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OCT 19 2007

WORLD
JEWELRY
CENTER



October 9, 2007

Planning and Development Department
City of Las Vegas
731 South Fourth Street
Las Vegas, NV 89101

Re: World Jewelry Center
Site Development Plan Review

Gentlemen:

The attached application package is for the World Jewelry Center.

World Jewelry Center is located in the 61 acre Union Park Redevelopment.

World Jewelry Center will be built on Parcel E of Union Park. Parcel E is about 6.2 acres in area and falls at the North End of Union Park.

The Project is consistent with The City and Mayor Goodman's vision for the future of Union Park, as an Urban District in the Heart of Las Vegas, providing varied services to the Community and added revenue to The City.

World Jewelry Center will become a hub for the worldwide jewelry business anchored by domestic and international jewelry market leaders and a Mecca for jewelry buyers.

World Jewelry Center consists of three building – Office/Residential Condo Tower, Retail Center and a Parking Structure.

Office/Residential Tower

The Tower consists of a basement and 54 floors above ground. Because of the open atrium Entry Lobby and the relation ship to the Parking Structure, the Tower floor numbering jumps from 3 to 7 (with floors 4,5 and 6 missing) and floors 53 and 54 as Mechanical Floors. So the actual number of habitable floors is 49. Out of these, ten are Residential.

Commercial Floors:

Basement: Includes a designated Foreign Trade Zone area, Mail Room and various other services. Floors 1 through 3: Include the Main Entry Lobby to the Tower, a Bank, Restaurants and the Building Management offices.

Floors 7 through 42: Include Commercial Office Condos, Grading Labs, Private Club and a Conference Floor.

For a break down of the different uses by sq ft, please refer to the attached Shared Parking Study.

Residential Floors:

Floors 43 through 52: Include the Residential Common spaces and 98 Residential Condos. For break down of unit types, please refer to the attached Shared Parking Study.

The Gross Area of the Tower's habitable areas (office condos, residential condos, bank, conference center, private club...etc) is 1,350,000 Sq Ft.

Retail Center

The Retail Center consists of a basement and the floors above ground. It includes Retail Stores, a Museum with its Café and Store, a Food Court, Restaurants and a Health club/Spa.

For a break down of the different uses by sq ft, please refer to the attached Shared Parking Study.

The Gross Area of the Retail Center (stores, museum, restaurants, food court...etc) is 225,000 Sq Ft.

Parking Structure

The Parking Structure consists of one below and ten above grade levels.

The parking structure, the retail basement and the Tower basement will provide enough parking for the Project with a surplus.

The World Jewelry Center will self-park without the need for additional outside parking.

Please refer to the attached Shared Parking Study.

We believe that the World Jewelry Center will be a great addition to Union Park Redevelopment and The City of Las Vegas as a whole, and we trust that it will receive your approval and support.

Kind regards,



Nabil Albert, RA
Director, Development & Construction

398-A135

October 9, 2007



G.C. WALLACE, INC.
G.C. WALLACE OF CALIFORNIA, INC.
G.C. WALLACE HOLDINGS, INC.

Writer's Contact Information:
702.804.2184

Nabil Albert, RA
Director, Development and Construction
Probity International Corporation
421 North Beverly Drive, Suite 350
Beverly Hills, CA 90210

Subject: World Jewelry Center Shared Parking Study

Dear Mr. Albert:

G. C. Wallace (GCW) has updated the shared parking study summarized in a letter dated August 13, 2007. The new analysis accounts for an increase in office, retail, and residential land use.

The subject Project is now planned to incorporate the following land use square footages:

- Office – 908,481 SF Gross Floor Area, which is an increase of 7,843 SF compared to the previous analysis (809,667 SF Gross Floor Area minus elevator shafts, stairwells, and floor area containing mechanical, electrical, communications, and security equipment, an increase of 9,879 SF compared to the previous analysis)
- Retail – 112,481 SF (GFA), an increase of 6,468 SF compared to the previous analysis (100,500 SF Gross Leasable Area (GLA), an increase of 8,274 SF compared to the previous analysis)
- Food Court – 8,631 SF a decrease of 1,247 SF compared to the previous analysis (6,473 SF public seating and 2,158 SF service area) (GLA)
- Museum Cafe – 5,875 SF a decrease of 3,009 SF compared to the previous analysis (4,406 SF public seating and 1,469 SF service area) (GLA)
- Casual Dining Restaurant – 10,701 SF an increase of 712 SF compared to the previous analysis (8,026 SF public area and 2,675 SF service area) (GLA)
- Health Club – 23,879 SF (GFA) the same when compared to the previous analysis (20,919 SF Gross Floor Area minus elevator shafts, stairwells, and floor area containing mechanical, electrical, communications, and security equipment, the same when compared to the previous analysis)
- Museum – 24,802 (GFA), a decrease of 244 SF compared to the previous analysis
- Bank – 10,930 (GFA), an increase of 1,051 SF over the previous analysis
- Residential Condos (studio & 1 Bedroom) - 21 Units, an increase of 9 units compared to the previous analysis.
- Residential Condos (2 Bedroom) – 72 units, a decrease of 1 unit compared to the previous analysis.
- Residential Condos (3 Bedroom) – 5 units, the same when compared to the previous analysis.
- Raw Bar – 2,094 SF a decrease of 1,001 SF compared to the previous analysis (1,880 SF public seating and 214 SF service area) (GLA)
- Tower Restaurant - 10,145 SF an increase of 638 SF compared to the previous analysis (7,609 SF public seating and 2,536 SF service area) (GLA)

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The starting point of a shared parking analysis is the calculation of unadjusted parking demand based on individual base parking ratios. Unadjusted demand has been calculated based on ratios recommended in *Shared Parking, 2nd Edition* published by the Urban Land Institute (ULI). The base ratio for office use, which is approximately 28% less than the CLV Code requirement, is based on the average rate reported in *Parking Generation 3rd Edition* for office use in an urban area. The rate recommended in *Parking Generation 3rd Edition* reflects the urban characteristic of Union Park, while the CLV Code does not differentiate between urban or suburban areas.

It should be noted that the *Shared Parking, 2nd Edition* notes that regardless of the methodology used, GFA should exclude vehicle-parking areas, and floor areas occupied by mechanical, electrical, communications and security equipment. Additionally, elevator shafts, stairwells and atrium areas were excluded for the *Shared Parking 2nd Edition* ratios calculation, due to the fact these are either non-floor areas (Atrium) or common areas (Elevator shafts and stairwells) and are not purchased by the individual office tenants.

If land uses were taken individually, without the benefit of shared parking adjustments, parking requirements would total 4,397 based on CLV Code requirement and 3,315 spaces based on recommended *Shared Parking 2nd Edition* ratios. Parking requirement calculations without adjustments for shared parking analyses are summarized and included as Table 1.

It should be noted, only weekday demands were analyzed as it was assumed that much of the office component, accounting for over 80% of the proposed onsite land use, would not be operating on the weekend, and would therefore not be critical to the estimation of the peak parking demand.

Because the proposed Project is a mixed-use development, it is reasonable to assume that, as a whole, it will demand fewer parking spaces than predicted by the summation of each individual land use. This is the direct result of varying peak parking demand hours for different land uses and captive market reductions, which is a concept readily recognized in the Institute of Transportation Engineers (ITE) *Parking Generation Manual* and *Shared Parking 2nd Edition*. As a result, a shared parking analysis is applicable, especially when considering uninterrupted pedestrian connections between proposed land uses.

As stated, the values reported in Table 1 represent the unadjusted individual land use parking requirements that compose the Project. Using the total demands outlined in Table 1, the anticipated operating times for each land use, and the historical hourly parking accumulation distribution data presented on pages 16 through 19 of the Urban Land Institute (ULI) *Shared Parking 2nd edition*, shared parking demands for each weekday hour can be calculated. Tables 2, 3 and 4 depict total parking demands by hour of day and land use type for a typical weekday. As shown in Table 3 and 4, the peak hour demands occur from 2:00 PM to 3:00 PM at 4,243 for CLV Code requirements and 3,135 spaces for Shared Parking ratios.

As outlined in the ULI *Shared Parking 2nd Edition*, past experience and studies indicate customer-parking needs at mixed-use sites are further reduced due to the patronage of multiple onsite land uses. Patrons utilizing multiple onsite land uses are termed "captive market" per *Shared Parking 2nd Edition*. An example of a "captive market" could be the following scenario: A person working in the office land use eats lunch at the onsite restaurant and shops at one of the retail sites. This person will not require additional parking demand since one parking spot is accommodating three different unique land uses. With this concept in mind, parking demands were further reduced for the restaurant and retail sites as summarized in Table 4.

As shown in Table 4, the retail and casual dining land use demands have been reduced by 10% based on typical captive market reductions taken in the various case study analyses compiled in the

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Shared Parking 2nd Edition. We believe this factor is very conservative, and that it could easily be much higher, particularly in the context of the whole Union Park site.

A captive market reduction of 67% has been assumed for the museum. We understand the majority of museum visitors are expected to be retail patrons who are interested in how gems are mined and cut, and brought to market. Relatively few primary trips to the museum are expected.

A captive market reduction of 85% has been assumed for the food court and museum café. These uses are amenities to other Project uses, and the only primary vehicular trips to them are likely to be employees.

A captive market reduction of 94% and 65% has been assumed for the Health Club and Bank, respectively. It is understood that these amenities will be for office tenants only not for the general public. Therefore, it is anticipated that the only primary vehicular demands will be from employees.

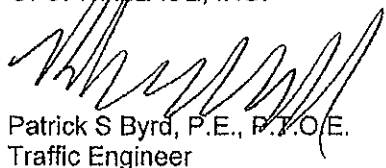
The final calculated parking demand after shared parking savings are accounted for is 3,852 based on CLV Code requirements and 2,720 spaces based on recommended *Shared Parking* ratios.

It should be noted that further parking demand reductions could be realized, depending on the proportion of transit and taxi trips to and from the Union Park development.

The current site plan provides 2,778 parking spaces (previously 2,711 parking spaces). Thus resulting in a shortfall of 1,074 spaces (previously a shortfall of 1,078 spaces) based on CLV Code Requirements and a surplus of 58 spaces (previously a surplus of 57 spaces) based on recommended *Shared Parking* ratios for the weekday peak hour. The utilization of common parking areas provided by the Union Park development could augment the proposed parking supply.

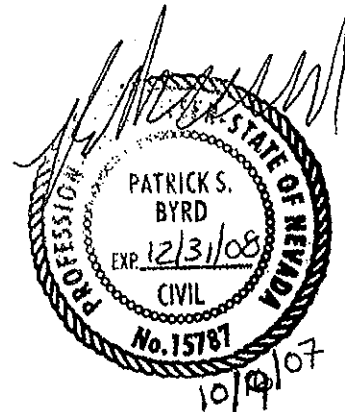
Very truly yours,

G. C. WALLACE, INC.


Patrick S Byrd, P.E., P.T.O.E.
Traffic Engineer

cg
Attach.

cc: Gary Dempster, Altoon Porter Architects
John Tobin, GCW



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Table 1. World Jewelry Center Parking Ratios

Land Use	Amount		CLV Rate	Shared Parking Ratios	CLV Required Demand	"Shared Parking" Demand
	GFA	GLA				
Office	908,481 SF	809,667 SF ¹	1 space per 300 SF (GFA)	1 Space per 417 SF (GFA) ²	3,029	1,942
General Retail	112,481 SF	100,500 SF	1 space per 250 SF (GFA)	1 space per 275 SF (GLA)	450	366
Restaurant						
Food Court						
Public Area	6,473 SF	6,473 SF	1 space per 50 SF (GFA)	1 space per 65 SF of Total Area (GLA)	130	133
Service Area	2,158 SF	2,158 SF	1 space per 200 SF (GFA)	1 space per 360 SF of Total Area (GLA)	11	24
Subtotal	8,631	8,631			141	157
Museum Café						
Public Area	4,406 SF	4,406 SF	1 space per 50 SF (GFA)	1 space per 65 SF of Total Area (GLA)	89	91
Service Area	1,469 SF	1,469 SF	1 space per 200 SF (GFA)	1 space per 360 SF of Total Area (GLA)	8	17
Subtotal	5,875	5,875			97	108
Main Tower Restaurant						
Public Area	7,609 SF	7,609 SF	1 space per 50 SF (GFA)	1 space per 65 SF of Total Area (GLA)	153	157
Service Area	2,536 SF	2,536 SF	1 space per 200 SF (GFA)	1 space per 360 SF of Total Area (GLA)	13	29
Subtotal	10,145	10,145			166	186
Raw Bar						
Public Area	1,880 SF	1,880 SF	1 space per 50 SF (GFA)	1 space per 65 SF of Total Area (GLA)	38	33
Service Area	214 SF	214 SF	1 space per 200 SF (GFA)	1 space per 360 SF of Total Area (GLA)	2	6
Subtotal	2,094	2,094			40	39
Casual Dining						
Public Area	8,026 SF	8,026 SF	1 space per 50 SF (GFA)	1 space per 65 SF of Total Area (GLA)	161	165
Service Area	2,675 SF	2,675 SF	1 space per 200 SF (GFA)	1 space per 360 SF of Total Area (GLA)	14	30
Subtotal	10,701	10,701			175	195
Total	37,446	37,446			619	685
Museum	24,802 SF	24,802 SF	1 space per 300 SF (GFA)	1 space per 300 SF (GFA)	83	83
Condo						
Small	21 Units	21 Units	1.25 per Unit + 3 Guests	1.25 per Unit + 3 Guests	30	30
Medium	72 Units	72 Units	1.75 per Unit + 8 Guests	1.75 per Unit + 8 Guests	138	138
Large	5 Units	5 Units	2 per Unit + 0 Guests	2 per Unit + 0 Guests	11	11
Health Club	23,879 SF	20,919 SF ¹	1 space per 200 SF (GFA)	1 space per 143 SF (GFA)	120	147
Bank	10,930 SF	10,930 SF	1 space per 200 SF (GFA)	1 space per 217 SF (GFA)	55	51
Total					4,397	3,315

¹ Gross Floor Area minus elevator shafts, stairwells, atrium area, and floor area occupied by mechanical, communications, and security equipment.² Parking Ratio per Parking Generation 3rd Edition.

Table 2. Time of Day Factors per Table 2-5 of Shared Parking 2nd Edition

	6:00 AM	7:00 AM	8:00 AM	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	6:00 PM	7:00 PM	8:00 PM	9:00 PM	10:00 PM	11:00 PM	12:00 AM
Office	3%	30%	75%	95%	100%	100%	90%	90%	100%	100%	90%	50%	25%	10%	7%	3%	1%	0%	0%
General Retail	1%	5%	15%	35%	65%	85%	95%	100%	95%	90%	90%	95%	95%	95%	80%	50%	30%	10%	0%
Restaurant	0%	0%	0%	0%	15%	40%	75%	75%	65%	40%	50%	75%	95%	100%	100%	100%	95%	75%	25%
Museum	0%	0%	0%	0%	100%	100%	100%	100%	100%	100%	100%	100%	0%	0%	0%	0%	0%	0%	0%
Condo	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Health Club	70%	40%	40%	70%	70%	80%	60%	70%	70%	70%	80%	90%	100%	90%	80%	70%	35%	10%	0%
Bank	0%	0%	50%	90%	100%	50%	50%	50%	70%	50%	80%	100%	0%	0%	0%	0%	0%	0%	0%

Table 3. Time of Day Factors CLV Ratios

	6:00 AM	7:00 AM	8:00 AM	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	6:00 PM	7:00 PM	8:00 PM	9:00 PM	10:00 PM	11:00 PM	12:00 AM
Office	91	909	2,272	2,878	3,029	3,029	2,726	2,726	3,029	3,029	2,726	1,515	757	303	212	91	30	0	0
General Retail	5	23	68	158	283	383	428	450	428	405	405	428	428	428	360	225	135	45	0
Restaurant	0	0	0	0	93	248	464	464	402	248	310	484	588	619	619	619	588	484	155
Museum	0	0	0	0	83	83	83	83	83	83	83	83	0	0	0	0	0	0	0
Condo	179	179	179	179	179	179	179	179	179	179	179	179	179	179	179	179	179	179	179
Health Club	84	48	48	84	84	96	72	84	84	84	96	108	120	108	96	84	42	12	0
Bank	0	0	28	50	55	28	28	28	39	28	44	55	0	0	0	0	0	0	0
Total	358	1,158	2,594	3,348	3,815	4,045	3,979	4,014	4,243	4,055	3,843	2,831	2,072	1,636	1,465	1,198	974	700	334

Table 4. Time of Day Demands Shared Parking Ratios

	6:00 AM	7:00 AM	8:00 AM	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	6:00 PM	7:00 PM	8:00 PM	9:00 PM	10:00 PM	11:00 PM	12:00 AM
Office	58	583	1,457	1,845	1,942	1,942	1,748	1,748	1,942	1,942	1,748	971	486	194	136	53	19	0	0
General Retail	4	18	55	128	238	311	348	366	348	329	329	348	348	348	293	183	110	37	0
Restaurant	0	0	0	0	103	274	514	514	445	274	343	514	651	685	685	685	651	514	171
Museum	0	0	0	0	83	83	83	83	83	83	83	83	0	0	0	0	0	0	0
Condo	179	179	179	179	179	179	179	179	179	179	179	179	179	179	179	179	179	179	179
Health Club	103	59	59	103	103	118	88	103	103	103	118	132	147	132	118	103	51	15	0
Bank	0	0	26	48	51	26	26	26	36	26	41	51	0	0	0	0	0	0	0
Total	344	839	1,775	2,301	2,698	2,932	2,985	3,018	3,135	2,936	2,840	2,278	1,810	1,538	1,410	1,208	1,010	744	350

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Table 5. Captive Market Adjustment

	Parking Demand per CLV Ratios			Parking Demand per Shared Parking Ratios		
	Unadjusted Demand (2:00 PM)	Non Captive	Adjusted Demand	Unadjusted Demand (2:00 PM)	Non Captive	Adjusted Demand
Office	3,029	100%	3,029	1,942	100%	1,942
General Retail	428	90%	385	348	90%	313
Food Court	92	15%	14	102	15%	15
Museum Café	63	15%	9	70	15%	11
Tower Rest.	108	90%	97	121	90%	109
Raw Bar	26	15%	4	25	15%	4
Restaurant	114	90%	102	127	90%	114
Museum	83	33%	27	83	33%	27
Condo	179	100%	179	179	100%	179
Health Club	84	6%	5	103	6%	6
Bank	39	6%	2	36	6%	2
Total	4,121		3,852	3,135		2,720

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Land Use: 701 Office Building

Average Peak Period Parking Demand vs: 1,000 sq. ft. GFA
On a: Weekday
Location: Urban

Statistic	Peak Period Demand
Peak Period	9:00 a.m.-4:00 p.m.
Number of Study Sites	12
Average Size of Study Sites	250,000 sq. ft. GFA
Average Peak Period Parking Demand	2.40 vehicles per 1,000 sq. ft. GFA
Standard Deviation	0.63
Coefficient of Variation	26%
Range	1.46-3.43 vehicles per 1,000 sq. ft. GFA
85th Percentile	2.97 vehicles per 1,000 sq. ft. GFA
33rd Percentile	2.12 vehicles per 1,000 sq. ft. GFA

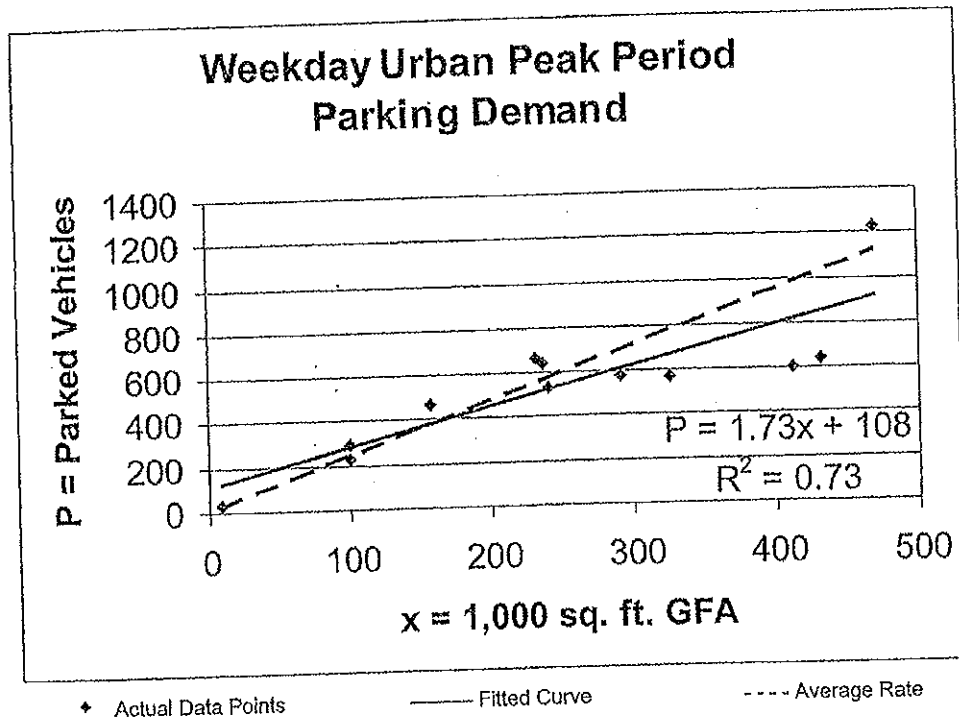


Table 2-2 Summary of Recommended Base Parking Ratios (Spaces per Unit Land Use)

Land Use	Weekday		Weekend		Unit	Source
	Visitor	Employee	Visitor	Employee		
Community Shopping Center (<400,000 sq. ft.)	2.9	0.7	3.2	0.8	/ksf ¹ G/A	1
Regional Shopping Center (400,000 to 600,000 sq. ft.)	Sliding scale between 400,000 and 600,000 sq. ft.				/ksf G/A	1
Super Regional Shopping Center (>600,000 sq. ft.)	3.2	0.8	3.6	0.9	/ksf G/A	1
Fine/Casual Dining	15.25	2.75	17.0	3.0	/ksf G/A	2,3
Family Restaurant	9.0	1.5	12.75	2.25	/ksf G/A	3
Fast Food Restaurant	12.75	2.25	12.0	2.0	/ksf G/A	2
Nightclub	15.25	1.25	17.5	1.5	/ksf G/A	3
Active Entertainment	Custom to each tenant					
Cineplex	0.19	0.01	0.26	0.01	/seat	3, 2
Performing Arts Theater	0.3	0.07	0.33	0.07	/seat	2,3
Arena	0.27	0.03	0.3	0.03	/seat	3
Pro Football Stadium	0.3	0.01	0.3	0.01	/seat	3
Pro Baseball Stadium	0.31	0.01	0.34	0.01	/seat	3
Health Club	0.6	0.01	5.5 ²	0.25	/ksf G/A	3, 4
Convention Center	5.5	0.5	5.5	0.5	/ksf G/A	3
Hotel - Business	1.0	0.25	0.9	0.18	/room	2, 3
Hotel - Leisure	0.9	0.25	1.0	0.18	/room	2, 3
Restaurant/Lounge	10.0	—	10.0	—	/ksf G/A	2, 3, 5
Conference Center/Banquet (20 to 50 sq. ft./guest room)	30.0	—	30.0	—	/ksf G/A	2, 3, 5
Convention Space (>50 sq. ft./guest room)	20.0	—	10.0	—	/ksf G/A	2, 3, 5
Residential, Rental	0.15	1.5 ²	0.15	1.5 ²	/unit	2
Residential, Owned	0.15	1.7	0.15	1.7	/unit	2
Office (<25,000 sq. ft.)	0.3	3.5	0.03	0.35	/ksf G/A	2
Office (25,000 to 100,000 sq. ft.) Sliding scale between:					/ksf G/A	2
25,000 sq. ft.	0.3	3.5	0.03	0.35		
100,000 sq. ft.	0.25	3.15	0.03	0.32		
Office (100,000 to 500,000 sq. ft.) Sliding scale between:					/ksf G/A	2
100,000 sq. ft.:	0.25	3.15	0.03	0.32		
500,000 sq. ft.:	0.2	2.6	0.02	0.26		
Office >500,000 sq. ft.	0.2	2.6	0.02	0.26	/ksf G/A	2
Data Processing Office	0.25	5.75	0.03	0.58	/ksf G/A	2, 3
Medical/Dental Office	3.0	1.5	3.0	1.5	/ksf G/A	2, 3
Bank, Branch with Drive-in	3.0	1.6	3.0	1.6	/ksf G/A	2

Notes

Ratios based on peak parking spaces required with virtually 100% auto use and typical ridesharing for suburban conditions.

¹/ksf = per thousand sq. ft.

²1.0 spaces reserved for residents' sole use, 24 hours a day; remainder shared with visitors and other uses.

Sources:

1. *Parking Requirements for Shopping Centers*, 2nd ed. (Washington, D.C.: ULI-the Urban Land Institute, 1999).
2. *Parking Generation*, 3rd ed. (Washington, D.C.: Institute of Transportation Engineers, 2004).
3. Data collected by team members.
4. John W. Dorsett, "Parking Requirements for Health Clubs," *The Parking Professional*, April 2004.
5. Gerald Salzman, "Hotel Parking: How Much Is Enough?" *Urban Land*, January 1988.

Table 2-5

Land Use	User	6 a.m.	7 a.m.	8 a.m.	9 a.m.	10 a.m.	11 a.m.	Noon	1 p.m.	2 p.m.
Shopping Center—typical	Customer	1%	5%	15%	35%	65%	85%	95%	100%	95%
Peak December	Customer	1%	5%	15%	30%	55%	75%	90%	100%	100%
Late December	Customer	1%	5%	10%	20%	40%	65%	90%	100%	100%
	Employee	10%	15%	40%	75%	85%	95%	100%	100%	100%
Fast Food Dining	Customer	—	—	—	—	15%	35%	55%	75%	90%
	Employee	—	—	50%	75%	90%	95%	95%	95%	95%
Family Restaurant	Customer	25%	50%	60%	75%	85%	90%	100%	90%	90%
	Employee	50%	75%	90%	90%	100%	100%	100%	100%	100%
Fast Food Drive-Through	Customer	—	10%	20%	25%	—	—	100%	100%	—
	Employee	—	50%	50%	55%	75%	100%	100%	100%	—
Nightclub	Customer	—	—	—	—	—	—	—	—	—
	Employee	—	—	—	5%	5%	5%	5%	10%	10%
Cinema—typical	Customer	—	—	—	—	—	—	25%	50%	75%
Late December	Customer	—	—	—	—	—	—	15%	100%	100%
	Employee	—	—	—	—	—	—	50%	100%	100%
Performing Arts Theater	Customer	—	—	—	1%	1%	1%	1%	1%	1%
No matinee	Employee	—	10%	10%	20%	20%	20%	30%	30%	30%
Arts Center	Customer	—	—	—	—	—	—	1%	1%	1%
No matinee	Employee	—	10%	10%	20%	20%	20%	20%	30%	30%
Stadium	Customer	—	—	—	1%	1%	1%	5%	5%	9%
8 p.m. start	Employee	—	10%	10%	20%	20%	20%	30%	30%	30%
Health Club	Customer	10%	10%	10%	10%	10%	10%	10%	10%	10%
	Employee	5%	10%	10%	10%	10%	10%	10%	10%	10%
Convention Center	Visitor	—	—	50%	100%	100%	100%	100%	100%	100%
	Employee	5%	30%	33%	33%	100%	100%	100%	100%	100%
Hotel—business	Guest	15%	10%	80%	10%	10%	10%	10%	10%	10%
Hotel—leisure	Guest	15%	10%	90%	60%	10%	10%	10%	10%	10%
Restaurant/Coffee Shop	Customer	10%	10%	10%	10%	10%	10%	10%	10%	10%
Conference/Banquet	Customer	—	—	10%	10%	10%	10%	10%	10%	10%
Convention	Visitor	—	—	50%	100%	100%	100%	100%	100%	100%
	Employee	5%	10%	10%	10%	100%	100%	100%	100%	100%
Residential	Guest	—	10%	20%	20%	20%	20%	20%	20%	20%
Residential	Reserved	100%	100%	100%	100%	100%	100%	100%	100%	100%
Residential	Resident	100%	90%	85%	80%	75%	70%	65%	70%	70%
Office	Visitor	—	—	20%	10%	10%	10%	15%	15%	100%
Office	Employee	15%	20%	70%	75%	100%	100%	100%	90%	100%
Medical/Dental Office	Visitor	—	—	10%	10%	100%	100%	30%	90%	100%
	Employee	—	—	60%	100%	100%	100%	100%	100%	100%
Bar	Customer	—	—	50%	90%	100%	100%	10%	10%	10%
	Employee	—	—	60%	100%	100%	100%	100%	100%	100%

3 p.m.	4 p.m.	5 p.m.	6 p.m.	7 p.m.	8 p.m.	9 p.m.	10 p.m.	11 p.m.	Midnight	Source
90%	90%	95%	95%	95%	80%	50%	30%	10%	—	1
100%	95%	85%	80%	75%	65%	50%	30%	10%	—	1
100%	95%	85%	70%	55%	40%	25%	15%	5%	—	1
100%	100%	95%	95%	95%	90%	75%	40%	15%	—	2
30%	—	—	—	80%	100%	100%	95%	—	25%	2
75%	—	100%	100%	100%	100%	100%	100%	85%	—	2
45%	45%	75%	80%	80%	80%	55%	50%	50%	25%	2
75%	75%	95%	95%	95%	99%	80%	65%	65%	35%	2
60%	—	60%	85%	70%	50%	20%	20%	10%	—	2
10%	9%	20%	20%	15%	15%	40%	30%	10%	20%	2
—	—	—	25%	50%	75%	100%	100%	100%	100%	2
10%	20%	45%	70%	100%	100%	100%	100%	100%	100%	2
55%	25%	60%	80%	80%	100%	100%	100%	75%	40%	2
80%	100%	100%	100%	100%	100%	100%	100%	80%	70%	2
75%	75%	100%	100%	100%	100%	100%	100%	70%	50%	2
1%	1%	1%	1%	25%	100%	100%	—	—	—	2
30%	30%	30%	100%	100%	100%	100%	30%	10%	5%	2
—	—	—	—	—	100%	100%	85%	—	—	2
5%	5%	5%	10%	50%	100%	100%	85%	25%	—	2
30%	30%	30%	100%	100%	100%	100%	100%	25%	10%	2
70%	100%	90%	100%	100%	100%	100%	70%	—	—	2
100%	100%	100%	50%	30%	30%	10%	—	—	—	2
100%	90%	70%	40%	25%	20%	20%	5%	—	—	2
80%	65%	60%	—	—	—	25%	20%	100%	100%	2
70%	70%	70%	—	—	—	20%	20%	100%	100%	2
10%	10%	10%	—	—	—	—	—	100%	100%	2
100%	100%	100%	50%	30%	30%	—	—	—	—	2
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	2
20%	20%	40%	60%	100%	100%	100%	100%	80%	50%	2
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	2
70%	75%	85%	90%	97%	98%	99%	100%	100%	100%	2
45%	10%	10%	—	—	—	—	—	—	—	2
100%	90%	80%	67%	30%	15%	—	—	—	—	2
100%	100%	100%	67%	30%	15%	—	—	—	—	2
50%	50%	100%	—	—	—	—	—	—	—	2
100%	100%	100%	—	—	—	—	—	—	—	2

Sources:

1. Confidential data provided by shopping center managers.
2. Developed by team members.
3. *Parking Generation*, 3rd ed. (Washington, D.C.: Institute of Transportation Engineers, 2004).
4. John W. Dorsett, "Parking Requirements for Health Clubs," *The Parking Professional*, April 2004.
5. Gerald Salzman, "Hotel Parking: How Much Is Enough?" *Urban Land*, January 1988.
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