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**Katie Halloran, AICP, Director**  
City of Key West Planning Department  
Josephine Parker City Hall  
1300 White Street  
Key West, FL 33040

**Reference: Downtown Key West Parking Assessment Supporting the Mallory Square Master Plan**

Dear Katie,

Per our previous discussions, please see the attached scope of services to support the City in a series of near-term parking assessment tasks. The purpose and primary intent of these tasks are as follows:

- Establish a baseline of information on the inventory of parking at and in the vicinity of Mallory Square and the downtown commercial district immediately adjacent to it.
- Understand current utilization of this parking to enable future analysis and decision-making.
- Assess the modifications of Mallory Square parking as proposed in current drafts of the Mallory Square Master Plan presently in progress.
- Understand the degree to which other potential investments in parking downtown could respond to the modification of spaces at Mallory Square (or elsewhere).
- Guide the City on refinements to the Land Development Code's regulations and requirements pertaining to the immediate vicinity of Mallory Square, specifically about parking and mobility requirements.

## **Understanding of Work**

Although the City has a broader desire to study potential changes to parking management as a way of creating a more walkable, bikeable, and transit-friendly downtown Key West, and to ensure that parking investments have sound financial and economic development return, we understand the City's immediate priority is to explore implications of the Mallory Square Master Plan and the revenue its parking spaces provide for the City. These issues are critical to advance the Mallory Square Master Plan to completion.

The work described in this letter proposal is focused on that critical path, and each specific task is described with regard to its contributions to that outcome.

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## Scope of Services

Stantec will provide the services specifically set forth below.

### Task 1: Parking Inventory and Occupancy

Stantec will develop an inventory of current parking spaces in a study area to be defined jointly with the City and Stantec team. This will include all parking within the defined study area, owned and managed both by the City and by private entities. The inventory will create a spatial dataset compatible with City geographic information systems (GIS) software that provides the following information on spaces:

- **Parking regulations** that govern who may use a space and under what conditions.
- **Parking pricing**, if any, with detailed information on different pricing structures (such as hourly, daily, or monthly)
- **Special permissions and conditions** that may be associated with spaces
- **Other curbside uses** than parking, such as freight or passenger loading, public safety use, bus or transit stops, or other special designations (including curbside currently used for trolleys and Conch Trains)

In addition to this inventory, the Stantec team will collect information on occupancy or utilization of these parking spaces within up to five (5) three-hour time periods to be determined jointly with City staff. These time periods may (and should) span over different times of day and over weekday and weekend conditions to account for the variability in parking use at different periods. Example collection periods may include:

- Three time periods on a typical weekday (11AM – 2PM, 3PM – 6PM, and 7PM – 10PM) and two on a typical weekend (11AM-2PM and 6PM – 9PM)
- Two time periods on a typical weekday (12PM – 3PM and 6PM – 9PM), one on a Friday afternoon (5PM – 8PM), and two on a Saturday (11AM-2PM and 6PM – 9PM)

We will work with the City to determine the optimal times to reflect different dynamics of parking demand in and around Mallory Square. As the City wishes, the study area may be set intentionally larger to allow data collected in this task to serve other later efforts in studying parking, reducing the need for additional data collection later in other planning efforts.

Utilization counts will be taken to represent typical conditions during the time period when counting happens and will only include occupancy (i.e. a vehicle in a space at the time that surveyors view and count that space). The counts will not include duration of stay, and the measure of the occupancy counting will be a percentage of spaces utilized during a time period.

The Stantec team will provide guidance to City staff on collecting data for parking inventory and occupancy. This is intended to reduce consultant costs, though will follow the same procedures and parameters the Stantec team would use for its data collection. In lieu of field time, the Stantec team will work with identified City staff to define field inventory counting routes, establish time milestones for counting occupancy at different time periods, and outline a data collection template form to use in the field.

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This information will be added into the spatial dataset of parking inventory to reflect occupancy during different time periods and to facilitate mapping of different data attributes.

**Deliverables for Task 1:** Stantec staff will prepare a technical memorandum and presentation on the findings of the inventory and occupancy data collection. This will include high-level interpretations of how parking regulations, pricing, and other controls may be affecting behavior, and will note major land uses, destinations, and special events that may be driving demand during the time periods noted. Using any data on seasonal fluctuation in visitors, commercial activity, and other such indicators, we will also provide high-level estimation of how demand may increase or decrease at different times of the year from when data is collected.

This technical memorandum and presentation will not be focused on offsetting an exact number of spaces that may be removed from Mallory Square, but instead will seek to identify and describe any potential for more parking activity to be accommodated. We will provide a more detailed analysis of the relationship to Mallory Square in subsequent tasks, but this task will be intended to answer early questions of how the surrounding parking system in downtown functions and where it may have room for changes in management or regulation to better serve downtown's needs.

Deliverables will also include the GIS datasets for parking inventory and occupancy as well as any maps or other visualizations of this data the team has created.

**Team Travel for Task 1:** The Stantec team will make one trip to Key West for purposes of overseeing inventory and occupancy data collection and during this time will meet with City staff and stakeholders who are key to discussions of Mallory Square parking.

## **Task 2: Management Assessment to Support Mallory Square**

This task will take a more detailed look at potential scenarios for modified parking supply directly in Mallory Square from the Sasaki-led master planning process currently underway. The Stantec team will outline potential opportunities and strategies for how the surrounding downtown parking system might adapt to such changes. The primary intent of this task is to outline ways that any parking changes in Mallory Square could be absorbed in other ways in the larger district, or whether other mobility options in the immediate area offer potential to 'transfer' that replacement parking to other locations further from downtown or to replace the need for some of this parking entirely. This task will answer a part of a larger question of how Mallory Square's changes impact a larger parking and mobility system.

**Deliverable for Task 2:** Stantec staff will prepare a summary memorandum and presentation of potential management approaches for absorbing changes to the Mallory Square parking supply. This will focus on explaining where and how other parking might be better utilized, where different regulations might be applied to make the same kind of parking more available to users, and how other mobility options could expand the effective reach of Mallory Square to parking further away (or no parking at all, if mobility options allow a more effective substitution of travel).

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## Task 3: Financial Analysis

This task is a companion task to Task 2 and is intended to focus on financial implications of the changes to parking in Mallory Square. This task will involve a more extensive financial analysis of parking throughout downtown and will require close coordination with City Transportation staff responsible for parking management. The Stantec team will perform the following analytical steps in this analysis:

1. Determine average revenue generation per space in the Mallory Square parking lot
2. Determine all other revenue generation (to the City) from publicly-accessible spaces within the inventory and occupancy efforts of Task 1
3. Identify a share of operating costs for administering the parking supply in this area<sup>1</sup>
4. Outline potential changes to pricing levels, pricing spans (hours that pricing is in effect) or price-geography relationships that would support the management opportunities explored in Task 2
5. Estimate any required costs to the City or its partners of implementing management changes. Such implementation approaches may include, but are not limited to, the following as appropriate to a given scenario:
  - Building new parking
  - Purchasing and installing new meters
  - Purchasing other equipment, such as license plate readers
  - Adding other mobility services
  - Staff resources needed for enforcement or administration
6. Quantify the changes and end results of making management changes (essentially potential revenue minus required costs) and compare this to the status quo revenue scenarios of Items 1 and 2.

We will explore four (4) potential financial scenarios in this task, taking into account future changes to downtown such as additional development, investment in new parking assets, introduction of new mobility options, or other similar changes that substantially affect downtown parking and mobility dynamics. We are open to any scenarios the City wishes to define, but recommend a 'control and variable' approach that sets one of the two scenarios as close to current conditions as possible. This 'control' scenario would focus only on whatever management changes could be used to absorb the loss of parking in the Mallory Square surface lot and the financial implications of those changes. A 'variable' scenario would consider any and all potential changes the City wishes to incorporate, such as new development, a new parking garage, or other factors, and would perform a financial analysis considering those changes.

We understand the importance of this question and topic and expect that City staff will require a series of meetings and discussions to understand analysis findings. We will include up to three (3) virtual meetings with City staff to present initial scenario definitions and analysis results and to refine these into a final presentation.

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<sup>1</sup> We assume the City typically reports revenues and expenses at an aggregated level representing the entire City, and that some estimating will be needed to determine a share of these amounts that could be associated directly with the Mallory Square area. Depending on existing technology and vendor contracts the City may have in place, this might be possible to distill to a small area from directly available data.

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**Deliverable for Task 3:** Stantec staff will prepare a summary memorandum and presentation of potential financial outcomes for its four scenarios and will coordinate with members of the Sasaki team leading the Mallory Square Master Plan to include this information in their products and public-facing materials. The memorandum will include narrative, tables, and maps (or other supporting graphics) that clearly define the two parking scenarios being considered, and the presentation will outline these scenarios and their financial implications at a higher level intended for communication to a broader audience.

In addition, deliverables will also include the three virtual meeting work sessions to share scenario definitions and findings.

## **Task 4: Presenting Results**

This task is focused on presenting results of the findings of previous tasks. We will make up to two (2) trips to Key West for meetings with the City Manager, the City Commission, or to jointly meet and present with members of the Mallory Square Master Plan team. The City will determine the best way to engage the Stantec team in these meetings and presentations.

We will develop a standard presentation for both discussions in which our team shares these findings and will work with City staff to understand key points to include in each relative to each audience.

## **Task 5: Review of Mallory Square Draft Zoning Amendments**

This is focused on review of the City's draft of a zoning district definition (or other similar regulations) for the Mallory Square area, and will emphasize parking and mobility-based review and advisory for how to define regulations. It will include advice and recommendations on how to consider flexible approaches to parking requirements different from those in the City's primary zoning ordinance parking requirements.

We expect to craft and refine relevant language and standards of the zoning ordinance amendment in an iterative process with City staff, but will consider the following factors:

- An alternative compliance methodology/system to typical minimum parking requirements, if these are to be retained in a new district for the Mallory Square area.
- A defined relationship between parking and other transportation modes in this area.
- Procedural applications to define where administrative review of zoning and development applications may be used to determine parking and mobility requirements are met (as opposed to needing Planning Board/Commission approval).

We will include attendance at one (1) Planning Board workshop (whether virtual or in person) that City staff intends to use as an opportunity to engage stakeholders and gather broad feedback on potential recommended approaches.

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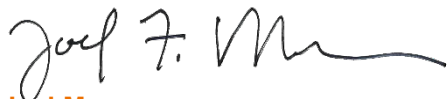
## Compensation and Schedule

We will perform these services on a time-and-materials basis, based on the task order fee estimated included in under separate cover.

We expect that with close coordination with City staff, stakeholders, and leadership, that these analysis tasks could be completed by the end of December 2023.

We thank you for your consideration and are pleased to answer any questions you may have about this proposal.

Best regards,

A handwritten signature in black ink, appearing to read "Joel F. Mann". The signature is fluid and cursive, with a long horizontal stroke at the end.

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