

# **Exhibit G**

## **Parking Study**

**REVISED SECTION II – FUTURE CONDITIONS  
for DISTRICT D  
PARKING STUDY OF THE GREATER  
MILWAUKEE AREA**

**MILWAUKEE COUNTY  
ECONOMIC DEVELOPMENT**

PREPARED BY:



REVISED JULY 2014

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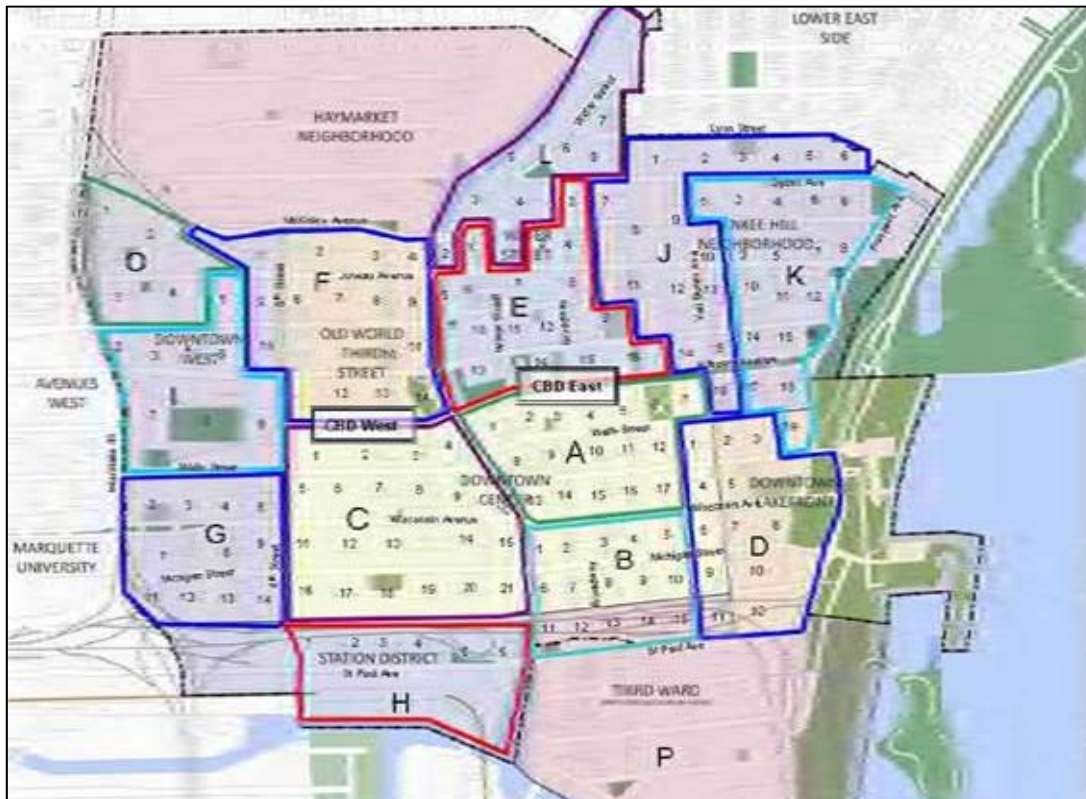
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**I. EXECUTIVE SUMMARY**

A Plan for the City of Milwaukee’s Downtown was first completed in 1999, with the purpose of serving as a policy guide for physical development in this area of the city. Many aspects of that plan were implemented with success. In 2010, the City of Milwaukee prepared a Parking Study of the Greater Milwaukee Area (the Original Study) focusing on three aspects of parking: 1) determining how the existing public and private parking system operates (Section I – Existing Conditions); 2) evaluating the parking needs of continued economic growth (Section II – Future Conditions); and 3) implementation of policies to support growth (Section III – Policy Making). The study was published by the City in December 2010.

**FIGURE 1 – PARKING STUDY DISTRICTS**



In late 2013, Milwaukee County Economic Development retained DESMAN to update the study relative to development activity in District D of the study (Figure 1). This document is referred to as the 2010 Parking Study of the Greater Milwaukee Area, Revised Section II - Future Parking Needs for District D (the Update). Since there are numerous references to the Original Study, it may be necessary for the reader to have access to the Original Study to fully understand the discussion herein. The following presents the methodology and findings of the parking analysis conducted for District D.

**A. SCOPE OF THE UPDATE FOR DISTRICT D**

One of the assumptions in the Original Study assumed no new development occurring in District D, referred to as the Lakefront District. Since the time the Original Study was prepared, there have been several major projects announced in District D that should be evaluated in the Update, including:

- Northwestern Mutual (NM) Tower & Commons (Block D1);
- 833 East (Block D3);
- Couture (Block D2); and
- 827 East Clybourn (Block D12).

In addition, there will be changes on the parking supply that should be considered in the Update including:

- Permanent elimination of approximately 1,671 surface parking spaces as part of the 794 construction; and
- Whether the O'Donnell Parking Structure (1,332 spaces) can be sold.

One of the aspects of the evaluation is the use of O'Donnell Park garage for the new Northwestern Mutual Tower. Currently there are several several cultural venues that rely upon the garage to meet some or all their parking needs including:

- Betty Brinn Children's Museum;
- The Milwaukee Art Museum;
- Discovery World;
- War Memorial; and
- Summerfest.

Although detailed data was not available, the report findings include a discussion of the potential impact on these venues. This Update to Section II of the Original Study includes the parking impacts of the potential development and issues listed above; including updated revised tables and narrative. The Update includes the impact of changes in land use and the addition or loss of parking supply as well as any increase or reduction in parking demand in District D.

As part of the Update, Milwaukee County provided contact information and introductions to relevant property owners and developers so that they can be contacted to independently verify development projects. The update includes an analysis and findings relative to the parking supply and demand for the weekday business peak parking period and a discussion of the evening and weekend peak parking considerations.

In addition, the Update includes a recommended range of hourly and monthly parking fees given the potential increase in parking demand associated with proposed development.

## **B. SUMMARY OF ANALYSIS**

This Update illustrates that there appears to be adequate parking within District D, primarily in O'Donnell Park, to meet the needs of NM and the other development projects as presented herein. However, the availability of parking is based on two significant assumptions included in this Update and considered the baseline for the analysis:

1. The 1,414 parkers currently using the Lake Lot can find convenient parking within Area P - Historic Third Ward. There has not been a study that validates that assumption. The impact on parking is almost 1 for 1. In other words, if 400 spaces are available, the demand for parking in District D will increase by about 1,014 parkers. If 1,000 spaces are available in Area P, then the parking demand in District D increase by 414 spaces, and so on.
2. O'Donnell Park needs to maintain about 200 spaces during the weekdays for use by BBCM and MAM. That need is assumed to be in the parking demand as presented. However, a

set-aside for BBCM and MAM needs to be memorialized in an agreement for those cultural venues to continue to flourish.

**SENSITIVITY ANALYSIS – ALTERNATIVE SCENARIOS**

The analysis also includes two alternative scenarios to consider. The first uses the “Observed Occupancy Count” for District D rather than the calibrated model results that were used for the entire study area. The observed occupancy count for District D was 5,400 spaces (5,144 spaces off-street and 256 spaces on-street) rather than the modeled demand of 4,369 spaces (4,134 spaces off-street and 236 spaces on-street), a difference of 1,039 spaces. When the observed occupancy of 5,400 is adjusted for 75 percent office occupancy the post-2017 demand becomes 5,786 spaces (5,512 spaces off-street and 274 spaces on-street) and the result shows the number of available parking spaces decreases about 1,105 spaces, from 262 spaces to a deficit of 843 spaces. The 90 percent adjusted supply deficit increases from a shortage of 556 spaces to 843 spaces as described earlier in the base condition analysis.

The analysis is then repeated also using the “Observed Occupancy Count” but including an adjustment to the demand data for the Lake Lot. Previous analyses assumed the demand from the Lake Lot was absorbed by available parking in the Area P. However, an additional analysis was conducted to illustrate the impact on District D if the Lake Lot demand cannot be accommodated elsewhere and the resultant deficit in District D parking supply. As a result, the number of available parking spaces increases to a deficit of 2,257 spaces. The 90 percent adjusted supply deficit increases from a shortage of 1,783 spaces to 3,354 spaces.

**C. IMPACT ON RATES**

While the appraisal indicates a significant increase in rates is achievable, we believe this only pertains to the monthly rates since the hourly rates are consistent with the marketplace. This would set O’Donnell Park monthly rates at \$135 per month which remains competitive with other facilities, a little higher than some and lower than most. An annual permit equating to about \$120 per month (\$1,440 annually) would provide an opportunity to increase cash flow, yet maintain a competitive monthly rate to maintain and/or attract monthly parkers.

The only place we see room for growth in daily parking rates is probably within the first ½ hour of parking. This rate could be increased by 25 percent or more, from \$2.00 to \$2.25 or \$2.50, although will likely have a nominal impact on revenues. There may be room for other minor adjustment in hourly rates which could have more of an impact. Typically, information regarding length of stay for parkers is analyzed so that incremental increases in parking can be implemented that have the highest return to the Owner. At the same time, there may be some reductions or other measures than can be offered to users that has little to no impact on revenue given other adjustments.

**D. IMPACT ON POLICY**

If the County maintains ownership of the O’Donnell Park parking structure there is an opportunity to increase rates to a higher base and still maintain their competitive place in the market. This is particularly true when the Lake Lot is demolished.

Though there are ways to evaluate and increase the value of the O’Donnell Park facility through increases in rates, however, given the time, and the long-term instability of the market (if NM builds their own garage) it seems that a negotiated sale is the cleanest.

However, if NM builds a parking facility to meet their own needs, up to 149 parkers or so will vacate the O’Donnell Park facility to park in the NM parking structure. The reduction in parking demand

would likely result in a significant loss in revenue. The challenge at that point is how to maximize your revenue, maintain the parkers you have at current rates or reduce rates to try and attract more monthly parkers. It is not a difficult strategy to implement.

If the County sold the O'Donnell Park facility to NM, long-term accommodations for BBCM and MAM needs would need to be maintained.



## **II. ANALYSIS UPDATE**

In the Original Study, the future conditions scenario was developed based on a linear process starting with the existing conditions land use and parking demand and supply, then overlaying a level of growth associated with an assumed increase in office occupancy of the existing office building stock (referred to as the Future Base Condition). In the final step, a list of potential development projects was then overlaid on the future base condition to create the Future Cumulative Parking Conditions. There were four components to developing the Future Cumulative Parking Conditions:

- Summary of Existing Conditions for the five sub-areas, A, B, C, D and E;
- Analysis of the potential for growth for office development based on current available office vacancies as provided by your office;
- Analysis of the potential development projects; and
- Cumulative impact on parking needs that begin with existing conditions parking supply and demand, potential increases in office use in existing buildings based on estimated occupancy rates by sub-area and finally, the impact on parking needs as a result of moving forward with the list of potential development projects.

Although there were five sub-areas (also referred to as “districts”), District D (the Lakefront District), had no development projects proposed and no growth beyond an adjustment to parking demand based on the assumed increase in office occupancy discussed in further detail below. However, the parking supply in District D was highly utilized, averaging about 78 percent occupancy in the peak period.

Assuming continuation of current trends, any additional development or economic growth, or any reduction in the parking supply, would have a significant impact on the availability of parking in District D. Consequently as new development planning has gained momentum over the past several years, and Wisconsin DOT began the 794 ramp reconstruction, concerns related to meeting the parking demands associated with both existing and new development became a concern.

The following analysis follows the same methodology as the original study (as listed above), but focuses on development in District D only.

### **A. EXISTING CONDITIONS (2010 ORIGINAL STUDY)**

Revised Table 1, shown below, has been extracted from Table 1 – Existing Conditions Parking Data Summary in the Original Study to show only the public and private, on- and off-street, parking supply and demand for District D. Consistent with the methodology used in the Original Study, the raw data contained in Table 1 (and Revised Table 1) was used as the basis for adjusting the data to represent a “Future Base Condition”.

Table 5 in the Original Study showed the summary of parking demand and occupancy for existing conditions (taken from Table 1) by district and assumed office occupancies at 70 percent. Parking occupancies were identified by highlighter if the off-street, on-street or total parking demand for a district approached or exceeded the “peak hour design condition.” For analysis purposes of existing conditions, as well as operationally, an occupancy rate of 85 percent represents a full parking system. Please note that later in this Update, “target occupancy” of 90 percent is used when projecting cumulative on- and off-street parking needs for District D where the changes to the on-street parking demand and supply are nominal relative to the findings.

**PARKING STUDY OF THE GREATER MILWAUKEE AREA**  
**REVISED SECTION II - FUTURE PARKING NEEDS FOR DISTRICT D**

7/2014

**Revised Table 1– Existing Conditions Parking Data Summary for District D<sup>1</sup>**

| Blocks        | Block Boundaries |               |              |              | Off-Street Parking     |            |            |                            |              |            |                      |              |            |                      |              |            |                            |            |            |                                |              |            |                          |            |            |                          |              |            |                          |              |            |
|---------------|------------------|---------------|--------------|--------------|------------------------|------------|------------|----------------------------|--------------|------------|----------------------|--------------|------------|----------------------|--------------|------------|----------------------------|------------|------------|--------------------------------|--------------|------------|--------------------------|------------|------------|--------------------------|--------------|------------|--------------------------|--------------|------------|
|               |                  |               |              |              | Public Facility - City |            |            | Public Structure - Private |              |            | Public Lot - Private |              |            | Total Public Parking |              |            | Restricted Facility - City |            |            | Restricted Structure - Private |              |            | Restricted Lot - Private |            |            | Total Restricted Parking |              |            | Total Off-Street Parking |              |            |
|               | Street 1         | Street 2      | Street 3     | Street 4     | # of Spcs              | Spcs Occup | % Occup    | # of Spcs                  | Spcs Occup   | % Occup    | # of Spcs            | Spcs Occup   | % Occup    | # of Spcs            | Spcs Occup   | % Occup    | # of Spcs                  | Spcs Occup | % Occup    | # of Spcs                      | Spcs Occup   | % Occup    | # of Spcs                | Spcs Occup | % Occup    | # of Spcs                | Spcs Occup   | % Occup    |                          |              |            |
| 1             | Wells St         | Mason St      | Jackson St   | Van Buren St | 0                      | 0          | N/A        | 0                          | 0            | N/A        | 0                    | 0            | N/A        | 0                    | 0            | N/A        | 0                          | 0          | N/A        | 15                             | 8            | 53%        | 128                      | 63         | 49%        | 143                      | 71           | 50%        | 143                      | 71           | 50%        |
| 2             | Wells St         | Mason St      | Van Buren St | Cass St      | 0                      | 0          | N/A        | 0                          | 0            | N/A        | 0                    | 0            | N/A        | 0                    | 0            | N/A        | 0                          | 0          | N/A        | 990                            | 850          | 86%        | 0                        | 0          | N/A        | 990                      | 850          | 86%        | 990                      | 850          | 86%        |
| 3             | Wells St         | Mason St      | Cass St      | Marshall St  | 0                      | 0          | N/A        | 0                          | 0            | N/A        | 0                    | 0            | N/A        | 0                    | 0            | N/A        | 0                          | 0          | N/A        | 0                              | 0            | N/A        | 39                       | 24         | 62%        | 39                       | 24           | 62%        | 39                       | 24           | 62%        |
| 4             | Mason St         | Wisconsin Ave | Jackson St   | Van Buren St | 0                      | 0          | N/A        | 0                          | 0            | N/A        | 0                    | 0            | N/A        | 0                    | 0            | N/A        | 0                          | 0          | N/A        | 48                             | 45           | 94%        | 286                      | 229        | 80%        | 334                      | 274          | 82%        | 334                      | 274          | 82%        |
| 5             | Mason St         | Wisconsin Ave | Van Buren St | Prospect Ave | 0                      | 0          | N/A        | 0                          | 0            | N/A        | 0                    | 0            | N/A        | 0                    | 0            | N/A        | 0                          | 0          | N/A        | 0                              | 0            | N/A        | 0                        | 0          | N/A        | 0                        | 0            | N/A        | 0                        | 0            | N/A        |
| 6             | Wisconsin Ave    | Michigan St   | Jackson St   | Van Buren St | 0                      | 0          | N/A        | 0                          | 0            | N/A        | 0                    | 0            | N/A        | 0                    | 0            | N/A        | 0                          | 0          | N/A        | 114                            | 92           | 81%        | 152                      | 125        | 82%        | 266                      | 217          | 82%        | 266                      | 217          | 82%        |
| 7             | Wisconsin Ave    | Michigan St   | Van Buren St | Cass St      | 0                      | 0          | N/A        | 0                          | 0            | N/A        | 0                    | 0            | N/A        | 0                    | 0            | N/A        | 0                          | 0          | N/A        | 0                              | 0            | N/A        | 0                        | 0          | N/A        | 0                        | 0            | N/A        | 0                        | 0            | N/A        |
| 8             | Wisconsin Ave    | Michigan St   | Cass St      | Lincoln Mem. | 0                      | 0          | N/A        | 1582                       | 1104         | 70%        | 0                    | 0            | N/A        | 1582                 | 1104         | 70%        | 0                          | 0          | N/A        | 203                            | 168          | 83%        | 0                        | 0          | N/A        | 203                      | 168          | 83%        | 1785                     | 1272         | 71%        |
| 9             | Michigan St      | Clybourn St   | Jackson St   | Van Buren St | 0                      | 0          | N/A        | 0                          | 0            | N/A        | 170                  | 122          | 72%        | 170                  | 122          | 72%        | 0                          | 0          | N/A        | 0                              | 0            | N/A        | 78                       | 47         | 60%        | 78                       | 47           | 60%        | 248                      | 169          | 68%        |
| 10            | Michigan St      | Clybourn St   | Van Buren St | Lincoln Mem  | 0                      | 0          | N/A        | 890                        | 712          | 80%        | 0                    | 0            | N/A        | 890                  | 712          | 80%        | 0                          | 0          | N/A        | 202                            | 141          | 70%        | 0                        | 0          | N/A        | 202                      | 141          | 70%        | 1092                     | 853          | 78%        |
| 11            | Clybourn St      | St. Paul Ave  | Jackson St   | Van Buren St | 0                      | 0          | N/A        | 0                          | 0            | N/A        | 0                    | 0            | N/A        | 0                    | 0            | N/A        | 0                          | 0          | N/A        | 0                              | 0            | N/A        | 0                        | 0          | N/A        | 0                        | 0            | N/A        | 0                        | 0            | N/A        |
| 12            | Clybourn St      | Chicago St    | Van Buren St | Harbor Dr    | 0                      | 0          | N/A        | 0                          | 0            | N/A        | 1671                 | 1414         | 85%        | 1671                 | 1414         | 85%        | 0                          | 0          | N/A        | 0                              | 0            | N/A        | 0                        | 0          | N/A        | 0                        | 0            | N/A        | 1671                     | 1414         | 85%        |
| <b>Totals</b> |                  |               |              |              | <b>0</b>               | <b>0</b>   | <b>N/A</b> | <b>2472</b>                | <b>1,816</b> | <b>73%</b> | <b>1841</b>          | <b>1,536</b> | <b>83%</b> | <b>4313</b>          | <b>3,352</b> | <b>78%</b> | <b>0</b>                   | <b>-</b>   | <b>N/A</b> | <b>1572</b>                    | <b>1,304</b> | <b>83%</b> | <b>683</b>               | <b>488</b> | <b>71%</b> | <b>2255</b>              | <b>1,792</b> | <b>79%</b> | <b>6568</b>              | <b>5,144</b> | <b>78%</b> |

| Blocks       | Block Boundaries |               |              |              | On-Street Parking |            |            |                  |            |            |                         |            |            | Total On- and Off-Street Parking |              |            |
|--------------|------------------|---------------|--------------|--------------|-------------------|------------|------------|------------------|------------|------------|-------------------------|------------|------------|----------------------------------|--------------|------------|
|              |                  |               |              |              | Metered           |            |            | Unmetered Stalls |            |            | Total On-Street Parking |            |            |                                  |              |            |
|              | Street 1         | Street 2      | Street 3     | Street 4     | # of Spcs         | Spcs Occup | % Occup    | # of Spcs        | Spcs Occup | % Occup    | # of Spcs               | Spcs Occup | % Occup    | # of Spcs                        | Spcs Occup   | % Occup    |
| 1            | Wells St         | Mason St      | Jackson St   | Van Buren St | 36                | 20         | 56%        | 0                | 0          | N/A        | 36                      | 20         | 56%        | 179                              | 91           | 51%        |
| 2            | Wells St         | Mason St      | Van Buren St | Cass St      | 38                | 23         | 61%        | 0                | 0          | N/A        | 38                      | 23         | 61%        | 1028                             | 873          | 85%        |
| 3            | Wells St         | Mason St      | Cass St      | Marshall St  | 44                | 27         | 61%        | 0                | 0          | N/A        | 44                      | 27         | 61%        | 83                               | 51           | 61%        |
| 4            | Mason St         | Wisconsin Ave | Jackson St   | Van Buren St | 24                | 23         | 96%        | 0                | 0          | N/A        | 24                      | 23         | 96%        | 358                              | 297          | 83%        |
| 5            | Mason St         | Wisconsin Ave | Van Buren St | Prospect Ave | 55                | 54         | 98%        | 0                | 0          | N/A        | 55                      | 54         | 98%        | 55                               | 54           | 98%        |
| 6            | Wisconsin Ave    | Michigan St   | Jackson St   | Van Buren St | 40                | 32         | 80%        | 0                | 0          | N/A        | 40                      | 32         | 80%        | 306                              | 249          | 81%        |
| 7            | Wisconsin Ave    | Michigan St   | Van Buren St | Cass St      | 7                 | 7          | 100%       | 0                | 0          | N/A        | 7                       | 7          | 100%       | 7                                | 7            | 100%       |
| 8            | Wisconsin Ave    | Michigan St   | Cass St      | Lincoln Mem. | 38                | 30         | 79%        | 0                | 0          | N/A        | 38                      | 30         | 79%        | 1823                             | 1302         | 71%        |
| 9            | Michigan St      | Clybourn St   | Jackson St   | Van Buren St | 40                | 19         | 48%        | 0                | 0          | N/A        | 40                      | 19         | 48%        | 288                              | 188          | 65%        |
| 10           | Michigan St      | Clybourn St   | Van Buren St | Lincoln Mem  | 12                | 12         | 100%       | 0                | 0          | N/A        | 12                      | 12         | 100%       | 1104                             | 865          | 78%        |
| 11           | Clybourn St      | St. Paul Ave  | Jackson St   | Van Buren St | 9                 | 9          | 100%       | 0                | 0          | N/A        | 9                       | 9          | 100%       | 9                                | 9            | 100%       |
| 12           | Clybourn St      | Chicago St    | Van Buren St | Harbor Dr    | 0                 | 0          | N/A        | 0                | 0          | N/A        | 0                       | 0          | N/A        | 1671                             | 1414         | 85%        |
| <b>Total</b> |                  |               |              |              | <b>343</b>        | <b>256</b> | <b>75%</b> | <b>0</b>         | <b>-</b>   | <b>N/A</b> | <b>343</b>              | <b>256</b> | <b>75%</b> | <b>6911</b>                      | <b>5,400</b> | <b>78%</b> |

<sup>1</sup> Block 8 has two garages providing 1,785 public and private spaces. One garage is the O'Donnell Park facility which, at the time, had 1,353 public use spaces. The other garage located at 875 E. Wisconsin Avenue (with access located on E. Michigan Avenue) had 635 spaces comprised of 432 public use and 203 restricted use spaces. Consequently, at the time, Block 8 provided a total of 1,582 public spaces (1,353 plus 432 spaces) and 203 restricted use spaces. Sometime since the data was collected in Revised Table 1, Milwaukee County department of Parks, reconfigured the O'Donnell Park garage which resulted in 1,332 spaces rather than the 1,352 spaces shown in the table

**Revised Table 5 – 2010 Office Occupancy at 70 Percent**

| Subarea | Off-Street |        |       | On-Street |        |       | Total  |        |       |
|---------|------------|--------|-------|-----------|--------|-------|--------|--------|-------|
|         | Demand     | Spaces | Occup | Demand    | Spaces | Occup | Demand | Spaces | Occup |
| D       | 4,134      | 6,568  | 63%   | 236       | 343    | 69%   | 4,369  | 6,911  | 63%   |

Revised Table 5, shown above, has been extracted from Table 5 (Original Study) and lists only the District D subarea parking supply and demand. As shown, the off-street parking occupancy was 63 percent, the on-street occupancy was 69 percent and the total occupancy was 63 percent.

**B. FUTURE BASE CONDITIONS**

Following the methodology of the Original Study, the parking demand data in Revised Table 5 was then adjusted further to represent a Future Base Condition by including the impact of increasing the office occupancy rate from 70 to 75 percent. Revised Table 3 was taken from Table 3 in the Original Study and lists the office adjustment that was applied to District D.

**REVISED TABLE 3 – EXISTING AND FUTURE POTENTIAL OFFICE OCCUPANCY**

| District D | Existing Avail. SF | Existing Occupied SF | Future Occupied SF | Increase in SF | Percent Increase |
|------------|--------------------|----------------------|--------------------|----------------|------------------|
| Office SF  | 3,846,324          | 70% 2,692,427        | 75% 2,884,743      | 192,316        | 7%               |

The result of the office adjustment was increase in occupancy of about seven percent which was applied to the model results for District D to obtain the values shown in Revised Table 6 below. Table 6 in the Original Study showed the result of adding the parking demand associated with the growth in office occupancy from 70 to 75 percent for the whole study area.

**REVISED TABLE 6 – FUTURE BASE CONDITIONS, OFFICE OCCUPANCY AT 75 PERCENT**

| Subarea | Off-Street |        |       | On-Street |        |       | Total  |        |       |
|---------|------------|--------|-------|-----------|--------|-------|--------|--------|-------|
|         | Demand     | Spaces | Occup | Demand    | Spaces | Occup | Demand | Spaces | Occup |
| D       | 4,429      | 6,568  | 67%   | 252       | 343    | 74%   | 4,682  | 6,911  | 68%   |

Revised Table 6, shown above, was extracted from Table 6 in the Original Study and shows the adjusted Future Base Condition parking demand associated with office occupancy at 75 percent. There was an estimated increase in off-street parking demand of approximately 295 employee parkers and approximately 16 visitors during the peak hour for a total increase of 312 parkers (some rounding error occurred). As shown, the off-street parking occupancy increased from 63 to 67 percent, the on-street occupancy increased from 69 to 74 percent and the total occupancy increased from 63 to 68 percent.

The parking demand and supply listed in Revised Table 6 will be the Future Base Condition used to evaluate the impact of potential new development in District D. Four potential development projects have been proposed in District D and the parking impacts of those developments are discussed in the next section.

**C. POTENTIAL DEVELOPMENT PROJECTS**

Consistent with the methodology in the Original study, the four potential development projects were reviewed to determine the parking peak hour parking demand and to identify if and how much on-site parking was provided as part of the project proposals, including:

1. Northwestern Mutual Tower & Commons;
2. Couture;
3. 833 E. Michigan; and

4. 827 E. Clybourn.

Figure 2 below identifies the locations within District D where the potential projects are located. At the time of the 2010 Study, Block D12 included a surface lot of 1,671 spaces, with a utilization of 1,414 spaces (the Lake Lot). As of the time of this Update, the Lake Lot is being used for construction staging for the 794 construction. A decision has not yet been made by the Wisconsin DOT of how many of this spaces, if any, will be put back on the market.

This update assumes that all of the spaces will be lost, and all of the existing users will park in other spaces in Area P (the Third Ward) on the outskirts of the downtown area where there may be a surplus. An analysis of Area P was not included in the 2010 Study, nor have any other areas been updated for this report other than District D.

Table 7 from the Original Study was updated, as reflected in Revised Table 7 below, to illustrate the development proposals listed above located in District D. Revised Table 7 provides an estimate of the parking generation for each of the four potential developments. The last three columns illustrate the estimated year of implementation for each potential development project.

Although the proposed Northwestern Mutual Tower & Commons is about 1,114,000 gsf in size, the data in the table is a result of calculating the net parking demand increase based on the incremental increase in office space from 513,479 gsf (the East Building) to 1,114,000 gsf minus the loss of parking demand associated with the demolition of the existing 28,526 gsf of retail space. The East Building will be demolished in 2014 and construction will begin on the NM Tower & Commons building.

**FIGURE 2 - DISTRICT D DEVELOPMENT**



As part of the development, NM expects that the 1,100 workers currently in the East Building remain in the downtown campus and that the new building provides NM to grow the work force by an estimated 1,900 additional employees by 2030.

**REVISED TABLE 7 - DISTRICT D PROPOSED/POTENTIAL DEVELOPMENT PROJECTS AND PARKING NEEDS**

| Project No. | Block No. | Project Name / Block Number         | Proposed / Potential use  | Type of Land Use                                    | Size (SF, Units)        | Parking Needs |       |        | Implementation |         |            |       |
|-------------|-----------|-------------------------------------|---|---|-------------------------|---------------|-------|--------|----------------|---------|------------|-------|
|             |           |                                     |   |   |                         | Rate          | per   | Demand | Requ'd         | 2014    | 2015/ 2016 | >2017 |
| 1           | D1        | Northwestern Mutual Tower & Commons | Block 5 East of Cass St. South of E. Mason St. North and West of Wisconsin Ave. | Phase 1<br>Demolition of existing Office and Retail | Office                  | (513,479)     | 2.80  | 1kgsf  | (1,438)        | (1,597) | ●          |       |
|             |           |                                     |   |   | Retail                  | (28,526)      | 3.00  | 1kgsf  | (86)           | (101)   | ●          |       |
|             |           |                                     |   |   | sub total               | (542,005)     |       |        | (1,523)        | (1,698) |            |       |
|             |           |                                     | Phase 2<br>Construct new Office Tower   | Office  | 1,114,000               | 2.80          | 1kgsf | 3,119  | 3,466          |         | ●          |       |
|             |           |                                     |   | Total   | 571,995                 |               |       | 1,596  | 1,768          |         |            |       |
| 2           | D2        | Couture                             | Eastern most parcel on East Michigan St.  | 44 Story Tower                                      | Hotel <sup>1</sup>      | 153           | 1.10  | rooms  | 168            | 187     |            | ●     |
|             |           |                                     |   |   | Apartments <sup>2</sup> | 293           | 1.30  | unit   | 381            | 423     |            | ●     |
|             |           |                                     |   |   | Retail                  | 60,000        | 3.00  | 1kgsf  | 180            | 212     |            | ●     |
|             |           |                                     |   |   | Total                   | 383,600       |       |        | 729            | 822     |            |       |
| 3           | D3        | 833 East Michigan                   | 833 East Michigan St.   | Class A Multi Tenant Office Building                | Office                  | 358,000       | 2.80  | rooms  | 1,002          | 1,114   |            | ●     |
|             |           |                                     |   |   | Restaurant              | 4,400         | 5.94  | 1kgsf  | 26             | 29      |            | ●     |
|             |           |                                     |   |   | Apartments <sup>2</sup> | 25            | 1.30  | unit   | 33             | 36      |            | ●     |
|             |           |                                     |   |   | Total                   | 387,400       |       |        | 1,061          | 1,179   |            |       |
| 4           | D12       | 827 E. Clybourne                    | 827 East Clybourne  | Class A Multi Tenant Office Building                | Office                  | 350,000       | 2.80  | rooms  | 980            | 1,089   |            | ●     |
|             |           |                                     |   |   | Restaurant              | 4,400         | 5.94  | 1kgsf  | 26             | 29      |            | ●     |
|             |           |                                     |   |   | Apartments <sup>2</sup> | 25            | 1.30  | unit   | 33             | 36      |            | ●     |
|             |           |                                     |   |   | Total                   | 379,400       |       |        | 1,039          | 1,154   |            |       |

Once the 794 construction is complete, the Wisconsin DOT will have a surplus parcel on Block D12, known as 827 E. Clybourn. This update assumes a project at 827 E. Clybourn of similar size and scale to 833 E. Michigan, as shown in Revised Table 7 above. The project would not be constructed and available for occupancy until well beyond 2017, at which time it is anticipated that any surplus of parking in District D would be gone. Consequently, this update assumes that in order to develop 827 E. Clybourn, the development proposal would need to include enough parking spaces to meet its own demand. This is illustrated in more detail in the following sections.

Consistent with the Original Study, Table 8 was updated to what is shown below as Revised Table 8. Revised Table 8 includes the same data as Revised Table 7 except additional detail shown regarding employee versus visitor spaces (off-street versus on-street parking demand). The footnote to Revised Table 8 is shown immediately following the table and lists the parking generation factors used to estimate off-street, on-street and total parking demand by land use type.

**REVISED TABLE 8 – DISTRICT D POTENTIAL FUTURE DEVELOPMENT PARKING GENERATION**

| No.          | Project                             | Sub Area | Office           | Retail   | Apartmt  | Rest.    | Hotel    | Total            | Projected Peak Hour Demand <sup>1</sup> |              |            |
|--------------|-------------------------------------|----------|------------------|----------|----------|----------|----------|------------------|---|--------------|------------|
|              |                                     |          |                  |          |          |          |          |                  | Total                                   | Off-St.      | On-St.     |
| D1           | Northwestern Mutual Tower & Commons |          |                  |          |          |          |          |                  |   |              |            |
|              | Demolition                          | 1        | (513,479)        | (28,526) | 0        | 0        | 0        | (542,005)        | (1,523)                                 | (1,376)      | (147)      |
|              | New                                 | 1        | <u>1,114,000</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>1,114,000</u> | <u>3,119</u>                            | <u>2,963</u> | <u>156</u> |
|              | Total                               | 1        | 600,521          | (28,526) | 0        | 0        | 0        | 571,995          | 1,596                                   | 1,587        | 9          |
| D2           | Couture                             | 2        | 0                | 60,000   | 293      | 0        | 153      | 383,600          | 729                                     | 548          | 181        |
| D3           | 833 East Michigan                   | 3        | 358,000          | 0        | 25       | 4,400    | 0        | 387,400          | 1,061                                   | 987          | 74         |
| D4           | 827 E. Clybourn                     | 12       | 350,000          | 0        | 25       | 4,400    | 0        | 379,400          | 1,039                                   | 966          | 73         |
| Total > 2014 |                                     |          | 1,308,521        | 31,474   | 343      | 8,800    | 153      | 1,722,395        | 4,425                                   | 4,089        | 336        |

<sup>1</sup>Parking Generation Table

| Land Use   | units | Parking Demand Factors |        |       |
|------------|-------|------------------------|--------|-------|
|            |       | Total                  | Off-St | On-St |
| Office     | 1kgsf | 2.80                   | 2.66   | 0.14  |
| Retail     | 1kgsf | 3.00                   | 0.36   | 2.64  |
| Hotel      | room  | 1.10                   | 1.00   | 0.10  |
| Apartments | unit  | 1.30                   | 1.28   | 0.03  |
| Restaurant | 1kgsf | 5.94                   | 0.71   | 5.22  |

**D. CUMULATIVE PARKING NEEDS**

Table 9.1 – Future Base Condition plus Post-2017 Development Parking Conditions is divided into two sections. The top section labeled “Future Base Condition” is a restatement of the parking data summarized for District D and shown in Revised Table 6 – Future Base Conditions, Office Occupancy at 75 Percent. The 2010 estimates for District D identified 4,369 parkers during the peak hour period based on an assumed office occupancy at about 70 percent. The parking demand data was then adjusted to represent a Future Base Condition assuming an increase in office occupancy from 70 to 75 percent resulting in about a seven percent increase in parking demand. This increased the parking demand for District D from 4,369 to 4,682 parkers, an increase in parking demand of about seven percent.

Under the columns “Incremental On- and Off-Street Parking”, the occupancy for the Future Base Condition for District D is shown as 68 percent. Also listed is the surplus, or shortage, of parking spaces. The Future Base Condition lists 2,229 available parking spaces in the District during the peak hour (a demand of 4,682 parkers and a supply of 6,911 spaces). However, if the parking surplus is adjusted to provide a peak hour maximum occupancy of 90 percent, the required number of parking spaces would be 5,202, still well under the supply of 6,911, but reducing the available spaces at target occupancy from 2,229 to 1,709.

The second section of Table 9.1 lists the cumulative impact of the preceding conditions:

- Existing conditions parking demand and supply;
- Loss of parking due to development or construction (the Lake Lot); and
- The impact of proposed development projects.

**TABLE 9.1 – MODELED FUTURE BASE CONDITION PLUS POST-2017 DEVELOPMENT PARKING CONDITIONS**

| Project Location and Name                       | Increase in Demand |       |       | Spaces Lost/Gained |       |         | Incremental On- and Off-Street Parking at |         |           |                    |        | Cumulative On- and Off-Street Parking at 90% |        |           |                    |                 |
|---|--------------------|-------|-------|--------------------|-------|---------|---|---------|-----------|--------------------|--------|--|--------|-----------|--------------------|-----------------|
|   | Off-St             | On-St | Total | Off-St             | On-St | Total   | Spaces                                    | Demand  | Occupancy | Surplus/ Shortfall | Target | Spaces                                       | Demand | Occupancy | Surplus/ Shortfall | at 90% capacity |
| <b>Future Base Conditions</b>                   |                    |       |       |                    |       |         |   |         |           |                    |        |  |        |           |                    |                 |
| <b>Total</b>                                    | 4,429              | 252   | 4,682 | 0                  | 0     | 0       | 6,911                                     | 4,682   | 68%       | 2,229              | 1,709  | 6,911  | 4,682  | 68%       | 2,229              | 1,709           |
| <b>Post-2017 Conditions</b>                     |                    |       |       |                    |       |         |   |         |           |                    |        |  |        |           |                    |                 |
| Future Base Conditions                          | n/a                | n/a   | n/a   | n/a                | n/a   | n/a     | 6,911                                     | 4,682   | 68%       | 2,229              | 1,709  | 6,911  | 4,682  | 68%       | 2,229              | 1,709           |
| D12 Lake Lot with 794 Construction <sup>1</sup> | n/a                | n/a   | n/a   | (1,671)            | 0     | (1,671) | (1,671)                                   | (1,414) | 62%       | 1,972              | 1,609  | 5,240  | 3,268  | 62%       | 1,972              | 1,609           |
| D1 NM Commons & Tower                           | 1,587              | 9     | 1,596 | 0                  | 0     | 0       | 0   | 1,587   | 93%       | 385                | (154)  | 5,240  | 4,855  | 93%       | 385                | (154)           |
| D3 833 East Michigan                            | 987                | 74    | 1,061 | 444                | 0     | 444     | 444                                       | 987     | 99%       | 74                 | (636)  | 6,464  | 6,390  | 99%       | 74                 | (636)           |
| D2 Couture                                      | 548                | 181   | 729   | 780                | 0     | 780     | 780                                       | 548     | 90%       | 617                | 17     | 6,020  | 5,403  | 90%       | 617                | 17              |
| D12 827 East Clybourn <sup>2</sup>              | 966                | 73    | 1,039 | 1,154              | 0     | 1,154   | 1,154                                     | 966     | 97%       | 262                | (556)  | 7,618  | 7,356  | 97%       | 262                | (556)           |
| <b>Total</b>                                    | 4,089              | 336   | 4,425 | 444                | 0     | 707     | 7,618                                     | 7,356   | 97%       | 262                | (556)  | n/a  | n/a    | n/a       | n/a                | n/a             |

- <sup>1</sup> 794 Construction - Block D12 is at the very southern edge of the study area and District D and overlaps with Area P - the Third Ward. At the time of the 2010 Study, Block D12 included a surface lot of 1,671 spaces, with a utilization of 1,414 spaces (the Lake Lot). As of the time of this Update, the Lake Lot is being used for construction staging for the 794 construction. A decision has not yet been made by the Wisconsin DOT of how many of this spaces, if any, will be put back on the market. This update assumes that all of the spaces will be lost, and all of the existing users will park in other spaces in Area P on the outskirts of the downtown area where there may be parking available. An analysis of Area P was not included in the 2010 Study, and consequently has not been included in this update, nor have any other districts, subareas or areas updated for this report other than District D.
- <sup>2</sup> For purposes of this analysis, the 827 E. Clybourn development is shown as providing adequate parking on-site to meet its own needs (approximately 1,150 spaces) likely in a podium below the building. Potentially, some of the parking supply may be able to be provided off-site in what was formerly known as the Lake Lot. However, it is not known at this point how many parking spaces, if any, will be made available in what was formerly known as the Lake Lot.
- <sup>3</sup> The target occupancy maximum for off-street parking design condition is 90 percent. This represents a full parking system from an operational perspective.

As mentioned, the loss of the Lake Lot reduces the parking supply by 1,671 spaces. However, a baseline assumption of this Update is that there is available parking in Area P (Historic Third Ward) and the 1,414 space demand for parking in the Lake Lot will relocate to parking facilities there. The net result is that the District parking supply is reduced from 6,911 spaces to 5,240 spaces and the demand is reduced from 4,682 to 3,268 resulting in a reduction in occupancy from 68 to 62 percent. However, the available parking supply is also reduced from 2,229 to 1,972 and at 90 percent occupancy from 1,709 to 1,609 spaces. While the parking lot is lost and the demand is relocated, the net result for the District is that fewer parking spaces are available to support new development.

Also shown are the data from development project starting with the NM building which increases the parking demand by a net of 1,587 spaces in the peak hour while providing no new parking supply. The result is an increase in occupancy to 92 percent and a reduction in available spaces from 1,972 to 385 and creates a deficit of 154 spaces if attempting to maintain occupancy at a maximum of 90 percent. This trend continues for the 833 E. Michigan and Couture developments even though they do provide 1,224 on-site parking spaces (444 spaces for 833 E. Michigan and 780 spaces for Couture). The occupancy rate increases from 93 to 99 percent with 833 E. Michigan and then drops from 99 to 90 percent with the Couture development.

Since the development opportunity for 827 E. Clybourn may take some time to mature once the 794 construction is complete and as shown in Table 9.1, the parking system has no available parking supply, the development is shown as providing adequate supply to meet its needs and therefore has no detrimental impact on the overall parking characteristics in the District.

**SENSITIVITY ANALYSIS – ALTERNATIVE SCENARIOS**

The most accurate measure of estimating future parking demand is to base future demand on existing parking characteristics (assuming future trends remain relatively stable). The City of Milwaukee had a desire to forecast and understand future parking needs and therefore, a model

was developed and calibrated to match existing conditions. To maintain continuity, that same model was used in the analysis herein. However, to understand the impact of using “modelled” results from “observed results” an additional sensitivity analysis was conducted. Tables 9.2 and 9.3 illustrate the the results of evaluating the data in two different ways:

1. Table 9.2 repeats the analysis shown in Table 9.1 only the “Observed Occupancy Count” of 5,400 spaces is used for District D rather than the calibrated model results of 4,369. After adjusting for the increase in office occupancy, the total demand is shown as 5,786, comprised of 5,512 off-street spaces and 274 on-street spaces, an increase in demand of about 1,105 spaces. Consequently, as shown in Table 9.2, the number of available parking spaces decreases 1,105 spaces, from 262 spaces to a deficit of 843 spaces. The 90 percent adjusted supply deficit increases from a shortage of 556 spaces shown in Table 9.1 to 1,783 spaces.

**TABLE 9.2 – OBSERVED COUNT FUTURE BASE CONDITION PLUS POST-2017 DEVELOPMENT PARKING CONDITIONS WITHOUT DEMAND FROM LAKE LOT**

| Project Location and Name                       | Increase in Demand |       |       | Spaces Lost/Gained |       |         | Incremental On- and Off-Street Parking Surplus/ at 90% |         |           |            |          | Cumulative On- and Off-Street Parking Surplus/ at 90% |        |           |            |          |
|---|--------------------|-------|-------|--------------------|-------|---------|--|---------|-----------|------------|----------|---|--------|-----------|------------|----------|
|   | Off-St             | On-St | Total | Off-St             | On-St | Total   | Spaces   | Demand  | Occupancy | (Shortfall | capacity | Spaces  | Demand | Occupancy | (Shortfall | capacity |
| <b>Future Base Conditions</b>                   |                    |       |       |                    |       |         |  |         |           |            |          |   |        |           |            |          |
| <b>Total</b>                                    | 5,512              | 274   | 5,786 | 0                  | 0     | 0       | 6,911  | 5,786   | 84%       | 1,125      | 482      | 6,911   | 5,786  | 84%       | 1,125      | 482      |
| <b>Post-2017 Conditions</b>                     |                    |       |       |                    |       |         |  |         |           |            |          |   |        |           |            |          |
| Future Base Conditions                          | n/a                | n/a   | n/a   | n/a                | n/a   | n/a     | 6,911  | 5,786   | 84%       | 1,125      | 482      | 6,911   | 5,786  | 84%       | 1,125      | 482      |
| D12 Lake Lot with 794 Construction <sup>1</sup> | n/a                | n/a   | n/a   | (1,671)            | 0     | (1,671) | (1,671)  | (1,414) | 83%       | 868        | 382      | 5,240   | 4,372  | 83%       | 868        | 382      |
| D1 NM Commons & Tower                           | 1,587              | 9     | 1,596 | 0                  | 0     | 0       | 0  | 1,587   | 114%      | (719)      | (1,381)  | 5,240   | 5,959  | 114%      | (719)      | (1,381)  |
| D3 833 East Michigan                            | 987                | 74    | 1,061 | 444                | 0     | 444     | 444  | 987     | 116%      | (1,031)    | (1,863)  | 6,464   | 7,495  | 116%      | (1,031)    | (1,863)  |
| D2 Couture                                      | 548                | 181   | 729   | 780                | 0     | 780     | 780  | 548     | 108%      | (487)      | (1,210)  | 6,020   | 6,507  | 108%      | (487)      | (1,210)  |
| D12 827 East Clybourn <sup>2</sup>              | 966                | 73    | 1,039 | 1,154              | 0     | 1,154   | 1,154  | 966     | 111%      | (843)      | (1,783)  | 7,618   | 8,461  | 111%      | (843)      | (1,783)  |
| <b>Total</b>                                    | 4,089              | 336   | 4,425 | 444                | 0     | 707     | 7,618  | 8,461   | 111%      | (843)      | (1,783)  | n/a   | n/a    | n/a       | n/a        | n/a      |

2. Table 9.3 repeats the analysis shown in Table 9.2 using the “Observed Occupancy Count” (as adjusted for office occupancy) but also assumes the demand from the Lake Lot is not relocated but needs to be accommodated in District D. As shown in Tables 9.1 and 9.2, the demand of 1,414 spaces in the Lake Lot was assumed to be absorbed by available parking in the Area P. However, Table 9.3 illustrates the impact on District D if the Lake Lot demand cannot be accommodated in Area P, or elsewhere outside of District D and the resultant deficit in the District parking supply.

As shown in Table 9.3, the number of available parking spaces deficit increases over that shown in Table 9.2 to 2,257 spaces. The 90 percent adjusted supply deficit increases from a shortage of 1,783 spaces shown in Table 9.2 to 3,354 spaces.



**Table 9.3 – Observed Count Future Base Condition Plus Post-2017 Development Parking Conditions with Demand from Lake Lot**

| Project Location and Name                       | Increase in Demand |       |       | Spaces Lost/Gained |       |         | Incremental On- and Off-Street Parking Surplus/ at 90% |        |           |           |          | Cumulative On- and Off-Street Parking Surplus/ at 90% |        |           |           |          |
|---|--------------------|-------|-------|--------------------|-------|---------|--|--------|-----------|-----------|----------|---|--------|-----------|-----------|----------|
|   | Off-St             | On-St | Total | Off-St             | On-St | Total   | Spaces   | Demand | Occupancy | Shortfall | capacity | Spaces  | Demand | Occupancy | Shortfall | capacity |
| <b>Future Base Conditions</b>                   |                    |       |       |                    |       |         |  |        |           |           |          |   |        |           |           |          |
| <b>Total</b>                                    | 5,512              | 274   | 5,786 | 0                  | 0     | 0       | 6,911  | 5,786  | 84%       | 1,125     | 482      | 6,911   | 5,786  | 84%       | 1,125     | 482      |
| <b>Post-2017 Conditions</b>                     |                    |       |       |                    |       |         |  |        |           |           |          |   |        |           |           |          |
| Future Base Conditions                          | n/a                | n/a   | n/a   | n/a                | n/a   | n/a     | 6,911  | 5,786  | 84%       | 1,125     | 482      | 6,911   | 5,786  | 84%       | 1,125     | 482      |
| D12 Lake Lot with 794 Construction <sup>1</sup> | n/a                | n/a   | n/a   | (1,671)            | 0     | (1,671) | (1,671)  | 0      | 110%      | (546)     | (1,189)  | 5,240   | 5,786  | 110%      | (546)     | (1,189)  |
| D1 NM Commons & Tower                           | 1,587              | 9     | 1,596 | 0                  | 0     | 0       | 0  | 1,587  | 141%      | (2,133)   | (2,952)  | 5,240   | 7,373  | 141%      | (2,133)   | (2,952)  |
| D3 833 East Michigan                            | 987                | 74    | 1,061 | 444                | 0     | 444     | 444  | 987    | 138%      | (2,445)   | (3,435)  | 6,464   | 8,909  | 138%      | (2,445)   | (3,435)  |
| D2 Couture                                      | 548                | 181   | 729   | 780                | 0     | 780     | 780  | 548    | 132%      | (1,901)   | (2,782)  | 6,020   | 7,921  | 132%      | (1,901)   | (2,782)  |
| D12 827 East Clybourn <sup>2</sup>              | 966                | 73    | 1,039 | 1,154              | 0     | 1,154   | 1,154  | 966    | 130%      | (2,257)   | (3,354)  | 7,618   | 9,875  | 130%      | (2,257)   | (3,354)  |
| <b>Total</b>                                    | 4,089              | 336   | 4,425 | 444                | 0     | 707     | 7,618  | 9,875  | 130%      | (2,257)   | (3,354)  | n/a   | n/a    | n/a       | n/a       | n/a      |

**III. O'DONNELL PARK FACILITY AND CULTURAL VENUES**

There has been discussion as to the sale of the O'Donnell Park parking structure to NM to serve their proposed development needs. The following section provides an overview and parking characteristics of the O'Donnell Park parking structure (the facility) as well as several cultural venues in District D that rely on O'Donnell Park to meet a portion of their parking needs. The parking needs for those venues will be discussed in this section and include:

- Betty Brinn Children's Museum;
- Milwaukee Art Museum;
- Discovery World;
- War Memorial; and
- Summerfest.

Figure 3 below illustrates the location for each of the venues listed above as well as O'Donnell Park and NM's site.

**FIGURE 3 – LOCATION OF O'DONNELL PARK AND LAKEFRONT CULTURAL VENUES**



**A. O'DONNELL PARK PARKING STRUCTURE**

Much of the following information was taken from information contained in *The Summary Appraisal Report* (the Report) prepared by The Nicholson Group, dated May 1, 2013. As stated in the Report, the property consists of ±6.82 acre parcel improved with the O'Donnell Park facility. The development consists of a ±508,043 square foot, ±1,332 space, part two-story and part three-story parking structure. A ±53,774 square foot, three story commercial building is located on top of the parking structure and is under lease to three tenants. The commercial space is known as The Miller Brewing Company Pavilion and contains a mix of restaurant, banquet hall and children's museum space. Located under the upper plaza area is ±6,007 square feet of office space that is under lease

to one tenant. Construction of the O'Donnell Park facility began in 1989 and was completed in 1993.

DESMAN has been asked to opine on the reasonableness of a sale of the facility to NM regarding its impact on the need to provide parking for other users not affiliated with NM. Since detailed information was not available regarding specific users of the garage, particularly visitors, a review of the information in the Report was conducted as a basis to provide an opinion.

In addition, the Original Report listed two garages in Block 8 that provided a total of 1,582 parking spaces available to the public. Of those, 1,150 spaces were listed in the O'Donnell Park garage and 432 spaces located in a garage at 875 E. Wisconsin Avenue (but with access on East Michigan Avenue). Both facilities were shown as 70 to 79 percent occupied during the peak hour by the City of Milwaukee. Consequently, the O'Donnell Park garage would have had approximately 800 to 900 peak period parkers. However, there have been repairs issues and closures of the garage over the past several years so according to the report; a portion of the customer base was lost.

There is information in the Report that indicates the permit sales in the garage have been averaging about 600 permits/month since 2008. The Report goes on to say that a stabilized condition would likely be about 7,500 permits/year, or about 625 permits/month. Although full detailed historical permit sales and visitor parking data was not available, a series of assumptions were made to estimate the users of the facility and consequently the number of spaces that may be available for NM employees. Recent information provided by the County indicates that with the reconstruction of 794, permit sales may have been as high as 866 (at \$100 per permit) in recent month(s). It is unknown whether or not these numbers will be maintained post construction or if the rates were increased to \$135 per month as suggested in the Report.

In addition to the permit users of the facility, there are other special reserved spaces and short-term parkers who use the facility. The Report estimated about ½ the revenues come from short-term parkers. Table A below estimates the number of peak hour parkers in the facility during a typical weekday. Assuming there are 616 monthly permit parkers, approximately 85 percent will be present in the garage during the peak hour resulting in an estimate of 524 peak hour monthly parkers. Assuming the average parking duration is about 2.5 hours at a current fee of \$7.00, there would be about 89,571 visitor or daily parkers who use the garage annually. Of these about 252 would use the facility on any given day and about 151 during the peak hour period. This results in a peak hour parking demand of approximately 675 parkers in a facility with 1,332 spaces, resulting in availability of 657 spaces.

**Table A – Parking Space Use in O’Donnell**

| Appraisal Data                        | 2012        |
|---------------------------------------|-------------|
| Parking revenues                      | \$1,366,266 |
| Permit sales                          | \$739,266   |
| Monthly parking rate                  | \$100       |
| No of monthly parkers                 | 616         |
| Adjusted for peak hour (85% of total) | 524         |
| Daily parkers                         | \$627,000   |
| Average duration (hrs)                | 2.5         |
| Average fee                           | \$7.00      |
| No. of annual parkers                 | 89,571      |
| No. of daily parkers                  | 252         |
| No. of peak parkers (60% of daily)    | 151         |
| Total daily parkers                   | 675         |
| Total number of spaces                | 1,332       |
| Available monthly permit spaces       | 657         |

**Table B – No. of Parking Spaces Available for NM in O’Donnell**

| O’Donnell Park Garage                       |             |
|---|-------------|
| No. of spaces                               | 1,332       |
| No. of monthly parkers in peak              | 524         |
| No. of hourly parkers in peak               | <u>151</u>  |
| Subtotal parkers in peak                    | 675         |
| No. of available spaces                     | 657         |
| At 90 percent max. occupancy                | 592         |
| Oversell rate                               | <u>6.5%</u> |
| No. of permits available for sale           | 631         |
| NM parkers currently w/permits <sup>1</sup> | 149         |
| Total NM permits available                  | 780         |

<sup>1</sup> Milwaukee County Department of Parks estimate of the number of permits sold to NM employees

Table B illustrates the total available parking spaces for NM in the facility assuming that there are 524 monthly parkers (of which about 149 are NM employees according to the Report) and the capacity is 1,332 spaces, then about 592 spaces are available during the peak hour (at about 90% occupancy). Assuming an oversell rate at about 6-7 percent results in the ability to sell about 630 permits to employees. Add to that number the 149 NM permit users who are already buying monthly permits and the total number of employee permits available for sale would be 780 employees. Table 9.1 list the incremental new parking demand associated with the NM development as 1,597. Approximately 600 to 700 parkers could be accommodated in available spaces in the garage leaving a shortfall of about 900 spaces in the long-term.

However, a further adjustment is necessary based on information presented in the Report which has a significant impact on the analysis. This is discussed in the following section.

**B. CULTURAL VENUES**

The cultural venues listed in Table C depict the parking demand and on-site parking supply for those facilities. As shown, Discovery World and the War Memorial provide adequate parking during the weekday time periods to meet their parking demand. However, both the BBCM and the MAM are

showing a shortage of parking. The BBCM because they rely solely on O'Donnell Park to provide their parking needs through a contract agreement for employee parking and to provide general public parking for visitors. The BBCM has a need during the weekdays for approximately 75 parking spaces. The MAM expects a shortage approaching 120 spaces by FY2017 during the weekday peak period even though they provide 99 on-site parking spaces. During the weekends and weekday evenings, O'Donnell Park has provided more than adequate parking for both employees and visitors associated with any of the cultural venues. Since O'Donnell Park serves primarily permit parkers during the weekdays, the weekday evenings and weekend parking demand drops significantly and it becomes a perfect resource for these facilities. The Summerfest needs are varied and not enough information is known at this time to understand whether or not their needs could be met any differently than in the past at O'Donnell Park.

In summary, to protect the feasibility and continued growth of the cultural venues in the lakefront area, O'Donnell Park should maintain a set aside, specifically during the weekdays of approximately 200 spaces for use by the cultural community.

**Table C – Cultural Venue Parking Supply and Demand**

| Venue                        | Peak Parking Demand |         |         |                 |         |         |                  |         |         | Supply | Weekday Surplus/ (Shortfall) |
|------------------------------|---------------------|---------|---------|-----------------|---------|---------|------------------|---------|---------|--------|------------------------------|
|                              | Weekday             |         |         | Weekday Evening |         |         | Weekend/Holidays |         |         |        |                              |
|                              | Empl                | Visitor | Total   | Empl            | Visitor | Total   | Empl             | Visitor | Total   |        |                              |
| BBCM <sup>1</sup>            | 25                  | 50      | 75      | 15              | 30      | 45      | 25               | 100     | 125     | 0      | (75)                         |
| MAM <sup>2</sup>             | 40                  | 175     | 215     | 22              | 44      | 66      | 40               | 420     | 460     | 99     | (116)                        |
| Discovery World <sup>3</sup> | 30                  | 60      | 90      | 18              | 36      | 54      | 30               | 120     | 150     | 200    | 110                          |
| War Memorial <sup>4</sup>    | 30                  | 59      | 89      | 8               | 15      | 23      | 20               | 78      | 98      | 290    | 201                          |
| Summerfest <sup>5</sup>      | unknown             | unknown | unknown | unknown         | unknown | unknown | unknown          | unknown | unknown | n/a    | n/a                          |

<sup>1</sup> Information obtained from BBCM General Museum Information and Statistics contained herein as Appendix I. Evening demand assumed by DESMAN as 60 percent of Daytime demand. Peak weekend demand taken from Appendix 1.

<sup>2</sup> Information obtained from Milwaukee Art Museum, Analysis of Parking Needs contained herein as Appendix II for FY2017. Employee demand estimated.

<sup>3</sup> Discovery World estimated parking demand based on Institute of Transportation Engineer's Parking Generation Manual. They have 200 spaces on-site

<sup>4</sup> War Memorial information obtained from Lisa Beyer 4/11/2014. They have 290 spaces on-site.

<sup>5</sup> Summerfest parking demand varies throughout the festival.

**C. PARKING RATES**

The survey of comparable parking rates contained in the May 2013 Appraisal Report was reviewed and the rates were validated against current rates for those same facilities (see Tables D and E). As shown in Table D the US Bank parking was the only location where the parking rates had changed over the past year. The monthly rates were increased from \$160 to \$170 per month for reserved monthly parking and from \$110 to \$120 per month for unreserved monthly parking.

**Table D – Summary of Competitive Parking Structure Monthly Rates<sup>1</sup>**

| Facility             | No. of Spaces | Monthly Rate  |  |
|----------------------|---------------|---|--|
| O'Donnell Park       | 1,332         | \$100 regular monthly<br>\$90 yearly contract             |  |
| US Bank <sup>2</sup> | 985           | \$170 Reserved<br>\$120 Unreserved                        |  |
| Lewis Center         | 252           | \$135 Reserved, covered<br>\$125 Reserved, uncovered      |  |
| 601 N. Jefferson     | 716           | \$135 Tenant<br>\$170 Non-Tenant<br>\$175 Reserved Tenant |  |
| Juneau Square        | 170           | \$165 Reserved, lower<br>\$185 Reserved, upper            |  |
| Cathedral Place      | 942           | \$148 Reserved<br>\$132 Unreserved                        |  |
| 770 Building         | 550           | \$137 Reserved<br>\$135 Unreserved                        |  |
| Pfister              | 263           | \$150 Unreserved  |  |

<sup>1</sup> Information obtained from Summary Appraisal Report prepared by The Nicholson Group, dated May 2013.

<sup>2</sup> US Bank was the only parking facility that has raised monthly rates since the appraisal was published last May, 2013. Reserved and Unreserved rates were increased by \$10/month.

**Table E – Summary of Competitive Parking Structure Hourly Rates<sup>1</sup>**

| Hourly Rate by Hourly Increment | O'Donnell Park | 875 E. Wisconsin | US Bank | Lewis Center | 601 N. Jefferson | Cathedral Place | 770 Building | Pfister |
|---------------------------------|----------------|------------------|---------|--------------|------------------|-----------------|--------------|---------|
| 0.0 - 0.5 Hours                 | \$2.00         | -                | \$4.00  | -            | \$2.00           | -               | \$3.00       | -       |
| 0.5 - 1.0 Hours                 | \$3.00         | -                | \$6.00  | -            | \$3.00           | -               | \$4.00       | -       |
| 0.0 - 1.0 Hours                 | -              | -                | -       | \$5.00       | -                | \$3.00          | -            | \$6.00  |
| 0.0 - 1.5 Hours                 | -              | \$7.00           | -       | -            | -                | -               | -            | -       |
| 1.0 - 1.5 Hours                 | \$4.00         | -                | -       | -            | \$4.00           | \$4.00          | \$5.00       | \$7.00  |
| 1.0 - 2.0 Hours                 | -              | -                | \$9.00  | \$8.00       | -                | -               | -            | -       |
| 1.5 - 2.0 Hours                 | \$5.00         | -                | -       | -            | \$5.00           | \$5.00          | \$6.00       | \$8.00  |
| 1.5 - 3.0 Hours                 | -              | \$10.00          | -       | -            | -                | -               | -            | -       |
| 2.0 - 2.5 Hours                 | \$6.00         | -                | -       | -            | \$6.00           | \$6.00          | \$7.00       | \$9.00  |
| 2.0 - 3.0 Hours                 | -              | -                | \$12.00 | -            | -                | -               | -            | -       |
| 2.5 - 3.0 Hours                 | \$7.00         | -                | -       | -            | \$7.00           | \$7.00          | -            | -       |
| 2.5 - 4.5 Hours                 | -              | -                | -       | -            | -                | -               | -            | \$10.00 |
| 2.5 - 12.0 Hours                | -              | -                | -       | -            | -                | -               | \$8.00       | -       |
| 3.0 - 3.5 Hours                 | -              | -                | -       | -            | \$8.00           | \$8.00          | -            | -       |
| 3.5 - 4.0 Hours                 | -              | -                | -       | -            | \$9.00           | \$9.00          | -            | -       |
| 3.0 - 5.0 Hours                 | -              | \$11.00          | -       | -            | -                | -               | -            | -       |
| 3.0 - 8.0 Hours                 | -              | -                | \$15.00 | -            | -                | -               | -            | -       |
| 3.0 - 10.0 Hours                | \$8.00         | -                | -       | -            | -                | -               | -            | -       |
| 4.0 - 4.5 Hours                 | -              | -                | -       | -            | -                | \$10.00         | -            | \$10.00 |
| 4.5 - 5.0 Hours                 | -              | -                | -       | -            | -                | \$11.00         | -            | \$10.00 |
| 5.0 - 7.0 Hours                 | -              | \$13.00          | -       | -            | -                | -               | -            | -       |
| 5.0 - 12.0 Hours                | -              | -                | -       | -            | -                | \$12.00         | -            | -       |
| 7.0 - 8.0 Hours                 | -              | \$14.00          | -       | -            | -                | -               | -            | -       |
| 8.0 - 12.0 Hours                | -              | -                | \$17.00 | ###          | -                | -               | -            | -       |
| 4.0 - 24.0 Hours                | -              | -                | -       | -            | \$15.00          | -               | -            | -       |
| 8.0 - 24.0 Hours                | -              | \$15.00          | -       | -            | -                | -               | -            | -       |
| 12.0 - 24.0 Hours               | -              | -                | \$18.00 | -            | -                | \$15.00         | \$15.00      | -       |

<sup>1</sup> Information obtained from Summary Appraisal Report prepared by The Nicholson Group, dated May 2013.

#### **IV. SUMMARY AND CONCLUSIONS**

Given the data, methodology and findings contained in the 2010 Parking Study for the Greater Milwaukee Area, this Update was prepared for District D. However, given that an appraisal was recently completed for O'Donnell Park, DESMAN felt it was reasonable to re-evaluate the parking demand reflected in the appraisal and replace the data in the Original report with the appraisal data. This was done and the results illustrated in Table C above. Assuming the parking supply has not changed significantly in District D beyond what is discussed herein, DESMAN has developed the following list of findings and opinions:

##### **Parking Supply/Demand**

- There appears to be adequate parking within District D, primarily in O'Donnell Park, to meet the needs of NM and the other development projects as presented herein.
- The availability of parking is based on two significant assumptions included in this Update:
  1. The 1,414 parkers currently using the Lake Lot can find convenient parking within Area P - Historic Third Ward. There has not been a study that validates that assumption. The impact on parking is almost 1 for 1. In other words, if 400 spaces are available, the demand for parking in District D will increase by about 1,014 parkers. If 1,000 spaces are available in Area P, then the parking demand in District D increase by 414 spaces, and so on.
  2. O'Donnell Park needs to maintain about 200 spaces during the weekdays for use by BBCM and MAM. That need is assumed to be in the parking demand as presented. However, a set-aside for BBCM and MAM needs to be memorialized in an agreement for those cultural venues to continue to flourish.
- We believe the sale of the O'Donnell Park facility to NM is likely the best solution for the County given the entire spectrum of opportunities. It seems counterproductive to "sustainable practices" for NM to build a 700 to 800 space parking structure when O'Donnell Park has 1,332 space structure that is nearly 50 percent available.
- If the County sold the O'Donnell Park facility to NM, long-term accommodations for BBCM and MAM needs would need to be maintained.

##### **Pricing and Financial Impacts**

- If the County maintains ownership of the Park parking structure there is an opportunity to increase rates to a higher base and still maintain their competitive place in the market. This is particularly true when the Lake Lot is demolished.
- Though there are ways to evaluate and increase the value of the O'Donnell Park facility through increases in rates, however, given the time, and the long-term instability of the market (if NM builds their own garage) it seems that a negotiated sale is the cleanest.
- However, if NM builds a parking facility to meet their own needs, potentially hundreds of parkers will vacate the O'Donnell Park facility to park in the NM parking structure. The reduction in parking demand would likely result in a significant loss in revenue. The challenge at that point is how to maximize your revenue, maintain the parkers you have at current rates or reduce rates to try and attract more monthly parkers. It is not a difficult exercise.
- While the appraisal indicates a significant increase in rates is achievable, we believe this only pertains to the monthly rates since the hourly rates are consistent with the marketplace. This

would set O'Donnell Park monthly rates at \$135 per month which remains competitive with other facilities, a little higher than some and lower than most. An annual permit equating to about \$120 per month (\$1,440 annually) would provide an opportunity to increase cash flow, yet maintain a competitive monthly rate to maintain and/or attract monthly parkers.

- The only place we see room for growth in daily parking rates is probably within the first ½ hour of parking. This rate could be increased by 25 percent or more, from \$2.00 to \$2.25 or \$2.50, although will likely have a nominal impact on revenues. There may be room for other minor adjustment in hourly rates which could have more of an impact. Typically, information regarding length of stay for parkers is analyzed so that incremental increases in parking can be implemented that have the highest return to the Owner. At the same time, there may be some reductions or other measures than can be offered to users that has little to no impact on revenue given other adjustments.



**Appendices**

**PARKING STUDY OF THE GREATER MILWAUKEE AREA  
REVISED SECTION II - FUTURE PARKING NEEDS FOR DISTRICT D**

7/2014

**APPENDIX TABLE 1 – PARKING GENERATION MODEL<sup>1</sup>**

| Area | Sub Area | Block No. | Employees/ Residents |         |          |     | LU Type | Transit Use | Modelled Parked Cars |                |       | Observed Demand |           |       | Model to Obs |
|------|----------|-----------|----------------------|---------|----------|-----|---------|-------------|----------------------|----------------|-------|-----------------|-----------|-------|--------------|
|      |          |           | HH                   | SEW RPC | Adj Empl | Res |         |             | Empl Restrict        | Visitor Public | Total | Off-Street      | On-Street | Total |              |
| CBD  | D        | 128       | 0                    | 621     | 330      | 0   | PR      | 12.3%       | 218                  | 12             | 231   | 71              | 20        | 91    | 253%         |
| CBD  | D        | 129       | 0                    | 29      | 15       | 0   | PR      | 12.3%       | 10                   | 1              | 11    | 850             | 23        | 873   | 1%           |
| CBD  | D        | 130       | 0                    | 0       | 0        | 0   | N/A     | 12.3%       | 0                    | 0              | 0     | 24              | 27        | 51    | 0%           |
| CBD  | D        | 137       | 0                    | 1,475   | 784      | 0   | PR      | 12.3%       | 518                  | 29             | 548   | 274             | 23        | 297   | 184%         |
| CBD  | D        | 138       | 0                    | 2,421   | 1,286    | 0   | PR      | 12.3%       | 851                  | 48             | 899   | 0               | 54        | 54    | 1665%        |
| CBD  | D        | 153       | 0                    | 221     | 117      | 0   | PR      | 13.0%       | 77                   | 4              | 81    | 217             | 32        | 249   | 33%          |
| CBD  | D        | 154       | 0                    | 3,208   | 1,704    | 0   | PR      | 13.0%       | 1,118                | 64             | 1,182 | 0               | 7         | 7     | 16884%       |
| CBD  | D        | 155       | 0                    | 384     | 204      | 0   | PR      | 13.0%       | 134                  | 8              | 141   | 1,272           | 30        | 1,302 | 11%          |
| CBD  | D        | 174       | 0                    | 257     | 136      | 0   | PR      | 13.0%       | 90                   | 5              | 95    | 169             | 19        | 188   | 50%          |
| CBD  | D        | 175       | 0                    | 3,208   | 1,704    | 0   | PR      | 13.0%       | 1,118                | 64             | 1,182 | 853             | 12        | 865   | 137%         |
| CBD  | D        | 188       | 0                    | 0       | 0        | 0   | N/A     | 13.0%       | 0                    | 0              | 0     | 0               | 9         | 9     | 0%           |
| CBD  | D        | 189       | 0                    | 0       | 0        | 0   | N/A     | 13.0%       | 0                    | 0              | 0     | 1,414           | 0         | 1,414 | 0%           |
|      | D        |           | 0                    | 11,823  | 6,281    | 0   |         |             | 4,134                | 236            | 4,369 | 5,144           | 256       | 5,400 | 81%          |

**CBD - VISITOR PARKING DEMAND RATIOS**

|                           |       |                 |
|---------------------------|-------|-----------------|
| PR-PRIVATE OFFICE         | 3.75  | SPACES/100 EMPL |
| GO-GOVT OFFICE            | 12.00 | SPACES/100 EMPL |
| RE-RETAIL                 | 12.00 | SPACES/100 EMPL |
| MX-MIXED-USE              | 10.00 | SPACES/100 EMPL |
| GP-GEN PUBLIC-USE         | 16.00 | SPACES/100 EMPL |
| AUTOS PRESENT DURING PEAK | 0.25  |                 |

**CBD - CALIBRATION**

|   |        |
|---|--------|
| PEAK PERIOD EMPLOYEES PRESENT           | 60.0%  |
| PEAK PERIOD ABSENTEE RATE               | 15.0%  |
| ASSUMED AUTO-OCCUPANCY                  | 1.25   |
| ADDITIONAL NON-TRANSIT, NON-AUTO TRIP % | 5.0%   |
| TOTAL EMPLOYEES                         | 55,632 |
| ADJUSTED EMPLOYEES                      | 29,555 |

**CBD - MODEL RESULTS**

|  |        |
|--|--------|
| OBSERVED PARKING DEMAND - TOTAL (CARS)                   | 20,072 |
| MODELLED PARKING DEMAND - VISITORS (CARS)                | 1,546  |
| MODELLED PARKING DEMAND - RESIDENTS (CARS)               | 0      |
| MODELLED PARKING DEMAND - EMPLOYEES (CARS)               | 19,428 |
| MODELLED PARKING DEMAND - TOTAL (CARS)                   | 20,974 |
| SURPLUS/(DEFICIT) IN MODELED TO OBSERVED                 | 902    |
| RATIO OF MODEL DEMAND TO OBSERVED DEMAND                 | 1.04   |
| RATIO OF VISITOR DEMAND TO EMPLOYEES (SPACES PER EMPLOY) | 0.08   |

<sup>1</sup> City of Milwaukee, Department of Development, 2010, Parking Study of the Greater Milwaukee Area, Section II – Future Parking Needs.

**Appendix Document I – Betty Brinn Children’s Museum**



**General Museum Information and Statistics**

- Average annual attendance is 200,000; our busiest months (18,000+ visitors) are February, March, April, July, August, December; our slowest months (<16,000 visitors) are May, June, September; our busiest days include spring break, winter break and the day after Thanksgiving.
- The Museum's 2013 budget is 1,977,472 (including depreciation).
  - The Museum has operated with a balanced budget or better since 2001.
  - Approximately 30% of the Museum's expenses are covered by contributed support, with the balance covered by earned revenue, including income from the sale/lease of exhibits to peer museums, nature/science centers, schools and libraries throughout the United States, as well as to facilities in Canada, Mexico and the Middle East.
- The Museum opened in the Miller Pavilion at O'Donnell Park in April 1995; our lease includes the second and third floors of the Pavilion, a small portion of the atrium, and a basement area that is used for exhibit development (25,000 sq. ft. total).
- The Museum operates with the support of 25 full-time and 12 part-time staff in six departments (Exhibits, Education, Finance, Advancement, Exhibit Products and Operations); the Museum is governed by a 33-member volunteer Board of Directors.
- The Museum is open Monday-Saturday from 9:00 a.m.-5:00 p.m., and on Sunday from noon-5:00 p.m.; the Museum is closed eight days during the calendar year.
- The Museum hosts 4 events annually, including Valentine's Day (Saturday), July 3<sup>rd</sup> (evening), Gala (Saturday), and Halloween (Thursday, Friday and Saturday afternoon, and Friday night); the Museum also provides free admission and arts programming from 5-8 p.m. on the third Thursday of each month to meet the needs of low-income and working families.
- More than 40,000 children and adults benefit annually from Museum programs that provide free parenting education, admission/membership, field trips and transportation assistance to our community's most vulnerable families, including families living in poverty, teen parents, at-risk fathers, foster families, families that do not speak English as a first language, families that have a disabled child and others; these programs are conducted through partnerships with local social service and community agencies.

**Parking Information and Statistics**

- Attendance patterns that impact parking:
  - Weekday attendance is lowest during the school year (September-May). During this period, 42% of the Museum's visitors come to the Museum on weekends (from June-August, weekend visits drop to 21%); weekday visitors are primarily families with pre-school age children; they generally visit in the morning/early afternoon and stay an average of 2 hours; we require approximately 50 parking spaces daily to meet this need.
  - Attendance increases with inclement weather and when schools are not in session, including weekends, summer, holidays, winter and spring breaks, teacher conferences, etc.; we require 100 parking spaces during these periods.
- 28,000-30,000 cars use the O'Donnell garage annually in connection with a Museum visit:
  - We pay the County approximately \$60,000 annually for \$3 parking passes that are purchased by Museum members or are provided by the Museum (at our expense) to volunteers, guests and participants in our free membership program for disadvantaged families; this practice has been in place for more than a decade.
  - Non-members receive a \$2 discount on parking fees at O'Donnell Park; based on the length of an average visit (two hours), parking revenue is estimated at \$35,000 annually.
  - 20% of Museum visitors use other parking options, including public transportation or chartered bus transportation for field trip groups, metered street parking and other area garages/lots; 1,300+ cars use the US Bank garage annually in connection with a Museum visit.
- The Museum pays for staff parking (considered a staff benefit). Our lease requires that the County provide 4 reserved and 21 unreserved parking spaces in the O'Donnell garage for staff at a discounted rate:
  - Prior to July 2010, all staff parked in the O'Donnell garage.
  - When the O'Donnell garage was closed, US Bank provided staff parking in their annex at a cost of \$80/month/space.
  - When the O'Donnell garage reopened in mid-2011, the Parks Department declined to match the US Bank rate, so we continued to use US Bank for staff parking and purchased only one space in the O'Donnell garage (to meet our loading/unloading needs) at a cost of \$86.81/month.
  - The US Bank annex will close at the end of 2013 (to accommodate the new 833 building) and we have contacted the Parks department about meeting our need for staff parking at O'Donnell; to date, the Parks department has been unwilling to extend a discounted rate that our budget can accommodate (we have requested \$80/month/space).

**Appendix Document I – Betty Brinn Children’s Museum (continued)**



**Space and Storage Needs**

- 500 sq. ft. of space is needed now through June 2014 for exhibit development that involves only hand tools. A climate controlled basement or open unoccupied office area would be suitable. A freight elevator or ground level access to the space during regular business hours is required.
- 1,500 sq. ft. of long-term exhibit storage is needed, ideally as close to the Museum as possible. A climate controlled environment, security and access are important, as is a loading dock and a freight elevator if the space is not at ground level. If a single space is not available, we would be happy to consider a series of smaller spaces.
- We would be pleased to consider using the building at the north end of the O'Donnell complex (previously used for the Parks People Office), space at the Transit Center or other alternatives that may be available on site or nearby.
- The Museum's sustained growth has created a need for more on-site space and we would welcome an opportunity to discuss expanding our footprint to include any/all of the following: the atrium, Miller Room, space currently occupied by the restaurant, outdoor space (for programming), and basement storage areas/offices currently used by the County and/or the restaurant.
- Our long-term goals include the expansion of our exhibit development space, use of outdoor space for educational programs, and the addition of a Museum-based preschool that can serve as a training site for early childhood educators.

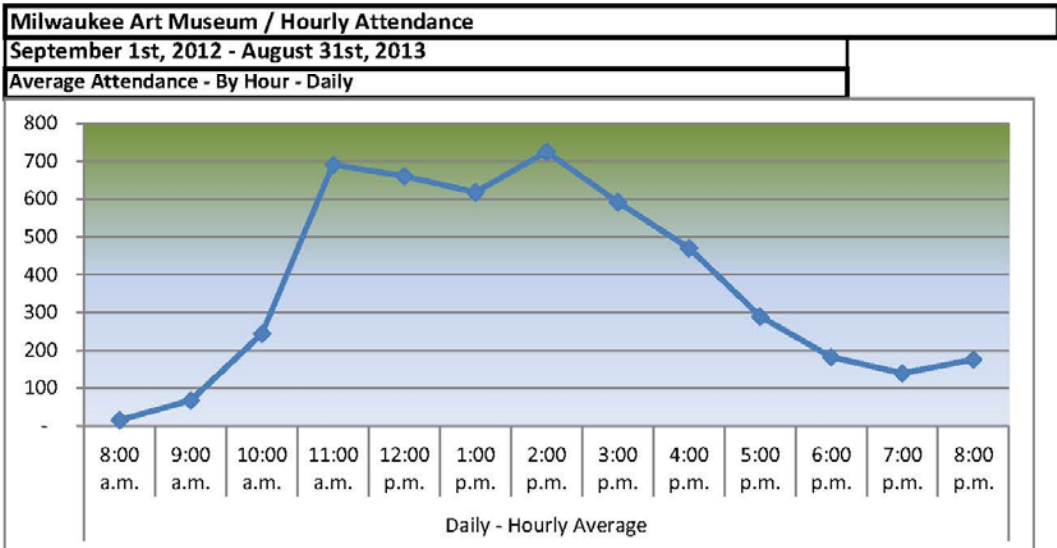
**Appendix Document II – Milwaukee Art Museum**

**Milwaukee Art Museum**  
**Analysis of public parking needs**  
**Based on FY13 attendance/parking data**

|   | <b>FY13 attendance</b> | <b>Projected FY17</b> |
|---|------------------------|-----------------------|
| Total Museum attendance                       | 400,000                | 500,000               |
| Less: Tours                                   | (60,000)               | (70,000)              |
| Attendance net of tours                       | 340,000 a              | 430,000               |
| Average visitors per car                      | 2.2 b                  | 2.2                   |
| Cars per year (a/b)                           | 154,545                | 195,455               |
| Assume 50% of cars O'Donnell                  | 77,273 c               | 97,727                |
| Assume 40% MAM parking                        | 61,818 d               | 78,182                |
| Assume 10% WMC/Other                          | 15,455                 | 19,545                |
| <b>MAM parking</b>                            |                        |                       |
| Attendance is 49% weekend (Sat/Sun) (% * d)   | 30,291                 | 38,309                |
| Attendance is 51% weekday (Mon - Fri) (% * d) | 31,527                 | 39,873                |
| <b>O'Donnell parking</b>                      |                        |                       |
| Attendance is 49% weekend (Sat/Sun) (% * c)   | 37,864                 | 47,886                |
| Attendance is 51% weekday (Mon - Fri) (% * c) | 39,409                 | 49,841                |
| Number of cars per week based on weekdays     | 758                    | 958                   |
| Number of cars per day during the week        | 152                    | 192                   |

Notes -

- 1 Per survey results, 50% of Art Museum visitors park at O'Donnell garage
- 2 Art Museum attendance averages 49% of visitors on the weekend, 51% weekday
- 3 Number of cars per week is determined by taking estimated number of cars for the week or weekend divided by 52 weeks (758 or 152)
- 4 Average visitor stay is 2.5 hours



**PARKING STUDY OF THE GREATER MILWAUKEE AREA  
REVISED SECTION II - FUTURE PARKING NEEDS FOR DISTRICT D**

7/2014

**Appendix Document II – Milwaukee Art Museum (continued)**

| Milwaukee Art Museum<br>Analysis of public parking needs |         |               | Parking Demand           |                    |                     |                        |                      |        | Parking Demand           |                    |                     |                        |                      |     |
|--|---------|---------------|--------------------------|--------------------|---------------------|------------------------|----------------------|--------|--------------------------|--------------------|---------------------|------------------------|----------------------|-----|
|  |         |               | Cars/weekend<br>or /week | Cars/single<br>day | Attendance<br>check | Peak Hour<br>Peak Hour | Peak Hour<br>Evening | FY2017 | Cars/weekend<br>or /week | Cars/single<br>day | Attendance<br>check | Peak Hour<br>Peak Hour | Peak Hour<br>Evening |     |
| <b>Based on FY13 attendance/parking data</b>             |         | <b>FY2013</b> |                          |                    |                     |                        |                      |        |                          |                    |                     |                        |                      |     |
|  |         | 400,000       |                          |                    |                     |                        | 500,000              |        |                          |                    |                     |                        |                      |     |
| Less: Tours  |         | (60,000)      |                          |                    |                     |                        | (70,000)             |        |                          |                    |                     |                        |                      |     |
| Attendance net of tours                                  |         | 340,000 a     |                          |                    |                     |                        | 430,000 a            |        |                          |                    |                     |                        |                      |     |
| Average visitors per car                                 |         | 2.2 b         |                          |                    |                     |                        | 2.2 b                |        |                          |                    |                     |                        |                      |     |
| Cars per year  | a/b     | 154,545       |                          |                    |                     |                        | 195,455              |        |                          |                    |                     |                        |                      |     |
| Percent cars WMC/Other                                   | 10%     | 15,455        |                          |                    |                     |                        | 19,545               |        |                          |                    |                     |                        |                      |     |
| Percent cars at O'Donnell                                | 50%     | 77,273 c      |                          |                    |                     |                        | 97,727 c             |        |                          |                    |                     |                        |                      |     |
| Percent cars at MAM parking                              | 40%     | 61,818 d      |                          |                    |                     |                        | 78,182 d             |        |                          |                    |                     |                        |                      |     |
|  |         | 154,545 check |                          |                    |                     |                        | 195,455 check        |        |                          |                    |                     |                        |                      |     |
| <b>WMC/Other</b>   |         |               |                          |                    |                     |                        |                      |        |                          |                    |                     |                        |                      |     |
| Attendance weekend (Sat/Sun)                             | (% * d) | 49%           | 7,573                    | 146                | 73                  | 16,660                 | 33                   | 8      | 9,577                    | 184                | 92                  | 21,070                 | 42                   | 11  |
| Attendance weekday (Mon - Fri)                           | (% * d) | 51%           | 7,882                    | 152                | 30                  | 17,340                 | 14                   | 4      | 9,968                    | 192                | 38                  | 21,930                 | 17                   | 4   |
|  |         | 15,455 check  |                          |                    |                     | 34,000                 | 47                   | 12     | 19,545 check             |                    |                     | 43,000                 | 59                   | 15  |
| <b>MAM parking</b>                                       |         |               |                          |                    |                     |                        |                      |        |                          |                    |                     |                        |                      |     |
| Attendance weekend (Sat/Sun)                             | (% * d) | 49%           | 30,291                   | 583                | 291                 | 66,640                 | 133                  | 34     | 38,309                   | 737                | 368                 | 84,280                 | 168                  | 43  |
| Attendance weekday (Mon - Fri)                           | (% * d) | 51%           | 31,527                   | 606                | 121                 | 69,359                 | 55                   | 14     | 39,873                   | 767                | 153                 | 87,720                 | 70                   | 18  |
|  |         | 61,818 check  |                          |                    |                     | 135,999                | 188                  | 48     | 78,182 check             |                    |                     | 172,000                | 238                  | 60  |
| <b>O'Donnell parking</b>                                 |         |               |                          |                    |                     |                        |                      |        |                          |                    |                     |                        |                      |     |
| Attendance weekend (Sat/Sun)                             | (% * c) | 49%           | 37,864                   | 728                | 364                 | 83,300                 | 166                  | 42     | 47,886                   | 921                | 460                 | 105,350                | 210                  | 53  |
| Attendance weekday (Mon - Fri)                           | (% * c) | 51%           | 39,409                   | 758                | 152                 | 86,700                 | 69                   | 18     | 49,841                   | 958                | 192                 | 109,650                | 87                   | 22  |
|  |         | 77,273 check  |                          |                    |                     | 170,000                | 235                  | 60     | 97,727 check             |                    |                     | 215,000                | 297                  | 75  |
| <b>Number of Cars</b>                                    |         |               |                          |                    |                     |                        |                      |        |                          |                    |                     |                        |                      |     |
| Weekend  |         | 75,727        | 1,456                    | 728                | 166,600             | 332                    | 84                   | 95,773 | 1,842                    | 921                | 210,700             | 420                    | 106                  |     |
| Weekday  |         | 78,818        | 1,516                    | 303                | 173,399             | 138                    | 35                   | 99,682 | 1,917                    | 383                | 219,300             | 175                    | 44                   |     |
|  |         | 154,545 check |                          |                    |                     | 339,999                | 470                  | 119    | 195,455 check            |                    |                     | 430,000                | 594                  | 151 |

Milwaukee Art Museum Average Attendance by Hour by Day (9/1/2012 - 8/31/2013)

| Weekend                      |      |      |       |       |       |       |       |       |       |       |       |      |       |            |
|------------------------------|------|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|------|-------|------------|
| Time                         | 8    | 9    | 10    | 11    | Noon  | 1     | 2     | 3     | 4     | 5     | 6     | 7    | 8     | Weekend    |
| Cumulative Hourly Attendance | 45   | 75   | 240   | 700   | 660   | 620   | 730   | 600   | 480   | 290   | 190   | 140  | 185   | 1602       |
| Percent of Daily             | 2.8% | 4.7% | 15.0% | 43.7% | 41.2% | 38.7% | 45.6% | 37.5% | 30.0% | 18.1% | 11.9% | 8.7% | 11.5% | Attendance |
| Weekday                      |      |      |       |       |       |       |       |       |       |       |       |      |       |            |
| Time                         | 8    | 9    | 10    | 11    | Noon  | 1     | 2     | 3     | 4     | 5     | 6     | 7    | 8     | Weekday    |
| Cumulative Hourly Attendance | 19   | 31   | 100   | 291   | 275   | 258   | 304   | 250   | 200   | 121   | 79    | 58   | 77    | 667        |
| Percent of Daily             | 2.8% | 4.7% | 15.0% | 43.7% | 41.2% | 38.7% | 45.6% | 37.5% | 30.0% | 18.1% | 11.9% | 8.7% | 11.5% | Attendance |