHTS OF OWNERS:**

Upon the occurrence and continuance of any event of default specified in Section 17 hereof, the Owner of the Note may pursue any and all available remedy by suit, at law or in equity, to enforce the payment of the principal of and interest on the Note then outstanding. In addition, the Owner may recover all expenses incurred, including without limitation reasonable attorney's fees at all levels of proceedings, whether incurred in connection with collection, bankruptcy proceedings, trial, appeal or otherwise.

No delay or omission to exercise any right or power accruing upon any default or event of default shall impair any such right or power or shall be construed to be waiver of any such default or event of default or acquiescence therein; and every such right and power may be exercised from time to time and as often as may be deemed expedient. No waiver of any event of default hereunder shall extend to or shall affect any subsequent event of default or shall impair any rights or remedies consequent thereon.

**SECTION 18. SALE OF NOTE:** Based upon the uncertainty of the interest rate environment if sale of the Note is delayed, and the immediate need by the City for funds required to complete the Project, the City hereby determines the necessity for a negotiated sale of the Note. The City has been provided all applicable disclosure information required by Section 218.385, Florida Statutes. The negotiated sale of the Note to the Purchaser at a purchase price of par is hereby approved.

**SECTION 19. AUTHORITY OF OFFICERS:** The Mayor or City Manager or in their absence, the Vice Mayor, the City Clerk, or in her absence, the Deputy City Clerk and any other proper official of the City, are and each of them is hereby authorized and directed to execute and deliver any and all documents and instruments and to do and cause to be done any and all acts and things necessary or proper for carrying out the transaction contemplated by this Resolution and the other documents identified herein.

**SECTION 20. SEVERABILITY:** In case any one or more of the provisions of this Resolution or of any Note issued hereunder shall for any reason be held to be illegal or invalid, such illegality or invalidity shall not affect any other provision of this Resolution or of the Note, but this Resolution and the Note shall be construed and enforced as if such illegal or invalid provision had not been contained therein. The Note is issued and this Resolution is adopted with the intent that the laws of the State shall govern their construction.

**SECTION 21. PAYMENTS DUE ON SATURDAYS, SUNDAYS AND HOLIDAYS:** In any case where the date of maturity of interest on or principal of the Note shall not be a Business Day, then payment of such interest or principal need not be made by the City on such date but may be made on the next succeeding Business Day, and payment on such day shall have the same force and effect as if paid on the nominal date for payment.

**SECTION 22. OPEN MEETING FINDINGS:** It is hereby found and determined that all official acts of the City Council concerning and relating to the adoption of this Resolution and all prior resolutions and ordinances affecting the City Council's ability to issue the Note were taken in an open meeting of the City Council and that all deliberations of the City Council or any of its committees that resulted in such official acts were in meetings open to the public, in compliance with all legal requirements, including Section 286.011, Florida Statutes.

**SECTION 23. REPEALING CLAUSE:** All resolutions or orders and parts thereof in conflict herewith, to the extent of such conflicts, are hereby superseded and repealed.

**SECTION 24. MODIFICATION, AMENDMENT OR SUPPLEMENT:** No modification, amendment or supplement of this Resolution, or of any resolution amendatory hereof or supplemental hereto, may be made without the consent in writing of the Owner.

**SECTION 25. NO THIRD-PARTY BENEFICIARIES:** Except as herein otherwise expressly provided, nothing in this Resolution expressed or implied is intended or shall be construed to confer upon any person, firm or corporation other than the Purchaser and subsequent Owners of the Note issued hereunder, any right, remedy or claim, legal or equitable, under or by reason of this Resolution or any provision hereof, this Resolution and all its provisions being intended to be and being for the sole and exclusive benefit of the Purchaser and the Owners from time to time of the Note issued hereunder.

**SECTION 26. EFFECTIVE DATE:** This Resolution shall take effect immediately upon its adoption.

The foregoing Resolution was offered by \_\_\_\_\_ who moved its adoption. The motion was seconded by \_\_\_\_\_ and upon being put to a vote, the vote was as follows:

Vice Mayor Jacky Bravo \_\_\_\_\_  
Councilman Bob Best \_\_\_\_\_  
Councilman Dr. Walter Fajet \_\_\_\_\_  
Councilman Dr. Victor Vazquez \_\_\_\_\_  
Mayor Maria Puente Mitchell \_\_\_\_\_

PASSED AND ADOPTED this \_\_ day of November, 2021.

ATTEST:

\_\_\_\_\_  
MARIA PUENTE MITCHELL  
MAYOR

\_\_\_\_\_  
ERIKA GONZALEZ, MMC  
CITY CLERK

APPROVED AS TO FORM AND LEGAL SUFFICIENCY  
FOR THE USE AND RELIANCE OF THE CITY OF MIAMI SPRINGS ONLY:

\_\_\_\_\_  
WEISS SEROTA HELFMAN COLE & BIERMAN, P.L.  
CITY ATTORNEY

**EXHIBIT "A"**

**ANY OWNER OF THIS NOTE SHALL AT THE TIME OF TRANSFER BE AN "ACCREDITED INVESTOR" AS SUCH TERM IS DEFINED IN THE SECURITIES ACT OF 1933, AS AMENDED, AND REGULATION D THEREUNDER OR A "QUALIFIED INSTITUTIONAL BUYER" AS THAT TERM IS DEFINED UNDER RULE 144A OF THE SECURITIES AND EXCHANGE COMMISSION.**

**No. R-1**

**\$645,000**

**UNITED STATES OF AMERICA  
STATE OF FLORIDA  
CITY OF MIAMI SPRINGS  
CAPITAL IMPROVEMENT AND EQUIPMENT ACQUISITION  
REVENUE NOTE  
SERIES 2021**

Registered Owner: City National Bank of Florida

Principal Amount: Six Hundred Forty-Five Thousand Dollars and No Cents  
(\$645,000.00)

**KNOW ALL MEN BY THESE PRESENTS**, that the City of Miami Springs, Florida (the "City"), for value received, hereby promises to pay to the Registered Owner shown above, or registered assigns (the "Owner"), from the sources hereinafter mentioned, the Principal Amount specified above, together with interest on the Principal Amount outstanding at the rate of interest hereinafter provided. Subject to the rights of prior prepayment and redemption described in the Note, the Note shall mature on December 1, 2026 (the "Maturity Date"). Payments due hereunder shall be made no later than 2:00 p.m., Eastern time, on the date due, free and clear of any defenses, set-offs, counterclaims, or withholding or deductions for taxes.

The Note is issued under authority of and in full compliance with the Constitution and laws of the State of Florida, including particularly Part II of Chapter 166, Florida Statutes, as amended, the Charter of the City and Resolution No. 21-\_\_ adopted on November 8, 2021 (the "Note Resolution"), and is subject to the terms of said Note Resolution.

The Note is issued for the purpose of financing the costs of construction of infrastructure improvements to the community center and the purchase of two side loader single axle garbage/sanitation trucks and a Ford F150 for parks and recreation (collectively, the "Project"). The Note shall be payable only from the sources identified herein. All terms used herein in capitalized form and not otherwise defined herein shall have the meanings ascribed thereto in the Note Resolution.

The Note shall bear interest on the outstanding principal balance from its date of issuance payable quarterly on each March 1, June 1, September 1, and December 1 with the final payment due on the Maturity Date (the "Interest Payment Dates"), commencing March 1, 2022, at an interest rate equal to 1.50% per annum (the "Interest Rate").

No presentment shall be required for payment on this Note.

Interest on the Note shall be computed on the basis of a 360-day year consisting of twelve (12) thirty-day months for the actual number of days elapsed.

The principal of and interest on the Note are payable in lawful money of the United States of America by wire transfer or by certified check delivered on or prior to the date due to the registered Owner, or its legal representative at the address of the Owner as it appears on the registration books of the City.

Mandatory Prepayment. The principal of this Note shall be subject to mandatory prepayment in quarterly installments on each March 1, June 1, September 1 and December 1 commencing March 1, 2022, in the amounts set forth in the Amortization Schedule attached to this Note.

Optional Prepayment. This Note is subject to optional prepayment on or after December 1, 2022, upon three (3) Business Days written notice to the Owner, in whole, at a price of par plus accrued interest to the date of prepayment, with no prepayment penalty. As used herein, "Business Day" shall mean any day other than a Saturday, Sunday or a day on which the banks in the State of Florida are required, or authorized or not prohibited, by law (including executive orders) to close and are closed.

THE CITY IS NOT OBLIGATED TO PAY THE PRINCIPAL OF THIS NOTE OR INTEREST THEREON EXCEPT FROM NON-AD VALOREM REVENUES (AS DEFINED HEREIN) BUDGETED AND APPROPRIATED AS PROVIDED HEREIN AND THE FAITH AND CREDIT OF THE CITY IS NOT PLEDGED TO SECURE THE PAYMENT OF THE SAID PRINCIPAL AND INTEREST OF THIS NOTE. THIS NOTE SHALL NOT BE DEEMED TO CONSTITUTE A GENERAL OBLIGATION OR AN INDEBTEDNESS OF THE CITY OR A PLEDGE OF THE FAITH AND CREDIT OF THE CITY, BUT SHALL BE PAYABLE EXCLUSIVELY FROM NON-AD VALOREM REVENUES BUDGETED AND APPROPRIATED AS PROVIDED HEREIN. THE ISSUANCE OF THIS NOTE UNDER THE PROVISIONS OF THE CITY CHARTER SHALL NOT DIRECTLY OR INDIRECTLY OR CONTINGENTLY OBLIGATE THE CITY TO LEVY OR TO PLEDGE ANY FORM OF AD VALOREM TAXATION WHATEVER THEREFOR OR TO MAKE APPROPRIATIONS FOR ITS PAYMENT FROM MONEYS DERIVED FROM AD VALOREM TAXES, NOR SHALL THIS NOTE CONSTITUTE A CHARGE, LIEN, OR ENCUMBRANCE, LEGAL OR EQUITABLE, UPON ANY PROPERTY OF THE CITY, AND THE OWNER OF THIS NOTE SHALL HAVE NO RECOURSE TO THE POWER OF AD VALOREM TAXATION

The City has covenanted and agreed in the Note Resolution to appropriate in its annual budget, by amendment, if necessary, from Non-Ad Valorem Revenues (as defined below) lawfully available in each fiscal year of the City, amounts sufficient to pay the principal and interest due on this Note in accordance with its terms and to pay all required deposits to the Rebate Fund pursuant to Section 13 of the Note Resolution. "Non-Ad Valorem Revenues" means all revenues of the City derived from any source other than ad valorem taxation on real or personal property and which are legally available to make the payments required under the Note Resolution, but only after provision has been made by the City for the payment, to the extent are not otherwise provided for by ad valorem taxes, of (a) all services necessary for conducting of the public safety and general governmental obligations of the City and (b) all legally mandated services. Such covenant and agreement on the part of the City to budget and appropriate such amounts of Non-Ad Valorem Revenues shall be cumulative to the extent not paid, and shall continue until such Non-Ad Valorem Revenues or other legally available funds in amounts sufficient to make all such required payments shall have been budgeted, appropriated and actually paid. Notwithstanding the foregoing covenant of the City, the City does not covenant to maintain any services or programs, now provided or maintained by the City, which generate Non-Ad Valorem Revenues.

Such covenant to budget and appropriate does not create any lien upon or pledge of such Non-Ad Valorem Revenues, nor, does it preclude the City from pledging in the future its Non-Ad Valorem Revenues, nor does it require the City to levy and collect any particular Non-Ad Valorem Revenues, nor does it give the Noteholders a prior claim on the Non-Ad Valorem Revenues as opposed to claims of owners of other notes of the City secured in the same manner as the Note. Such covenant to budget and appropriate Non-Ad Valorem Revenues is subject in all respects to the payment of obligations secured by a pledge of such Non-Ad Valorem Revenues heretofore or hereinafter entered into (including the payment of debt service on notes and other debt instruments). However, the covenant to budget and appropriate in its general annual budget for the purposes and in the manner stated herein shall have the effect of making available in the manner described herein Non-Ad Valorem Revenues and placing on the City a positive duty to appropriate and budget, by amendment, if necessary, amounts sufficient to meet its obligations under the Note Note Resolution, subject, however, in all respects to the terms of the Note Resolution and the restrictions of Section 166.241(3), Florida Statutes, which provides, in part, that the governing body of each municipality make appropriations for each fiscal year which, in any one year, shall not exceed the amount to be received from taxation or other revenue sources; and subject, further, to the payment, to the extent not otherwise provided for by ad valorem taxes, of (a) all services necessary for conducting of the public safety and general governmental obligations of the City and (b) all legally mandated services.

Upon the occurrence and continuance of any event of default specified in Section 17 of the Note Resolution, the Owner of the Note may pursue any and all available remedy by suit, at law or in equity, to enforce the payment of the principal of and interest on the Note then outstanding. In addition, the Owner may recover all expenses incurred, including



without limitation reasonable attorney's fees at all levels of proceedings, whether incurred in connection with collection, bankruptcy proceedings, trial, appeal or otherwise

The original registered Owner, and each successive registered Owner of this Note shall be conclusively deemed to have agreed and consented to the following terms and conditions:

1. The City shall keep books for the registration of this Note and for the registration of transfers of this Note as provided in the Note Resolution. This Note may be transferred or exchanged upon the registration books kept by the City, upon delivery to the City, together with written instructions as to the details of the transfer or exchange, of such Note in form satisfactory to the City and with guaranty of signatures satisfactory to the City, along with the social security number or federal employer identification number of any transferee and, if the transferee is a trust, the name and social security or federal tax identification numbers of the settlor and beneficiaries of the trust, the date of the trust and the name of the trustee. This Note may be exchanged for a Note of the same aggregate principal amount and Maturity Date. Any transfer of this Note, the transferee shall be an "accredited investor" as such term is defined in the Securities Act of 1933, as amended, and Regulation D thereunder or a "qualified institutional buyer" as that term is defined under Rule 144A of the Securities and Exchange Commission. No transfer or exchange of this Note shall be effective until entered on the registration books maintained by the City.

2. The City may deem and treat the person in whose name this Note shall be registered upon the books of the City as the absolute Owner of this Note, whether this Note shall be overdue or not, for the purpose of receiving payment of, or on account of, the principal of and interest on this Note as they become due, and for all other purposes. All such payments so made to any such Owner or upon his order shall be valid and effectual to satisfy and discharge the liability upon this Note to the extent of the sum or sums so paid.

3. In all cases in which the privilege of exchanging this Note or transferring this Note is exercised, the City shall execute and deliver a new Note in accordance with the provisions of the Note Resolution. There shall be no charge for any such exchange or transfer of this Note, but the City may require payment of a sum sufficient to pay any tax, fee or other governmental charge required to be paid with respect to such exchange or transfer. The City shall not be required to transfer or exchange this Note for a period of fifteen (15) days next preceding an interest payment date on this Note. The obligations of the City under this Note shall not be transferred without the prior written consent of the Owner.

4. This Note, the principal of and interest on which have been paid, either at or prior to maturity, shall be delivered to the City when such full payment is made, and shall thereupon be cancelled. In case a portion but not all of this Note shall be prepaid pursuant to mandatory prepayment provisions, this Note shall not be surrendered in exchange for a new Note, but the City shall make a notation indicating the remaining outstanding principal of this Note upon the registration books. The Note so redesignated shall have the

remaining principal as provided on such registration books and shall be deemed to have been issued in the denomination of the outstanding principal balance, which shall be an authorized denomination.

It is hereby certified and recited that all acts, conditions and things required to happen, to exist and to be performed precedent to and for the issuance of this Note have happened, do exist and have been performed in due time, form and manner as required by the Constitution and the laws of the State of Florida applicable thereto.

**IN WITNESS WHEREOF**, the City of Miami Springs, Florida has caused this Note to be executed by the manual or facsimile signature of its Mayor and of its City Clerk, and the Seal of the City of Miami Springs, Florida or a facsimile thereof to be affixed hereto or imprinted or reproduced hereon, all as of the \_\_\_ day of November, 2021.

CITY OF MIAMI SPRINGS, FLORIDA

---

Mayor

(SEAL)

---

City Clerk

ASSIGNMENT

FOR VALUE RECEIVED, the undersigned \_\_\_\_\_ (the "Transferor"), hereby sells, assigns and transfers unto \_\_\_\_\_ (Please insert name and Social Security or Federal Employer identification number of assignee) the within Note and all rights thereunder, and hereby irrevocably constitutes and appoints \_\_\_\_\_ (the "Transferee") as attorney to register the transfer of the within Note on the books kept for registration thereof, with full power of substitution in the premises.

Date \_\_\_\_\_  
Social Security Number of Assignee \_\_\_\_\_

Signature Guaranteed:

NOTICE: Signature(s) must be guaranteed by a member firm of the New York Stock Exchange or a commercial bank or a trust company

NOTICE: No transfer will be registered and no new Note will be issued in the name of the Transferee, unless the signature(s) to this assignment corresponds with the name as it appears upon the face of the within Note in every particular, without alteration or enlargement or any change whatever and the Social Security or Federal Employer Identification Number of the Transferee is supplied.

The following abbreviations, when used in the inscription on the face of the within Note, shall be construed as though they were written out in full according to applicable laws or regulations:

TEN COM - as tenants in common UNIF GIF MIN ACT -  
\_\_\_\_\_, (Cust.)

Custodian for \_\_\_\_\_,  
(Minor)

TEN ENT - as tenants by the entirety under Uniform Gifts to Minors Act of \_\_\_\_\_  
(State)

JT TEN - as joint tenants with right of survivorship and not as tenants in common

Additional abbreviations may also be used though not in the list above.

## AMORTIZATION SCHEDULE

Payment No.	Payment Date	Principal	Interest	Total	Balance
1	03/01/2022				
2	06/01/2022				
3	08/01/2022				
4	12/01/2022				
5	03/01/2023				
6	06/01/2023				
7	09/01/2023				
8	12/01/2023				
9	03/01/2024				
10	06/01/2024				
11	09/01/2024				
12	12/01/2024				
13	03/01/2025				
14	06/01/2025				
15	09/01/2025				
16	12/01/2025				
17	03/01/2026				
18	06/01/2026				
19	09/01/2026				
20	12/01/2026				

[Skip Navigation](#)

(/)



## Municipal Garage and Lot Information

### **Coral Gables Downtown Parking Map ([https://www.coralgables.com/media/Parking/Parking-Map-revised-7-27-21-FINAL NO BLEED w numbers.pdf](https://www.coralgables.com/media/Parking/Parking-Map-revised-7-27-21-FINAL_NO_BLEED_w_numbers.pdf))**

Municipal Parking Garages operate 24 hours per day, 7 days a week.

### **GARAGE 1**

**Location:**

245 Andalusia Avenue, Coral Gables, FL 33134

### **GARAGE 2**

**Location:**

250 Aragon Avenue, Coral Gables, FL 33134

### **GARAGE 4**

**Location:**

385 Andalusia Avenue, Coral Gables, FL 33134

### **GARAGE 6**

**Location:**

51 Aragon Avenue, Coral Gables, FL 33134

## **MUNICIPAL LOTS**

**(T) Transient Only (P) Permit Only (TP) Transient and Permit (TE) Transient Evenings Only**

Municipal Parking Lots operate 24 hours per day, 7 days a week.

- **Lot 1 (P) 1490 Madruga St., Coral Gables FL 33146**
- **Lot 3 (T) 350 Aragon Ave., Coral Gables FL**
- **Lot 4 (T) 153 Aragon Ave., Coral Gables FL 33134**

- Lot 7 (T) 221 Almeria Ave., Coral Gables FL 33134
- Lot 8 (T) 240 Giralda Ave., Coral Gables FL 33134
- Lot 9 (TE) 100 Miracle Mile, Coral Gables FL 33134
- Lot 10 (P) 361 Palermo Ave., Coral Gables, FL 33134
- Lot 12 (P) 4600 Ponce de Leon Blvd., Coral Gables, FL 33146
- Lot 16 (TP) 4600 Ponce de Leon Blvd., Coral Gables, FL 33146
- Lot 17 (P) 217 Madeira Ave., Coral Gables, FL 33134
- Lot 18 (T) 351 Minorca Ave., Coral Gables, FL 33134
- Lot 20 (P) 435 Valencia Ave., Coral Gables, FL 33134
- Lot 21 (P) 140 Minorca Ave., Coral Gables, FL 33134
- Lot 22 (P) 4010 Laguna St., Coral Gables, FL 33146
- Lot 23 (TP) 490 Coral Way, Coral Gables, FL 33134
- Lot 25 (T) 104 Merrick Way, Coral Gables FL 33134
- Lot 30 (P) 95 Almeria Ave., Coral Gables, FL 33134
- Lot 33 (TP) 250 Almeria Ave., Coral Gables, FL 33134
- Lot 36 (T) 243 University Dr., Coral Gables, FL 33134
- Lot 40 (TP) 4500 Ponce de Leon Blvd., Coral Gables, FL 33146
- Lot 41 (TP) 4520 Ponce de Leon Blvd., Coral Gables FL 33146
- Lot 43 (P) 5700 Ponce de Leon Blvd., Coral Gables, FL 33146

## RATES

### GARAGES 1 and 2. LOTS: 1, 6, 12, 16, 21, 22, 23, 26

#### Permit Period      Rate Includes Tax

1 Month	\$117.70
2 Months	\$235.40
3 Months (Quarterly)	\$353.10

### GARAGES 4 and 6. LOTS: 10, 11, 13, 17, 20, 30, 31, 33, 40, 43

#### Permit Period      Rate Includes Tax

1 Month	\$107.00
2 Months	\$214.00
3 Months (Quarterly)	\$321.00

### GARAGE HOURLY RATES

- \$1 per 30 minutes or any fraction thereof
- \$1 per 20 minutes after hour 4 to a maximum of \$18.00
- Lost Ticket \$18.00

### ON-STREET PARKING METERS AND MUNICIPAL LOT HOURLY RATES

- Maximum hourly rate for On-Street parking meters is \$3.00 per hour.
- Maximum hourly rate for City Lots \$4.00 per hour.
- On-Street Metered Parking is enforced 7 days a week from 9 a.m. to Midnight.

**City Disclaimers-**Any vehicle parked at our facilities is parked at the vehicle owner's sole risk. City and/ or operator does not guard or assume care, custody or control of your vehicle or its contents and is not responsible for fire, theft, damage or loss however caused. The vehicle

owner is responsible for parking and locking the vehicle. Please lock your car before leaving! Set your brakes! Put out lights! GARAGES/LOTS MAY BE CLOSED FOR TEMPORARY PERIODS BY AUTHORITY OF PARKING DIRECTOR.

CITY OF CORAL GABLES DOES NOT ASSUME RESPONSIBILITY WHATSOEVER FOR LOSS OR DAMAGE DUE TO FIRE, THEFT, COLLISION OR OTHERWISE TO THE VEHICLE OR ITS CONTENTS HOWEVER CAUSED.

CIUDAD DE CORAL GABLES NO ASUMIRA RESPONSABILIDAD ALGUNA POR QUALQUIER PERDIDA, ROBO, COLISION O DANO ATRIBUIBLE A UN FUEGO U OTROS SINIESTROS CAUSADOS A SU VEHICULO O CONTENIDO DE ESTE.

## Contact Us

### **Coral Gables City Hall**

405 Biltmore Way  
Coral Gables, FL 33134

Tel: 305-446-6800

(tel:3054466800).

Fax: 305-460-5371

Hearing or Speech Impaired

Telecommunication:

TTY/TDD: 305-442-1600

(tel:3054421600).

Contact Us (/contact-us).

## FAQ Links

How Do I?

(<http://coralgablesfl.mycusthelp.com/WebApp/SessionID=...>)

Current Development Projects

(</Currentdevelopmentprojects>)

About Coral Gables

(<https://www.coralgables.com/about-coral-gables>)

## Site Links

Home (/)

WEB APP User and Privacy Policy

(<https://www.coralgables.com/terms-of-use-and-privacy-policy>)

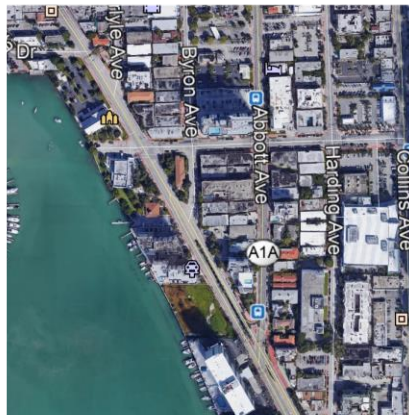
Accessibility

(<https://www.coralgables.com/accessibility>)

Site Map (/sitemap/)



powered by EvoGov (<https://www.evogov.com>)



## NORTH BEACH REGIONAL PARKING ANALYSIS

# CITY OF MIAMI BEACH

Miami Beach, Florida

October 7, 2019

Prepared for:  
City of Miami Beach  
1755 Meridian Avenue, Suite 100  
Miami Beach, Florida 33139



**WALKER**  
CONSULTANTS





4904 Eisenhower Boulevard, Suite 150  
Tampa, FL 33634

813.888.5800  
walkerconsultants.com

October 7, 2019

(Sent via Email: [saulfrances@miamibeachfl.gov](mailto:saulfrances@miamibeachfl.gov))

Mr. Saul Frances  
City of Miami Beach Parking Director  
1755 Meridian Avenue, Suite 100  
Miami Beach, Florida 33139

Re: *North Beach Regional Parking Analysis*  
*ITQ # 07-19 PARKING-SF*  
*Walker Project Number 15-2342.00*

Dear Saul:

Walker is pleased to present this final edition of the North Beach Regional Parking Analysis performed for the City of Miami Beach. This document represents our preliminary findings and conclusions and is intended to assist in evaluating various impacts associated with multiple development projects planned for the North Beach area.

We thank you for the opportunity to be of service to the City of Miami Beach. If you have any questions regarding the work we performed, please do not hesitate to call.

Sincerely,

WALKER CONSULTANTS

A handwritten signature in blue ink, appearing to read "Jim Corbett", is written over the printed name.

Jim Corbett, CAPP  
Director of Studies

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## EXECUTIVE SUMMARY

The City of Miami Beach is actively pursuing multiple development projects in the North Beach area with a variety of land uses including civic, recreational, entertainment, and educational uses that will intensify parking demand /utilization. Within this process, the City engaged Walker Consultants to (1) perform a regional analysis of the projected parking demand for the related land uses for each project as well as within the study area; and (2) perform a parking alternatives analysis and interim parking plan during the construction phases of the projects, including overlap periods. The focus of this analysis is North Beach; subdivided into the Town Center area, generally located south of 72<sup>nd</sup> Street and the North Shore area generally located north of 72<sup>nd</sup> Street.

The following provides an executive summary of findings and recommendations. The subsequent full report provides a detailed analysis.



### CURRENT CONDITIONS NORTH BEACH STUDY AREA

A total of 1,958± public parking spaces were inventoried within the study area, including designated ADA parking spaces, motorcycle and scooter parking spaces, loading zone spaces, taxi stand spaces and shared-use loading and parking spaces. Of this total, 65% of the inventory is located north of 72<sup>nd</sup> Street in the North Shore area, and the remaining 35% of the inventory is located south of 72<sup>nd</sup> Street in the Town Center area. On-street parking accounts for 63% of the overall parking supply; City owned and operated surface lots account for 32% parking inventory and the remaining 5% is public parking provided by the private sector.



### NORTH SHORE AREA PARKING ADEQUACY

As a result of our peak weekend observation comparison to the efficient parking supply, we noted an overall parking surplus of 381± public parking spaces in the North Shore study area. Blocks two (2), fifteen (15) and sixteen (16) experienced the greatest amount of parking adequacy due to the low off-street utilization of City lot P106, City lot P92 and City lot P91 during our August observations. On- and off-street parking adequacy located between 73<sup>rd</sup> and 75<sup>th</sup> Streets projects as few as 35± available spaces between the collective eleven (11) core blocks in the North Shore area. To maintain future adequacy, any loss of parking inventory resulting from planned development projects in the North Shore area will require the addition and replacement of lost inventory.



### TOWN CENTER PARKING ADEQUACY

When comparing peak weekend observation periods to the efficient parking supply, we noted an overall parking surplus of 143± public parking spaces in the Town Center study area. In general, seven (7) of the seventeen (17) blocks experienced minor on-street parking inadequacy issues. Nearly all of the inadequacies occurred within the heavy residential blocks located south of 71<sup>st</sup> Street and west of Collins Avenue. Significant off-street parking availability was observed in the privately owned and operated public parking lots in Block 27 as well as the City owned and operated P84 and P80 lots.

North Shore Area		Efficient Supply	Peak Observations	Surplus/(Deficit)
	On-Street	659	556	103
	Off-Street	456	178	278
<b>Sub-Total</b>		<b>1,115</b>	<b>734</b>	<b>381</b>
Town Center Area		Efficient Supply	Peak Observations	Surplus/(Deficit)
	On-Street	387	393	(6)
	Off-Street	199	50	149
<b>Sub-Total</b>		<b>586</b>	<b>443</b>	<b>143</b>
<b>Total</b>		<b>1,701</b>	<b>1,177</b>	<b>524</b>


**FUTURE CONDITIONS**

We have evaluated the impact on parking demand based on sales and other projections by international business and auto consultancies. We rely primarily on a McKinsey study<sup>1</sup>, which projects that 10% of all passenger vehicles sold in 2030 will be to ride-hailing services, resulting in a potential reduction in private vehicle auto sales by 2.3 private vehicles sold per TNC vehicle sold. This would reduce overall vehicle sales by about 5 million vehicles, or about 25% of sales in 2030. However, there are 260 million cars on the road today, and millions more sold between now and 2030 that will be on the road for 10 to 20 years after that. We don't expect maximum impact on parking until 2050 and even then, for it to fall in the range of 10 to 40% reduction **nationally**. Our model results in about 1/3 of vehicles owned by TNCs and 2/3 owned by private individuals by 2050. The TNC vehicles would comprise 72% of vehicle miles traveled (VMT), and private vehicles 28%. Therefore, we believe our high scenario is truly a maximum impact scenario.


**LOSS OF INVENTORY DUE TO PLANNED NORTH SHORE DEVELOPMENT PROJECTS**

A review of additional public parking inventory projects a need for 209± spaces within seven (7) of the seventeen (17) blocks in an effort to maintain efficient parking supply needs within the North Shore area. Upon taking a closer look at the new inventory needs by associated block, Walker recognizes an opportunity for nearby blocks to absorb much of the inventory needs. As an example, the loss of on-street public parking inventory associated with the Ocean Terrace development project in Block 3 may be offset with the surplus of public parking inventory available in City lot P106 located in the adjacent Block 2. After potential public parking reallocation needs have been satisfied, Walker projects a net new public parking need of 149± spaces within the North Shore area before new development project needs are projected. We will factor this net amount when calculating final future parking needs for the North Shore area.


**PROJECTED PUBLIC PARKING NEEDS – NORTH SHORE PROJECT SPECIFIC**

Weekday		Weekend	
Patron/Visitor	358	Patron/Visitor	368
Employee	128	Employee	29
<b>Total</b>	<b>486</b>	<b>Total</b>	<b>397</b>


**SUMMARY OF NORTH BEACH PARKING NEEDS**

When the net adequacy needs for the North Shore area are combined with the results of the proposed development parking projections by hour, Walker projects an additional peak hour demand shift of 489± public parking spaces to occur during the 4:00pm hour. When compared to the similar peak evening hour demand of 486± public parking spaces, Walker recommends the need to replace the P92 surface lot inventory with a minimum 490± parking structure.

Walker cautions the City when the peak season demand is added to the proposed development parking projections. We anticipate as many as 230± public parking spaces may be added to the proposed peak hour projections to satisfy seasonal visitor activity parking needs impacting daytime demand. When these seasonal numbers are added to the proposed development parking projections by hour, we realize the following impact:

	10:00 am	11:00 am	12:00 pm	1:00 pm	2:00 pm	3:00 pm	4:00 pm
Projected Development Needs	134	279	265	278	289	319	489
Peak Season Add	230	230	230	230	230	230	230
Combined Net Impact	364	509	495	508	519	549	719
Surplus/(Deficit)	125	(20)	(6)	(19)	(30)	(60)	(230)

<sup>1</sup> <http://www.mckinsey.com/industries/high-tech/our-insights/disruptive-trends-that-will-transform-the-auto-industry>

Current off-street parking efficiencies enable the Town Center area to meet overall parking adequacy levels, however we caution the City that much of the parking adequacy levels are the result of the privately owned and operated surface parking lots located south of 71<sup>st</sup> Street between Abbott and Byron Avenues. We anticipate this inventory to be affected by future Town Center development projects. To this end, we encourage the City to maintain the four (4) pocket parking lots known as P80, P83, P84 and P85 for public parking purpose, or in the event a public/private partnership opportunity exists, we recommend the pursuit of a development agreement that includes a public parking component maintained and operated by the City.



#### ALTERNATIVES ANALYSIS FOR PHASING DURING CONSTRUCTION

Walker recognizes an opportunity to utilize available inventory in City lot P106 as well as pursue a shared parking opportunity with an underutilized private parking lot north of 73<sup>rd</sup> Street. We anticipate the use of a portion of the private parking lot could provide the replacement of as many as 30-40 controlled public parking spaces. Furthermore, the development of a joint-use agreement with a private parking lot would provide an opportunity for the City to provide additional public parking on a temporary, or better yet, ongoing basis.

Additionally, we recommend the need to explore the use of the two unimproved parcels north of 85<sup>th</sup> Street on Collins Avenue as it is estimated these parcels may be able to provide as much as 300-400 public parking spaces. A main consideration for the use of these unimproved parcels would involve a temporary-use application submitted by the Parking Department for approval by the City Commission. In accordance with Chapter 142 of the City of Miami Beach Zoning Districts and Regulations, these parcels are zoned under the Government Use District (GU) and may be permitted for temporary-use parking up to a period of five (5) years<sup>2</sup>.

In our analysis research effort, we recognized similar temporary-use parking applications within Lee County/Fort Myers Beach, Florida<sup>3</sup>; and the City of Fort Lauderdale, Florida<sup>4</sup>. Unique to the City of Tampa's charter, an interim parking lot code has been developed to assist in providing needed levels of parking service to the City<sup>5</sup>. Similar to the City of Miami Beach, the interim-use allows for a 5-year period subject to a maximum 1-year extension.

The option to allow North Beach area employees to utilize this temporary or interim parking inventory would free up existing North Beach parking inventory for business patrons and neighborhood visitors. Ultimately, lessening the demand impact during the development activity period. To further accommodate access to this inventory, we recognize the North Beach Loop provides transit access from 65<sup>th</sup> Street to 88<sup>th</sup> Street, allowing appropriate connections for the north/south Collins express line.

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<sup>2</sup> City of Miami Beach Land Development Regulations, Article III Design Standards, Section 130-70 Temporary Parking Lot Standards.

<sup>3</sup> Lee County Land Development Code, Division 26 Parking, Section 34-2022.

<sup>4</sup> City of Fort Lauderdale Article III, Section 47-20.22 Temporary Parking Lots.

<sup>5</sup> City of Tampa code of ordinances, Chapter 27 Zoning and Land Development, Article IV, Division 3, Section 27-283-13.

## INTRODUCTION

The City of Miami Beach engaged Walker Consultants to perform a regional analysis of the projected parking demand associated with multiple planned development projects in the North Beach area. And to perform a parking alternatives analysis and interim parking plan during the construction phases of the projects, including overlapping periods.

## KEY OBJECTIVES

- Identify major demand generators in the North Beach study area and contact concerned parties, including the City, to understand their concerns and interests.
- Inventory the on-street and off-street public parking facilities within the study area.
- Perform occupancy counts on all public areas within the study zone.
- Calculate and compare parking demand with the current supply and identify areas with projected deficits and surpluses.
- Determine the future parking demand under two development scenarios.
- Compare the parking supply with projected future demand to determine the impact each of the development scenarios will have on the area parking conditions.
- Identify areas with parking deficiencies that are likely to require an expansion of the parking supply.
- Perform an Alternatives Analysis to provide parking availability during construction phasing of each project, including overlap periods during construction.

## STUDY AREA

For this analysis, the North Beach study area is bound by an area encompassing 67<sup>th</sup> Street to the south to 75<sup>th</sup> Street to the north, including a two-block extension past 75<sup>th</sup> Street covering the North Shore branch of the Miami-Dade Public Library system and City parking lot #106, as well as Altos del Mar Park.

The entire study area is broken down by uniquely numbered blocks within two subdivided areas. The southern portion of the overall North Beach study area is more commonly referenced as Town Center (South of 72<sup>nd</sup> Street to 67<sup>th</sup> Street) and the northern portion of the study area is known as North Shore (North of 72<sup>nd</sup> Street to 75<sup>th</sup> Street). Vehicular and transit access to and from the North Beach area is provided through the use of three (3) north/south roadway arteries known as Collins Avenue, Harding/Abbott Avenue, and Dickens Avenue/Indian Creek Drive. A separate east/west roadway provides access to and from the North Beach area via the 71<sup>st</sup> Street corridor, otherwise known as SR 934.

The study area is outlined with the use of the following maps.





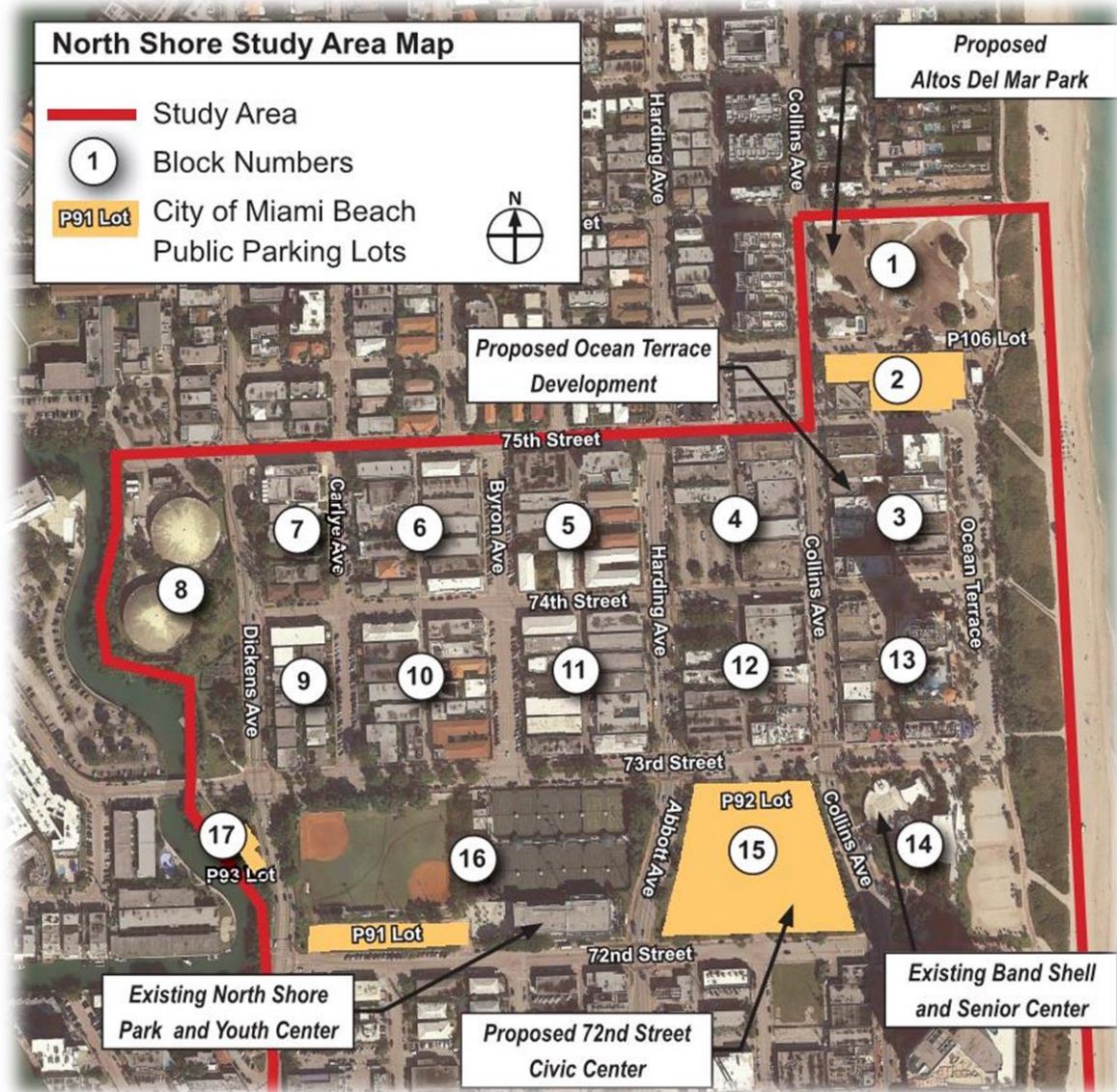
Exhibit 1: Study Area Map



Source: Walker Consultants and Google Earth 2019



Exhibit 2: Study Area Map – North Shore Area

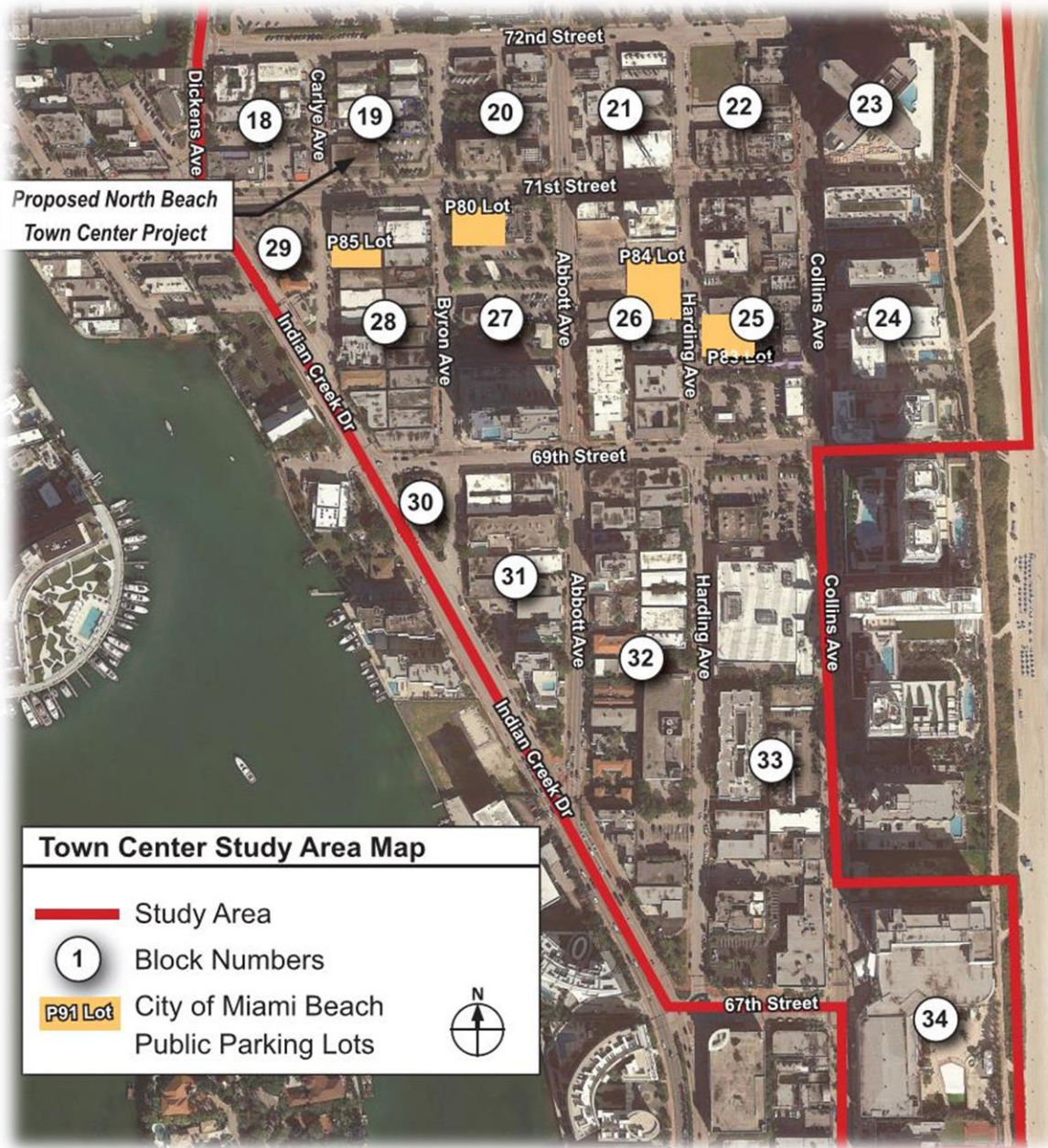


Source: Walker Consultants and Google Earth 2019

Within the North Shore study area, Walker has identified and labeled the City of Miami Beach public parking lots, showing their respective location to several of the key demand generators and proposed development projects. As shown within Exhibit 2, the City owns and operates four (4) separate surface parking lots providing approximately 507± public parking spaces for use by both residents and visitors to the area. Walker understands City lots P91 and P92 will be significantly impacted by at least two of the planned Miami Beach general obligation bond projects.



Exhibit 3: Study Area Map – Town Center Area



Source: Walker Consultants and Google Earth 2019

Within the Town Center study area, Walker has also identified and labeled the City of Miami Beach public parking lots, showing their central location within the Town Center neighborhood. The City owns and operates four (4) separate surface parking lots providing approximately 126± public parking spaces for use by both residents and visitors to the area. With a primary private development focus between 69<sup>th</sup> Street and 72<sup>nd</sup> Street, these public parking parcels figure to play an important impact within the Town Center neighborhood.

## SUMMARY OF INVENTORY

Public parking spaces were inventoried and labeled according to on-street and off-street designations. The off-street public parking locations have been further classified as either City owned and operated or private owned and operated.<sup>6</sup> Parking facilities serving residential, resort, and commercial customer parking needs were not included in this analysis due to their reserved or designated parking status restricting public access.

A total of 1,958± public parking spaces were inventoried within the overall study area, including designated ADA parking spaces, motorcycle and scooter parking spaces, loading zone spaces, taxi stand spaces and shared-use loading and parking spaces. Of this total, 65% of the inventory is located north of 72<sup>nd</sup> Street in the North Beach area, and the remaining 35% of the inventory is located south of 72<sup>nd</sup> Street in the Town Center area. On-street parking accounts for 63% of the overall parking supply; City owned and operated surface lots account for 32% parking inventory and the remaining 5% is public parking provided by the private sector.

Exhibit 4: Summary of Parking Inventory

	On-Street	Off-Street		Total:
		City Lot	Public Public Lot	
<i>North Shore</i>	1,061	507	0	1,568
<i>Town Center</i>	169	126	95	390
<b>Total Inventory</b>	<b>1,230</b>	<b>633</b>	<b>95</b>	<b>1,958</b>
<i>Percentages:</i>	63%	32%	5%	

Source: Walker Consultants 2019

## OBSERVATION PERIODS

Weekday parking observations were conducted on Wednesday, August 21<sup>st</sup> during the midday hours of 12:00pm and 3:00pm and weekend parking observations were conducted during a similar time period on Sunday, August 25<sup>th</sup>. These observation periods were agreed upon during an initial project kickoff meeting with Parking Department representatives.

## EFFECTIVE PARKING SUPPLY

A parking system operates at peak efficiency when parking occupancy is at 85 to 95 % 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. For this analysis, we applied a general Effective Supply Factor

<sup>6</sup> No public parking structures were identified within the study area.

(ESP) of 85% for the on-street spaces and 90% for off-street public spaces. The total EPS for the North Beach study area is calculated at 1,701± spaces, as shown in the following exhibit.

Exhibit 5: North Beach Study Area – Effective Parking Supply

North Shore			Efficiency	Efficient	Town Center			Efficiency	Efficient
		Inventory	Factor	Supply			Inventory	Factor	Supply
Block 1	On-Street	19	85%	16	Block 18	On-Street	11	85%	9
	Off-Street	0	90%	0		Off-Street	0	90%	0
Block 2	On-Street	2	85%	2	Block 19	On-Street	28	85%	24
	Off-Street	110	90%	99		Off-Street	0	90%	0
Block 3	On-Street	70	85%	60	Block 20	On-Street	8	85%	7
	Off-Street	0	90%	0		Off-Street	0	90%	0
Block 4	On-Street	37	85%	31	Block 21	On-Street	18	85%	15
	Off-Street	0	90%	0		Off-Street	0	90%	0
Block 5	On-Street	56	85%	48	Block 22	On-Street	23	85%	20
	Off-Street	0	90%	0		Off-Street	0	90%	0
Block 6	On-Street	82	85%	70	Block 23	On-Street	12	85%	10
	Off-Street	0	90%	0		Off-Street	0	90%	0
Block 7	On-Street	47	85%	40	Block 24	On-Street	2	85%	2
	Off-Street	0	90%	0		Off-Street	0	90%	0
Block 8	On-Street	18	85%	15	Block 25	On-Street	34	85%	29
	Off-Street	0	90%	0		Off-Street	29	90%	26
Block 9	On-Street	57	85%	48	Block 26	On-Street	44	85%	37
	Off-Street	0	90%	0		Off-Street	53	90%	48
Block 10	On-Street	89	85%	76	Block 27	On-Street	24	85%	20
	Off-Street	0	90%	0		Off-Street	125	90%	113
Block 11	On-Street	72	85%	61	Block 28	On-Street	46	85%	39
	Off-Street	0	90%	0		Off-Street	14	90%	13
Block 12	On-Street	44	85%	37	Block 29	On-Street	7	85%	6
	Off-Street	0	90%	0		Off-Street	0	90%	0
Block 13	On-Street	59	85%	50	Block 30	On-Street	18	85%	15
	Off-Street	0	90%	0		Off-Street	0	90%	0
Block 14	On-Street	7	85%	6	Block 31	On-Street	34	85%	29
	Off-Street	0	90%	0		Off-Street	0	90%	0
Block 15	On-Street	43	85%	37	Block 32	On-Street	71	85%	60
	Off-Street	328	90%	295		Off-Street	0	90%	0
Block 16	On-Street	73	85%	62	Block 33	On-Street	69	85%	59
	Off-Street	51	90%	46		Off-Street	0	90%	0
Block 17	On-Street	0	85%	0	Block 34	On-Street	6	85%	5
	Off-Street	18	90%	16		Off-Street	0	90%	0
<b>Sub-Total</b>		<b>1,282</b>		<b>1,115</b>	<b>Sub-Total</b>		<b>676</b>		<b>586</b>

Source: Walker Consultants 2019

## CURRENT CONDITIONS

The following provides a summary of the weekday and weekend observations for each subdivision of the North Beach study area. Upon comparison to the aforementioned effective parking supply, we were able to calculate a current condition parking adequacy. The results of the current condition parking adequacy will be used throughout the remaining sections of this analysis when factoring proposed development scenarios and their future impact on public parking needs.

## NORTH SHORE PARKING ADEQUACY

The overall peak observation within the North Shore area occurred during the weekend observation period with 57% of the spaces being occupied. When compared to Walker’s 2014 Parking Demand Analysis this percentage reflects a 12% decrease from a 69% peak weekend observation.<sup>7</sup> Added demand for residential and commercial areas was evident as several streets west of Harding Avenue and south of 74<sup>th</sup> along Collins Avenue experienced heavy use. At least four (4) of the blocks exceeded high occupancy at or above 85%. Parking adequacy for the North Shore study area is defined in the following exhibit.

Exhibit 6: North Shore Parking Adequacy – Weekend Peak Observation

NORTH SHORE		INVENTORY	EFFICIENCY FACTOR	EFFICIENT SUPPLY	PEAK OBSERVATIONS	SURPLUS/ (DEFICIT)
<b>BLOCK 1</b>	On-Street	19	85%	16	5	11
	Off-Street	0	90%	0	0	0
<b>BLOCK 2</b>	On-Street	2	85%	2	2	0
	Off-Street	110	90%	99	18	81
<b>BLOCK 3</b>	On-Street	70	85%	60	48	12
	Off-Street	0	90%	0	0	0
<b>BLOCK 4</b>	On-Street	37	85%	31	36	(5)
	Off-Street	0	90%	0	0	0
<b>BLOCK 5</b>	On-Street	56	85%	48	44	4
	Off-Street	0	90%	0	0	0
<b>BLOCK 6</b>	On-Street	82	85%	70	74	(4)
	Off-Street	0	90%	0	0	0
<b>BLOCK 7</b>	On-Street	47	85%	40	38	2
	Off-Street	0	90%	0	0	0
<b>BLOCK 8</b>	On-Street	18	85%	15	14	1
	Off-Street	0	90%	0	0	0
<b>BLOCK 9</b>	On-Street	57	85%	48	38	10
	Off-Street	0	90%	0	0	0

<sup>7</sup> Observation periods for Walker’s 2014 Parking Demand Analysis were conducted during the month of April, while 2019 observation periods were conducted during the month of August. In an effort to normalize these observations, we’ve added the peak season activity to our summary of North Beach parking needs.



NORTH SHORE		INVENTORY	EFFICIENCY FACTOR	EFFICIENT SUPPLY	PEAK OBSERVATIONS	SURPLUS/ (DEFICIT)
<b>BLOCK 10</b>	On-Street	89	85%	76	64	12
	Off-Street	0	90%	0	0	0
<b>BLOCK 11</b>	On-Street	72	85%	61	55	6
	Off-Street	0	90%	0	0	0
<b>BLOCK 12</b>	On-Street	44	85%	37	39	(2)
	Off-Street	0	90%	0	0	0
<b>BLOCK 13</b>	On-Street	59	85%	50	52	(2)
	Off-Street	0	90%	0	0	0
<b>BLOCK 14</b>	On-Street	7	85%	6	5	1
	Off-Street	0	90%	0	0	0
<b>BLOCK 15</b>	On-Street	43	85%	37	12	25
	Off-Street	328	90%	295	130	165
<b>BLOCK 16</b>	On-Street	73	85%	62	30	32
	Off-Street	51	90%	46	19	27
<b>BLOCK 17</b>	On-Street	0	85%	0	0	0
	Off-Street	18	90%	16	11	5
<b>SUB-TOTAL</b>		<b>1,282</b>		<b>1,115</b>	<b>734</b>	<b>381</b>

Source: Walker Consultants 2019

Comparing our peak weekend observation to the efficient parking supply, we noted an overall parking surplus of 381± public parking spaces in the North Shore study area. In general, nearly all of the on-street parking was observed to have little to no parking adequacy, while four (4) of the seventeen (17) blocks experienced minor parking adequacy deficits. Blocks two (2), fifteen (15) and sixteen (16) experienced the greatest amount of parking adequacy due to the low off-street utilization of City lot P106, City lot P92 and City lot P91.

### TOWN CENTER PARKING ADEQUACY

The overall peak observation within the Town Center area also occurred during the weekend observation period with 66% of the spaces being occupied. When compared to Walker’s 2014 Parking Demand Analysis this percentage reflects a 24% decrease from a 90% peak weekend. A further review of the 2014 analysis data reveals two distinct factors, 1) the 2014 Town Center study area was significantly larger than the 2019 study area, including private resort parking inventory, and 2) Walker’s notation for assuming all private resort parking areas to be fully utilized during the weekend observation period. When these observed occupancy levels are removed from the from the peak observation period totals, Walker calculates the average on- and off-street utilization levels to range between 67% and 84%. Thus, an 18% decrease from the overall 84% peak weekend observations.<sup>8</sup> Parking adequacy for the Town Center study area is defined in the following exhibit.

<sup>8</sup> Observation periods for Walker’s 2014 Parking Demand Analysis were conducted during the month of April, while 2019 observation periods were conducted during the month of August. In an effort to normalize these observations, we’ve added the peak season activity to our summary of North Beach parking needs.

## Exhibit 7: Town Center Parking Adequacy – Weekend Peak Observation

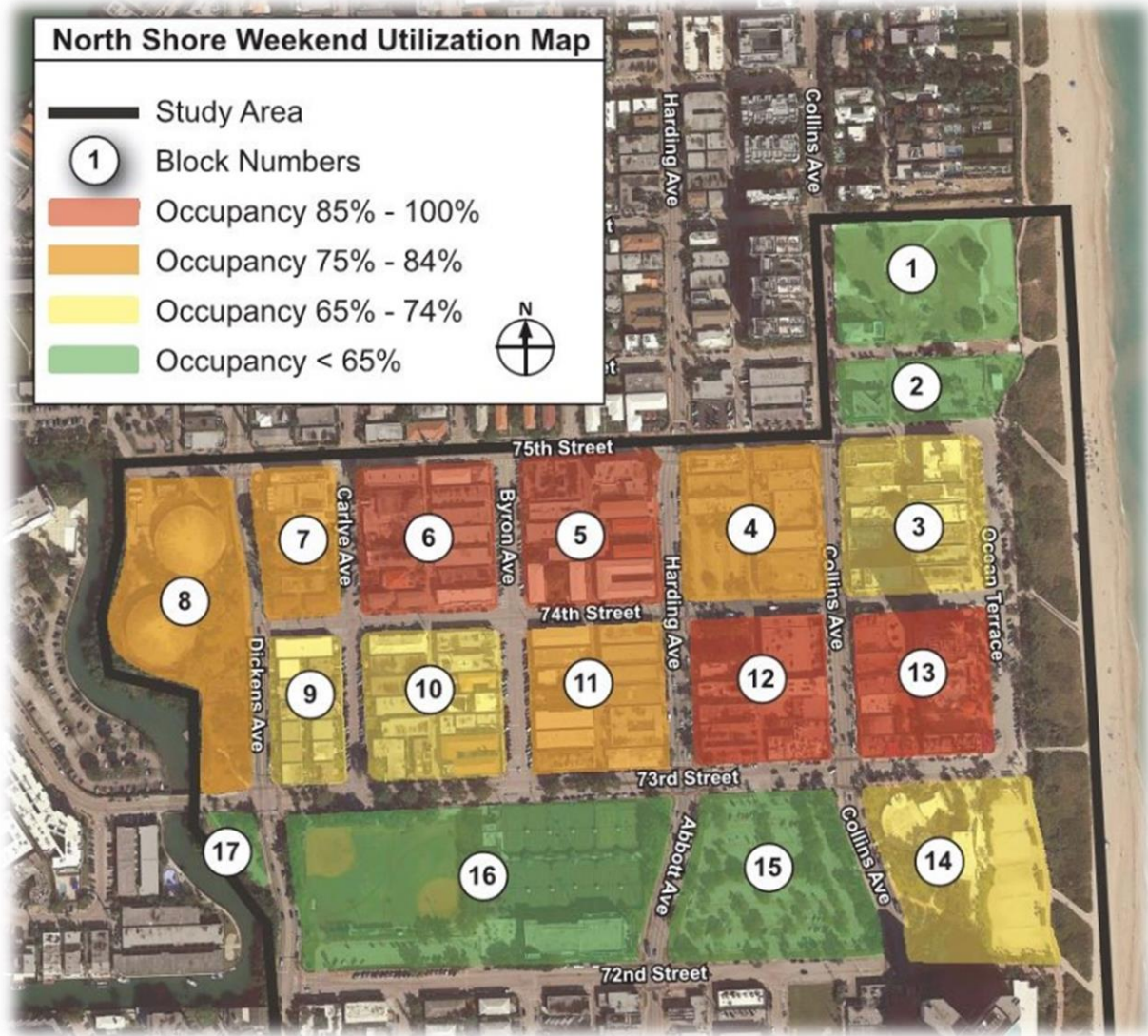
TOWN CENTER		INVENTORY	EFFICIENCY	EFFICIENT	PEAK	SURPLUS/
			FACTOR	SUPPLY	OBSERVATIONS	(DEFICIT)
BLOCK 18	On-Street	11	85%	9	9	0
	Off-Street	0	90%	0	0	0
BLOCK 19	On-Street	28	85%	24	23	1
	Off-Street	0	90%	0	0	0
BLOCK 20	On-Street	8	85%	7	8	(1)
	Off-Street	0	90%	0	0	0
BLOCK 21	On-Street	18	85%	15	12	3
	Off-Street	0	90%	0	0	0
BLOCK 22	On-Street	23	85%	20	19	1
	Off-Street	0	90%	0	0	0
BLOCK 23	On-Street	12	85%	10	8	2
	Off-Street	0	90%	0	0	0
BLOCK 24	On-Street	2	85%	2	3	(1)
	Off-Street	0	90%	0	0	0
BLOCK 25	On-Street	34	85%	29	29	0
	Off-Street	29	90%	26	23	3
BLOCK 26	On-Street	44	85%	37	34	3
	Off-Street	53	90%	48	14	34
BLOCK 27	On-Street	24	85%	20	18	2
	Off-Street	125	90%	113	7	106
BLOCK 28	On-Street	46	85%	39	41	(2)
	Off-Street	14	90%	13	6	7
BLOCK 29	On-Street	7	85%	6	3	3
	Off-Street	0	90%	0	0	0
BLOCK 30	On-Street	18	85%	15	16	(1)
	Off-Street	0	90%	0	0	0
BLOCK 31	On-Street	34	85%	29	37	(8)
	Off-Street	0	90%	0	0	0
BLOCK 32	On-Street	71	85%	60	72	(12)
	Off-Street	0	90%	0	0	0
BLOCK 33	On-Street	69	85%	59	60	(1)
	Off-Street	0	90%	0	0	0
BLOCK 34	On-Street	6	85%	5	1	4
	Off-Street	0	90%	0	0	0
<b>SUB-TOTAL</b>		<b>676</b>		<b>586</b>	<b>443</b>	<b>143</b>

Source: Walker Consultants 2019

**PARKING OCCUPANCY HEAT MAPS**

To illustrate parking occupancy in greater detail, heat maps have been developed to depict the parking demand observed during the overall peak weekday and weekend observations.

Exhibit 8: North Shore Peak Parking Occupancy - Weekend

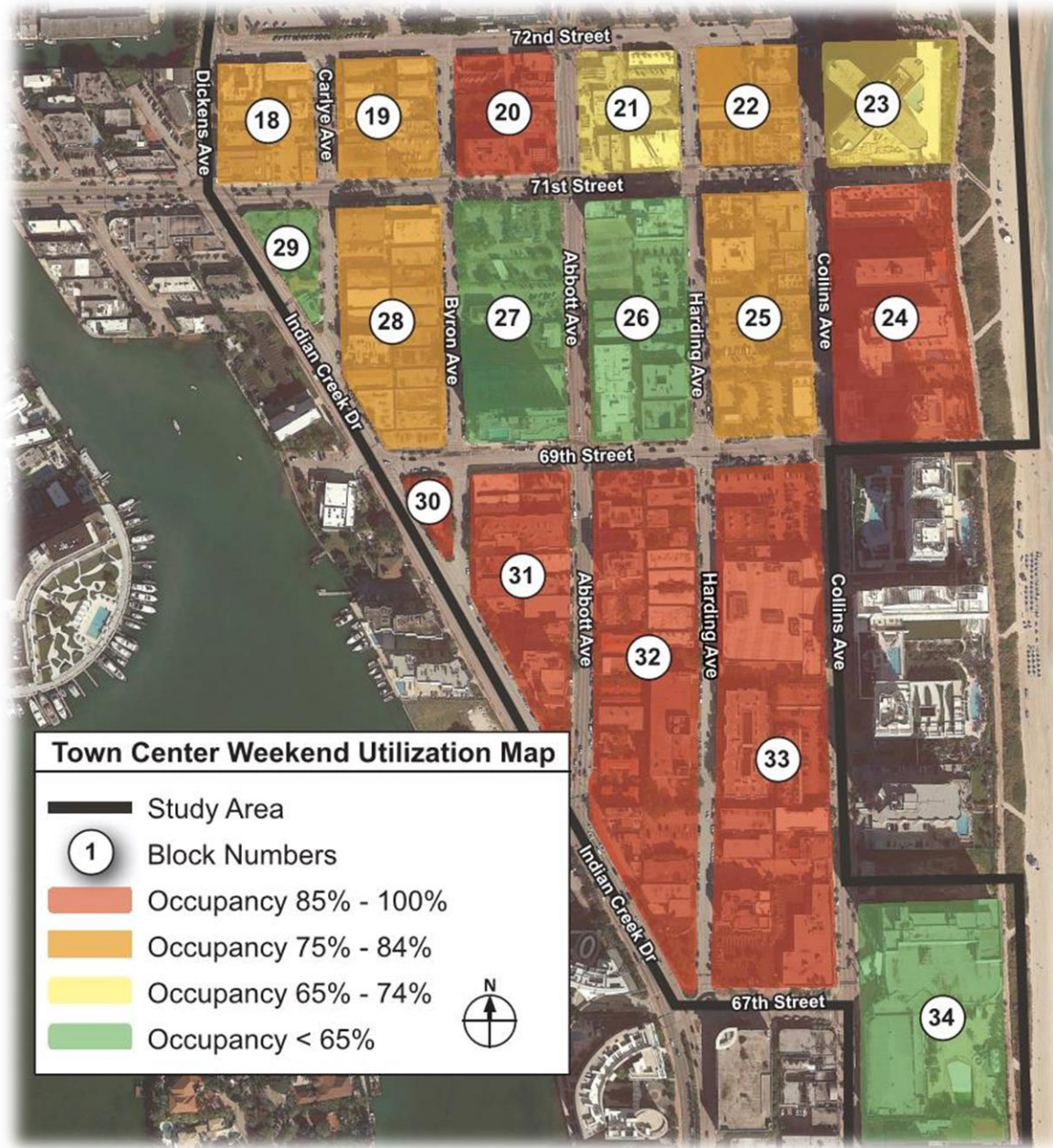


Source: Walker Consultants 2019

As detailed in this exhibit, nearly 50% of the inventory exceeds 75% utilization during peak weekend observations in the North Shore study area, while 25% of the inventory exceeds 85% utilization. Conversely, low utilization levels observed at City owned and operated parking lots may be directly related to a reduction in seasonal activity surrounding the beach, Band Shell, and North Shore Park.



Exhibit 9: Town Center Peak Parking Occupancy - Weekend



Source: Walker Consultants 2019

Similar to the North Shore observations, Walker observed 50% of the inventory in the Town Center area exceeds 75% utilization levels, and approximately 35% of the inventory exceeds 85% utilization levels. City public parking lots located throughout blocks 25 through 28 reflect the most significant utilization in block 25 (City lot P83 at 79%), while the remaining three blocks reflect utilization at levels ranging between 23 and 50%.



### CURRENT CONDITIONS SUMMARY

Current conditions in the North Beach study area provide the following parking adequacy surplus levels:

North Shore Area	Efficient Supply	Peak Observations	Surplus/(Deficit)
On-Street	659	556	103
Off-Street	456	178	278
<b>Sub-Total</b>	<b>1,115</b>	<b>734</b>	<b>381</b>

Town Center Area	Efficient Supply	Peak Observations	Surplus/(Deficit)
On-Street	387	393	(6)
Off-Street	199	50	149
<b>Sub-Total</b>	<b>586</b>	<b>443</b>	<b>143</b>

<b>Total</b>	<b>1,701</b>	<b>1,177</b>	<b>524</b>
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Walker recognizes the current conditions reported in this analysis are representative of non-peak seasonal activity periods. Peak season activity levels are typically indicative of a heightened influx of visitors to the area during winter, spring, and early summer tourism months. Additionally, this same time of year typically lends itself to an abundance of community events and festivals. Because North Beach is primarily residential, much of the seasonal tourism activity initiates with the Collins Avenue beach resort locations. Having recognized this, we believe it is not uncommon for other Miami-Dade County tourists and locals to visit the North Beach public access areas on a daily basis creating a need for the City to manage inflated midday parking demands.

As mentioned in Walker's 2014 Parking Demand Analysis, we continue to recommend the need to explore parking management strategies in lieu of overbuilding public parking inventory to satisfy inflated seasonal demand periods. Examples of such parking management strategies include the following:

- Increased branding and incentives for public transit options for Miami-Dade County tourists and locals to visit the North Beach neighborhood amenities in lieu of driving a vehicle onto the Miami Beach barrier island. The goal should focus on changing travel behaviors while not limiting access. Many business merchants depend upon seasonal tourism and therefore should be included as part of the solution.
- Implementing dynamic public parking pricing based on seasonality and occupancy surveys. Yet another opportunity to change travel behaviors while not limiting access.
- Implementing a residential parking permit program to ensure that North Beach residents and service employees are afforded parking access where inadequacy issues exist.

## FUTURE CONDITIONS

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 the majority of the parking serves the parking needs for neighborhood residents or is 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. As demonstrated in this analysis, increased parking demand will come from redevelopment projects.

Many planners and consultants expect that using driverless ride-hailing (with or without transit for some trips) will cost significantly less than owning a personal vehicle in the future. Walker employs the airport term for Uber and Lyft, which is Transportation Network Companies (TNC). Many other players including Waymo, Ford and GM are poised to enter the TNC market. Some project up to a 90% reduction in parking required, with some expecting the shift to occur by 2030. Those same entities are strongly recommending that most if not all parking structures should be designed for future adaptive reuse, by which they mean easy conversion to other uses.

That scenario of 90% or more reduction in parking would take a significant change in auto ownership, with most residents of an area giving up cars and using ride-hailing and/or transit for all trips. Some cite, among other trends, that Lyft estimated that approximately 250,000 of their users gave up their cars in 2017 alone, which seems significant until you realize it is a little more than 1% of its 23 million users, and only 1/10 of 1% of the cars on the road in the US.<sup>9</sup> Others cite “urbanization”, in which increased density will make car free living feasible. We believe this project is a perfect example of where highly desirable and sustainable, walkable, “live work play” developments with increased density are still not likely to result in significantly reduced car ownership.

More recently, a number of management consultants, auto experts and other academics have projected that the impact on vehicle ownership will be significantly less than a 90% reduction and that it would occur on a much longer time frame than 2030, with more and more skeptics expecting that fully autonomous vehicles won’t be available for “decades.” It is true however, that L4 autonomy is now available, which means that a vehicle is able to operate driverless, but only in a very limited area that has been thoroughly mapped in its programming (i.e., it knows exactly where a traffic signal head is to be able to read it) and also only in good weather conditions. To our knowledge, no manufacturer has solved all weather conditions of snow and rain.

A study recently released by Cal DOT<sup>10</sup> posits that there will be impact of autonomous TNCs in the next decade, but once fully-autonomous vehicles are available to the public, the majority of vehicles will still be privately owned.

We have evaluated the impact on parking demand based on sales and other projections by international business and auto consultancies. We rely primarily on a McKinsey study<sup>11</sup>, which projects that 10% of all passenger vehicles sold in 2030 will be to ride-hailing services, resulting in a potential reduction in private vehicle auto sales by 2.3 private vehicles sold per TNC vehicle sold. This would reduce overall vehicle sales by about 5 million vehicles, or about 25% of sales in 2030. However, there are 260 million cars on the road today, and millions more sold between now and 2030 that will be on the road for 10 to 20 years after that. We don’t

<sup>9</sup> <https://techcrunch.com/2018/01/16/lyft-says-nearly-250k-of-its-passengers-ditched-a-personal-car-in-2017/>

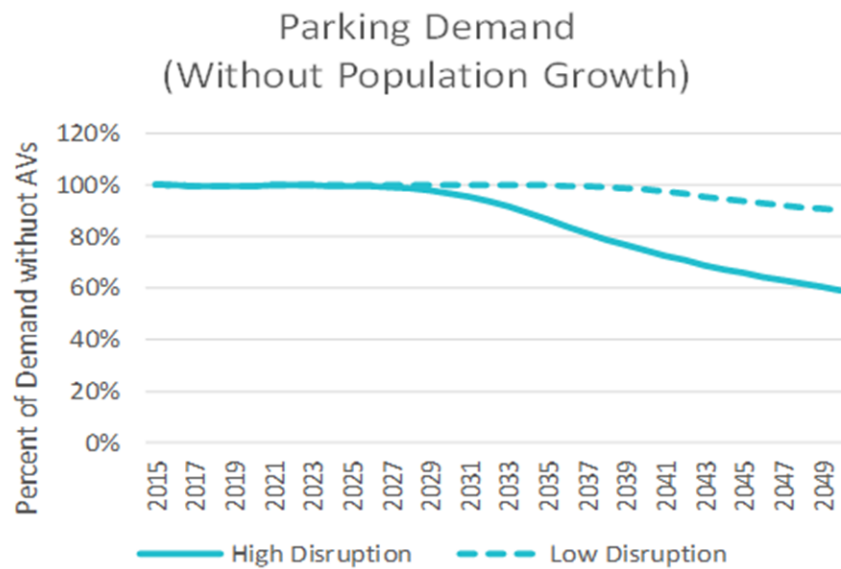
<sup>10</sup> Gordon et al, 2018. The Future of Autonomous Vehicles: Lessons from the Literature on Technology Adoption. Cal DOT: CA 17-2796-3.

<sup>11</sup> <http://www.mckinsey.com/industries/high-tech/our-insights/disruptive-trends-that-will-transform-the-auto-industry>

expect maximum impact on parking until 2050 and even then, for it to fall in the range of 10 to 40% reduction **nationally**. Our model results in about 1/3 of vehicles owned by TNCs and 2/3 owned by private individuals by 2050. The TNC vehicles would comprise 72% of vehicle miles traveled (VMT), and private vehicles 28%. Therefore, we believe our high scenario is truly a maximum impact scenario.

The exhibit below is for the average reduction in parking--again we stress--nationally. In other words, the reduction for the average building in the US is 40% at the high scenario. There will be more impact in downtowns and where residential density is high, and less in rural areas. The impact will also vary by land use. Further once autonomous vehicles are available to private individuals, they will be able to drop the passengers and park farther away, particularly if parking is paid.

Exhibit 10: Walker's Projection of Future United States Parking Demand



Source: Walker Consultants 2018

Because the North Beach area will have a fixed quantity of land uses that will not grow in capacity over time with population growth, we do not include population growth in this graph. Due to the size, location and density of Miami Beach, we would expect this analysis to more likely follow our low disruption scenario, with little impact expected by 2030, and perhaps only a 10% reduction in parking demand by 2050. For further discussion we can provide white papers documenting the development of our opinions.

Another factor is that Level 2/3 autonomy, i.e., a specific set of functions that allow autonomous parking, will be available long before Level 5 cars are driving around public streets. Autonomous parking means that the driver and passenger can get out of the vehicle and send the car off to park itself in the lot or structure. Because the car doors do not have to open at the parking stall, we expect to be able to park roughly 4 cars in 3 stalls.

This means that even without extensive driverless ride-hailing, the parking capacity will go up as the parking demand may be going down! Walker raises this issue at this time due to the potential reduction of parking

demand of 10% by 2050, as well as autonomous parking growing in the next decade, we strongly recommend providing the minimum acceptable number of spaces for planned development projects.

## PLANNED DEVELOPMENTS

The City of Miami Beach seeks to understand the future public parking demand associated with the following planned development projects, including any related impacts to the existing neighborhood demand generators.

1. A new Civic Complex at 72<sup>nd</sup> Street and Collins Avenue: The project includes the construction of a new parking structure with a minimum of 500 parking spaces, to replace the current 318 parking spaces and allow for additional spaces as required by project programming for civic and commercial space at the ground level, as well as a new recreational park. The project program also includes a rooftop competition pool, a warm-up pool and support facilities, a new 5,000 to 10,000-sf library/media center, and a 7,500-sf upscale fitness gym with an outdoor running track.
2. Ocean Terrace Development: The City is pursuing a potential public/private partnership with Ocean Terrace Holdings, LLC, the owner of adjacent lots on the west side of Ocean terrace. The development agreement includes the vacation of certain rights-of-way on and adjacent to Ocean Terrace in exchange for a public benefit to fund and/or construct a new public park along Ocean Terrace. It is anticipated, the development agreement will require the removal of sixty (60)± on-street public parking spaces managed by the Miami Beach Parking Department.
3. North Shore Park and Youth Center: Located at 501 72<sup>nd</sup> Street, this public facility includes a twelve-court tennis center, two fully-lit ballfields and a 30,000-sf climate-controlled indoor facility. There are approximately fifty (50)± public parking spaces adjacent to the ballfields that may potentially be removed due to a planned GO Bond project to add two additional ballfields.
4. North Beach Band Shell/The Rhythm Foundation: Located at 7275 Collins Avenue, this outdoor facility typically hosts a variety of seasonal performances with attendance estimates ranging from 500 to 1,000 attendees. Current renovations include the installation of an overhead canopy allowing for an extended seasonal event calendar.
5. Intermodal Facility and expansion of Green Bicycle Lanes: The Department of Transportation has shared plans for adding intermodal stations on Collins Avenue and Harding where current transit stops exist between 72<sup>nd</sup> and 73<sup>rd</sup> Streets. While these enhanced transit stations may not directly impact public parking inventory, the stations will provide greater pedestrian access to and from the neighborhood through the addition of a bus rapid transit (BRT) program. More specific to the public parking inventory, the Department has also shared a concept plan to expand the Green Bicycle Lane program by adding east/west bicycle lanes to 72<sup>nd</sup> and 73<sup>rd</sup> Streets. The additional lanes will not be designed to eliminate parallel parking inventory on these streets, however it is anticipated that parking inventory may be reduced by as much as 10-20% in accordance with a complete streets design strategy.

## FUTURE PARKING ADEQUACY

It is anticipated that the planned developments mentioned in the previous section are expected to begin within the next two to three years. Each of these projects will have a direct impact on parking and pedestrian activity in the North Shore area. The Ocean Terrace Development timeline depends largely upon the ability to engage the right hotel brand and the pace at which condominium sales occur. Speaking with the developer, Walker has learned construction has been planned as early as the fall of 2021 with a forecasted opening date of 2023. Other public projects involving GO Bond financing are subject to the availability of funding authorization by the City of Miami Beach. It is highly anticipated that construction for the Civic Center and the Ocean Terrace Development will occur simultaneously. Walker will discuss construction impacts and alternatives phasing with respect to public parking inventory in the following section of this analysis.

Expected development that reflects projects likely to occur within four to seven years, and optimistic development that may come to fruition in the longer term relates to potential opportunities within the Town Center area. Upon speaking with the Planning Department, Walker has learned as many as three (3) potential projects are being discussed in the Town Center area. Potential projects being considered include full-block developments with mixed-use retail and residential components with possible “big box” drivers. As of the date of this analysis, none of these projects have formalized to the extent of reaching the Design Review Board yet. A successful component of the Town Center master plan raises concerns about the oversaturation of public parking. With the approved density levels, Walker understands the plan is designed to promote significant behavioral changes in users from car-centric needs to the use of micro-transit and walkability needs.

## LOSS OF INVENTORY DUE TO DEVELOPMENT PROJECTS

The removal of public parking inventory associated with the known development projects in the North Shore area suggests the loss of 62± on-street public parking spaces surrounding the Ocean Terrace development and combined 328± off-street public parking spaces for motorcycles and automobiles in City lot P92 for a total loss of 441± public parking spaces in the North Shore area. The following exhibit details the amount of lost public parking inventory by development block and demonstrates the need for new public parking inventory before any development parking projects are considered.

Exhibit 11: North Shore Area Loss of Public Parking by Development Block

North Shore		Efficient Supply	Peak Observations	Surplus/ (Deficit)	Lost Inventory	New Inventory Need
Block 1	On-Street	16	5	11	0	0
	Off-Street	0	0	0	0	0
Block 2	On-Street	2	2	0	0	0
	Off-Street	99	18	81	0	0
Block 3	On-Street	60	48	12	(62)	48
	Off-Street	0	0	0	0	0
Block 4	On-Street	31	36	(5)	0	5
	Off-Street	0	0	0	0	0
Block 5	On-Street	48	44	4	0	0
	Off-Street	0	0	0	0	0

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North Shore		Efficient Supply	Peak Observations	Surplus/ (Deficit)	Lost Inventory	New Inventory Need
Block 6	On-Street	70	74	(4)	0	4
	Off-Street	0	0	0	0	0
Block 7	On-Street	40	38	2	0	0
	Off-Street	0	0	0	0	0
Block 8	On-Street	15	14	1	0	0
	Off-Street	0	0	0	0	0
Block 9	On-Street	48	38	10	0	0
	Off-Street	0	0	0	0	0
Block 10	On-Street	76	64	12	0	0
	Off-Street	0	0	0	0	0
Block 11	On-Street	61	55	6	0	0
	Off-Street	0	0	0	0	0
Block 12	On-Street	37	39	(2)	0	2
	Off-Street	0	0	0	0	0
Block 13	On-Street	50	52	(2)	0	2
	Off-Street	0	0	0	0	0
Block 14	On-Street	6	5	1	0	0
	Off-Street	0	0	0	0	0
Block 15	On-Street	37	12	25	0	0
	Off-Street	295	130	165	(328)	130
Block 16	On-Street	62	30	32	0	0
	Off-Street	46	19	27	(51)	19
Block 17	On-Street	0	0	0	0	0
	Off-Street	16	11	5	0	0
<b>Sub-Total</b>		<b>1,115</b>	<b>734</b>	<b>381</b>	<b>(441)</b>	<b>209</b>

Source: Walker Consultants 2019

As demonstrated in the exhibit above, gross new public parking inventory needs project a need for 209± spaces within seven (7) of the seventeen (17) blocks in an effort to maintain efficient parking supply needs within the North Shore area. Upon taking a closer look at the new inventory needs by associated block, Walker recognizes an opportunity for nearby blocks to absorb much of the inventory needs. As an example, the loss of on-street public parking inventory associated with the Ocean Terrace development project in Block 3 may be offset with the surplus of public parking inventory available in City lot P106 located in the adjacent Block 2. Upon the potential relocation of the North Shore Branch Library to the new Civic Complex at 72<sup>nd</sup>, Walker recommends the removal of the building structure to allow for additional public parking at this location. It is anticipated that the removal of the building structure could provide as much as 20-25% more parking spaces.

Likewise, Block 4 inventory needs of five (5) spaces may also be offset by the available parking inventory in City lot P106. Parking inadequacy needs in residential Blocks 6, 12, and 13 may simply be satisfied by available inventory within other neighboring residential blocks.

New public parking inventory needs for the opening of Altos Del Mar Park may be initially satisfied with available on-street inventory on Collins Avenue and City lot P106. Upon speaking with the Department of Parks and Recreation, Walker has learned that no programmed activity has been planned for this park, however it is anticipated that activity may begin to populate the area due to the availability of public restrooms at this site.

After potential public parking reallocation needs have been satisfied, Walker projects a net new public parking need of 149± spaces within the North Shore area before new development project needs are projected. We will factor this net amount when calculating final future parking needs for the North Shore area.

### PROJECTED PUBLIC PARKING NEEDS FOR NORTH SHORE DEVELOPMENTS

Although the methodology for shared parking analysis was developed in the early 1980s, the concept of shared parking was already well established: a fundamental principle of planning from the earliest days of the automobile has always been to share parking resources rather than to have each use or building have its own parking. The resurgence of many central cities resulting from the addition of vibrant residential, retail, restaurant and entertainment developments continues to rely heavily on shared parking for economic viability. In addition, mixed-use projects in many different settings have benefited from shared parking. There are numerous benefits of shared parking, including the community at large, not the least of which is the environmental benefit of significantly reducing the square feet of parking (usually in surface lots) provided to serve several developments.

As a result of this analysis, Walker developed a recommended parking supply, based on the projected peak hour of design day parking demand. This does not represent the maximum ever generated by the developments. In Walker's experience, designing a parking system for the absolute peak busiest day of the year leads to overbuilding of parking spaces. Similarly, one does not build for an average day and have insufficient supply for the peak (if not multiple) hours on 50 percent of the days in a year. The peak in this analysis refers to the "design day" or "design hour," one that recurs frequently enough to justify providing spaces for that level of parking activity. The 85th percentile of peak-hour observations is generally recommended by *Shared Parking*, except for retail shopping, for which the 20<sup>th</sup> highest hour of the year is employed.

Within the known North Shore developments, each land use was evaluated and assigned a "drive ratio" for daytime and evenings on weekdays and weekends. The reason that driving ratio, rather than modal split, must be used is that it is applied against a "parking ratio" that reflects the number of cars parked at a stand-alone land use where nearly all persons arrive by car, and thus already reflects persons per car. In other words, modal split is stated in persons; the drive ratio converts that to cars.

Walker first reviewed the 2013-2017 American Community Survey (ACS) 5-year estimates. In accordance with US census tract most closely associated with the North Beach area, we learned that 69% of owner occupied households have at least one (1) vehicle, 34% have at least two (2) vehicles, and 7% have at least three (3) vehicles. Conversely, 46% of renter occupied households have at least one (1) vehicle, 34% have at least two (2) vehicles, and 11% have at least three (3) vehicles. Walker also reviewed the means of transportation data to work for workers in the City of Miami Beach. The resulting drive ratio is 53.2%, when driving alone (SOV) and carpooling is combined. To supplement the ACS means of transportation, Walker researched the Walk Score for the site, which is 94/100, and is classified as "Walker's Paradise" with daily errands not requiring a car. The Transit Score is 51/100 and the Bike Score is 82/100, "very bikeable".<sup>12</sup>

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<sup>12</sup>[www.walkscore.com](http://www.walkscore.com)



**WALKER'S MODEL**

Walker's model calculates the parking demand 18 hours a day for weekdays and weekends for each of 12 months, plus a special period between Christmas and New Year's Day. In the latter period, office and other professional employment parking is reduced, while retail/dining/entertainment is high. Weekend is defined to begin at 5 pm on Friday and continue through Saturday. The parking demand of recreation and entertainment venues is similar to that on Saturday and thus is included in weekends.

Exhibit 12 below summarizes the peak parking needs analysis for weekdays and weekends, while Exhibit 13 provides the detail for weekdays and Exhibit 14 presents the weekend analysis.

**Exhibit 12: Parking Needs Analysis**

Weekday		Weekend	
Patron/Visitor	358	Patron/Visitor	368
Employee	128	Employee	29
<b>Total</b>	<b>486</b>	<b>Total</b>	<b>397</b>

Source: Walker Consultants 2019

The overall peak is projected to occur on a weekday in February at approximately 7:00 PM, at which time 486± parking spaces are recommended to serve the North Shore Park, Civic Complex, Band Shell and Senior Center/UNIDAD activity centers. On a weekend, the peak hour is projected to occur at 8:00 PM, with 397± spaces required. Much of the evening peak hour demand reflects the potential for special event gatherings held at the North Beach Band Shell/The Rhythm Foundation and North Beach Senior Center/UNIDAD of Miami Beach, Inc. Without the availability of further program information, it is anticipated that special event activity occurring at the Civic Complex will generally take place during daytime recreational hours of 7:00am to 7:00pm.

Walker cautions the City when the peak season demand is added to these proposed development parking projections. We anticipate as many as 230± public parking spaces may be added to the proposed peak hour projections to satisfy seasonal visitor activity parking needs impacting daytime demand. When these seasonal numbers are added to the proposed development parking projections by hour, the overall peak weekday period shifts to a late afternoon 4:00 pm hour impact:

	10:00 am	11:00 am	12:00 pm	1:00 pm	2:00 pm	3:00 pm	4:00 pm
Projected Development Needs	134	279	265	278	289	319	489
Peak Season Add	230	230	230	230	230	230	230
Combined Net Impact	364	509	495	508	519	549	719
Surplus/(Deficit)	125	(20)	(6)	(19)	(30)	(60)	(230)

Exhibit 15 presents the parking demand by time of day for the peak weekday demand period. To project a calculation of future parking demand, Walker will then combine the projected parking needs for the North Shore developments with the adjusted public parking needs to determine the impact each of the development scenarios will have on area parking conditions. In the absence of known development plans for the Town Center area, Walker recommends the City revisit public parking needs as Town Center development projects unfold. As previously mentioned in this analysis, overbuilding parking inventory to satisfy future unknown developments is not considered an industry best practice.



Exhibit 13: Weekday Projected Parking Demand

Parking Demand Summary										
Peak Month: FEBRUARY -- Peak Period: 7 PM, WEEKDAY										
Land Use	Project Data		Weekday					Weekday		Estimated Parking Demand
			Base Rate	Mode Adj	Non-Captive Ratio	Project Rate	Unit	Peak Hr Adj	Peak Mo Adj	
	Quantity	Unit						7 PM	February	
<b>Entertainment and Institutions</b>										
North Shore Youth Center (Patron)	30,000	sf GLA	1.80	65%	100%	1.16	sf GLA	90%	90%	28
Employee			4.00	53%	100%	2.13		90%	90%	52
Civic Complex (Track and Field Patron)	2	acre	1.50	65%	100%	0.97	acre	95%	90%	2
Employee			0.15	53%	100%	0.08		100%	100%	1
Competition Pool Amenity Level (Patron)	45,000	sf GLA	2.60	65%	100%	1.68	sf GLA	75%	90%	51
Employee			3.00	53%	100%	1.60		75%	100%	54
Outdoor Amphitheater (Patron)	1,000	seats	0.30	65%	100%	0.19	seats	70%	100%	136
Employee			0.03	53%	100%	0.02		100%	10%	2
North Shore Park (Ballfields and Tennis Courts Patron)	5	acre	5.00	65%	100%	3.24	acre	100%	100%	18
Employee			2.50	53%	100%	1.33		100%	50%	4
Community Center (Patron)	10,000	sf GLA	6.60	65%	98%	4.17	sf GLA	90%	100%	38
Employee			0.40	53%	100%	0.21		75%	100%	2
Public Library (Patron)	7,500	sf GLA	4.00	65%	100%	2.59	sf GLA	0%	75%	-
Employee			1.00	53%	100%	0.53		20%	85%	1
Senior Center/UNIDAD Event (Patron)		sf GLA	6.67	70%	100%	4.67	sf GLA	100%	100%	85
Employee			1.20	53%	100%	0.64		100%	100%	12
Patron/Visitor									358	
Employee									128	
<b>Total</b>									<b>486</b>	

Source: Walker Consultants 2019

Exhibit 14: Weekend Projected Parking Demand

Parking Demand Summary										
Peak Month: FEBRUARY -- Peak Period: 7 PM, WEEKDAY										
Land Use	Project Data		Weekend					Weekend		Estimated Parking Demand
			Base Rate	Mode Adj	Non-Captive Ratio	Project Rate	Unit	Peak Hr Adj	Peak Mo Adj	
	Quantity	Unit						8 PM	February	
<b>Entertainment and Institutions</b>										
North Shore Youth Center (Patron)	30,000	sf GLA	2.00	65%	100%	1.29	sf GLA	0%	90%	-
Employee			4.00	53%	100%	2.13		0%	100%	-
Civic Complex (Track and Field Patron)	2	acre	1.80	65%	100%	1.16	acre	20%	90%	0
Employee			0.20	53%	100%	0.11		100%	100%	1
Competition Pool Amenity Level (Patron)	45,000	sf GLA	3.00	65%	100%	1.94	sf GLA	10%	90%	8
Employee			3.00	53%	100%	1.60		10%	100%	7
Outdoor Amphitheater (Patron)	1,000	seats	0.33	65%	100%	0.21	seats	100%	100%	214
Employee			0.03	53%	100%	0.02		100%	10%	2
North Shore Park (Ballfields and Tennis Courts Patron)	5	acre	6.00	65%	100%	3.88	acre	100%	100%	21
Employee			3.50	53%	100%	1.86		100%	50%	5
Community Center (Patron)	10,000	sf GLA	5.50	65%	99%	3.52	sf GLA	80%	100%	28
Employee			0.25	53%	100%	0.13		50%	100%	1
Public Library (Patron)	7,500	sf GLA	3.90	65%	100%	2.52	sf GLA	0%	75%	-
Employee			1.00	53%	100%	0.53		0%	85%	-
Senior Center/UNIDAD Event (Patron)		sf GLA	7.67	70%	100%	5.37	sf GLA	100%	100%	97
Employee			1.33	53%	100%	0.71		100%	100%	13
Patron/Visitor									368	
Employee									29	
<b>Total</b>									<b>397</b>	

Source: Walker Consultants 2019

Exhibit 15: Weekday Parking Demand by Hour

Land Use	Monthly Adjustment	6 AM	7 AM	8 AM	9 AM	10 AM	11 AM	12 PM	1 PM	2 PM	3 PM
<b>Entertainment and Institutions</b>											
North Shore Youth Center (Patron)	90%	0	28	31	27	13	9	8	11	14	16
Employee	90%	11	52	57	49	23	17	14	20	26	29
Civic Complex (Track and Field Patron)	90%	0	0	0	0	0	1	1	2	2	2
Employee	100%	0	0	0	0	0	1	1	1	1	1
Competition Pool Amenity Level (Patron)	90%	0	48	55	51	17	17	17	17	17	24
Employee	100%	14	50	57	54	18	18	18	18	18	25
Outdoor Amphitheater (Patron)	100%	0	0	0	2	2	2	2	2	2	2
Employee	10%	0	0	0	0	0	0	0	0	0	0
North Shore Park (Ballfields and Tennis Courts Patron)	100%	0	9	11	7	9	8	7	8	9	18
Employee	50%	0	2	2	1	2	2	1	2	2	4
Community Center (Patron)	100%	29	17	17	29	29	34	25	29	29	29
Employee	100%	2	2	2	2	2	2	2	2	2	2
Public Library (Patron)	75%	0	0	0	15	15	14	14	11	10	9
Employee	85%	0	0	2	4	4	4	4	4	4	4
Senior Center/UNIDAD Event (Patron)	100%	0	0	0	0	0	0	0	0	0	0
Employee	100%	0	0	0	0	0	0	0	1	4	5
	Patron/Visitor	30	102	114	131	85	86	75	81	84	100
	Employee	28	106	121	110	49	43	40	47	55	68
		57	208	234	241	134	129	115	128	139	169

Land Use	Monthly Adjustment	4 PM	5 PM	6 PM	7 PM	8 PM	9 PM	10 PM	11 PM	12 AM	Overall Pk	AM Peak Hr	PM Peak Hr	Eve Peak Hr
											7 PM	9 AM	5 PM	7 PM
<b>Entertainment and Institutions</b>														
North Shore Youth Center (Patron)	90%	31	31	31	28	0	0	0	0	0	28	27	31	28
Employee	90%	57	57	57	52	9	3	0	3	3	52	49	57	52
Civic Complex (Track and Field Patron)	90%	2	2	2	2	0	0	0	0	0	2	0	2	2
Employee	100%	1	1	1	1	1	0	0	0	0	1	0	1	1
Competition Pool Amenity Level (Patron)	90%	68	68	68	51	14	0	0	0	0	51	51	68	51
Employee	100%	72	72	72	54	14	7	0	0	0	54	54	72	54
Outdoor Amphitheater (Patron)	100%	2	49	78	136	194	194	0	0	0	136	2	49	136
Employee	10%	0	0	2	2	2	2	0	0	0	2	0	0	2
North Shore Park (Ballfields and Tennis Courts Patron)	100%	18	17	16	18	18	14	0	0	0	18	7	17	18
Employee	50%	4	4	3	4	4	3	0	0	0	4	1	4	4
Community Center (Patron)	100%	34	38	42	38	33	29	15	4	0	38	29	38	38
Employee	100%	2	2	2	2	1	0	0	0	0	2	2	2	2
Public Library (Patron)	75%	10	12	9	0	0	0	0	0	0	0	15	12	0
Employee	85%	4	3	3	1	0	0	0	0	0	1	4	3	1
Senior Center/UNIDAD Event (Patron)	100%	27	68	76	85	85	59	17	8	0	85	0	68	85
Employee	100%	7	8	11	12	12	12	1	0	0	12	0	8	12
	Patron/Visitor	192	284	322	358	344	297	32	13	0	358	131	284	358
	Employee	146	147	150	128	42	27	2	3	3	128	110	147	128
		339	431	472	486	386	324	34	16	3	486	241	431	486

Source: Walker Consultants 2019

**Exhibit 16: Adjusted Weekday Parking Demand by Hour**

Land Use	Monthly Adjustment	6 AM	7 AM	8 AM	9 AM	10 AM	11 AM	12 PM	1 PM	2 PM	3 PM	4 PM
<b>Entertainment and Institutions</b>												
North Shore Youth Center (Patron)	90%	0	28	31	27	13	9	8	11	14	16	31
Employee	90%	11	52	57	49	23	17	14	20	26	29	57
Civic Complex (Track and Field Patron)	90%	0	0	0	0	0	1	1	2	2	2	2
Employee	100%	0	0	0	0	0	1	1	1	1	1	1
Competition Pool Amenity Level (Patron)	90%	0	48	55	51	17	17	17	17	17	24	68
Employee	100%	14	50	57	54	18	18	18	18	18	25	72
Outdoor Amphitheater (Patron)	100%	0	0	0	2	2	2	2	2	2	2	2
Employee	10%	0	0	0	0	0	0	0	0	0	0	0
North Shore Park (Ballfields and Tennis Courts Patron)	100%	0	9	11	7	9	8	7	8	9	18	18
Employee	50%	0	2	2	1	2	2	1	2	2	4	4
Community Center (Patron)	100%	29	17	17	29	29	34	25	29	29	29	34
Employee	100%	2	2	2	2	2	2	2	2	2	2	2
Public Library (Patron)	75%	0	0	0	15	15	14	14	11	10	9	10
Employee	85%	0	0	2	4	4	4	4	4	4	4	4
Senior Center/UNIDAD Event (Patron)	100%	0	0	0	0	0	0	0	0	0	0	27
Employee	100%	0	0	0	0	0	0	0	1	4	5	7
Patron/Visitor		30	102	114	131	85	86	75	81	84	100	192
Employee		28	106	121	110	49	43	40	47	55	68	146
Net Needs		0	0	0	0	0	150	150	150	150	150	150
Total		57	208	234	241	134	279	265	278	289	319	489

Land Use	Monthly Adjustment	5 PM	6 PM	7 PM	8 PM	9 PM	10 PM	11 PM	12 AM	Overall Pk	AM Peak Hr	PM Peak Hr	Eve Peak Hr
		4 PM	4 PM	5 PM	7 PM	4 PM	4 PM	5 PM	7 PM				
<b>Entertainment and Institutions</b>													
North Shore Youth Center (Patron)	90%	31	31	28	0	0	0	0	0	31	31	31	28
Employee	90%	57	57	52	9	3	0	3	3	57	57	57	52
Civic Complex (Track and Field Patron)	90%	2	2	2	0	0	0	0	0	2	2	2	2
Employee	100%	1	1	1	1	0	0	0	0	1	1	1	1
Competition Pool Amenity Level (Patron)	90%	68	68	51	14	0	0	0	0	68	68	68	51
Employee	100%	72	72	54	14	7	0	0	0	72	72	72	54
Outdoor Amphitheater (Patron)	100%	49	78	136	194	194	0	0	0	2	2	49	136
Employee	10%	0	2	2	2	2	0	0	0	0	0	0	2
North Shore Park (Ballfields and Tennis Courts Patron)	100%	17	16	18	18	14	0	0	0	18	18	17	18
Employee	50%	4	3	4	4	3	0	0	0	4	4	4	4
Community Center (Patron)	100%	38	42	38	33	29	15	4	0	34	34	38	38
Employee	100%	2	2	2	1	0	0	0	0	2	2	2	2
Public Library (Patron)	75%	12	9	0	0	0	0	0	0	10	10	12	0
Employee	85%	3	3	1	0	0	0	0	0	4	4	3	1
Senior Center/UNIDAD Event (Patron)	100%	68	76	85	85	59	17	8	0	27	27	68	85
Employee	100%	8	11	12	12	12	1	0	0	7	7	8	12
Patron/Visitor		284	322	358	344	297	32	13	0	192	192	284	358
Employee		147	150	128	42	27	2	3	3	146	146	147	128
Net Needs		0	0	0	0	0	0	0	0	150	150	0	0
Total		431	472	486	386	324	34	16	3	489	489	431	486

Source: Walker Consultants 2019

## SUMMARY OF NORTH BEACH AREA PARKING NEEDS

### NORTH SHORE AREA

As demonstrated in Exhibit 16, when the net adequacy needs for the North Shore area are combined with the results of the proposed development parking projections by hour, Walker projects an additional peak hour demand shift of  $489\pm$  public parking spaces during the 4:00pm hour. When compared to the similar peak evening hour demand of  $486\pm$  public parking spaces, Walker recommends the need to replace the P92 surface lot inventory with a minimum  $490\pm$  parking structure. It is important to recognize the addition of net needs are a direct result of Walker's peak hour observations. The peak hour observation period of 12:00pm to 4:00pm represents a typical period during the day when the parking system experiences the busiest activity.

### TOWN CENTER AREA

In the absence of approved development plans for the Town Center area, Walker recognizes a need to replace inadequacy levels associated with on-street parking deficiencies. Current off-street parking efficiencies enable the Town Center area to meet overall parking adequacy levels, however we caution the City that much of the parking adequacy levels are the result of the privately owned and operated surface parking lots located south of 71<sup>st</sup> Street between Abbott and Byron Avenues. We anticipate this inventory to be affected by future Town Center development projects. To this end, we encourage the City to maintain the four (4) pocket parking lots known as P80, P83, P84 and P85 for public parking purpose, or in the event a public/private partnership opportunity exists, we recommend the pursuit of a development agreement that includes a public parking component maintained and operated by the City.

## ALTERNATIVES ANALYSIS FOR PHASING DURING CONSTRUCTION

As briefly mentioned in the *Future Adequacy* section of this analysis, Walker understands that the planned North Shore development projects are anticipated to begin within the next two to three years. Under this timeline, on-street public parking inventory located on Ocean Terrace and off-street parking inventory located in City lot P92 may simultaneously be removed from service for a period of twenty-four to thirty-six months. It is anticipated that much of the project staging needs will occur on each development site and not require the use of additional parking inventory. Construction parking arrangements for the Ocean Terrace development have been factored into the phasing needs, ultimately requiring the use of the West Lots inventory during weekday construction periods.

To accommodate the loss of on-street inventory surrounding the Ocean Terrace development, Walker recognizes an opportunity to utilize available inventory in City lot P106 as well as pursue a shared parking opportunity with an underutilized private parking lot north of 73<sup>rd</sup> Street. During our weekday and weekend observation periods, we verified a number of parking spaces controlled by a private entity, whereby no more than 20% of the parking spaces were utilized at any one time. This surface lot location uniquely lends itself to two segregated parcels allowing for two separate vehicle ingress and egress points. Logically, patrons of the private entity could use the inventory closest to the rear of their building and public parking could be offered in the remaining portion of the lot. We anticipate the use of a portion of this private parking lot could provide the replacement of as many as 30-40 controlled public parking spaces. Furthermore, the development of a joint-use agreement with a private parking lot would provide an opportunity for the City to provide additional public parking on a temporary, or better yet, ongoing basis.

Once City lot P92 is removed from service, Walker anticipates the need for the City to provide suitable public parking inventory to offset observed daily utilization levels. Three of the West Lots are currently utilized for surface parking for the beach. These lots along with on-street parking total 650± public parking spaces. We recommend the need to explore the temporary-use of two additional unimproved parcels north of 85<sup>th</sup> Street on Collins Avenue as it is estimated these parcels may be able to provide as much as 300-400 public parking spaces. A main consideration for the use of these unimproved parcels would involve a temporary-use application submitted by the Parking Department for approval by the City Commission.

The option to allow North Beach area employees to utilize this temporary or interim parking inventory would free up existing North Beach parking inventory for business patrons and neighborhood visitors. Ultimately, reducing the demand impact during the development activity period. To further accommodate access to this inventory, we recognize the North Beach Loop provides transit access from 65<sup>th</sup> Street to 88<sup>th</sup> Street, allowing appropriate connections for the north/south Collins express line.

Exhibit 17: West Lots Parking Options



Source: City of Miami Beach; Dover, Kohl & Partners; West Lots Design Plan, 2018





Exhibit 18: North Beach Trolley Loop



Source: City of Miami Beach Department of Transportation website, 2019



## Parking Pricing Implementation Guidelines

*How More Efficient Parking Pricing Can Help Solve Parking and Traffic Problems, Increase Revenue, and Achieve Other Planning Objectives*

**22 April 2021**

Todd Litman  
*Victoria Transport Policy Institute*



*If properly implemented, user pay parking can reduce parking and traffic problems, improve user convenience, and provide new revenue.*

### Summary

*Parking pricing* (also called *user pay* and *metered parking*) refers to direct charges for using a parking space. Efficient parking pricing can provide numerous benefits including increased turnover and therefore improved user convenience, parking facility cost savings, reduced traffic problems, and increased revenues. This report provides guidance on parking pricing implementation. It describes parking pricing benefits and costs, ways to overcome common obstacles and objections, and examples of successful parking pricing programs. Parking pricing is best implemented as part of an integrated parking management program. Current trends are increasing the benefits of efficient parking pricing. Legitimate objections to parking pricing can be addressed with appropriate policies and strategies.

## Introduction

A typical automobile is used about one hour each day and parked for 23. Storing unused vehicles requires lots of parking. Most communities have three to six parking spaces per vehicle (one at home, one at the worksite, plus spaces at various destinations such as stores, schools and parks). These facilities are costly; a typical urban parking space has annualized land, construction and operating costs that total \$500 to \$1,500. Many parking spaces are worth more than the vehicles that occupy them, yet most parking facilities are unpriced, their costs borne indirectly through taxes, rents, higher prices for retail goods, and lower employee benefits.

Parking is never really free, the choice is really between paying directly or indirectly for parking facilities. Underpricing increases the amount of parking needed to meet demand, and tends to increase problems such as traffic congestion, housing inaffordability, sprawl and pollution. Charging users directly for parking tends to be more efficient and equitable, and generates revenues that can finance new services or reduce taxes and rents. Potential benefits include:

- Increased turnover of the most convenient spaces. This increases consumer convenience, facilitates deliveries, and reduces cruising for parking (searching for an unoccupied space).
- Reduces the number of spaces needed to meet demand, reducing total parking costs, and allowing more compact development.
- Encourages longer-term parkers to use less convenient spaces (such as off-street or urban fringe), and encourages travelers (particularly commuters) to use alternative modes when possible.
- Reduces total vehicle traffic and therefore problems such as traffic congestion, accidents, energy consumption and pollution emissions.
- Generates revenue. Insures that users pay their share of municipal road and parking costs.

Many experts recommend more direct pricing of parking facilities, and for a variety of reasons many cities, campuses and commercial buildings are expanding where and when parking is priced. Several current trends increase the justification for pricing parking, including increased urbanization and land costs, increased concern about vehicle traffic external costs (congestion, accidents, pollution, sprawl), and improved pricing technologies. However, unpriced parking is well established, so parking pricing implementation requires overcoming various political, institutional and technical obstacles. Care is required to communicate the benefits and address potential problems.

Parking pricing is just one of several parking management strategies, as summarized in Table 1. It tends to be most effective and beneficial if implemented as part of an integrated parking management program that includes support strategies such as increased parking options, improved user information, and better enforcement.

This report examines these issues. It describes parking pricing, its benefits and costs, where it is most appropriate, ways to overcome common obstacles and objections, and specific examples of parking pricing implementation.

**Table 1 Parking Management Strategies (Litman 2006)**

Strategy	Description	Typical Reduction	Traffic Reduction
Shared Parking	Parking spaces serve multiple users and destinations.	10-30%	
Parking Regulations	Regulations favor higher-value uses such as service vehicles, deliveries, customers, quick errands, and people with special needs.	10-30%	
More Accurate and Flexible Standards	Adjust parking standards to more accurately reflect demand in a particular situation.	10-30%	
Parking Maximums	Establish maximum parking standards.	10-30%	
Remote Parking	Provide off-site or urban fringe parking facilities.	10-30%	
Smart Growth	Encourage more compact, mixed, multi-modal development to allow more parking sharing and use of alternative modes.	10-30%	✓
Walking and Cycling Improvements	Improve walking and cycling conditions to expand the range of destinations serviced by a parking facility.	5-15%	✓
Increase Capacity of Existing Facilities	Increase parking supply by using otherwise wasted space, smaller stalls, car stackers and valet parking.	5-15%	
Mobility Management	Encourage more efficient travel patterns, including changes in mode, timing, destination and vehicle trip frequency.	10-30%	✓
Parking Pricing	Charge motorists directly and efficiently for using parking facilities.	10-30%	✓
Improve Pricing Methods	Use better charging techniques to make pricing more convenient and cost effective.	Varies	✓
Financial Incentives	Provide financial incentives to shift mode such as parking cash out.	10-30%	✓
Unbundle Parking	Rent or sell parking facilities separately from building space.	10-30%	✓
Parking Tax Reform	Change tax policies to support parking management objectives.	5-15%	✓
Bicycle Facilities	Provide bicycle storage and changing facilities.	5-15%	✓
Improve Information and Marketing	Provide convenient and accurate information on parking availability and price, using maps, signs, brochures and the Internet.	5-15%	✓
Improve Enforcement	Insure that regulation enforcement is efficient, considerate and fair.	Varies	
Transport Management Assoc.	Establish member-controlled organizations that provide transport and parking management services in a particular area.	Varies	✓
Overflow Parking Plans	Establish plans to manage occasional peak parking demands.	Varies	
Address Spillover Problems	Use management, enforcement and pricing to address spillover problems.	Varies	
Parking Facility Design and Operation	Improve parking facility design and operations to help solve problems and support parking management.	Varies	

*This table summarizes potential parking management strategies. It indicates the typical reduction in the amount of parking required, and whether a strategy helps reduce vehicle traffic and so also helps address other traffic problems.*

## Why and How to Price Parking

*Parking pricing* (also called *user pay* and *metered parking*) refers to direct charges for using a parking space. This can include on-street (curb) parking, parking lots at campuses and buildings, and commercial parking (parking provided for profit). There are also variations:

- *Unbundling*. Parking is rented separately from building space. For example, instead of paying \$2,000 per month for an apartment that includes two parking spaces, occupants pay \$1,800 per month for the apartment and \$100 per for each space, and so only pay for the parking they use.
- *Cash out*. Commuters who are offered a subsidized parking space have the option of instead choosing its cash value. For example, employees can choose between a subsidized parking space or \$100 per month in cash, and retail customers can choose between one-hour free parking or a free transit pass if they purchase more than a specified amount.
- *Residential parking permits*. Residents can purchase a pass which allows them to park on residential streets. Pass prices are sometimes high enough to generated revenue for municipalities.
- *Stormwater management fees*. Charge fees based on impervious surface area (Cortright 2021)

Prices can be structured to achieve various objectives, including recovering infrastructure costs, managing travel demands and generating revenue. Table 2 compares these objectives.

**Table 2**      **Parking Pricing Objectives**

	Motorist Convenience	Demand Management	Revenue Generation
Description	Maximize motorist convenience by prioritizing uses and financing increased parking supply.	Manage parking and transport demand. Reduce parking and traffic congestion, and reduce parking supply required in an area.	Maximize net revenues.
Parking pricing	Only price when needed. Minimize prices and offer discounts and exemptions, such as low monthly passes.	Set prices to achieve 85% occupancy target. Use variable rates to encourage shifts from congested to uncongested times and locations.	Use revenue-maximizing rates. Expand where and when parking is priced.
Use of revenues	Finance additional parking supply, such as parking garages (parkades).	Finance additional parking supply, alternative modes and management programs.	Municipal services and reductions in other taxes.

*Parking pricing must balance different objectives.*

Parking pricing is appropriate virtually anywhere that parking is congested. Experts recommend setting prices to maintain 85-90% occupancy rates; this is called *performance-based* or *responsive pricing* (Shoup 2005). If implemented with good user information (signs, maps and brochures that indicate parking location and price), motorists can choose between more convenient but costly parking, or cheaper parking a short distance away. Efficiently pricing is particularly important for on-street parking, since these tend to be the most visible and convenient spaces, and establish a maximum price for off-street parking; if on-street parking is free or inexpensive, motorists will cruise around looking for an available space rather than paying for off-street parking, resulting in parking and traffic congestion, and inefficient utilization of off-street facilities.

Parking pricing can cause various transportation system changes: reduced vehicle ownership (particularly pricing of residential parking); mode shifts (from driving to walking, cycling, ridesharing and public transit); destination shifts (to areas with cheaper parking); parking location changes (to cheaper or free parking lots); trip schedule changes (from priced to unpriced periods); and shorter stop duration. Demographic, geographic and economic factors affect these changes: larger impacts are likely to result with lower-income motorists, more discretionary trips, and if travelers have better mode, destination and parking options.

The price elasticity of vehicle trips with respect to parking price is typically  $-0.1$  to  $-0.3$  (a 10% increase in parking fees reduces vehicle trips by 1-3%), depending on conditions (Khordagui 2019; Litman 2008; Spears, Boarnet and Handy 2014; Vaca and Kuzmyak 2005). In the short run, cost-recovery parking pricing (fees set to recover full parking facility costs) typically reduces the number of spaces needed to serve a destination by 10-30%. For example, if parking is unpriced, 100 employees typically demand about 90 parking spaces, but cost recovery pricing can reduce this to 70 spaces. Larger reductions are possible if implemented with other management strategies described in Table 1, such as pricing with improvements to alternative modes and more sharing of parking facilities.

Total benefits depend on the scale of implementation. Implemented at the site or neighborhood scale reduces local impacts. If widely implemented through a district or region it can significantly reduce traffic congestion, accidents, energy consumption and pollution emissions.

Parking pricing can reduce traffic congestion, by reducing traffic caused by motorists cruising for an unoccupied parking space, and by shifting travel to alternative modes, particularly if implemented widely throughout an urban region and in conjunction with other demand management strategies. This tends to increase economic productivity (Roth 2004). Actual impacts depend on various factors: the proportion of parking priced, the magnitude and structure of fees, the extent to which motorists actually pay parking fees, and the quality and price of alternative parking spaces and transport options.

Surveys indicate that 8-74% of commercial center traffic congestion is caused by vehicles cruising for an on-street parking space (Shoup 2004). Charging residents directly rather than indirectly for parking typically reduces automobile ownership by about 30% (Ostermeijer, Koster and Ommeren 2019; Spears, Boarnet and Handy 2014). Cost-recovery parking fees (such as 50¢ per hour or \$5.00 per day) typically reduce automobile travel by 10-30%, comparable to a 5-15¢ per vehicle-mile road toll. Modeling by Deakin, et al. (1996) estimated that in Southern California (all values in 1991 dollars):

- A 10¢ per vehicle-mile congestion fee reduces VMT 2.3% and congestion delay 22.5% (a 9.8 ratio).
- A \$3.00 per day parking fee would reduce VMT 2.7% and congestion delay 7.5% (a 2.8 ratio).
- A 2¢ per vehicle-mile VMT fee reduces VMT 4.4% and congestion delay 9.0% (a 2.0 ratio).
- A \$0.50 fuel tax increase reduces VMT 4.1% and congestion delay 6.5% (a 1.6 ratio).
- A 1.0¢ per vehicle-mile emission fee reduces VMT 2.2% and congestion delay 3.0% (a 1.4 ratio).

This analysis indicates that parking pricing is the second most effective congestion reduction strategy, less effective than peak-period congestion fees and more effective than flat VMT fees, fuel taxes and emission fees.



Parking pricing has advantages over time-and-location-based road pricing. It is generally politically and administratively easier to implement (no new laws or organizations are required) much cheaper (does not require new pricing systems), can be implemented incrementally (most major cities already have a significant amount of priced parking) and raises few privacy concerns. Parking pricing also has disadvantages: it does not affect through traffic, and parking subsidies are well entrenched so fees are often paid by employers rather than commuters. Table 3 compares parking and road pricing as congestion reduction strategies.

**Table 3 Parking Versus Road Pricing As A Congestion Reduction Strategy**

Parking Pricing	Road Pricing
<ul style="list-style-type: none"> <li>• Already exists in most communities</li> <li>• Equipment is relatively inexpensive and accepted.</li> <li>• Can be implemented incrementally.</li> <li>• Raises few privacy concerns.</li> </ul>	<ul style="list-style-type: none"> <li>• Applies to through traffic.</li> <li>• Fees more likely to be paid by users.</li> </ul>

*This table compares parking and road pricing as a congestion reduction strategy.*

Efficient management is often more cost effective and beneficial overall than expanding parking supply, particularly in areas where land is expensive or compact development desired. For example, it is often more cost effective for employers to subsidize alternative modes than to expand employee parking, and for municipal governments to implement a parking management program than to build more downtown parking facilities.

Parking pricing can provide significant revenues. Roads and parking facilities are among the most valuable assets owned by most local governments, and their construction and maintenance absorb a significant portion of municipal budgets. Parking pricing allows governments to recover these costs from users, including non-residents. Similarly, parking typically represents 5-15% of typical campus or building costs, so cost recovery pricing can allow comparable rent reductions.

Parking pricing is particularly appropriate:

- Where parking facilities are costly, where land is valuable or parking facilities are structured.
- In commercial centers with more than about 5,000 employees, since beyond this size surface lots cannot satisfy total parking demand, requiring costly structured parking facilities.
- In areas that want to encourage use of alternative modes to reduce traffic congestion, energy consumption or pollution emissions.
- In areas where environmental protection or community livability justify efforts to reduce impervious surface area (the amount of paved land) and total vehicle travel.
- Where development affordability is an objective.
- When property owners or governments need additional revenues.

Various methods can be used to price parking which differ in their costs, convenience and adjustability as summarized in Table 4. Newer electronic systems tend to be more convenient (they accept a wider variety of payment options, including coins, bills, debit and credit cards, and telephone payment, and

only charge for the amount of time a vehicle is actually parked) and allow more price adjustability (prices can vary by location, time of day or week, and vehicle type), and so can be more efficient and equitable.

**Table 4**      **Parking Pricing Methods** (“Pricing Methods,” VTPI 2009)

Type	Description	Capital Costs	Operating Costs	User Convenience	Price Adjustability	Enforce-ability
Pass	Users purchase and display a pass	Low	Low	Medium	Poor to medium.	Good
Time-Coded Tickets	Parkers purchase a punch-card for a certain amount of time	Low	Medium	Medium	Medium	Good
Single-Space Meters	Parkers prepay a mechanical or electronic meter located at each space.	High	High	Mechanical meters: low; electronic meters: medium.	Mechanical meters: poor; electronic meters: good.	Mechanical meters: poor; electronic meters: good.
Smart Meters	Parkers prepay electronic meters which automatically reset when vehicles leave.	High	High	Medium.	Good	Good
Pay Box	Parkers prepay into a box with a slot for each space.	Low	Medium	Low	Poor to medium.	Poor
Pay-And-Display Meters	Parkers prepay a meter, which prints a ticket that is displayed in their vehicle.	Medium	Medium	Medium	Mechanical meters: poor; electronic meters: good.	Good
Per-Space Meters	Parkers pay for a specific space using electronic meters.	Medium	Medium	Medium	Very good.	Good
In-Vehicle Meter	Parkers display an electronic meter inside their vehicle when parked.	Medium	Low	High	Moderate	Good
Attendant	Parkers pay an attendant when entering or leaving parking lot.	High	High	High	Good	Good
Valet	Parkers pay an attendant who parks their car.	Low	High	High	Good	Good
Controlled Access	Parkers pay a machine when entering or leaving parking lot	High	Moderate	Medium	Good	Poor
Automatic Vehicle Identification	System automatically records vehicles entering and leaving a parking area.	High	Medium	High	Good	Good
Global location technology	Satellite-based systems automatically tracks parking use and calculates parking fees.	High but declining	High but declining	High	Very high	Good

*This table compares various price parking methods. Newer systems tend to provide various advantages.*

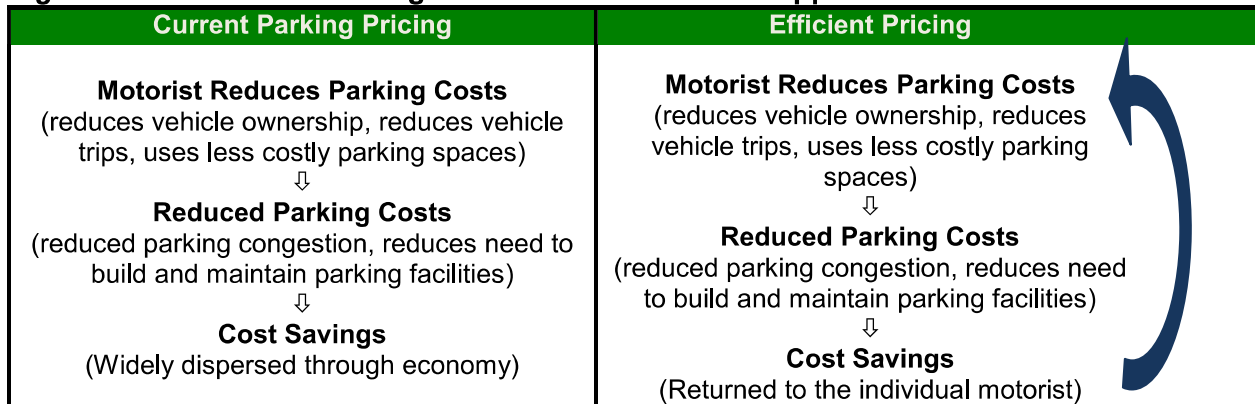


## Optimal Parking Prices

Ideally, motorists would pay directly any time they use a parking space. If transportation is for any reason subsidized, the subsidy would apply to any mode, not just driving, so users could choose the option that best meets their needs. For example, if businesses offer parking subsidies they would also offer cash benefits that could be spent on transit or ridesharing, or pocketed when commuters walk, bicycle or telecommute.

In general, efficient and equitable parking prices are set to equal marginal costs, except if a subsidy is specifically justified, for example, to achieve equity or strategic development objectives. Marginal cost pricing prevents society from devoting two dollars worth of resources to provide a parking space for which users only value at one dollar. Paying directly allows consumers to save money if they reduce their parking costs. For example, if parking is bundled with housing (for example, an apartment automatically includes two parking spaces), renters must pay for parking facilities regardless of whether or not they need them; if residential parking is priced separately households can save money if they reduce their vehicle ownership. Similarly if employees pay directly for parking they can save money by using alternative commute modes, an option not available if unpriced parking is an automatic employee benefit.

**Figure 1 Efficient Pricing Gives Consumers More Opportunities to Save**



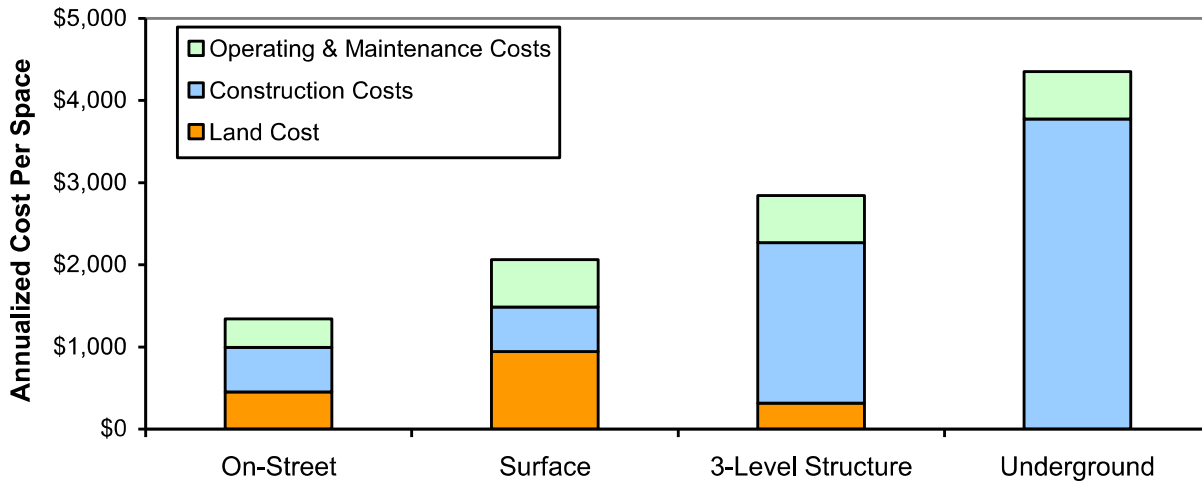
*With current pricing, savings from reduced parking costs are dispersed through the economy. Efficient pricing returns more savings to individual consumers who reduce their parking demands.*

Exactly what constitutes marginal costs depends on perspective. In the short term most parking facility costs are sunk, so marginal cost is just operating and maintenance expenses. However, if a facility becomes congested the marginal cost is the cost of expanding supply, and parking facility consume resources have alternative uses; structures and land could be converted to other productive uses such as buildings or greenspace. On-street parking occupies road space that could otherwise be used for more traffic lanes, bus or bike lanes, wider sidewalks or landscaping.

As parking prices increase, optimal parking supply (the number of parking spaces required to meet demands) tends to decline. Where parking is unpriced consumers have little incentive to use parking facilities efficiently, for example, by disposing of inoperable or seldom-used vehicles, by shifting to alternative modes, or using less convenient parking spaces when possible. Unpriced parking therefore increases parking demands and total parking costs.

The potential savings and benefits are large. A typical urban off-street parking space costs \$10,000 to \$50,000 to construct, plus hundreds of dollars in annual operation and maintenance costs. Figure 2 indicates typical annualized costs. Providing a free parking space is equivalent to giving out a stack of hundred dollar bills, but only to motorists; it is essentially a matching grant to purchase and drive an automobile.

**Figure 2** Typical Annualized Costs For An Urban Parking Space (Litman 2009)



This figure illustrates typical annualized costs per parking space. Actual values vary significantly depending on factors such as local land values and construction costs.

Table 5 indicates the cost recovery needed for various types of parking facilities. A typical parking facility must earn \$5.00 to \$15.00 per day to recover construction and operating costs, and somewhat more to pay property taxes and earn a profit.

**Table 5** Parking Facility Costs And Revenue Requirements (VTPI 2007)

Facility Type	Land Cost (per acre)	Construction Costs	Annualized Operating Costs	Total Annual Costs	Breakeven Monthly Revenue	Breakeven Daily Revenue
Suburban, Surface	\$200,000	\$3,000	\$350	\$805	\$96	\$4.79
Suburban, 2-Level	\$200,000	\$15,000	\$350	\$1,952	\$232	\$11.62
Urban, On-Street	\$1,000,000	\$5,000	\$450	\$1,300	\$135	\$6.77
Urban, Surface	\$1,000,000	\$5,000	\$550	\$1,909	\$199	\$9.94
Urban, 3-Level Structure	\$1,000,000	\$18,000	\$800	\$2,661	\$277	\$13.86
Urban, Underground	NA	\$25,000	\$900	\$3,060	\$319	\$15.94
CBD, On-Street	\$5,000,000	\$5,000	\$600	\$2,960	\$274	\$13.70
CBD, 4-Level Structure	\$5,000,000	\$25,000	\$1,000	\$3,695	\$342	\$13.69
CBD, Underground	NA	\$35,000	\$1,200	\$3,903	\$361	\$14.46

This table indicates the typical costs and cost recovery revenue requirements of various parking facilities. (CBD = Central Business District)

The table below indicates typical parking prices in major North American cities.

**Table 6 Average Parking Prices (NPA 2009)**

Type of Parking Price	US	Canada
<b>Central Business Districts (CBDs)</b>		
First hour	\$4.36	\$4.69
Daily	\$12.51	\$16.06
Monthly unreserved	\$118.90	\$172.98
<b>Hospitals</b>		
First hour – within CBD	\$4.41	\$5.92
First hour – outside CBD	\$2.98	\$3.38
Daily – within CBD	\$12.57	\$17.00
Daily – outside CBD	\$8.52	\$10.75
Monthly unreserved – within CBD	\$109.92	\$140.00
Monthly unreserved – outside CBD	\$85.47	\$61.56
<b>Educational Facilities (Colleges and University Campuses)</b>		
First hour – within CBD	\$6.40	\$2.92
First hour – outside CBD	\$4.49	\$2.75
Daily – within CBD	\$11.35	\$20.50
Daily – outside CBD	\$10.98	\$6.88
Monthly unreserved – within CBD	\$122.73	\$119.58
Monthly unreserved – outside CBD	\$88.84	\$7.50
<b>Hotels</b>		
Daily rates	\$23.10	\$16.03
<b>Airports</b>		
First hour	\$3.78	\$4.63
Daily – on-airport	\$16.95	\$17.50
Daily – off-airport	\$11.61	\$9.50

*This table summarizes average prices for various types of parking in North American cities. These prices vary significantly depending on location, time and type of facility.*

A parking space priced at \$1.00 per hour, occupied four hours per day, 25 days per month generates about \$100 per month or \$1,200 per year. Municipal parking programs collect additional revenue from violations. Single-space parking meters typically cost \$400 to \$800 each to purchase, plus about \$200 to \$400 annually for operations and maintenance, so a third to half of revenues can be spent on operations, but newer pricing systems can collect more revenue and reduce operating costs (each station serves several spaces), so net revenues are often higher. The following tend to increase net parking revenues:

- Price more parking. Increase when and where parking is priced, for example, to include smaller commercial districts, residential streets, evenings and Sundays.
- Increase parking rates. Charge the highest feasible rates.
- Reduce alternative parking and transport options (such as restricting the availability of free parking nearby, and minimizing public transit service).
- Use more cost effective pricing systems, such as multi-space meters.
- Increase enforcement and fines.

## Use of Revenues

Net parking revenues can be used in various ways:

- Recover parking pricing costs (equipment, enforcement, user information, etc.).
- Recover parking facility construction and operating expenses.
- Recover the equivalent of rent and taxes on parking facilities. For example, a municipal parking program can generate net revenues equivalent to what would be earned if the facilities were privately owned and paid rent on the land and taxes on facilities and profits.
- Parking and transportation management program expenses, including commute trip reduction programs and improvements to alternative modes that reduce parking and traffic problems.
- Municipal transportation expenses (street and sidewalk capital and operating expenses).
- Special district and neighborhood improvements, such as streetscaping, improved street and sidewalk cleaning and security, and commercial district marketing.
- Reduce general taxes or offset tax increases that would otherwise be required.
- Help finance special projects or programs, such as a municipal arena or recreation center.

Municipal policies can support development of *parking benefit districts*, which means that a business district and residential neighborhood chooses to have priced parking, with a portion of revenues dedicated to local use (Kolozsvari and Shoup 2003). For example, in commercial areas parking revenues can finance sidewalk cleaning and security, and in residential areas half of net revenues could be used to improve parks and schools, or reduce residents' property taxes. This gives citizens and businesses an incentive to support parking pricing on their streets.

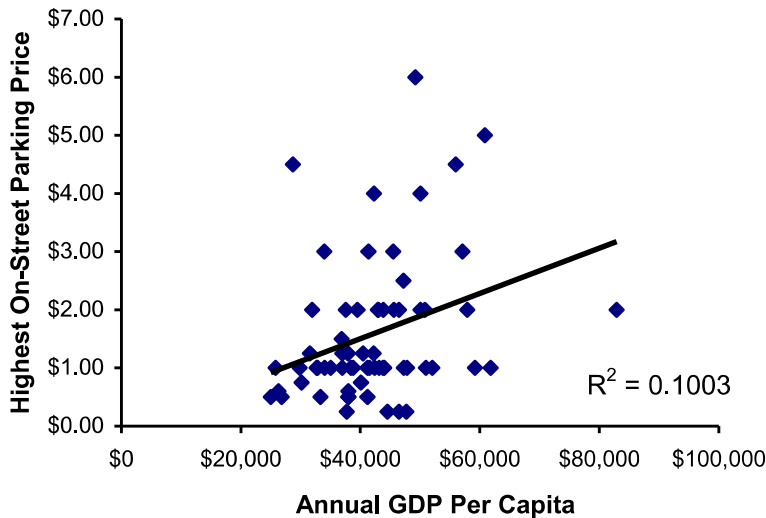
Where parking is managed to maximize motorist convenience, with revenues used to finance additional parking supply, net revenues are generally small, generating less than 1% of total municipal or campus revenues. However, where parking is managed to maximize revenues, parking can generate 5-10% of total municipal or campus revenues.

## Economic Impacts

Businesses, particularly retailers, often object to parking pricing out of fear that it will discourage customers. However, experience indicates that customers will pay for parking in areas with attractive businesses and pedestrian environments (Kolozsvari and Shoup 2003). Many of the most successful commercial districts have priced parking, and many commercial centers with abundant unpriced parking are economically unsuccessful.

Figure 3 illustrates a positive relationship between parking prices and regional economic productivity. This does not mean that increasing parking prices will always increase economic productivity; they both tend to increase with more compact, urban development. However, efficient parking management, including pricing, help create commercial environments that maximize economic productivity: affordable, compact, multi-modal commercial centers.

**Figure 3** On-Street Parking Rates Versus Regional GDP (NPA 2009)



*There is generally a positive relationship between parking prices and economic productivity: more economically successful areas tend to have higher prices.*

Critics often claim that parking pricing spoils local economic activity by discouraging customers, but it actually provides both economic benefits and costs. It increases turnover which makes finding a parking space easier, reduces the number of parking spaces required at a location which provides financial savings, and can reduce traffic problems such as congestion. By insuring that a parking space is always available, which facilitates freight deliveries, business trips and errands. The additional revenues can finance improvements such as new street furniture, more cleaning and security, and marketing, or reduced taxes and rents. Negative impacts (reduced customers) are generally local, involving shifts in the location of business activity within a region, but do not reduce total regional economic activity.

The introduction of priced parking to a commercial area often appears harmful because negative impacts (loss of existing customers) tend to be concentrated and visible, while economic benefits (new customers attracted by more convenient parking, additional future development, or tax reductions) tend to be dispersed and long-term. A shop owner is more likely to hear older customers say, "I'll quit visiting your store to avoid parking fees" than to hear new customers say, "I'll start visiting your store because a parking space is easier to find."

Economic impacts tend to be highly variable, depending on the type of businesses, the types of customers, and the quality of alternative parking options, transport options and shopping destinations. Economic impacts can also vary depending on how they are measured. For example, parking pricing may result in a reduction in customer volumes but an increase in revenue and profits since it tends to favor wealthier service-sensitive customers making major purchases, over more price sensitive shoppers making smaller purchases.

Several studies have examined the effects of parking policy changes, including pricing, on local economic activity (CORDIS 2001). Table 7 summarizes short- and long-term effects of parking pricing in various cities in the Netherlands.

**Table 7 Short- and Long-Term Impacts of Commercial Area Parking Pricing (CROW 2001)**

City	Short-Term Effects	Long-Term Effects
Breda	Change in parking choice Decrease visit frequency	No results, after four months the test is terminated.
Harderwijk	Decrease of car use Change parking choice Decrease visit expenditure Decrease visit duration	The amount of net floor space increased in 17 years with 12,000 square meters
Leeuwarden	Decrease of car use More equal distribution of cars across parking facilities Decrease visit frequency	The amount of net floor space stayed equal over 20 years
Purmerend	Decrease occupancy of parking Decrease visit frequency Visit expenditures unknown Decrease in visit frequency of car users	After 10 years an increase of amount of net floor space with 10,000 square meters is noticed
Tilburg	Decrease occupancy of parking Visit expenditures unknown	In 19 years the amount of net floor space is doubled
Utrecht	Increase public transport use No details of shopping behavior related to parking measure	Amount of net floor space increased with 10 percent

*Introducing parking pricing in commercial areas tends to reduce automobile trips, but negative impacts tend to decline over time as customers and businesses adjust.*

The authors conclude,

[Parking] fees are largely associated with positive effects on the local economy over the long term, though over the short term there may be a drop in the number of visitors to such an area. The change from negative to positive effect is not only a matter of years but also of extra measures that increase the attractiveness of the shopping area (e.g., new shops and/or renovation of existing shopping). In relation to the parking process, parking fees produce some benefits such as less time spent looking for a parking space, more efficient use of parking spaces, and promotion of 'short stay' parking. (Van der Waerden and Timmermans 2009)

## **Obstacles to Parking Pricing**

*This section discusses common obstacles to efficient parking pricing and potential solutions.*

### ***Inconvenience***

Paying for parking can be inconvenient, particularly with older meters that only accept specific coins and require motorists to prepay for a limited time period. Newer systems accommodate more payment options (coins, bills, credit and debit cards, telephone and Internet), and some only charge for the time a vehicle is parked.

### ***Cost Ineffective***

Pricing incurs costs for equipment and administration that often absorbs a significant portion of revenue. Newer electronic meters serve numerous spaces and reduce enforcement costs compared with older meters or time-based regulations, and so are relatively cost effective.

### ***Spillover Impacts***

Motorists may park illegally at nearby parking lots, or cause parking congestion problems on nearby streets where parking is unpriced. This can be addressed by improving parking regulations, user information and enforcement.

### ***Discourages Customers and Reduces Economic Activity***

Parking pricing may discourage some customers from shopping in an area if nearby competitors offer free parking. However, user pay parking provides business benefits as well as costs: insures that motorists can always find a convenient space, reduces delivery costs, and revenues can finance additional downtown services. Many economically successful retail areas have priced parking while many shopping centers that emphasize free parking are less successful. Many customers, particularly wealthier consumers, willingly pay for parking provided they receive benefits in return: increased convenience and more attractive shopping environments.

### ***Sunk Parking Costs***

Where there is abundant parking supply, it seems inefficient to impose parking prices to reduce demand, resulting in unoccupied spaces. However, most parking facilities have opportunity costs: unused parking can be rented, leased, or converted to other uses. Changes in zoning codes and development practices may be needed to take full advantage of these opportunities.

### ***Inequity***

Because most parking is unpriced it often seems unfair to charge for parking in just a few locations and times. However, overall, user pay parking is fairer than financing parking facilities indirectly so parking costs are borne by non-users, and the locations where parking is priced tend to be where the costs of providing parking and accommodating automobile traffic is greatest.

### ***Burdensome To Lower-Income Motorists***

A given parking fee represents a greater share of income to a lower-income motorist than a higher-income motorist. For example, a \$2 parking fee requires only two minutes of labour for a \$60 per hour worker but eight minutes of labour for a \$15 per hour worker. However, lower-income people tend to drive less, rely more on alternative modes, and devote a greater share of income to general taxes, and so can benefit overall if parking is priced and revenues are used to improve transport options or reduce other taxes.



## Examples

There are many examples of parking pricing. User pay parking is common at major commercial centers, airports, college/university/research campuses, and hospitals. In Europe and Asia, even small towns have priced parking. The COST 342 program (CORDIS 2001) provides numerous examples and case studies of European parking pricing practices.

### Victoria Parking Pricing ([www.victoria.ca/cityhall/departments\\_engprk.shtml](http://www.victoria.ca/cityhall/departments_engprk.shtml))

Victoria, British Columbia has approximately 80,000 residents and is the primary employment and commercial center for a region that has approximately 330,000 residents. The city's downtown area has approximately 11,000 parking spaces, most of which are priced and available to the general public, including five city-owned parkades (garages), several private commercial (for profit) lots, and approximately 1,900 on-street spaces. On-street parking is priced at \$1 for the first hour and \$2 for each subsequent hour, and parkade parking is priced at \$1 per hour.

**Figure 4** Downtown Victoria Parking Map (Victoria Engineering Department)



*Downtown Victoria has 1,900 on-street parking meters which generated about \$5 million annually. Revenues are likely to increase significantly in future years due to improved pricing methods.*

In 2009 the city earned \$15.4 million in annual gross revenues from on-street meters, parkades and parking fines, and spent approximately \$5.5 million on parking facilities and equipment, operations and enforcement, leaving approximately \$10 million in net revenues, which can be considered rent and tax payments on parking facilities. These net revenues represent about 5.5% of the city's total annual budget, or about \$125 annually per city resident.

The 1,900 on-street parking meters generate about \$5 million per year, or about \$2,400 per space annually. The older, single-space meters experienced significant losses (thieves vandalized the meters to steal coins) so in 2010 the city installed 270 new, pay-per-space parking meters at a cost of \$3 million. The new system is more convenient to use (it accepts coins, bills, credit and debit cards; allows payment for any space at any meter; and charges for just the amount of time a vehicle is parked) and is expected to significantly increase revenues.

Like most North American cities, Victoria has generous minimum parking requirements, except in the downtown, where developers may decide how much parking to provide at each site. In recent years hundreds of new housing units were built downtown, including many relatively inexpensive condominiums with unbundled parking (parking spaces rented or sold separately). A major portion of residents do not own vehicles.

The city currently only prices on-street parking in the downtown, although parking is priced at campuses, hospitals, transportation terminals, and some private buildings elsewhere in the city. For example, private operators charge \$80 per month for parking in lots near but outside downtown, \$0.75 per hour in the Cook Street Village, a neighborhood commercial district, and \$1.50 per hour at the Jutland waterfront development, while nearby on-street parking remains unpriced. Downtown parking is unpriced during evening and Sundays, although parking is often congested at those times. This suggests that the city could expand pricing of municipal parking facilities, generating significant additional revenues.

***Downtown Pasadena Redevelopment*** (<http://shoup.bol.ucla.edu/SmallChange.pdf>)

During the 1950-70s Old Pasadena's downtown had become run down, with many derelict and abandoned buildings and few customers, in part due to limited customer parking. Although curbside parking had two-hour limits, this was poorly enforced and employees often used these spaces. The city proposed parking pricing to solve this problem. Many local merchants initially opposed the idea, so city officials agreed to dedicate all revenues to downtown improvements. A Parking Meter Zone (PMZ) was established within which parking was priced and the revenues invested. With this proviso, the merchants supported the proposal. They began to see parking meters as a way to finance new services that directly benefit their businesses. Because downtown parking had previously been unpriced, the city didn't lose any funding by dedicating the revenue to improvements in that area. In fact, the city gained revenue from overtime fines.

The city formed an advisory board of business and property owners to oversee parking policies and revenue distribution. The resulting investments included new street furniture and landscaping, police patrols, street lighting, more street and sidewalk cleaning, pedestrian facility improvements, and marketing. To highlight user benefits each parking meter has a small sticker that reads, "Your Meter Money Will Make A Difference: Signage, Lighting, Benches, Paving."

This created a "virtuous cycle" in which parking revenue funded community improvements that attracted more visitors, which increased parking revenue allowing further improvements. This resulted in extensive redevelopment and business growth. Parking is no longer a problem for customers, who can almost always find a convenient space. Local business activity and sales tax revenues have increased far faster than in other shopping districts with lower parking rates, and nearby malls that offer free customer parking. This indicates that charging market rates for parking with revenues dedicated to local improvements can support urban redevelopment.

**San Diego** ([www.ccdc.com/events/resources/DRAFT%20CITY%20REPORT%20FOR%20ITEM%206.pdf](http://www.ccdc.com/events/resources/DRAFT%20CITY%20REPORT%20FOR%20ITEM%206.pdf))

San Diego's Centre City Development Corporation (CCDC) conducted a multiyear Downtown Parking Pilot Program in targeted sections of the City's downtown to "provide information and sample techniques that would optimize the use of on-street parking in the downtown area and that could later be applied citywide." A mixture of on-street parking policies and technologies maximized use of the on-street spaces, providing a 15% vacancy rate, so spaces are nearly always available on each block. Parking fees were raised in high demand areas to \$1.25 per hour, and kept as low as \$0.50 in peripheral areas. These policies more than doubled on-street parking turnover and nearly doubled total parking meter revenue. New parking meters that accepted credit cards increased compliance, resulting in a more positive user experience.

**Transit Station And Park-and-Ride Parking Pricing**

Cities and public transportation agencies apply various policies to parking at transit stations and park-and-ride lots, including regulations, pricing and sharing policies (MTA 2003; MTC 2007). An increasing portion of transit stations have priced parking to generate revenue and encourage more efficient use of parking facilities.

- Some Bay Area Rapid Transit (BART) stations charge daily parking fees of \$1-5, and monthly reserved parking fees of \$30 and \$115.50, with higher fees in more central, urbanized areas where land costs are higher.
- Washington DC Metro station parking lots cost \$4.75 per day (plus \$55 per month for a reserved space), but are free on weekends.
- Parking at Chicago Transit Authority stations ranges from \$2-12 per day and \$40-80 per month.
- Many Los Angeles Metrolink stations have priced parking. For example, the Santa Fe Springs station charges \$1 per day or \$20 per month (\$10.00 for Norwalk and Santa Fe Springs residents).
- The Denver RTA charge \$1-2 per day for regional residents and \$2-4 per day for out-of-region residents for use of parking-and-ride lots.

**Ventura, California** (Nelson/Nygaard 2006;  
<http://venturatransportation.blogspot.com/search/label/parking>)

The City of San Buenaventura, commonly called Ventura, is located on the California coast just north of Los Angeles. It has about 100,000 residents. The city is currently introducing user pay parking, with prices set to achieve a 15% vacancy rate and revenue return to the metered neighborhood. The municipal bylaw states, "All moneys collected from parking pay stations, and meters in this city shall be placed in a special fund, which fund shall be devoted exclusively to purposes within the geographic boundaries of the parking district from which the revenue is collected. Such moneys shall be used for the purposes stated in the parking district establishment ordinance."

***Aspen Downtown Parking Pricing ([www.aspenpitkin.com/Departments/Parking](http://www.aspenpitkin.com/Departments/Parking))***

Aspen, Colorado is a rapidly growing resort community. In 1991 the city built a 340-space underground parking structure in the center of downtown, but despite its convenient location and low price it was underused while on-street parking was congested. Many spaces were occupied by locals and downtown commuters who performed the “ninety-minute shuffle,” moving their vehicles every 90 minutes to avoid a parking ticket. In 1995 the city began charging for on-street parking using multi-space meters. Parking fees are highest in the center and decline with distance from the core. The city had a marketing campaign to let motorists know about the meters, including distribution of one free \$20 prepaid parking meter card to each resident to help familiarize them with the system. Motorists were allowed one free parking violation, and parking control officers provide an hour of free parking to drivers confused by the meters. Although some downtown workers initially protested (opponents organized a “Honk if you hate paid parking” campaign the day pricing began), pricing proved effective at reducing parking problems and six months later the program was supported in a municipal election by a 3-to-1 margin. Most downtown business people now support pricing to insure that convenient parking is available for customers and to help finance city programs.

***Evening and Weekend Parking Pricing (SFMTA 2009)***

The City of San Francisco evaluated the benefits of extending on-street parking pricing to evenings and weekends. It found:

- Demand for on-street parking is high in the evenings and on Sundays, which results in parking occupancies that are often higher than 100 percent due to illegal parking. It is hardest to find available parking spaces after 6 p.m. and on Sundays, when parking at meters is currently free and unrestricted.
- When San Francisco’s meters were first introduced in 1947, many businesses kept traditional hours, usually from 9 a.m. to 5 p.m., Mondays through Saturdays. Today, many businesses are open late in the evening and all day on Sundays, which creates demand for parking at times when parking meters do not currently operate.
- Many cities and towns around the country operate their parking meters Monday through Saturday until 10 p.m., midnight, or 2 a.m., as well as on Sundays.
- Parking availability is the aspect of parking that San Francisco residents value most highly. Cost, though not unimportant, ranked fifth (out of nine) as a concern.
- A plurality of residents supports metering in the evenings and on Sundays if meter revenues are used to improve pedestrian and bicycle facilities and Muni service. Residents who never drive or drive rarely are more likely to support extending the hours than those who drive frequently.

As a result of this analysis city planners developed specific recommendations for expanding the hours of priced parking and improve user convenience, including improved marketing of Parking Cards, extended enforcement hours in residential areas adjacent to commercial streets to reduce potential parking spillover problems, adjust meter hours, prices and regulations to achieve 85% occupancy rate targets, and reduce hourly rates in public parking lots to attract motorists from on-street parking.



### ***Glendale Parking Pricing (Kodama 2010)***

Glendale, California is the third-largest city in Los Angeles County, with 207,000 residents. In 2007 the city adopted a comprehensive mobility strategy designed to help revitalize the downtown core. A key part of this strategy was to improve downtown customer parking convenience, reduce cruising for parking, and use available parking resources more efficiently. Glendale now has an integrated on-street and off-street pricing system that efficiently prices the most convenient on-street spaces, and offers free short-term (90 minute) parking in the surrounding garages.

Studies showed that, while on-street parking spaces in the commercial district on Brand Boulevard had more than 90% rates during peak periods, public garages were often only half occupied and virtually never totally full. This problem resulted from a lack of integration between on- and off-street parking.

“While the garages are not overly expensive, it is difficult to justify going into a garage to pay for something that seems to be given away for free,” the *Glendale Mobility Study* reported. “Market-priced on-street parking will save time, reduce traffic, conserve energy, improve air quality and increase public revenue.”

Changing drivers’ habits required a significant policy shift. Glendale approved a plan to eliminate free parking on the main commercial streets downtown. The city installed electronic, pay-per-space meters that allow “demand-responsive” pricing, the city monitors demand and adjusts rates to achieve 15% vacancy rates so spaces are usually available on each block.

Ending free parking in the downtown core was a major change so stakeholder involvement was crucial. Before the multi-space parking meters began operation in December 2008, the city launched a public relations campaign. During the first month “parking ambassadors” provided help at the parking meters and for six weeks only warning tickets were issued for first offenses.

In the system’s first year of operations Glendale experienced significant improvement in downtown parking efficiency. Prime parking spaces are available near businesses (the parking occupancy rate along Brand Boulevard that was previously above 90% has been reduced to about 80%), parking structures have increased occupancy, and there is improved capability to manage operations.

Merchants up and down Brand Boulevard see steady turnover of parking spaces in front of their shops. “For the first time in many years, customers can regularly find a parking space on Brand,” said Eric Olson, President of the Downtown Glendale Merchants Association.

The city’s new approach is the first step in an integrated transportation management system. As a result of the changes implemented, Glendale is expanding the program in several ways. Installation of multi-space parking meters in the city-owned parking lots is underway, and improvements to wayfinding signage and the transit system are in the works.

### ***Redwood City (<http://shoup.bol.ucla.edu/Redwood%20City.pdf>)***

The Redwood City, California parking ordinance is written to achieve efficient parking fees and return revenues to local business districts. The city council adopted the policy unanimously in 2005 with the support of local business leaders. Here are some ordinance excerpts:

To accomplish the goal of managing the supply of parking and to make it reasonably available when and where needed, a target occupancy rate of eighty-five percent (85%) is hereby established. At least annually and not more frequently than quarterly, the Parking Manager shall survey the average occupancy for each parking area in the Downtown Meter Zone that has parking meters. Based on the survey results, the Parking Manager shall adjust the rates up or down in twenty-five cent (\$0.25) intervals to seek to achieve the target occupancy rate.

Revenues generated from on-street and off-street parking within the Downtown Meter Zone boundaries shall be accounted for separately from other City funds and may be used only for the following purposes:

- A. All expenses of administration of the parking program
- B. All expenses of installation, operation and control of parking equipment and facilities within or designed to serve the Downtown Core Meter Zone
- C. All expenses for the control of traffic (including pedestrian and vehicle safety, comfort and convenience) which may affect or be affected by the parking of vehicles in the Downtown Core Meter Zone, including the enforcement of traffic regulations as to such traffic.
- D. Such other expenditures within or for the benefit of the Downtown Core Meter Zones the City Council may, by resolution, determine to be legal and appropriate.

***Austin Parking Benefit District ([www.ci.austin.tx.us/parkingdistrict/default.htm](http://www.ci.austin.tx.us/parkingdistrict/default.htm))***

Many neighborhood experience various parking spillover problems, including difficulty finding parking for residents and their visitors, concerns that public service vehicles cannot pass two lanes of parked vehicles on the street, or that parking on the street reduces neighborhood attractiveness.

These problems become an opportunity with the establishment of a *Parking Benefit District* (PBD) A PBD is created by metering on-street parking (either with pay stations on the periphery of the neighborhood or with traditional parking meters) and dedicating the revenue, less City expenses for maintenance and enforcement, towards improvements in the neighborhood that promote walking, cycling and transit use, such as sidewalks, curb ramps, and bicycle lanes. To encourage drivers to consider other ways to reach their destination without driving and parking in the neighborhood, parking meters inform drivers of alternative ways to reach their destination. Charging for parking and promoting alternatives should help reduce the number of people parking in the neighborhood, but those who park and pay the meter benefit the neighborhood with additional revenues. The PMD may be used in conjunction with a Residential Permit Parking program to ensure that residents and their visitors have access to parking.

The Parking Benefit District pilot program is funded in part by a grant from the Mobile Source Outreach Assistance program of the Environmental Protection Agency, which selects public education and outreach projects that directly support local efforts to improve air quality from mobile sources.

***British Columbia Parking Pricing***

Starting 1 January 2010 Downtown Vancouver parking rates range from \$1 to \$6 per hour. In other commercial areas prices range from \$1 to \$3 per hour. Pricing applies from 9am-10pm (13 hours, instead of 9-8, 11 hours) seven days a week, 365 days a year. All metered parking can be paid by phone using credit cards, with no extra charge (previously there was a 30¢ per transaction fee for telephone payments). The pay-by-phone system can also send a text messages to when a meter will soon expire.

Table 8 summarizes parking pricing practices in various BC communities.

**Table 8 Parking Pricing In British Columbia Cities**

City	Population	Area and Time	Priced Spaces	Rates	Notes
<a href="#">Burnaby</a>	216,336			\$1.00 per hour	On-street metered parking began 1998.
<a href="#">Coquitlam</a>	114,565	Downtown. Pinetree Way, Glen Drive, High Street and parkades		On-street: \$1.00 per hr. Off-street: \$0.50 per hr.	\$18 annual parking pass allows residents unlimited use of city parkades.
<a href="#">Kelowna</a>	106,707	Downtown, Priced 9 a.m. to 5 p.m. Mon. to Saturday	1,200 on-street 2,400 off-street	On-street: 50¢ per hour Off-street: 50¢ to \$1 per hr	Currently developing a downtown parking plan
<a href="#">Nanaimo</a>	78,692	Downtown	924 on-street 1,257 off-street	\$0.50 per hour	Currently developing a downtown parking plan.
<a href="#">New Westminster</a>	57,645				On-street meters were removed in the 1990s, but reinstalled and expanded since
<a href="#">Richmond</a>	174,461	Various commercial areas		On-street: \$2.00 per hour.	Introduced meters in 2003 and updated rates in 2008.
<a href="#">Surrey</a>	394,976	Various commercial arterials and Newton Town Centre		\$1.00 per hour	Introducing pay-and-display meters and expanding paid parking areas.
<a href="#">Vancouver</a>	578,041	Downtown and some local commercial districts	More than 6,000	\$1.00-5.00 per hour \$1.00-2.00 per hour outside downtown.	Meters are in effect seven days a week and until 10 pm.
<a href="#">Victoria</a>	78,659	Downtown	1,900 on-street 2,300 Off-street	On-street: \$2.00 per hr.	Is introducing Pay-&-Display meters.
<a href="#">Whistler</a>	9,595 permanent 1m an. visitors	Village center and day lots		\$1.00-2.00 per hour	Expanding user pay parking
<a href="#">White Rock</a>	18,755	Arena, hospital and along Marine Drive		\$1.00-2.00 per hour	Is introducing Pay-&-Display meters.

*This table summarizes parking pricing practices in various BC communities.*



### ***Perth, Australia (Richardson and Merz 2015)***

The Perth Parking Policy was developed during the late 1990's by state government agencies and the City of Perth. It included strict maximum limits on the amount of private tenant parking that could be provided for all development in the city. These limits could only be exceeded if the Minister for Transport on the recommendation of the Director General of Transport approved a variation. The Perth Parking Management Act also introduced a parking levy or tax on all non-residential parking bays, within the City of Perth, with few exemptions. The main elements of the policy are:

- Licensing of all non-residential parking with an annual licence fee payable for public and private off-street parking and public on-street parking administered by the City of Perth. All fees are paid into a trust account and all funds must be used for improvements to public transport or the pedestrian environment within the City of Perth. To date, all revenue has been used to fund revenue foregone from operation of the city centre free transit zone and the operation of three Central Area Transit (CAT) services that provide free travel between the major bus and rail stations and important business, education, medical and tourist precincts.
- Establishment of strict legal maximum levels of parking for new non-residential development within the city, based on the ground floor space of developable land.
- Establishment of three parking zones to control public parking – a pedestrian priority zone where no parking is permitted; a short stay zone where long stay (all day) parking is not permitted; and a general parking zone, which is on the perimeter of the city.

Ten years after implementation of the Perth parking policy there has been a 10% reduction of parking within the City of Perth; automobile mode share in central Perth has shifted significantly from car to public transport – car 17% down and public transport up 27%; total car travel on city streets and on approach roads to the city has decreased; and the city has continued to experience strong economic vitality and growth of both employment and retail.

The success of the Perth Parking Policy in reducing car travel to central Perth, without discouraging overall access to and activity within the city has encouraged decision makers to endorse more sustainable access and movement strategies.

### ***City of North Vancouver***

The City of North Vancouver, British Columbia is a suburban community easily accessible to downtown Vancouver by bridge and passenger ferry. It has a growing downtown that contains high-rise residential buildings, and diverse businesses including major corporate offices, shops and restaurants. It is experiencing increasing parking and traffic problems. In 2002 the city commissioned a parking study to identify solutions to these problems. A key recommendation was to price parking on major downtown commercial streets. This recommendation was rejected at the time due to merchant opposition.

In 2010 the City staff again proposed pricing approximately 1,200 on-street spaces (CNV 2010). An abundant supply of unpriced on-street parking would still be available nearby, including some spaces with 2-hour limits suitable for shoppers, and others with 72-hour limits suitable for commuters. Proposed fees would be one dollar for the first hour rising to two dollars for a second hour, which would generate an estimated million dollars annually (about 2% of the City's total annual budget, and nearly half its transportation and transit expenditure).

The city held a public hearing which attracted merchants and residents opposed to the proposal (nobody else had motivation to attend). They argued that pricing parking is a "cash-grab" by the city,

would harm downtown businesses, and would be unfair to lower-income motorists and residents of nearby streets that would experience spillover impacts (for examples of these objections see, “Parking Meters Coming To The City of North Vancouver,” ([www.northvancouverpolitics.com/2009/11/parking-meters-coming-to-city-of-north.html](http://www.northvancouverpolitics.com/2009/11/parking-meters-coming-to-city-of-north.html))). As a result, the following week the City Council rejected the proposal. This is a typical example of common obstacles that parking pricing must overcome. Below are possible responses.

***Whistler*** ([www.whistler.ca/index.php?Itemid=271&id=180&option=com\\_content&task=view](http://www.whistler.ca/index.php?Itemid=271&id=180&option=com_content&task=view))

The Resort Municipality of Whistler has charged for on-streets and underground parking. In mid-2009 it proposed fees for previously unpriced surface lots used by employees and visitors to more efficiently manage municipal parking facilities, encourage use of alternative modes, and raise revenue. Opponents raised various objections ([www.freewhistlerparking.com](http://www.freewhistlerparking.com)):

- Whistler is already an expensive place to visit and live, so priced parking will discourage visitors (and therefore business activity) and is unfair to residents, particularly lower-wage employees.
- Transportation alternatives are inadequate, so people must drive.
- The mayor’s wage is excessive.
- The decision was made with inadequate community input.

Although opponents were vocal and received media attention, they represent a minority of Village residents. The city council responded by delaying program implementation for several months and adjusting rates to offer discounts for shorter duration and local users (RMOW 2009). The revised rates are \$1 for the first hour, \$1 for the second, \$2 for the third. Whistler residents can receive refunds for time not used when they pay for parking.

### ***Santa Monica Introduces Efficient Parking Pricing***

Martha Groves (2009), "Santa Monica To Experiment With Parking Psychology: Consultants Find The City Doesn't Need More Spaces, It Needs To Change How They Are Used." *Los Angeles Times*, 14 Oct. 2009 ([www.latimes.com/news/local/la-me-parking-experiment15-2009oct15\\_0,6335426,print.story](http://www.latimes.com/news/local/la-me-parking-experiment15-2009oct15_0,6335426,print.story)).

Embracing a bold experiment to alter human behavior, Santa Monica is poised to raise parking rates on the city's most coveted downtown spots to discourage some motorists from using them. The idea is to get people out of their cars and end what city leaders deem an ill-advised subsidy for public parking.

By boosting rates, officials intend to make the parking closest to the congested Third Street Promenade expensive enough that some visitors will instead walk, take the bus or park in more-distant garages. If it works, the city would benefit from smoother traffic flow, reduced pollution as fewer people cruise for spaces and a better return on land developed for public parking. "What we're saying is: 'Parking's not free in Santa Monica anymore,'" said Councilman Bobby Shriver, who advocates changing the parking rules.

Santa Monica is one of several cities -- including Los Angeles, San Francisco and Washington, D.C. -- turning to market-based pricing in an effort to keep parking lots busy with paying customers while making alternatives such as walking, cycling or taking public transit more appealing.

Critics contend the proposed changes might chase customers away, a risky prospect in a city that depends heavily on sales tax dollars. "Because of the economic climate, any reason to choose another place is one too many," said Kathleen Rawson, chief executive of the Bayside District Corp., the public-private partnership that manages the downtown business district. Pricing proponents say the opposite is more likely: higher rates will mean more open parking spots, which would appeal to rushed customers. Moreover, the motorist willing to pay higher

rates is probably also willing to spend more in stores or leave bigger tips.

Santa Monica arrived at the market-based pricing idea when consultants hired to evaluate the need for additional downtown parking discovered something unexpected: The city actually had plenty. The problem was that visitors and employees were vying for the most convenient spots as hundreds or thousands of other outlying or privately owned spaces sat empty. "We don't really need more parking downtown," said Santa Monica Mayor Ken Genser. "It's the way the parking is being used that's a problem."

The study found that downtown employees were parking and reparking in structures on 2nd and 4th streets near the promenade to take advantage of the two-hours-free policy, taking away spaces from potential customers. To Shriver, the study's key revelation was that municipal structures had essentially become subsidized parking for private-sector employees. "The city policy in its public structures can't be that everybody who works on the promenade gets a free space," he said.

Santa Monica workers and residents have mixed views. Anne Troutman, an architect who lives near the shops and restaurants, sees higher parking fees "as a necessary and gentle step . . . along the path toward reducing our dependence on cars." But she worries about the elderly volunteers at places such as the Santa Monica Bay Woman's Club, for whom even a small increase might prove a hardship.

Hilary Kenny, a bartender who uses the municipal garages, said the current two-hours-free policy is a big selling point for visitors.

Higher rates, she said, would "discourage people who want to pop in to have a drink or go to a movie." However, she said \$1 for the second hour would be "not so bad."

The consultants recommended the city rebuild and expand two existing structures near the promenade but forgo building 1,000 new spaces. The city had projected that new or replacement spaces would cost about \$57,000 each. "It's shockingly expensive," said Steffen Turoff of Walker Parking Consultants, which prepared the Santa Monica report. "From an environmental and financial perspective, it's a waste to build more when so many spaces in this area sit empty even during the busiest times of the week."

Cities pay dearly to create and maintain free or inexpensive parking and devote a tremendous amount of land to it. Parking experts say the cost of building above-ground parking can range from \$15,000 to \$30,000 per space. Under-ground spaces can cost \$25,000 to \$70,000 each.

"We grow up thinking that somebody else should pay for parking," said Donald Shoup, a Yale-trained economist and UCLA urban planning professor who wrote "The High Cost of Free Parking," considered by many the definitive text on the subject. "The cost doesn't go away just because the driver doesn't pay for it."

Ideally, Shoup contends, a city would charge enough so that 85% of all parking spaces were occupied at any one time. If too many spaces are vacant, the price is too high. If no spaces are available, the price is too low.

Once Santa Monica city staff recommends a plan, perhaps by late this year, the City Council is expected to raise daily and nighttime rates

and monthly parking fees and charge a dollar for the second hour of parking in garages. A full day of parking would rise from \$7 to \$9 and on-street parking meters from \$1 to \$1.50 per hour.

Under an agreement with the Bayside District Corp., the city also will explore a comprehensive program to make better use of private parking lots, a centralized valet system, public-transit incentives and shuttles to and from outlying garages. Rates at the newer Main Library and Civic Center lots might be reduced.

Santa Monica's discussion reflects a vexing reality -- that parking has an "unbelievable power . . . to shape and distort cities," said Ventura City Manager Rick Cole. "It's illegal for a car to be homeless but not for people," he said. "As a result, we devote a huge amount of extraordinarily valuable real estate to asphalt and concrete and then we give it away."

Ventura, which does not charge for street parking, plans to install meters in January, three years after it first committed to market-based pricing. "You have to break the initial barrier of charging for parking," Cole said of the delay. He speaks from experience. As mayor of Pasadena in the early 1990s, he helped broker a deal with Old Pasadena retailers that paved the way for paid parking. All the meter revenue went into area amenities, which strengthened demand, turning Old Pasadena into a municipal cash cow.

Turoff, the consultant who managed the Santa Monica project, said it comes down to simple tradeoffs: "Do you want a free space, or do you want to be able to find a space? Are you going to substitute desirable destinations for car storage? You'd lose the attraction, but everybody could park there."

### **Workplace Parking Levy (WPL) Implementation (Soulsby 2021)**

A Workplace Parking Levy (WPL), which charges employers for the number of parking spaces they provide to employees, provides an incentive for employers to reduce parking supply and use non-auto travel modes, as well as generating new revenue that can be invested to improve active travel, public transport and urban realm.

### **Greenwich Village, New York (Bernstein 2010)**

In 2009 New York City increased Greenwich Village parking meter rates from \$2 to \$3 an hour during peak periods (compared with \$17 an hour in nearby garages). As a result, on-street parking spaces are almost always available. As a result, the city is now expanding this price structure to other areas.

### **Mexico City Parking Pricing Implementation (ITDP 2012)**

Mexico City experiences severe traffic and parking congestion, in part because most on-street parking is unpriced, resulting in constant conflicts over available parking. Parking pricing pilot projects in some neighborhoods have proven effective at insuring that motorists can always find a parking space, even in commercial areas. The Institute for Transportation and Development Policy has developed a guidance document (*Manual De Implementación De Sistemas De Parquímetros Para Ciudades Mexicanas*, which translates to, *Parking Meter System Deployment Manual for Mexican Cities*) which describes the benefits of more efficient parking pricing and how it can be implemented in Mexican cities.

### **European Parking Management (Kodransky and Hermann 2011)**

European cities are reaping the rewards of innovative parking policies, including revitalized town centers; big reductions in car use; drops in air pollution and rising quality of urban life, according to *Europe's Parking U-Turn: From Accommodation to Regulation*, published by the Institute for Transportation and Development Policy. The report examines European parking over the last half century, through the prism of ten European cities: Amsterdam, Antwerp, Barcelona, Copenhagen, London, Munich, Paris, Stockholm, Strasbourg and Zurich. It found:

- European cities are ahead of the rest of the world in charging rational prices for on-street parking. In Paris, the on-street parking supply has been reduced by more than 9% since 2003, and of the remaining stock, 95% is paid parking. The result, along with other transport infrastructure improvements, has been a 13% decrease in driving.
- Parking reforms are becoming more popular than congestion charging. While London, Stockholm, and a few other European cities have managed to implement congestion charging, more are turning to parking. Parking caps have been set in Zurich and Hamburg's business districts to freeze the existing supply, where access to public transport is easiest.
- Revenue gathered from parking tariffs is being invested to support other mobility needs. In Barcelona, 100% of revenue goes to operate Bicing—the city's public bike system. Several boroughs in London use parking revenue to subsidize transit passes for seniors and the disabled, who ride public transit for free.
- Parking is increasingly linked to public transport. Amsterdam, Paris, Zurich and Strasbourg limit how much parking is allowed in new developments based on how far it is to walk to a bus, tram or metro stop. Zurich has made significant investments in new tram and bus lines while making parking more expensive and less convenient. As a result, between 2000 and 2005, the share of public transit use went up by 7%, while the share of cars in traffic declined by 6%.

## Best Practices

Below are common recommendations for parking pricing implementation. Also see Shoup (2005), Litman (2006a), Marr (1999), MTC (2007), Rye and Ison (2005), Siegman (2008), and the *Parking Reform Website* ([www.parkingreform.org](http://www.parkingreform.org)).

- Wherever possible, charge directly for using parking facilities. This is more efficient and fair than paying for parking facilities indirectly.
- Manage and price the most convenient parking spaces to favor priority users. Charge higher rates and use shorter pricing periods at more convenient parking spaces (such as on-street and near building entrances) to increase turnover and favor higher-priority uses. Charge performance-based prices, set to maintain 85-90% occupancy rates.
- Implement parking pricing as part of an integrated parking management program that also includes improved user information on parking and transportation options, commuter trip reduction programs, improvements to alternative modes, and adequate, predictable and courteous enforcement.
- Improve pricing methods to make parking pricing more cost effective, convenient and fair. They should accept coins, bills and credit cards, and allow motorists to pay for just the amount of parking they will use (rather than requiring prepayment based on expected parking duration).
- Avoid excessive parking supply. Apply reduced and more flexible parking standards that reduce requirements if parking is efficiently managed.
- Establish pricing policies that respond to changing conditions and demands. Optimal rates may vary from one location or time to another, and often need adjustment as supply and demand changes, for example, if nearby parking lots are closed or new businesses open. Establish performance indicators and identify additional management strategies that can be deployed as needed if problems develop.
- Avoid discounts for long-term parking leases (i.e., cheap monthly rates). For example, set daily rates at least 6 times the hourly rates, and monthly rates at least 20 times daily rates. Even better, eliminate unlimited-use passes altogether. Instead, sell books of daily tickets, so commuters save money every day they avoid driving. Eliminate early-bird discounts.
- Create Parking Benefit Districts, with revenues used to benefit local communities.
- If parking must be subsidized, offer comparable benefits for use of other travel modes, such as Cash Out payments.
- Tax parking spaces. Reform existing tax policies that favor free parking. For example, tax land devoted to parking at the same rate as land used for other development.

Parking pricing implementation requires changing well-entrenched habits and institutional practices, so it is important to build community support. Opponents focus on parking pricing problems and costs, while overlooking benefits. It is important to identify all benefits and to illustrate savings and benefits to typical households. Clearly communicate the options a community faces. For example, explain that “without parking pricing downtown parking problems will grow and property taxes will need to increase by 5%.” Identify benefits to businesses, including improved customer and delivery convenience, and funding for new services or tax reductions.

It is sometimes appropriate to implement pricing on a trial basis to allow community members to experience the system in operation. Identify specific responses that can be used to address potential



problems, such as improved enforcement to address spillover parking, and targeted discounts and exemptions to support retail businesses. Create a business advisory committee to oversee pricing implementation.

Table 9 describes common objections and obstacles to parking pricing, and potential solutions.

**Table 9 Parking Pricing Obstacles and Potential Solutions**

Objections and Obstacle	Potential Solutions
User inconvenience, delay and frustration with pricing systems and enforcement practices.	Use more convenient pricing systems. Use meters that offers multiple payment options (coins, bills, credit and debit cards, and pay-by-phone) and only charges for the exact amount of time a vehicle is parked. Improve user information on their transport and parking options. Insure that enforcement is fair, friendly and courteous.
High transaction costs, including expenditures on equipment (parking meters) and operations, which consume a significant portion of revenues (often hundreds of dollars annually per space).	Use more cost effective pricing systems, including multi-space meters (each of which serves about ten spaces), and integrated systems that achieve scale economies.
Spillover impacts (motorists parking illegally in nearby parking lots or on residential streets).	Implement parking pricing as part of an integrated parking management program that includes improved parking regulation, user information and enforcement which anticipate and address spillover impacts.
Reduced business and economic activity if competitors offer unpriced parking.	Design parking pricing to improve business access, by favoring delivery and customer vehicles, providing convenient information to customers on their transport and parking options, and supporting other modes. Use portion of revenues to support local economic development. Offer targeted discounts and exemptions, such as customer parking validation.
Financial burden on motorists, particularly those with lower-incomes.	Implement parking pricing in ways that maintain affordable parking options (such as free or low-priced parking a few blocks away) and improvements to alternative modes. Use revenues in ways that benefit lower-income people.
Where parking supply is abundant it seems inefficient to price parking, if this results in spaces left unoccupied.	Allow parking supply to be reduced to optimal level. Rent or lease excess parking spaces, or convert land to other uses.
General unhappiness and distrust of government (perception that taxes are excessive, services are poor, and mayors are overpaid).	Implement parking pricing in a transparent and predictable way. Clearly define how revenues will be used and how this benefits citizens.

*This table identifies ways to address common objections and obstacles to parking pricing implementation.*



## Conclusions

Although most parking is unpriced, truly free parking only exists in the game of *Monopoly*; the real choice is between paying directly or indirectly for parking facilities. Paying directly is more efficient and fair, and helps achieve various planning objectives including improved user convenience, reduced parking and traffic problems, and increased revenues.

Parking is a valuable resource. A typical urban parking space has a \$500 to \$1,500 annualized value, so offering free parking is equivalent to offering a stack of \$100 bills. Unpriced parking increases vehicle ownership and use, typically by about 20%, and so increases traffic problems and land use sprawl.

More efficient parking pricing can provide numerous benefits. It increases parking turnover, encourages motorists to use less convenient spaces and shift mode when possible, and reduces parking demands and therefore total parking costs. It reduces total vehicle travel and therefore problems such as traffic congestion, roadway costs, accidents, energy consumption and pollution emissions. Efficient parking pricing can provide substantial new revenue: it can finance 5% to 10% of municipal budgets, and increase revenues or reduce rents for urban development.

### Parking Pricing Benefits

- Insures that a parking space is virtually always available, increasing user convenience and reducing cruising for parking.
- Makes the most convenient spaces available for higher value trips (delivery and service vehicles, errands and shoppers) and encourages longer term parkers to use less convenient spaces.
- Tends to be more flexible to users, and more cost effective to enforce than regulations.
- Reduces total vehicle travel and therefore traffic congestion, roadway costs, accidents, energy consumption and pollution emissions.
- Generates revenues, so motorists help pay for the local parking and roadway facilities they use. Insures that motorists, including non-residents, help finance local road and parking facilities.

Parking pricing is best implemented as part of an integrated parking management program that also includes improved user information, reduced and more flexible parking requirements, and improved enforcement of parking regulations. Current trends are increasing the benefits of efficient parking pricing, including increasing road and parking congestion, increased urbanization, and growing demand for alternative modes.

Parking can be priced in various situations. Virtually any location with a “parking problem,” is a candidate for efficient parking pricing. Municipal governments can price on-street parking, and off-street parking lots at destinations such as recreation centers. They can expand when and where parking is priced to include residential streets, evenings and Sundays. Campuses, hospitals and transportation terminals can charge for parking. Private buildings can price and unbundle parking. Commercial operators can be encouraged to offer for-profit parking.

Despite these benefits, parking pricing is unusual and difficult to implement, since it requires changing well-entrenched practices. However, support for priced parking tends to increase as people better understand the trade-offs involved. If asked, “Do you want free or priced parking?” people generally

choose the free parking. However, if asked, “Do you want to pay for parking directly and always be able to find a space, or pay indirectly through higher rents, taxes and retail prices for congested facilities?” the preference for unpriced parking declines.

Parking pricing has been successfully introduced in many communities. The most economically successful commercial areas generally have priced parking. Legitimate objections to parking pricing can be addressed with appropriate policies and strategies, such as improved pricing systems, better user information, and targeted discounts for customers and people with disabilities. Table 10 summarizes benefits and costs of parking pricing for various perspectives, and possible responses to common objections.

**Table 10 Efficient User Pay Parking Benefits And Costs Summary**

Group	Benefits	Costs	Responses
Motorists	Improves parking spaces are always available. More flexible than regulations. Reduces traffic congestion.	Motorists bear the inconvenience and financial costs of paying for parking.	Use convenient payment systems. Insure that cheaper parking is available nearby. Provide adequate user information.
Lower-income commuters	May improve transport options (walking, cycling, ridesharing and transit).	Increases costs.	Improve transport options. Offer discounts for lower-income motorists
Non-users (people who do not use downtown parking)	Increases fairness. Non-users are no longer forced to pay for parking facilities they do not use.		Improve alternative modes (walking, cycling, ridesharing, public transit, etc.)
Downtown businesses	Improves convenience for deliveries and customers.	May discourage some shoppers. May increase employees commuting costs.	Use revenues to improve alternative modes and downtown services. Offer free parking coupons to customers.
Nearby residents	Increases fairness and lower taxes. Reduces traffic problems.	Some neighborhood streets may experience more spillover parking problems.	Monitor and enforce parking regulations.
City administration	Reduces parking congestion. More cost effective than regulations. Provides revenues.	Increases parking spillover problems.	Develop integrated parking management program.

*This table summarizes user pay benefits and costs, and solutions to problems, for various groups.*

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