CROSSROADS CONSULTING

CONCEPTUAL SPACE MASTER PLAN & PARKING NEEDS ANALYSIS FOR THE OCEAN CITY CONVENTION CENTER

SUBMITTED TO: MARYLAND STADIUM AUTHORITY

March 2025

FINAL REPORT

CROSSROADS CONSULTING

March 6, 2025

Mr. Al Tyler, Vice President
Maryland Stadium Authority - Capital Projects Development Group
The Warehouse at Camden Yards - South Warehouse
351 West Camden Street - Suite 300
Baltimore, MD 21201

Dear Mr. Tyler:

Crossroads Consulting Services, LLC, in conjunction with Populous and Walker Consultants, has completed its scope of services related to preparing a conceptual space master plan for future expansion of the Ocean City Convention Center and a parking demand analysis.

The information contained in the report reflects analysis of secondary sources of information including, but not limited to, data obtained from management at the Maryland Stadium Authority, the Town of Ocean City, and the Ocean City Convention Center. We have utilized sources that are deemed to be reliable but cannot guarantee their accuracy. All information provided to us by others was not audited or verified and was assumed to be correct. We have no obligation, unless subsequently engaged, to update our report or revise the information contained therein to reflect events and transactions occurring after the date of this report.

In accordance with the terms of our engagement letter, the accompanying report is restricted to internal use by the Maryland Stadium Authority and the Town of Ocean City and may not be relied upon by any third party for any purpose including financing. Notwithstanding these limitations, it is understood that this document may be subject to public information laws and, as such, can be made available to the public upon request.

Although you have authorized reports to be sent electronically for your convenience, only the final hard copy report should be viewed as our work product.

We have enjoyed our ongoing relationship with the Maryland Stadium Authority and look forward to providing you with continued service in the future.

Sincerely,

Crossroads Consulting Services, LLC

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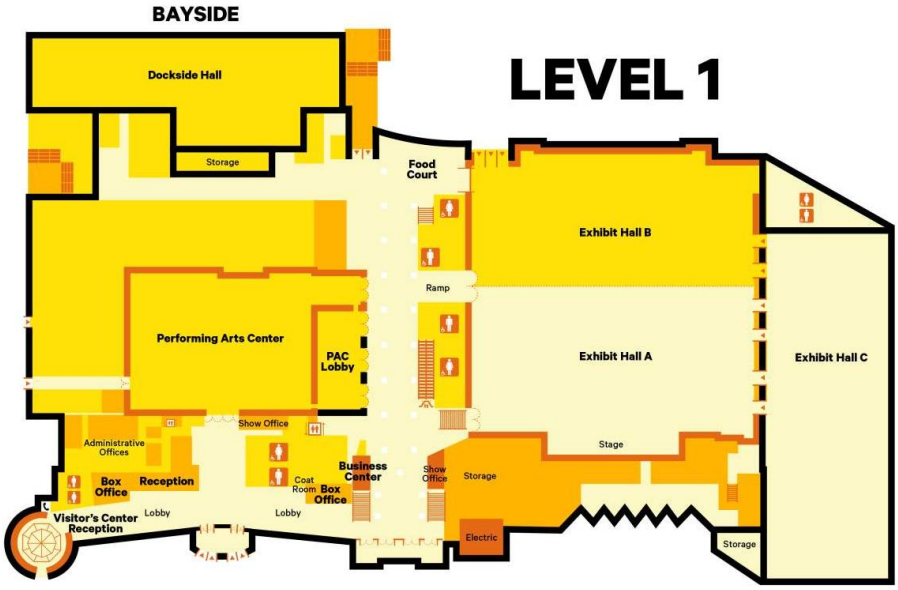
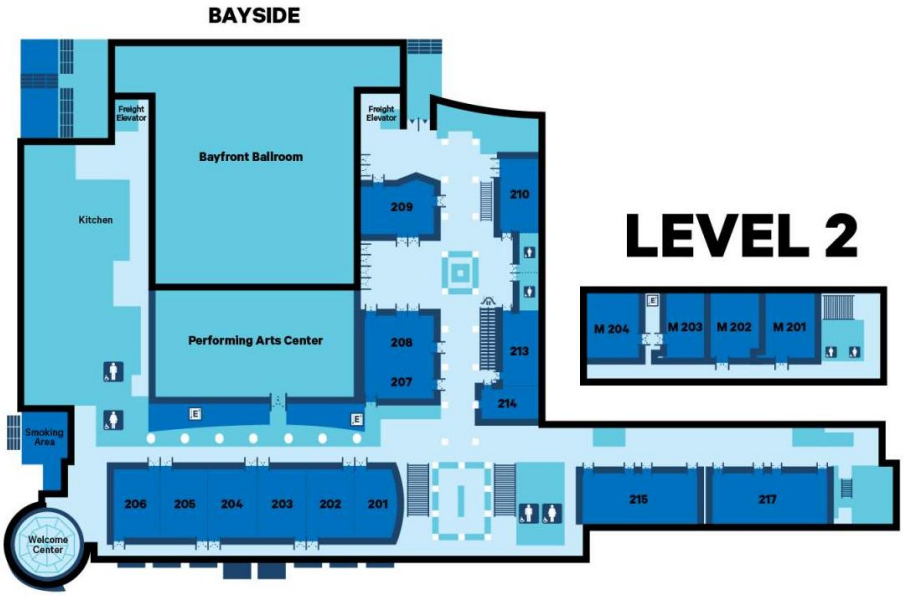
INTRODUCTION

The Town of Ocean City ("TOC") is in Worcester County, which is one of the most popular, year-round vacation destinations on the East Coast providing a safe, clean and fun environment for visitors. The Roland E. Powell Convention Center ("Ocean City Convention Center" or "OCCC") serves as the primary venue in the area for conventions, trade shows, public shows, meetings and events/competitions. Multiple studies have been conducted related to the OCCC which have led to several renovations and expansions over the years, with the most recent expansion being completed in 2021 which added a 30,000 SF multi-purpose exhibit hall, a new 15,000 SF bayside gallery, a business center and additional support spaces. The current OCCC building program offers approximately 89,800 SF of exhibit space throughout multiple halls; 19,000 SF of ballroom space; 18 meeting rooms; and a 1,200-seat Performing Arts Center. The following images depict the floor plan of the existing OCCC.





As part of their strategic planning efforts, the Maryland Stadium Authority ("MSA") and TOC are seeking to better understand long-term physical space needs at the OCCC from a market perspective. In addition, the MSA and TOC would like to better understand the required parking inventory both in the short- and long-term to support events. The OCCC currently faces challenges related to parking, as the current supply marginally supports existing demand from event attendees, vendors, employees, beach goers, etc. Future expansion of the facility would increase parking demand and further accentuate the parking inadequacy.

Purpose of the Study

Crossroads Consulting Services, LLC ("Crossroads" or "Crossroads Consulting"), in association with Populous and Walker Consultants, was engaged to develop a conceptual space master plan for future expansion of the OCCC and a parking needs analysis with consideration to short- and long-term operations.

Populous, a global architectural design firm that specializes in public assembly facilities including convention centers, developed the conceptual space masterplan for future OCCC expansion. Walker Consultants (or "Walker"), which provides planning, design, engineering, forensics, restoration and building envelope consulting services, conducted the parking needs analysis.

The findings outlined in this report are only one factor that the MSA and the TOC should consider in their future strategic planning efforts related to the potential expansion of the OCCC. The research and analysis conducted for this study is intended to allow the MSA and the TOC to draw their own informed conclusions regarding the viability associated with expansion. The purpose of this study is not to assess the feasibility of expansion, but rather to provide the MSA and TOC with a planning document to inform future decision making related to the OCCC.

Scope of Services

The following outlines the scope of services completed as part of this study effort.

<u>Performed Preliminary Due Diligence</u>

- Met with the appropriate MSA and TOC representatives to confirm the study scope and objectives, project goals, project schedule as well as discuss existing parking conditions, facility operations and future needs.
- Collected and reviewed pertinent background materials related to the project.

<u>Developed a Conceptual Space Master Plan for Future OCCC Expansion</u>

- Performed a cursory market analysis that estimated the potential order-of-magnitude amount and type of space that may be required for future expansion at the OCCC over the next 20 years.
- Provided general guidance and options on massing of space and identify the best location(s) for future expansion of the OCCC.
- Prepared a conceptual space masterplan for future OCCC expansion.

<u>Conducted a Parking Needs Analysis</u>

- Collected and reviewed current and historical operating data to determine the peak presence of employees, vendors, visitors, performers, etc.

- Confirmed inventory of existing parking spaces to determine number, user assignments, time restrictions, etc.
- Conducted parking occupancy counts at selected times during the Seaside Boat Show. This occupancy data helped determine the pattern of parking utilization throughout the day and also identified/documented unusual patterns.
- Developed a parking model that quantified parking needs for the various user groups and considered current, short-term (5 years), and long-term (10- and 20-year) parking demands.
- Evaluated the current, mid- (5 years) and long- (10 years) term parking needs of the OCCC.
- Identified preliminary parking alternatives for increasing the parking supply.
- Assessed preferred parking alternatives from the previous subtask.
- Identified the pros and cons of each alternative, as well as preliminary, order-of-magnitude conceptual costs and additional capacity to be gained for each alternative based on an assumed efficiency.
- Evaluated the various alternatives based on qualitative criteria mutually agreed upon with MSA and TOC.
- Discussed the conceptual alternatives with MSA and TOC and developed a recommended plan meeting current and future parking needs of the OCCC.
- Summarized the findings and conclusions in a written report.

CURSORY MARKET ANALYSIS

To assist in estimating the potential order-of-magnitude amount and type of space that may be required for future expansion of the OCCC, this section provides an overview of local market conditions, historical OCCC event data, the competitive landscape, and key industry trends.

Local Market Conditions

Local market conditions such as demographic and socioeconomic attributes, the vibrancy of the area immediately surrounding a facility, and overall destination appeal to both meeting/event planners and attendees can all impact a facility's overall competitiveness within the broader marketplace. This section profiles demographic and socioeconomic statistics, area employment, transportation access, hotel supply and area amenities.

Demographic Statistics

The following table profiles population, median age and median household income for the TOC, Worcester County, and the State of Maryland. The U.S. is also shown for comparative purposes. The demographic statistics shown in this report are based on data supplied by Esri, which is a global market leader in geographic information system (GIS) software, location intelligence and mapping.

Population serves as a base from which events at convention centers draw attendance and other forms of support. Based on data from ESRI, the 2024 population in the TOC and Worcester County was 6,787 and 53,531, respectively. From 2024 to 2029, TOC and the County are projected to experience slight annual population declines.

Certain events, such as conventions/tradeshows, sporting competitions, special events etc. will draw from a larger geographic region such as the State, which has a population of nearly 6.3 million that is expected to experience slight growth over the next five years.

The median ages in TOC and the County are 57.1 and 50.9, respectively, which is significantly older than that in the State (39.5) and the U.S. (39.3).

Household income offers a broad measurement of spending potential for a specific population because it indicates the general ability of individuals or households to spend money on activities and purchase a variety of goods and services. The 2024 median household income in the TOC was $57,065, which is lower than that for the other profiled areas. The 2024 median household income in the State ($100,479) is significantly higher than the U.S. ($79,068), while the median household income in the County ($76,652) is relatively similar to that of the U.S.

Summary of Key Demographics and Socioeconomic Characteristics				
Category	Town of Ocean City	Worcester County	State of Maryland	U.S.
Population				
2010 Total Population	7,102	51,454	5,773,552	308,745,538
2020 Total Population	6,844	52,460	6,177,224	331,449,281
2024 Total Population	6,787	53,531	6,253,119	338,440,954
2029 Total Population	6,627	52,936	6,319,745	344,873,411
2010-2020 Total Population	-0.36%	0.20%	0.70%	0.74%
2020-2024 Total Population	-0.21%	0.51%	0.31%	0.53%
2024-2029 Annual Growth Rate (Projected)	-0.48%	-0.22%	0.21%	0.38%
2024 Median Age	57.1	50.9	39.5	39.3
2024 Median Household Income	$57,065	$76,652	$100,479	$79,068
2024 Average Household Income	$94,132	$110,395	$139,575	$113,185

Source: Esri.

Area Employment

The composition of an area's employment by industry can be a factor in targeting certain events and/or seeking advertising and sponsorship opportunities. A balanced distribution of the workforce is beneficial as not to create an over reliance on any single industry segment. Additionally, a diverse local economy is better insulated from economic downturns. In 2024, there were approximately 3,600 total jobs in the TOC and 26,000 total jobs in the County. As one would expect, employment in both geographic areas is dominated by the Services industry.

2024 Employed Population 16+ by Industry				
	Town of Ocean City		Worcester County	
Industry	Total Jobs	% of Total	Total Jobs	% of Total
Services	2,128	59.3%	14,337	55.3%
Finance/Insurance/Real Estate	373	10.4%	1,348	5.2%
Retail Trade	344	9.6%	2,670	10.3%
Construction	240	6.7%	2,515	9.7%
Public Administration	226	6.3%	1,815	7.0%
Transportation/Utilities	118	3.3%	830	3.2%
Manufacturing	79	2.2%	1,218	4.7%
Information	39	1.1%	233	0.9%
Wholesale Trade	29	0.8%	363	1.4%
Agriculture/Mining	14	0.4%	622	2.4%
Total	**3,592**	**100%**	**25,951**	**100%**

Notes: Amounts may not add to total due to rounded percentages provided by Esri.

Sorted in descending order by total jobs in the Town of Ocean City.

Source: Esri.

The adjacent table provides a list of principal employers in the TOC based on information from the TOC's 2023 Comprehensive Annual Financial Report which is the most recent data available. With approximately 1,170 employees, the TOC is the largest employer followed by Harrison Group. In aggregate, these organizations account for nearly half of the area's total employment.

Town of Ocean City - Principal Employers		
Employer	**Employees**	**% of Total**
Town of Ocean City	1,169	25%
Harrison Group	1,015	22%
Bayshore Development	595	13%
OC Seacrets, Inc.	455	10%
Carousel Resort Hotel & Condominiums	335	7%
Fagers Island, Ltd.	275	6%
KTG LLC	225	5%
Castle in the Sand, Inc.	215	5%
Clarion Resort Fontainebleau	200	4%
Trimpers Rides, Inc.	175	4%
Total	**4,659**	**100%**

Note: Sorted in descending order by number of employees.

Source: Town of Ocean City 2023 Comprehensive Annual Financial Report.

Hotel Supply

The OCCC's ability to attract events like conventions, tradeshows, meetings and sports competitions that generate overnight stays is impacted by the availability of area hotels. There are over 10,300 hotel rooms in the TOC which include chain-affiliated hotels, all-suite, boutique and independent properties. The map below illustrates the supply and location of these hotels/motels. Many of these properties are within a short drive to/from the OCCC. In addition, there are over 20,000 condominiums or rental accommodations in the TOC.

Map of Hotel Supply

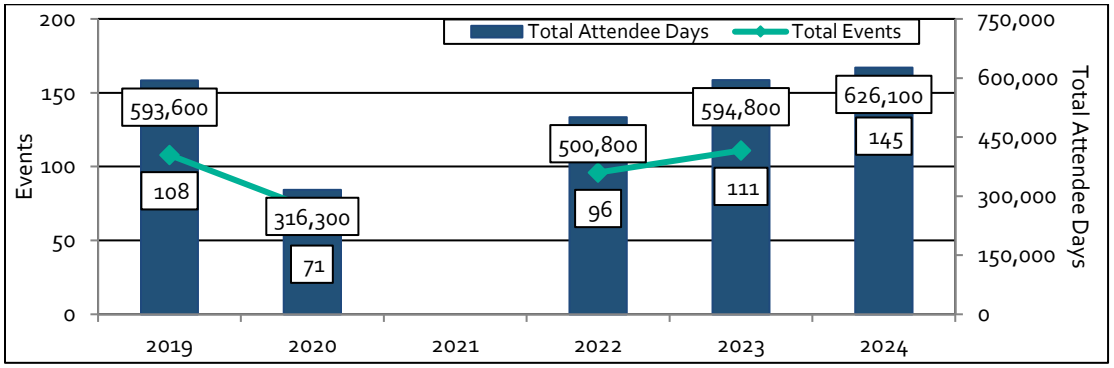
Notes: OCCC's location is depicted with a star.
TOC is outlined in blue.
Number in the circles reflects the number of hotels in that area.

Source: Esri.

Historical Event Activity

This section profiles trends in OCCC utilization from FY 2019 through FY 2024. The OCCC closed in mid-March 2020 due to the COVID-19 pandemic and did not achieve stabilized operations until the spring of 2021; as such, event activity for FY 2021 is excluded from this analysis. Both the total number of events and attendee days have trended upward since FY 2019 and surpassed pre-COVID-19 pandemic levels in both FY 2023 and FY 2024.

Historical OCCC Activity (FY 2019 – FY 2024)



Source: OCCC management.

The following table details the OCCC's event activity from FY 2019 through FY 2024 (excluding FY 2021).

Events						
Event Type	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**
Conventions/Tradeshows	26	16		22	29	28
Consumer Shows	22	18		16	16	18
Meetings	19	9		18	12	18
Competitions	10	6		15	18	24
Other Events	10	8		12	14	27
Concerts/Entertainment	21	14		13	22	30
Total	**108**	**71**		**96**	**111**	**145**
% Change		**-34%**		**35%**	**16%**	**31%**

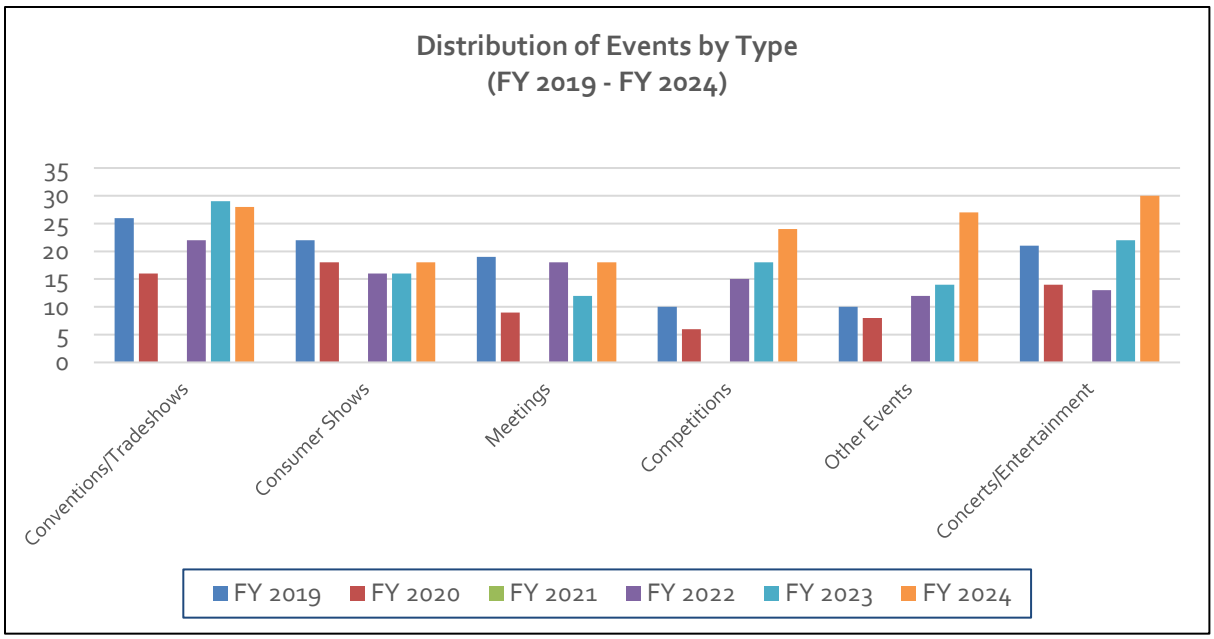
Total Use Days						
Event Type	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**
Conventions/Tradeshows	96	64		94	123	113
Consumer Shows	82	67		76	80	85
Meetings	46	19		41	25	46
Competitions	39	22		58	78	85
Other Events	20	19		27	32	64
Concerts/Entertainment	45	31		24	47	47
Total	**328**	**222**		**320**	**385**	**440**
% Change		**-32%**		**44%**	**20%**	**14%**

Total Attendees						
Event Type	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**
Conventions/Tradeshows	214,700	97,800		176,700	180,600	172,200
Consumer Shows	207,500	132,400		176,000	213,400	229,900
Meetings	16,200	3,000		39,000	34,300	39,600
Competitions	122,200	67,500		91,800	124,500	146,700
Other Events	11,700	3,500		4,700	15,800	12,500
Concerts/Entertainment	21,300	12,100		12,600	26,200	25,200
Total	**593,600**	**316,300**		**500,800**	**594,800**	**626,100**
% Change		**-47%**		**58%**	**19%**	**5%**

Notes: Due to the COVID-19 pandemic, FY 2020 event activity was negatively impacted and FY 2021 is excluded.
Other events include banquets, social events and community events such as graduations.
Concerts/entertainment events represent stand-alone events held at the Performing Arts Center.
Total attendees are rounded to the nearest hundred.
Percent change shown for FY 2022 reflects the change from FY 2020 to FY 2022.

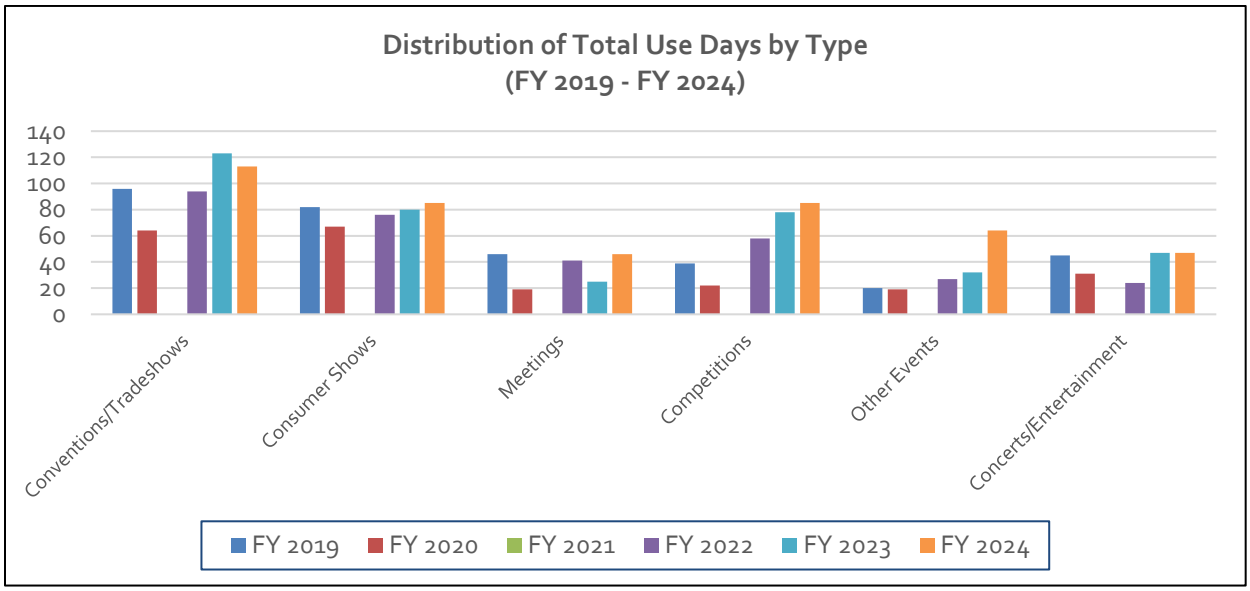
Sources: OCCC management; Crossroads Consulting.

The following charts illustrate the distribution of total events, use days and attendees by type. As shown, conventions/tradeshows have generally accounted for the largest percentage of events. Further, between FY 2023 and FY 2024, the number of events increased for all categories with the exception of conventions/ tradeshows which experienced a slight (3%) decrease.



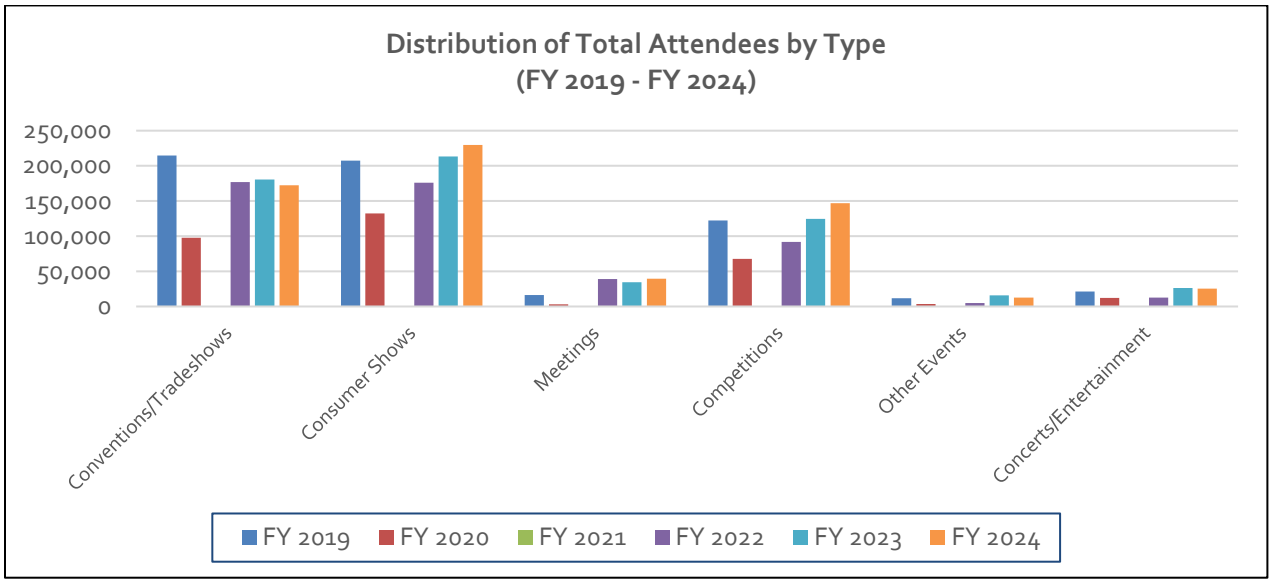
Note: Due to the COVID-19 pandemic, FY 2020 event activity was negatively impacted and FY 2021 is excluded.

Conventions/tradeshows, consumer shows and competitions have generally accounted for the highest percentage of use days.



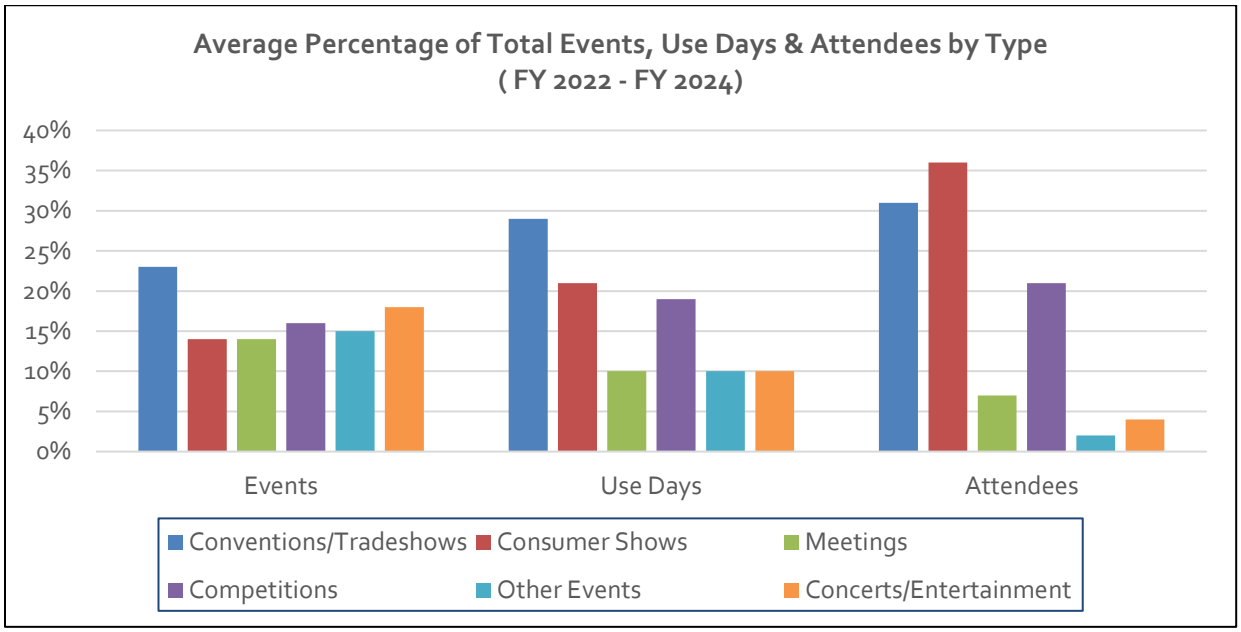
Note: Due to the COVID-19 pandemic, FY 2020 event activity was negatively impacted and FY 2021 is excluded.

Conventions/tradeshows and consumer shows have historically drawn the largest share of total attendees.



Note: Due to the COVID-19 pandemic, FY 2020 event activity was negatively impacted and FY 2021 is excluded.

The chart below shows the average percentage of total events, use days and attendees by type for the last three fiscal years. From FY 2022 through FY 2024, conventions/tradeshows, which generally generated a significant amount of economic impact, have averaged 23% of events, 29% of use days and 31% of total attendees. Consumer shows averaged 36% of total attendees and competitions, which tend to draw out-of-town visitors, averaged 21% of total attendees.



Note: Due to the COVID-19 pandemic, FY 2021 data is excluded.

Competitive Landscape

The supply of competitive/peer facilities and their building program offerings is important to understand when considering potential expansion. The following table profiles the building program at peer convention centers. These facilities were chosen based on feedback from facility management and their geographic location. Larger, urban facilities including those in Baltimore, Washington, D.C., and Philadelphia can be subdivided to accommodate the space needs of small to moderate size events.

Peer Facilities - Building Program

Facility	Location	Exhibit Hall SF	Ballroom SF	Meeting Room SF	Total Function SF	Ratio of Ballroom/ Meeting SF to Exhibit SF	Divisible Meeting Rooms
Pennsylvania Convention Center	Philadelphia, PA	679,000	121,900	146,400	947,300	40%	75
Walter E. Washington Convention Center	Washington, D.C.	703,000	52,000	150,300	905,300	29%	77
Atlantic City Convention Center	Atlantic City, NJ	486,600	0	106,300	592,900	22%	45
Baltimore Convention Center	Baltimore, MD	300,000	36,700	70,500	407,200	36%	50
Gaylord National Resort & Convention Center*	Oxon Hill, MD	178,800	120,400	83,400	382,600	114%	75
Virginia Beach Convention Center	Virginia Beach, VA	150,000	31,000	27,900	208,900	39%	22
Hampton Roads Convention Center**	Hampton, VA	102,600	27,900	26,200	156,700	53%	24
Savannah Convention Center	Savannah, GA	96,100	24,500	15,700	136,300	42%	12
Ocean City Convention Center	**Ocean City, MD**	**89,800**	**19,000**	**24,100**	**132,900**	**48%**	**18**
Myrtle Beach Convention Center	Myrtle Beach, SC	100,800	16,900	14,200	131,900	31%	17
Charleston Area Convention Center	North Charleston, SC	77,000	25,000	18,500	120,500	56%	15
Wildwoods Convention Center	Wildwoods, NJ	73,200	11,700	10,900	95,800	31%	10
Hershey Lodge & Convention Center	Hershey, PA	32,000	18,300	14,200	64,500	102%	16
Average (Excluding OCCC)		**248,300**	**40,500**	**57,000**	**345,800**	**49%**	**37**
Median (Excluding OCCC)		**126,300**	**26,450**	**27,050**	**182,800**	**39%**	**23**

Notes: Sorted in descending order by total function square feet (SF).
Pre-function, concourse, lobby and theater/auditorium spaces are excluded from all facilities.
Square footage is rounded to the nearest hundred.
*Ballroom space includes square footage for 12 breakout rooms in addition to the main Maryland and Potomac ballrooms; total function SF is adjusted accordingly.
** Conference center space is included in meeting rooms.

Source: Facility floor plans.

Several of the profiled facilities including the Baltimore Convention Center and the Savannah Convention Center have or are considering improving, modernizing and/or expanding to improve client and patron experience as well as business operations. In addition, several destinations such as Virginia Beach, Hampton and North Charleston are exploring the merits of rebranding/improving the areas surrounding the convention centers by adding hotels and retail space and/or improving transportation to and from the site. Offering flex space that can serve multiple functions is becoming more popular at convention centers.

Although not profiled, the OCCC also competes with larger hotel properties in Maryland and Washington, D.C. Hotel properties are advantageous to some meeting planners since these facilities control all major aspects of an event including the space, hotel rooms and food & beverage service under one roof.

In summary, the convention/meetings industry is very competitive and facilities and destinations are constantly seeking to improve their assets and offerings.

Other attributes such as specific facility/market factors and industry trends should also be considered when contemplating future expansion for both the amount and type of space.

Industry Trends

This section summarizes key industry trends from various secondary sources and provides insight into the convention and meeting industry. With OCCC'S success somewhat dependent on the state of the industry, these insights may assist in future strategic planning efforts.

The Professional Convention Management Association ("PCMA") recently released the 2023 Global Economic Significance of Business Events Study, which analyzes the economic importance of the business events industry in 2019. The study defines business events as conventions, conferences, tradeshows, business meetings, and other similar events. According to the study, six billion people participated in business events across 180 counties. These events supported a total economic impact of $2.8 trillion in business sales, 27.5 million jobs, and $1.6 trillion of GDP.

Source: Events Industry Council & Oxford Economics.

The study estimates that from 2020 through 2022 a total of $1.9 trillion was lost in business sales which resulted in the loss of 5.8 million jobs annually during the three-year period as a result of COVID-19. In 2022, global activity recovered, but remained 20% below 2019 levels in terms of spending.

The study also analyzed the role business events serve in the sharing of knowledge, innovation and engagement via a survey of nearly 1,650 event organizers. Findings included:

- 41% agreed that events will become increasingly important in building culture and engagement
- 36% stated events will be used more to advance growth of employees
- 40% stated events will be using more hybrid formats in the future
- Nearly 70% view building relationships through in-person interaction as the most difficult aspect of events to replace online

The convention/meetings industry is generally comprised of several types of events with varying space requirements. The following table provides a definition of each event type, typical space requirements and typical attendee origin.

Key Event Type Attributes			
Event Type	**General Event Definition**	**Space Requirements**	**Attendee Origin**
Conventions	Associations, professional groups and membership organizations meeting to exchange information and, in some instances, sell products	Exhibit space, meeting rooms and ballroom	Primarily non-local
Conferences	Associations, professional groups, membership organizations, educational institutions and private companies meeting to exchange information or to conduct training sessions	Meeting rooms and ballroom	Can be non-local or local
Tradeshows	Associations, professional groups, membership organizations and private groups meeting for business-to-business sales	Exhibit space, meeting rooms	Can be non-local or local
Consumer/Public Shows	Public, ticketed events to market and sell goods and services to consumers	Exhibit space	Primarily local
Assemblies	Large groups that tend to be social, military, educational, religious, fraternal or ethnic in nature to exchange information	Exhibit space or areas with fixed seating	Can be non-local or local
Meetings	Corporate meetings, training seminars, etc. to exchange information, obtain training and other similar functions	Meeting rooms and ballroom	Can be non-local or local
Banquets/Receptions	Banquets, receptions, birthday parties, weddings, corporate awards ceremonies, social functions, etc.	Ballroom	Primarily local

The 2024 Center for Exhibition Industry Research ("CEIR") Index Report was developed to provide an objective measure of the annual performance of the business-to-business exhibitions industry in the U.S. as well as an outlook of the industry as a whole. The report measures year-over-year changes in four metrics including: net square feet (NSF) of exhibit space sold, professional attendance, number of exhibiting companies, and total event gross revenue. The metrics were calculated from a sample of exhibitions in the U.S., which were divided into 14 industry sectors. The year-over-year changes were then translated into actual market size estimates as well as an "index value". The base year for the CEIR index is 2019, which represents pre-COVID-19 performance. Therefore, the index value for each metric in 2019 equals 100.

Macroeconomic conditions are expected to be generally favorable to the exhibition industry during the forecasted period, albeit with softer growth. The outlook for the economy is positive, influenced by a strong labor market, a deceleration in inflation and looser financial conditions. The exhibition industry is expected to gain from the momentum of increased face-to-face participation, and decreased cancellation rates.

CEIR Index (2019 = 100)								
Metric	**2019**	**2020**	**2021**	**2022**	**2023**	**2024 (f)**	**2025 (f)**	**2026 (f)**
Net SF	100.0	22.0	33.8	77.1	93.0	98.4	102.3	105.5
Exhibitors	100.0	21.7	35.3	74.0	89.3	98.1	99.7	102.9
Attendees	100.0	20.8	33.8	71.6	85.8	94.6	96.0	99.8
Real Revenues	100.0	21.5	35.1	75.0	88.0	95.0	99.1	102.6
Total	100.0	21.5	35.0	74.4	89.0	96.5	99.2	102.7

Note: (f) = Forecast.
Source: CEIR 2024 Index Report.

Year-On-Year Percent Change of the Metrics and CEIR Index								
Metric	**2019**	**2020**	**2021**	**2022**	**2023**	**2024 (f)**	**2025 (f)**	**2026 (f)**
Net SF	-0.2%	-78.0%	53.6%	127.9%	20.6%	5.8%	4.0%	3.1%
Exhibitors	-0.7%	-78.3%	62.5%	109.8%	20.7%	9.8%	1.7%	3.2%
Attendees	1.5%	-79.2%	62.5%	112.0%	19.8%	10.3%	1.4%	3.9%
Real Revenues	1.8%	-78.5%	63.1%	113.7%	17.3%	8.0%	4.3%	3.6%
Total	0.6%	-78.5%	62.9%	112.4%	19.6%	8.5%	2.8%	3.5%

Notes: (f) = Forecast.
Source: CEIR 2024 Index Report.

CEIR also tracks the exhibition industry by sector. The following tables summarize the overall CEIR index by sector as well as the year-over-year change. As expected, every sector had a significant decline in 2020. In 2023, the index for the transportation and financial, legal and real estate sectors exceeded the 2019 index, while the

consumer goods and retail trade sector was the slowest to recover. In general, all of the sectors performed better in 2023 than in 2022, with exception of the discretionary consumer goods and services sector, which experienced a slight decline. Based on CEIR's forecast, the transportation; education; and financial, legal and real estate sectors are anticipated to surpass the 2019 index in 2024, while multiple other sectors are expected to be only slightly lower. Slightly over half of the sectors are forecasted to exceed 2019 performance in 2025. In 2026, nearly 80% of the sectors are forecasted to exceed 2019 performance. The top five strongest sectors in the future are expected to be transportation; education; financial, legal and real estate; and building, construction home and repair; and communications and information technology. The slowest sectors to recover include consumer goods and retail trade; sports goods, travel and amusement; and raw materials and science.

CEIR Index by Sector - CEIR Index								
Sector	**2019**	**2020**	**2021**	**2022**	**2023**	**2024 (f)**	**2025 (f)**	**2026 (f)**
Transportation	100.0	19.0	41.2	87.3	112.2	109.6	113.2	117.6
Education	100.0	18.1	24.6	83.1	91.7	100.4	103.6	107.7
Financial, Legal and Real Estate	100.0	15.9	46.3	86.0	100.6	100.3	102.8	106.4
Building, Construction, Home and Repair	100.0	29.4	44.3	75.6	91.8	99.7	102.7	106.5
Communications and Information Technology	100.0	15.8	24.7	58.4	76.7	99.3	101.9	105.9
Food	100.0	20.6	26.2	80.6	81.5	97.8	101.2	105.0
Machinery and Finished Business Inputs	100.0	23.8	43.9	76.4	98.1	97.5	100.2	103.9
Business Services	100.0	16.4	39.5	70.2	87.7	97.5	100.2	103.6
Medical and Health Care	100.0	16.2	23.6	75.3	87.2	97.4	99.9	103.3
Government	100.0	14.3	38.8	81.4	88.6	96.3	98.8	102.3
Discretionary Consumer Goods and Services	100.0	22.4	52.3	85.7	81.9	93.7	96.6	100.2
Raw Materials and Science	100.0	23.9	41.2	80.7	95.0	92.4	94.4	97.1
Sports Goods, Travel and Amusement	100.0	28.0	34.4	65.2	90.1	91.6	95.1	98.9
Consumer Goods and Retail Trade	100.0	34.4	36.7	59.1	73.4	80.6	81.9	83.9
Overall Exhibition Industry	**100.0**	**21.5**	**35.0**	**74.4**	**89.0**	**96.5**	**99.2**	**102.7**

CEIR Index by Sector - Year-Over-Year Percent Change								
Sector	**2019**	**2020**	**2021**	**2022**	**2023**	**2024 (f)**	**2025 (f)**	**2026 (f)**
Transportation	0.0%	-81.0%	116.9%	111.9%	28.4%	-2.2%	3.2%	3.9%
Education	-1.1%	-81.9%	36.1%	237.1%	10.3%	9.5%	3.2%	3.9%
Financial, Legal and Real Estate	-3.7%	-84.1%	192.1%	85.5%	17.0%	-0.3%	2.5%	3.5%
Building, Construction, Home and Repair	1.4%	-70.6%	50.7%	70.5%	21.4%	8.7%	3.0%	3.7%
Communications and Information Technology	0.8%	-84.2%	55.9%	136.6%	31.3%	29.4%	2.6%	3.5%
Food	3.3%	-79.4%	26.9%	208.0%	1.1%	20.0%	3.5%	3.7%
Machinery and Finished Business Inputs	6.2%	-76.2%	84.8%	73.9%	28.4%	-0.6%	2.8%	3.7%
Business Services	1.6%	-83.6%	140.6%	77.7%	24.9%	11.1%	2.8%	3.4%
Medical and Health Care	1.3%	-83.8%	45.6%	218.5%	15.9%	11.6%	2.6%	3.4%
Government	1.8%	-85.7%	171.1%	109.7%	8.7%	8.7%	2.7%	3.5%
Discretionary Consumer Goods and Services	2.1%	-77.6%	132.9%	64.0%	-4.4%	14.4%	3.1%	3.7%
Raw Materials and Science	-1.5%	-76.1%	72.8%	95.6%	17.7%	-2.7%	2.1%	2.9%
Sports Goods, Travel and Amusement	0.6%	-72.0%	22.8%	89.7%	38.2%	1.7%	3.8%	4%
Consumer Goods and Retail Trade	0.0%	-65.6%	6.6%	61.0%	24.2%	9.8%	1.7%	2.4%
Overall Exhibition Industry	**0.6%**	**-78.5%**	**62.9%**	**112.4%**	**19.6%**	**8.5%**	**2.8%**	**3.5%**

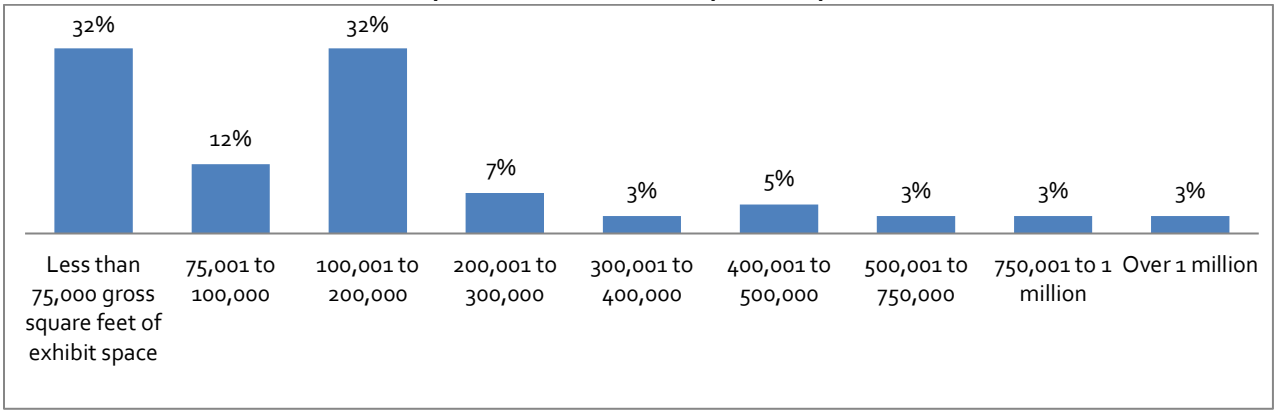
Notes: CEIR Index is sorted in descending order by 2024.
f denotes forecasted.
Source: CEIR 2024 Index Report.

CEIR's latest census report catalogued approximately 9,570 business-to-business and business-to-consumer exhibitions in the U.S. in 14 industry sectors. These events comprised 248.3 million net SF and attracted 32.5 million attendees. These broader metrices illustrate the breadth of the industry including the universe of events that represent a target market for an expanded OCCC. According to the 2023 CEIR Exhibition Industry Census, a total of 247 events were held in Maryland, which ranked 14th in the U.S. The medical and health care; education; government and financial, legal and real estate sectors accounted for the highest percentage of industry events in Maryland.

Access Intelligence Research & Consulting, a division of Access Intelligence, provides information, insights and recommendations to help leaders in the event, venue and marketing industries make informed decisions. Access Intelligence Research & Consulting has completed Event Industry Outlook reports for the first three quarters of 2024 which provide insights related to the event producer and meeting planner industry outlook. Each of these reports included surveys which gathered feedback from approximately 100 event/meeting planners. The following summarizes key insights from these surveys.

- The majority of event producers are either very confident or confident about industry growth over the next few years.
- Total attendance at major events has reached over 90% of 2019 levels.
- More attendees are registering closer to event days and they are focused on networking value. Planners also indicated that reaching attendees with marketing efforts has become more difficult.
- Event producers are focusing on growth strategies such as adding new exhibitors, enhancing sponsorship programs, launching new events, attracting more attendance, personalization, using technology more effectively and attempting to better control costs.
- Most event producers are contracting room blocks at more than one hotel for their most important events, conventions and exhibitions. A total of 41% contract room blocks at 2 to 3 hotels, and 15% book between 4 and 7 hotels, and another 15% of the industry (often with the largest events and shows) secure blocks in eight or more properties.
- Approximately 75% of event producers stated their largest events require less than 200,001 GSF of exhibit space; 44% require between 75,001 and 200,000 GSF.

Gross Square Feet of Exhibit Space Requirement



- Event producers continue to want enhanced services at venues (e.g., tech, AV, F&B, etc.) and continued upgrades and improvements to the somewhat intangible areas of event experience and ambiance.
- Inflation is still a major issue, with nearly all respondents indicating cost increases are moderate or significant. Staffing levels and quality of staff also remain a significant challenge.
- When asked how venues can help event producers, answers included taking more of a partnership approach to the relationship; assisting with marketing; being flexible with contract terms, vendor usage and pricing; improving communication and staff response timing; and increasing staffing.

The International Association of Conference Centers ("IACC") is an industry leader committed to driving innovative and exceptional meeting experiences to all organizations. Since 2016, IACC has published a "Meeting Room of the Future" report that aggregates input from its members, meeting planners, and industry experts. Its most recent iteration published in June 2024 provides insights, new topics, and priorities relevant in venue and destination selection that have emerged since 2019 and the advent of the COVID-19 pandemic in 2020 and represents insights from 170 meeting planners and leading hotel and conference venue operators.

Key insights from IACC's 2024 report include:

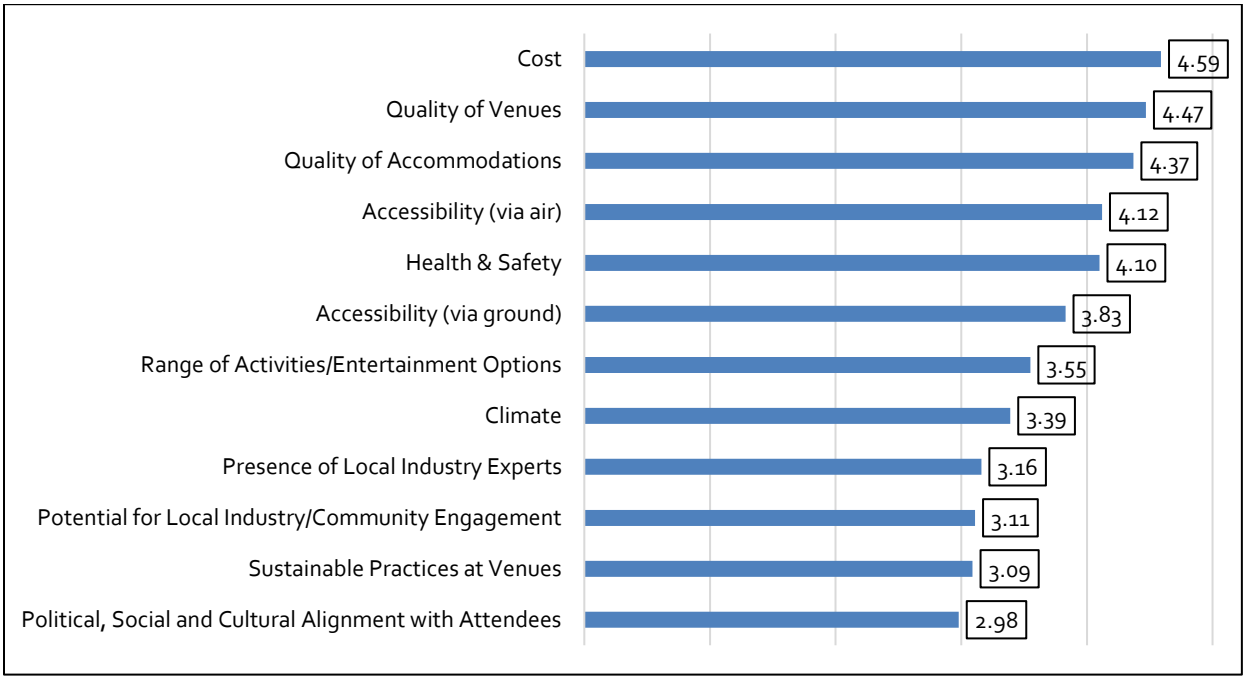
- Venue flexibility is a major factor in site selection and has become a development focus. There is a desire for spaces that can function for multiple purposes and adapt to meeting planners' needs.
- Networking spaces outside of meeting rooms, furniture/equipment that allow for flexible layouts and access to the natural environment are considered very important. There has been an emphasis on informal areas with comfortable seating that encourage team building and creativity.
- Lighting, acoustics, informal networking spaces, and secure WiFi are considered top factors impacting attendee experiences.
- Most venues consider tech to allow remote meeting access, hybrid event streaming, and screen sharing technology as essential.
- There is an ongoing importance in "experience" creation in meetings and events. There has been a shift toward environments that foster organic interactions and learning experiences. Common elements to assist with experience creation include themed food and beverage offerings, team building exercises, creative meeting rooms, outdoor spaces, sports activities, destination based activities and ice breakers.
- Food & beverage is a key part of the meeting design and experience. The greatest change of recent is the increase in the need to accommodate dietary preferences and to source locally-produced food and beverage items when possible.
- Venues are prioritizing sustainability and many have implemented programs to reduce food water and single-use plastics.
- Venues have reported a decrease in alcohol consumption among meeting attendees.

The Northstar/Cvent Meeting Industry PULSE Survey was first launched in 2020 to track changes in planner sentiment and expectations throughout the pandemic. The survey has continued to regularly assess how current challenges and trends are impacting the industry. The most recently completed survey was in October 2024. The survey gathered 332 responses, with the majority coming from professional conference organizers, associations, nonprofits (38%), followed by corporate (32%), and independent planners (22%). Sports, government and SMERF associations also accounted for a small percentage of responses. The following summarizes key findings from the survey.

- There has been relatively little change in planners' outlook on the industry, with most being optimistic.
- More than 40% of planners reported that they expect to produce more meetings in 2025 than in 2024.
- Most planners expect attendance at their events to increase in 2025.

- Higher costs of goods and services, budget constraints, airline pricing, hotel/venue service levels, and hotel/venue availability were the top 5 highest ranked concerns related to future in-person events. Most planners stated they are experiencing challenges related to F&B costs, accommodation rates, and AV costs being higher than expected.
- Cost is the most important factor in planners' destination selection process followed by suitable/quality hotels and meeting venues.

Important Destination Characteristics in Site Selection Process
Rank (1 = least important, 5 = most important)



Note: There were 408 planner responses in March 2024 and 472 in February 2022.
Source: First Look Research Report entitled "Site-Selection Priorities: 2024 and Beyond".

Market Observations

Based on the research conducted, the following summarizes key observations related to the market and industry within which the OCCC operates.

- The OCCC is the primary venue in the area for conventions, trade shows, public shows, meetings and events/competitions. OCCC's event activity generates significant economic benefits at the local and State levels.
- The TOC is a well-known tourist destination with a significant supply of visitor amenities including the beach. There is a significant supply of lodging accommodations proximate to the OCCC.
- While the local population is relatively small, many events at the OCCC draw attendance from a broader geographic area, such as the State and beyond. The State has a large population of over 6.2 million and a median household income of over $100,000 which is 30% higher than the U.S.

- The OCCC has a strong base of existing business, many of which are repeat users. The number of events and attendance at the OCCC has increased in recent years, and surpassed pre-pandemic levels in FY 2023 and 2024. Conventions/tradeshows, which generate significant economic impact, have generally accounted for the largest percentage of events.
- Based on recent usage data, the majority of events that utilize the OCCC's exhibit halls use all three halls, which in aggregate consist of nearly 76,000 SF.
- The Tourism Sales Department focuses on promoting Ocean City as a convention, meetings, and events destination and establishing a solid regional and national presence in the meetings and sports industry in order to generate direct economic impact from spending at hotels, restaurants/bars, retail establishments, attractions, transportation, etc. As part of their strategic planning efforts, representatives from this department indicated that they are evolving their business strategies to focus more on attracting conventions, meetings, and sports events which are the primary market segments that generate significant economic impact.
- A review of industry trends indicates that most of event producers' largest events require up to 200,000 GSF of exhibit space. Further, planners are seeking flexible spaces that can function for multiple purposes as well as informal gathering spaces for attendee networking.
- There are several competitive convention centers in the area, many of which have recently or are currently in the planning stages of improving/expanding their assets.
- From a long-term planning perspective, market research suggests that the addition of a minimum of 30,000 SF of flexible, column-free space would better accommodate and retain existing event business; allow for simultaneous events to be hosted, particularly during peak months; and enhance marketability for new events, including larger events with significant associated economic impacts. This estimate of future space needs considers OCCC's existing event business, potential future market opportunities, physical space requirements of event planners, business strategies of the Tourism Sales Department, industry trends, and the existing building layout and site size, among other factors and is meant to serve as an order-of-magnitude estimate for planning purposes.

The following sections summarize findings related to the conceptual space master plan prepared by Populous as well as the parking needs analysis conducted by Walker Consultants.

CONCEPTUAL SPACE MASTER PLAN

Representatives from the project team met with stakeholders from the OCCC and MSA to discuss the existing operations of the facility and the future goals for growth for the building. The project team conducted a site walk of the facility to better understand current strengths and challenges associated with the OCCC. Based on input from stakeholders including the TOC, MSA and facility management, observations from the walk through, as well as the cursory market analysis, Populous developed conceptual space plans illustrating several options for expansion of the OCCC.

The following summarizes the analysis prepared by Populous. For more detailed information, the full report can be found in the Appendix.

Conceptual Space Master Plan

Based on the analysis conducted, the following program elements were used in the development of the conceptual master plan options.

Proposed Program Estimates

Multi-Purpose Venue (at grade): ~ 30,000 SF

Back of House: ~ 4,500 SF

Loading: ~ 6,000 SF (3-4 outdoor docks)

Prefunction: ~ 5,000 SF

Restrooms: ~ 5,100 SF

Total: ~ 51,600 SF (6,000 SF outdoor space)

Additional Parking Required for New Program

Existing Assembly Space: ~ 133,300 SF

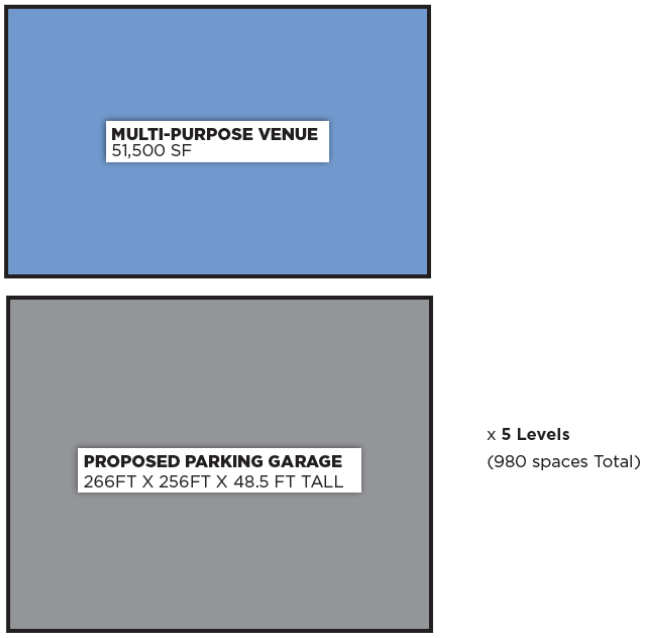
Current Parking: 1,154 spaces

Peak Load Parking: 1,546 spaces

Total Capacity of Parking Garage: 980 spaces

Proposed Parking Garage SF: ~68,000 per level (~340,000 SF) Total

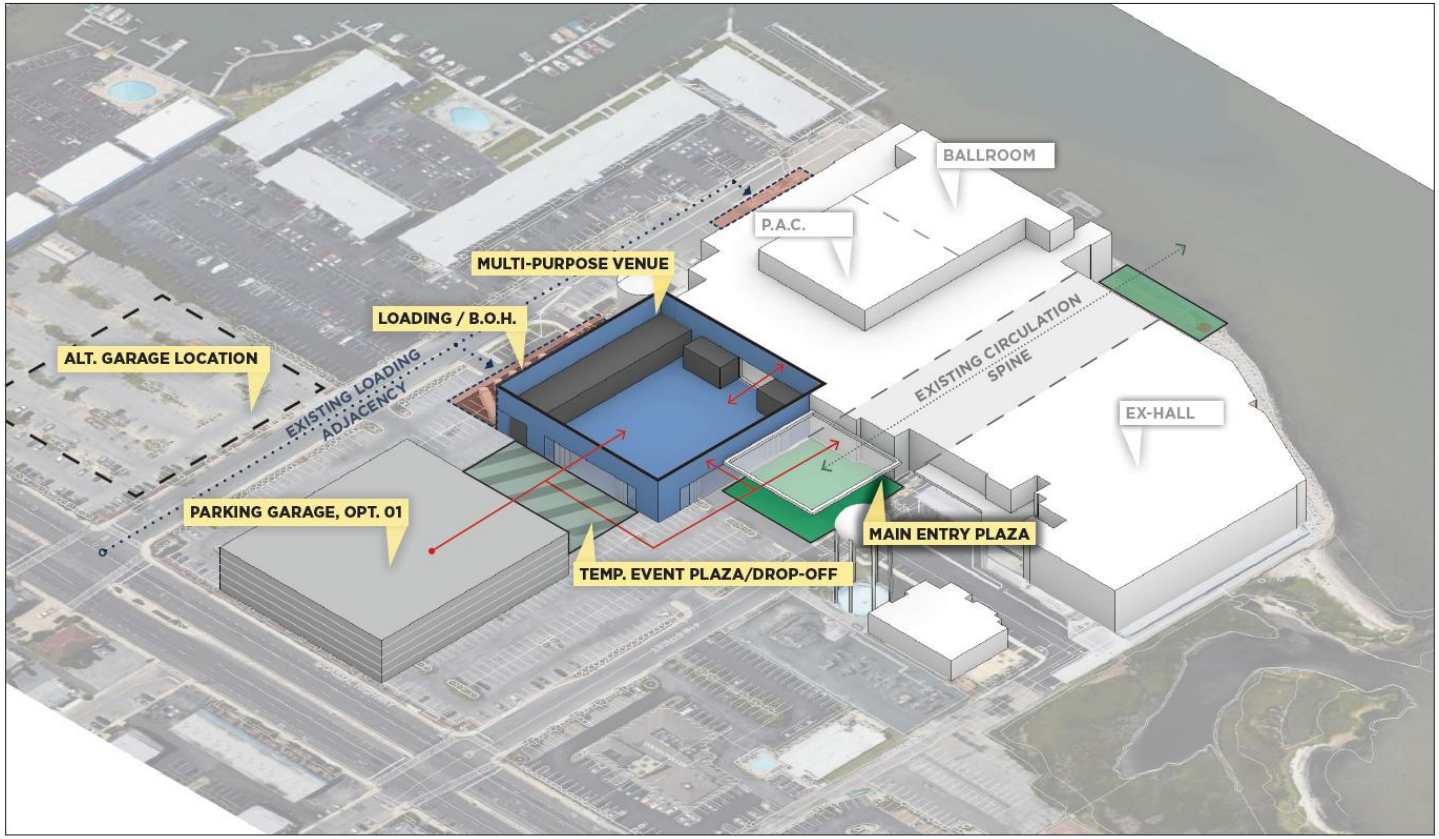
Proposed Program Footprints



Populous prepared three test fit options for potential expansion of the OCCC as well as identified potential locations for a structured parking garage.

In Test Fits 1 and 2, the convention center is expanded into the main parking lot. The footprint of the proposed expansion is approximately 51,500 SF of which 30,000 SF will be multi-purpose event venue space. In both test fits, the expansion is connected to the existing building; however, in Test Fit 1, the expansion directly accesses the PAC lobby, while in Test Fit 2, the additional space connects with the existing circulation spine. The third Test Fit option assumes the existing Dockside Hall and Bayfront Ballroom are demolished and replaced with approximately 30,500 SF of multi-purpose event space and a new 36,500 SF ballroom on the second level. The net gain of square footage with Test Fit 3 is approximately 34,000 SF. Each of these options and their associated pros and cons are shown on the following pages.

Test Fit **Building Expansion Opt 01**



Pros

- Maintain and improve main entry and building circulation.
- MPV has direct access to PAC lobby and plaza spaces.
- Parking garage can be utilized for events with the MPV plaza.
- Synergies between MPV loading and PAC loading/BOH.
- Covered Plaza space adjacent to the MPV and Existing CC can be utilized for events.

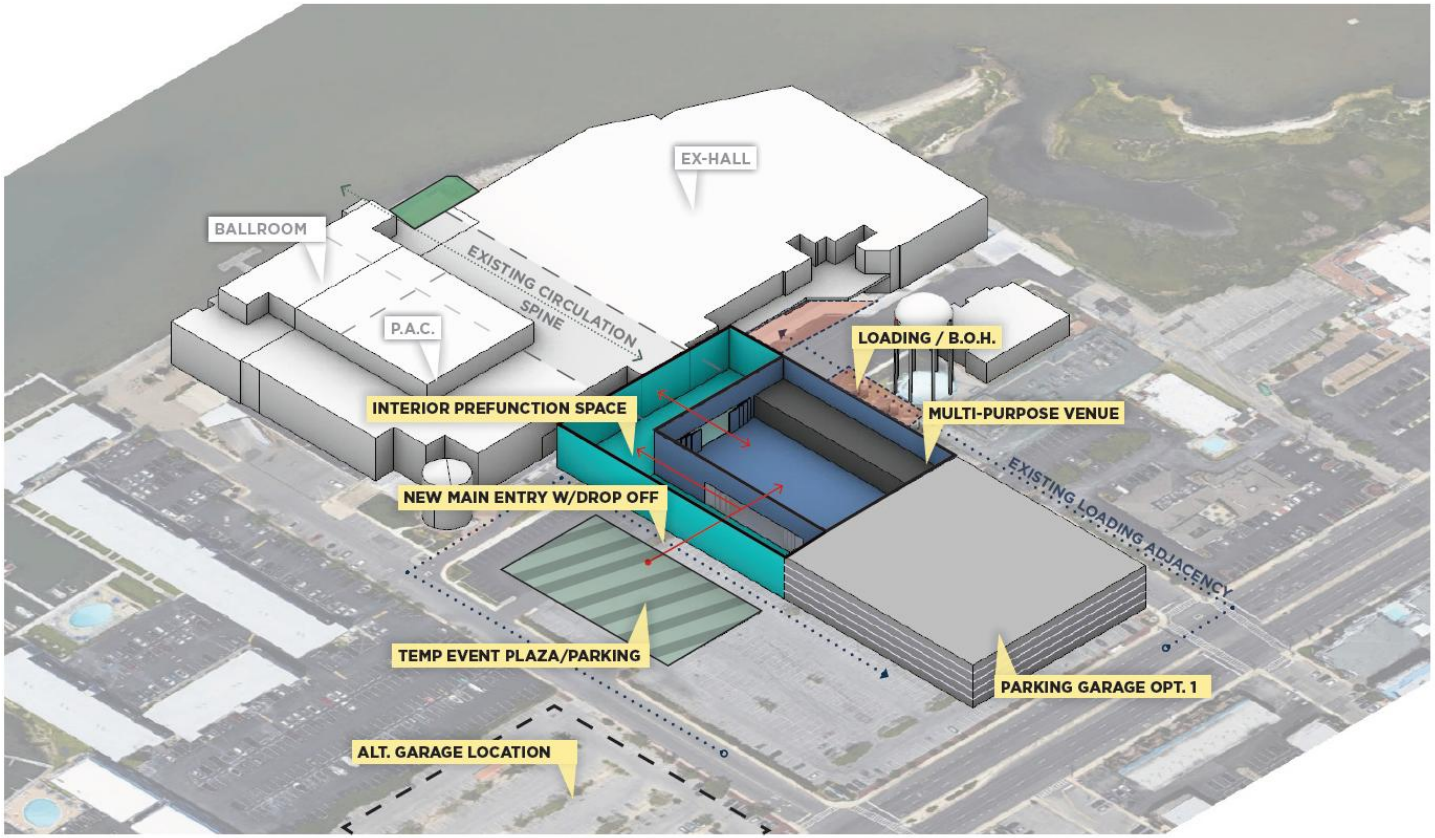
Cons

- Parking lot is split in two sides.
- Parking Garage Location 01 blocks view to new building.

Key

- Multipurpose Hall
- Prefunction
- Back of House
- Outdoor Terrace
- Loading
- Plaza Space
- Pedestrian Flow
- Service Circulation
- Truck Circulation

Test Fit **Building Expansion Opt 02**



Pros
- Maintain and improve main entry and building circulation.
- Parking garage directly connected to the MPV.
- Synergies between MPV loading and Ex-Hall loading.
- MPV is directly connected to existing building.

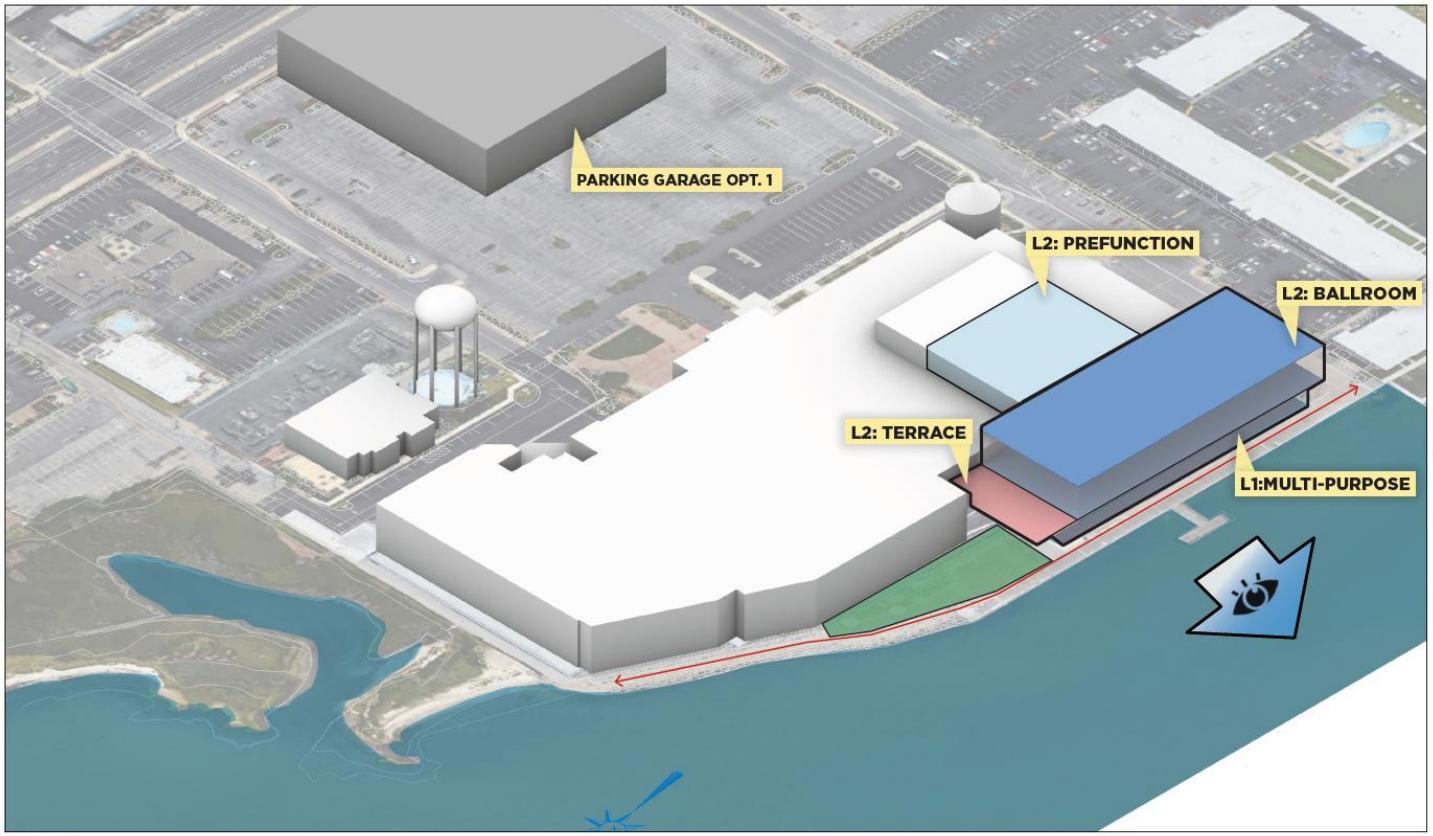
Cons
- Parking Garage Location 01 blocks view to new building.

Key

- Multipurpose Hall
- Prefunction
- Back of House
- Outdoor Terrace
- Loading
- Plaza Space
- Pedestrian Flow
- Service Circulation
- Truck Circulation

Test Fit **Building Expansion Opt 03 - Future Bayside Renovations**

Test Fit **Building Expansion Opt 03 - Future Bayside Renovations**



Pros
- Maximize space and views along the waterfront.
- Improve the existing Ballroom and Bayside Hall experience.
- Utilize existing bayside landscape and create new outdoor terrace spaces.
- Can be built in conjunction with Option 1 or 2.

Cons
- Existing program will be taken offline during construction.
- Expensive compared to a full new-build.
- New parking is not connected to bayside expansion.

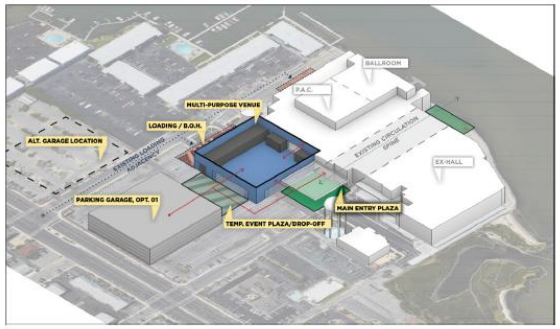
Key

- Multipurpose Hall
- Prefunction
- Back of House
- Outdoor Terrace
- Loading
- Plaza Space
- Pedestrian Flow
- Service Circulation
- Truck Circulation

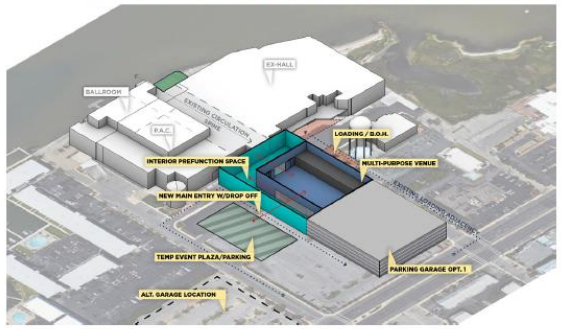
Test Fit **Summary**

Option	Pros	Cons
1	• Maintain and improve main entry and building circulation. • MPV has direct access to PAC lobby and plaza spaces. • Parking garage can be utilized for events with the MPV plaza. • Synergies between MPV loading and PAC loading/BOH. • Covered plaza adjacent to MPV and Existing CC can be utilized for events.	• Parking lot is split in two sides. • Parking Garage Location 01 blocks view to new building.
2	• Maintain and improve main entry and building circulation. • Parking garage directly connected to the MPV. • Synergies between MPV loading and Ex-Hall loading. • MPV is directly connected to existing building	• Parking Garage Location 01 blocks view to new building.
3	• Maximize space and views along the waterfront. • Improve the existing Ballroom and Bayside Hall experience. • Utilize existing bayside landscape and create new outdoor terrace spaces. • Can be built in conjunction with Option 1 or 2.	• Existing program will be taken offline during construction. • Expensive compared to a full new-build. • New parking is not connected to bayside expansion.

Building Expansion Option 1



Building Expansion Option 2



Building Expansion Option 3

PARKING NEEDS ANALYSIS

Walker Consultants conducted a parking needs analysis which evaluated options for addressing short-term parking needs as well as long-term needs associated with future expansion of the OCCC. The following provides a summary of the analysis conducted by Walker Consultants; more detailed information can be found within their full report located in the Appendix.

The following image illustrates the existing supply of parking as observed by Walker Consultants. The primary parking lots serving the convention center are outlined in blue. There is some on-street parking on both Convention Center Drives (shown in yellow). The OCCC also utilizes the Senior Center parking when the facility is closed. Lastly, Walker observed patrons parking in the on-street spaces on the east side of Coastal Highway. These areas are highlighted in purple.

Including the on-street spaces on both Convention Center Drives, Walker observed 1,154 available parking spaces. Without the on-street spaces along Convention Center Drive and in front of the Visitor Center, there are approximately 1,100 spaces at the OCCC. In the case of the OCCC, Walker assumed the operational capacity was 10% less than the total capacity. Assuming continued access to the on-street spaces on Convention Center Drive, the operational capacity at the convention center is approximately 1,039 spaces (1,154 * 90% = 1,039).

Walker developed a shared parking model in order to project parking needs under different combinations of events at the convention center. Walker considered three different scenarios, summarized in the following below. In addition to describing the space activation assumptions, Walker detailed the projected weekday and Saturday parking needs and the anticipated parking shortage compared to the current parking capacity.

Existing Conditions Shared Parking Summary

Base Scenario		Alternative Scenario 1		Alternative Scenario 2	
A large convention resulting in the buyout of the entire facility, like the boat show. The meeting rooms, ballrooms, and convention space are all used as convention space. There is no performance in the performing arts center.		The OCCC hosts a live show in the performing arts center (PAC or theater) while a large convention occupies the remaining ballroom, meeting room, and convention space.		Each of the four venues at the OCCC is used for its primary purpose over the course of a single day; events may or may not overlap. There is a live performance in the PAC, the meeting rooms on the second floor are used for meetings or small banquets, the Bayfront Ballroom is used for a large banquet, and the remaining convention halls are used for multiple conventions.	
Weekday	Weekend	Weekday	Weekend	Weekday	Weekend
1,300 February 10 am	1,300 February 11 am	1,321 October 12 pm	1,599 October 2 pm	1,546 October 5 pm	1,420 October 2 pm
1,039-Space Operational Capacity					
261- space deficit	261- space deficit	282-space deficit	560-space deficit	507-spaces deficit	381-space deficit

In all three existing condition scenarios, the projected parking need exceeds both the available on-site parking supply of 1,154 spaces and the operational capacity of 1,039 spaces. To allow for a cushion of parking, Walker used the operational capacity to determine the deficit. Compared to the operational capacity, the projected deficit ranges from 261 spaces in the Base Scenario to 560 spaces in Alternative 1. The projected deficit under the Base Scenario was used when preparing the massing plans for Phase 1.

Using the shared parking model developed during the analysis of existing conditions, Walker modeled the future parking needs of the OCCC after the expansion is complete. It is important to note that Walker's projection of future parking needs assumes no significant changes to the average occupancy per vehicle or shifts in modes of transportation to the convention center. Based on observations of the 2024 Seaside Boat show, most attendees arrived via personal vehicle. There was no circulator shuttling attendees from local hotels to the venue and minimal to no walking or biking to the site. Additionally, event attendance was estimated at approximately 5,000 visitors, which equates to about three persons per vehicle for a convention event.

Additionally, because different elements in the convention center may be activated under different conditions, generating parking needs at different rates and times, Walker considered three different activation scenarios. The scenarios modeled assume patron-attended events, not move-in/move-out days. The table that follows summarizes the peak weekday and weekend parking needs under the three scenarios.

Future Parking Needs Summary

Future Scenario	Weekday	Weekend
Base Scenario	1,596 October 10 am	1,596 October 11 am
Alternative 1 (Convention and Theater Only)	1,196 October 12 pm	1,474 October 2 pm
Alternative 2 (Convention, Theater, and Meeting/Ballroom)	2,076 October 5 pm	1,710 October 2 pm

The following figures summarize projected future parking needs at the OCCC under multiple scenarios, depending on what function(s) are hosted at the facility in the future.

Base Scenario

In the Base Scenario, two simultaneous conventions are expected to occur, activating the entire facility. The meeting rooms and ballroom would also be used as convention space. While one of the two conventions may have access to the PAC, no performance is scheduled in the venue. Note, Walker also used the building program defined in Test Fits 1 or 2 to model the base scenario. Based on discussions with the OCCC, Walker understands this scenario to be the most likely usage of the facility. Peak parking need is expected to occur on a weekday in October around 10 am or a Saturday in October around 11 am with about 1,596 spaces occupied.

Base Scenario Future Shared Parking Summary

Land Use	Project Data		Weekday					Weekend					Weekday			Weekend		
	Quantity	Unit	Base Ratio	Driving Adj	Non-Captive Ratio	Project Ratio	Unit For Ratio	Base Ratio	Driving Adj	Non-Captive Ratio	Project Ratio	Unit For Ratio	Peak Hr Adj 10 AM	Peak Mo Adj October	Estimated Parking Need	Peak Hr Adj 11 AM	Peak Mo Adj October	Estimated Parking Need
Entertainment and Institutions																		
Live Theater		seats	0.30	100%	100%	0.30	seat	0.33	100%	100%	0.33	seat	1%	90%	-	1%	90%	-
Employee			0.07	84%	100%	0.06		0.07	84%	100%	0.06		20%	85%	-	20%	85%	-
Convention Center	162,107	sf GLA	9.42	100%	100%	9.42	ksf GLA	9.42	100%	100%	9.42	ksf GLA	100%	100%	1,527	100%	100%	1,527
Employee			0.50	84%	100%	0.42		0.50	84%	100%	0.42		100%	100%	69	100%	100%	69
Additional Land Uses																		
Ballroom		sf GLA	20.00	100%	100%	20.00	sf GLA	10.00	100%	100%	10.00	sf GLA	60%	100%	-	60%	100%	-
Employee			1.50	84%	100%	1.26		1.50	84%	100%	1.26		66%	100%	-	66%	100%	-
Meeting Rooms		sf GLA	10.00	100%	100%	10.00	sf GLA	5.50	100%	100%	5.50	sf GLA	60%	100%	-	60%	100%	-
Employee			1.00	84%	100%	0.84		1.00	84%	100%	0.84		100%	100%	-	66%	100%	-
													Customer/Visitor		1,527	Customer/Visitor		1,527
													Employee/Resident		69	Employee/Resident		69
													Reserved		-	Reserved		-
													Total		1,596	Total		1,596

Based on hourly parking needs, an approximate **557-space deficit** is projected during the peak hour under the base scenario. (1,039 operational capacity – 1,596 peak parking need = 557-space deficit)

Alternative Scenario 1

In Alternative Scenario 1, the OCCC would host a performance in the PAC with one large or two smaller simultaneous conventions using Exhibit Halls 1 and 2, Dockside Hall, and the new expansion. The ballroom and meeting spaces are not occupied. Again, Walker used the building program defined in Test Fits 1 or 2 to model this scenario. Under this scenario, peak parking needs are expected to occur on a Saturday around 2 pm in October. The projected parking need is 1,474 spaces, as shown in the following table.

Alternate Scenario 1 Future Shared Parking Summary

Land Use	Project Data		Weekday					Weekend					Weekday			Weekend		
	Quantity	Unit	Base Ratio	Driving Adj	Non-Captive Ratio	Project Ratio	Unit For Ratio	Base Ratio	Driving Adj	Non-Captive Ratio	Project Ratio	Unit For Ratio	Peak Hr Adj 12 PM	Peak Mo Adj October	Estimated Parking Need	Peak Hr Adj 2 PM	Peak Mo Adj October	Estimated Parking Need
Entertainment and Institutions																		
Live Theater	1,200	seats	0.30	100%	100%	0.30	seat	0.33	100%	100%	0.33	seat	1%	90%	3	67%	90%	239
Employee			0.07	84%	100%	0.06		0.07	84%	100%	0.06		30%	85%	18	100%	85%	60
Convention Center	119,400	sf GLA	9.42	100%	100%	9.42	ksf GLA	9.42	100%	100%	9.42	ksf GLA	100%	100%	1,125	100%	100%	1,125
Employee			0.50	84%	100%	0.42		0.50	84%	100%	0.42		100%	100%	50	100%	100%	50
Additional Land Uses																		
Ballroom		sf GLA	20.00	100%	100%	20.00	sf GLA	10.00	100%	100%	10.00	sf GLA	65%	100%	-	65%	100%	-
Employee			1.50	84%	100%	1.26		1.50	84%	100%	1.26		70%	100%	-	70%	100%	-
Meeting Rooms		sf GLA	10.00	100%	100%	10.00	sf GLA	5.50	100%	100%	5.50	sf GLA	65%	100%	-	65%	100%	-
Employee			1.00	84%	100%	0.84		1.00	84%	100%	0.84		100%	100%	-	70%	100%	-
													Customer/Visitor		1,128	Customer/Visitor		1,364
													Employee/Resident		68	Employee/Resident		110
													Reserved		-	Reserved		-
													Total		1,196	Total		1,474

Hourly parking needs were analyzed under Alternate Scenario 1, which includes a PAC event and activation of the convention spaces; the ballroom and meeting rooms are not occupied. On a weekday, there is one evening show at the theater, but during the weekend, Walker assumed both a matinee and evening show. During Saturday conditions, a parking **deficit of approximately 435 spaces** is expected during the peak hour. (1,039-space operational capacity – 1,474-space parking need = 435-space deficit)

Alternative Scenario 2

The second alternative scenario assumes all four land uses at the OCCC are used as their name implies. There is a performance in the PAC, the meeting rooms are occupied with meetings or small receptions in the evening, the ballroom (36,500 SF) hosts either one large or two smaller banquets, and all of the convention space is activated. While all four land uses may not be 100% active at the same time, their hours of operation do overlap. For example, a Saturday matinee at the PAC and a convention could overlap, as could an evening performance at the theater when the OCCC hosts receptions and/or banquets in the ballrooms and meeting spaces. Unlike the first two scenarios, Alternative Scenario 2 is based on the building program described in Test Fit 3. Additionally, OCCC does not view this scenario as very likely to occur.

Under this scenario, peak parking needs are expected to occur on a weekday around 5 pm in October with approximately 2,076 occupied spaces.

Alternate Scenario 2 Future Shared Parking Summary

Land Use	Project Data		Weekday					Weekend					Weekday			Weekend		
	Quantity	Unit	Base Ratio	Driving Adj	Non-Captive Ratio	Project Ratio	Unit For Ratio	Base Ratio	Driving Adj	Non-Captive Ratio	Project Ratio	Unit For Ratio	Peak Hr Adj 5 PM	Peak Mo Adj October	Estimated Parking Need	Peak Hr Adj 2 PM	Peak Mo Adj October	Estimated Parking Need
Entertainment and Institutions																		
Live Theater	1,200	seats	0.30	100%	100%	0.30	seat	0.33	100%	100%	0.33	seat	1%	90%	3	67%	90%	239
Employee			0.07	84%	100%	0.06		0.07	84%	100%	0.06		30%	85%	18	100%	85%	60
Convention Center	105,900	sf GLA	9.42	100%	100%	9.42	ksf GLA	9.42	100%	100%	9.42	ksf GLA	100%	100%	998	100%	100%	998
Employee			0.50	84%	100%	0.42		0.50	84%	100%	0.42		70%	100%	31	100%	100%	45
Additional Land Uses																		
Ballroom	36,500	sf GLA	20.00	100%	100%	20.00	sf GLA	10.00	100%	100%	10.00	sf GLA	100%	100%	730	65%	100%	237
Employee			1.50	84%	100%	1.26		1.50	84%	100%	1.26		100%	100%	46	70%	100%	32
Meeting Rooms	23,581	sf GLA	10.00	100%	100%	10.00	sf GLA	5.50	100%	100%	5.50	sf GLA	100%	100%	236	65%	100%	85
Employee			1.00	84%	100%	0.84		1.00	84%	100%	0.84		70%	100%	14	70%	100%	14
													Customer/Visitor		1,967	Customer/Visitor		1,559
													Employee/Resident		109	Employee/Resident		151
													Reserved		-	Reserved		-
													Total		2,076	Total		1,710

Hourly parking needs of the OCCC were assessed, assuming each of the four land uses host events. An approximate **1,037-space deficit** is projected during the peak hour under the base scenario. (1,039- space operational capacity – 2,076 peak parking need = 1,037-space deficit)

Structured Parking Massing

In conjunction with the supply-demand study and the resulting need for additional structured parking to accommodate the Ocean City Convention Center, the following massing diagrams have been developed. Massing has been analyzed based on the parking needs identified in the supply-demand study with respect to locating on either of the two existing surface lots and adherence to Ocean City, Maryland – Code of Ordinances Sec. 110-935, Design Standards for Off-Street Parking.

Each analysis has been designed assuming a net gain of 260 parking stalls in Phase 1 with the addition of structured parking only, and a net gain of 560 parking stalls in Phase 2 with the addition of structured parking and an expansion of the Convention Center. Note, the net gains are based on the Base Scenario, as shown in the table below.

	Phase 1	Phase 2
Base Scenario Parking Need	1,300 Spaces	1,596 Spaces
Operational Capacity	1,039 Spaces	1,039 Spaces
Net Gain Needed	261 Spaces	557 Spaces

Option 1

This option assumes the new parking structure will be located on the existing main lot of the Convention Center. The structure will be located in the northeast corner of the parking lot with access to the garage provided internally from within the lot – no changes to the curb-cuts are proposed. All traffic will be two-way with 90-degree parking and utilize parking ramps for vertical circulation.

Phase 1, Option 1 & 2

In Phase 1, only 3 supported levels of parking (4 levels total) will be required to meet the demand of a 260-stall net gain. Due to the requirements of Phase 2, 4 supported levels (5 levels total with approximately 500 stalls total) should be strongly considered to avoid the need for vertical expansion in the future that would require closing most, if not all, of the structured parking in addition to the temporarily displaced parking for construction access/laydown; furthermore, there is always a potential for code changes between original design and future expansion that could greatly complicate the original intent of the expansion. The 4-level structure would measure 266ft by 129ft and be 37.5ft tall with 395 total parking stalls. The garage would be displacing approximately 110 stalls on the existing surface lot, as well as approximately 25 stalls that would be lost due to additional accessible parking accommodations on-site and stalls lost in conflict with the structure.

In Phase 2, 4 supported levels of parking across the full footprint (5 levels total, including the Phase 1 footprint) will be required to meet the demand of a 560-stall net gain. The 5-level structure would measure 266ft by 256ft and be 48.5ft tall with 980 total parking stalls. The garage would be displacing approximately 215 stalls on the existing surface lot, as well as approximately 55 stalls that would be lost due to additional accessible parking accommodations on-site and stalls lost in conflict with the structure, and 150 stalls lost to the expansion of the Convention Center.

Option 2

This option assumes the new parking structure will be located on the existing overflow lot of the Convention Center. The structure will be located in the southwest corner of the parking lot with access to the garage provided internally from within the lot – no changes to the curb-cuts are proposed. All traffic will be two-way with 90-degree parking and utilize parking ramps for vertical circulation.

Phase 2, Option 1 & 2

In Phase 1, only 3 supported levels of parking (4 levels total) will be required to meet the demand of a 260-stall net gain. Due to the requirements of Phase 2, 4 supported levels (5 levels total with approximately 500 stalls total) should be strongly considered to avoid the need for vertical expansion in the future that would require closing most, if not all, of the structured parking in addition to the temporarily displaced parking for construction access/laydown; furthermore, there is always a potential for code changes between original design and future expansion that could greatly complicate the original intent of the expansion. The 4-level structure would measure 266ft by 129ft and be 37.5ft tall with 395 total parking stalls. The garage would be displacing approximately 110 stalls on the existing surface lot, as well as approximately 15 stalls that would be lost due to additional accessible parking accommodations on-site and stalls lost in conflict with the structure. Option 2 Phase 1 would result in about a 10-stall surplus – this additional net stall gain is a result of the landscaped islands currently located on the overflow parking lot that would accommodate the additional structural elements without conflicting with existing parking stalls.

In Phase 2, 4 supported levels of parking across the full footprint (5 levels total, including the Phase 1 footprint) will be required to meet the demand of a 560-stall net gain. The 5-level structure would measure 266ft by 256ft and be 48.5ft tall with 980 total parking stalls. The garage would be displacing approximately 215 stalls on the existing surface lot, as well as approximately 35 stalls that would be lost due to additional accessible parking accommodations on-site and stalls lost in conflict with the structure, and 150 stalls lost to the expansion of the Convention Center. Option 2 Phase 2 would result in about a 20-stall surplus – this additional net stall gain is a result of the landscaped islands currently located on the overflow parking lot that would accommodate the additional structural elements without conflicting with existing parking stalls.

Preliminary Costs

Option 1 - Phase 1 order-of-magnitude conceptual costs would be approximately $14.1M to construct 395 stalls above grade using a precast concrete structure. Phase 2 order-of-magnitude conceptual costs would be approximately $20.9M total to construct 585 additional stalls above grade using a precast concrete structure. The total order-of-magnitude conceptual costs for Phase 1 & 2 would be approximately $35M to construct 980 stalls above grade using a precast concrete structure.

Option 2 - Phase 1 order-of-magnitude conceptual costs would be approximately $13.9M to construct 395 stalls above grade using a precast concrete structure. Phase 2 order-of-magnitude conceptual costs would be approximately $20.6M total to construct 585 additional stalls above grade using a precast concrete structure. The total order-of-magnitude conceptual costs for Phase 1 & 2 would be approximately $34.5M to construct 980 stalls above grade using a precast concrete structure.

None of the mentioned costs include soft costs, geotechnical exploration/engineering, the cost to temporarily displace parking during the construction of either phase which may include access to remote parking facilities with shuttle services and other temporary accommodations, or any other unknowns at this time.

Advantages and Disadvantages

The following outlines advantages and disadvantages of the options presented.

Option 1

Advantages:

- Access in and out of the garage is provided by two major intersections along Coastal Highway, each with a traffic light that provides additional control of traffic and allows for easier left turning as desired.
- Parking is closer to the Convention Center, which is generally desirable by visitors for ease of wayfinding.
- There are no immediately adjacent residential uses that may be disgruntled by new structured parking.

Disadvantages:

- Views of the Convention Center are drastically blocked from Coastal Highway.
- Any future expansion of the Convention Center into the main parking lot are inhibited.
- Event staging in the main parking lot is greatly reduced.

Option 2

Advantages:

- Views of the Convention Center from Coastal Highway are not affected.
- More options available for future expansion of the Convention Center into the main parking lot.
- Event staging in the main parking lot is not impacted.

Disadvantages:

- Access in and out of the garage is provided by only one major intersection along Coastal Highway where left turns could cause more significant backups.
- Parking is further from the Convention Center, which is generally less desirable by visitors needing to walk further.
- Residential use located immediately adjacent to the structure may result in residents being disgruntled by new structured parking.

Short-Term Parking Strategies

There is a parking shortage today during many of the larger events, or events that reduce the available on-site parking supply. While the on-street capacity around the OCCC was able to accommodate the overflow parking demand during the tourist off-season, this is not always possible during events that occur in season. Additionally, on-site parking capacity will be temporarily reduced should the OCCC construct a new parking structure. As a result, the OCCC is interested in understanding potential strategies for reducing or managing parking demand in the short term. These strategies include:

- Paid Parking/ Pre-Paid Parking: During high demand events, charging for parking is intended to discourage the use of single-occupant vehicles and promote alternative modes of transportation. This is most effective if the attendee can pay for parking ahead of the event, marking arrangements to carpool with others from their group, walk or Uber/Lyft from their hotel, or find a free parking alternative like a remote lot. The OCCC could also encourage pre-paid parking by charging more for attendees who chose to pay for parking the day of the event.
- Carpool Priority Parking: The OCCC could create a nested area of parking closest to the building within the Main Lot for the exclusive use of carpool vehicles (i.e., vehicles with three or more adult occupants). In a paid system, carpool parking could also be offered at no cost or a reduced cost. The priority area could be delineated with temporary cones or barriers and would need to be manned to ensure compliance with regulations.
- Shuttle Bus: Another option is to reinstate and advertise a shuttle bus between the local hotels and the convention center. This option could also be extended to shuttling employees or other attendees to a remote lot like the Jolly Roger Amusement Park. Service would need to be frequent to make this option attractive to attendees, likely requiring OCCC to operate multiple shuttles.
- Bicycle/Scooter Parking: For events such as Cruisin' OC and Bikefest, which are during warmer months and are more likely to be combined with vacations or long weekends, OCCC could also ensure adequate parking/storage areas for bicycles and scooters in a priority area. This would likely need to be paired with the paid parking option to encourage use of the alternative mode of transportation.

It is more likely that a combination of these options would be needed to shift attendees' habits and mitigate the parking shortage during large events. Combining paid parking with priority parking for carpoolers or paid parking with a shuttle bus to a free remote lot or the hotels. These solutions can be discussed in more detail as the project progresses.

For more detailed information related to the conceptual master plan and parking needs analysis, the section that follows provides an Appendix containing the full reports prepared by Populous and Walter Consultants.

APPENDIX

Ocean City Convention Center
Conceptual Space Master Plan

FINAL REPORT - February 2025

POPULOUS

Contents

01/

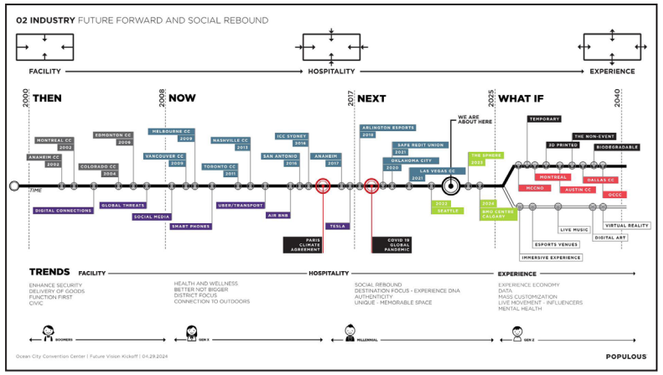
Site Visit Summary

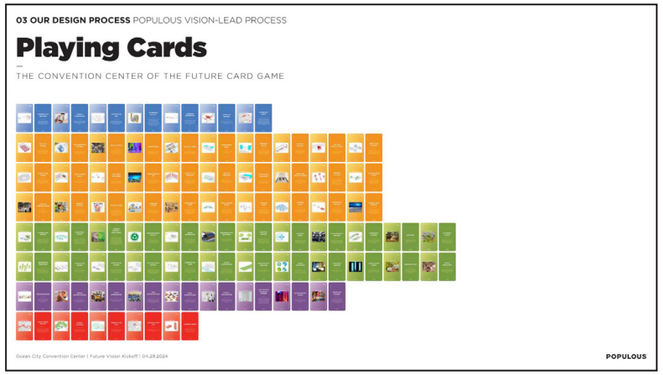
Ocean City Convention Center
Site Visit Summary

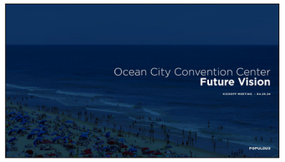
April 29, 2024

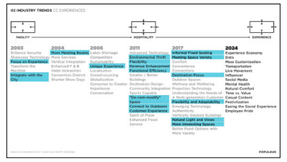
The joint team of Crossroads Consulting and Populous met with stakeholders from the Ocean City Convention Center and Maryland Stadium Authority teams to discuss the existing operations of the facility and the future goals for growth for the building.

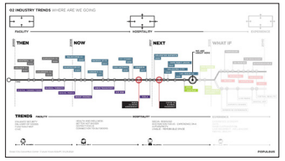
In addition to a site walk of the facility, the design team shared ideas and trends from relevant facilities across the industry and helped to spark ideas for an innovative future for the Ocean City Convention Center. These slides to the right highlight a few of those concepts that were discussed.

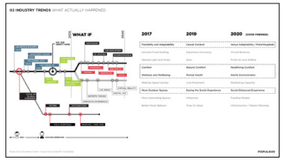


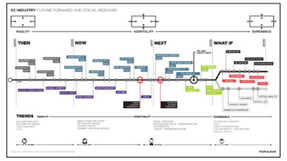


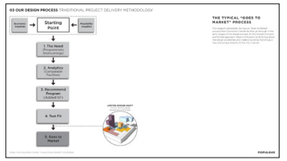


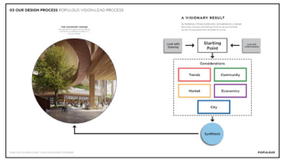


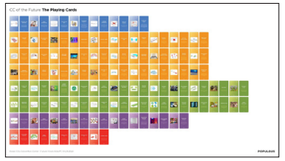


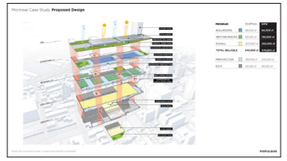


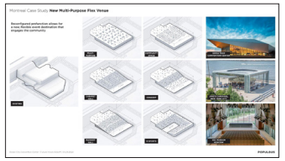












Site Visit **What We Heard**

Current Challenges

- **How can we solve for the growing parking needs without limiting the future growth of the facility?**
  - Events are up by 11%
  - 19% increase in event attendance.
  - More repeat business and more growth of new customers and events.
- **1,200 attendees for a PAC event don't fit in the parking lot**

Future Goals

- **Want 7 Days of Business a Week.**
  - Mix of meetings (weekdays), banquets and conventions.
  - New sales team for OCCC has increased bookings.
  - Utilize positive relationships with hotels in the city.
- **Want Contiguous Exhibit Hall Spaces**
- **Utilize the New Parking Garage for Event Spaces**
  - How can the top deck be activated for events, like a pickleball tournament?
  - Allow events to use the interior of the convention center and ground floor of parking garage when events take up parking lot space (i.e. Bike Fest).
- **Need a flex-hall / multi-purpose hall (up to 50,000 sf)**
- **Add an additional 400-500 parking spaces on site**

Priorities

- **Sustainability**
- **Community**
- **Technology**

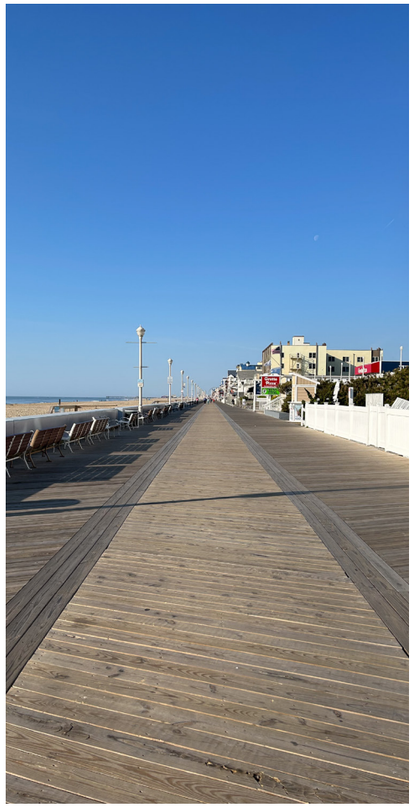
Design Ideas

- **Future Program and Activations.**
  - Emphasize views to the water.
  - A new bar or public market place.
  - Integrate more public art.

02/

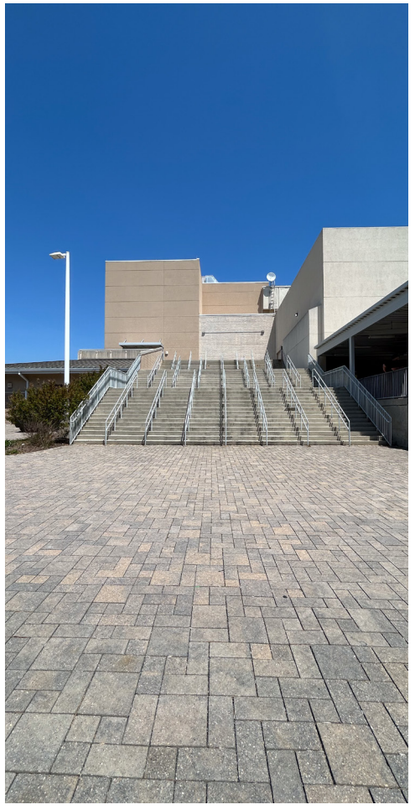
Existing Conditions

Existing Conditions **Site**

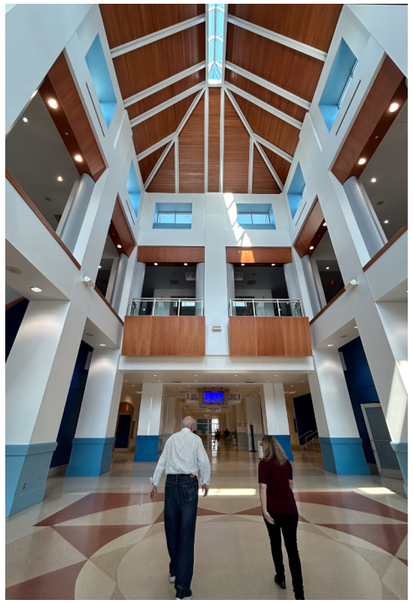


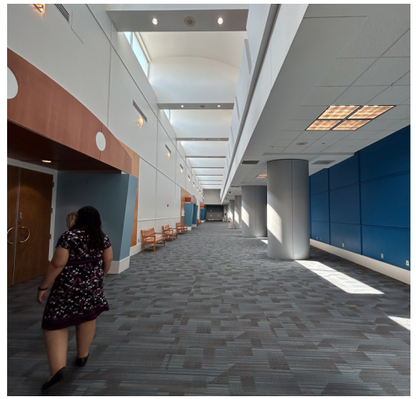


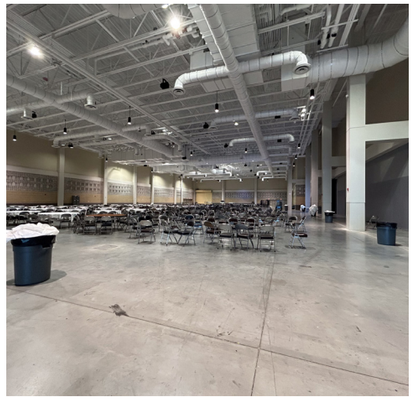




Existing Conditions **Interior**

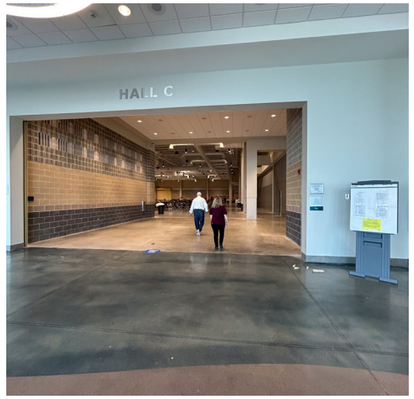


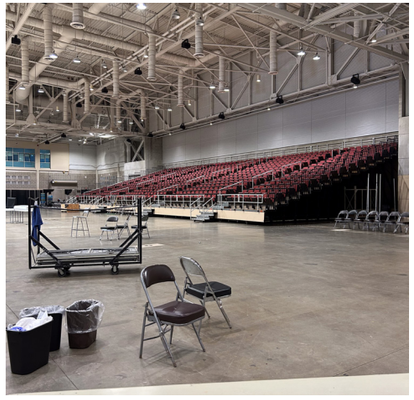
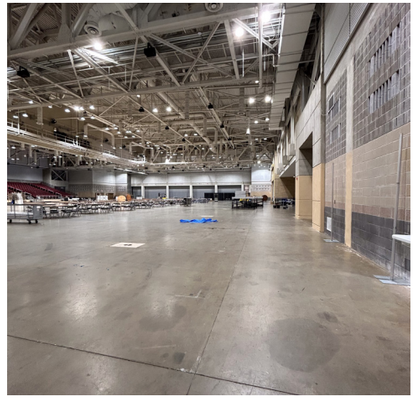
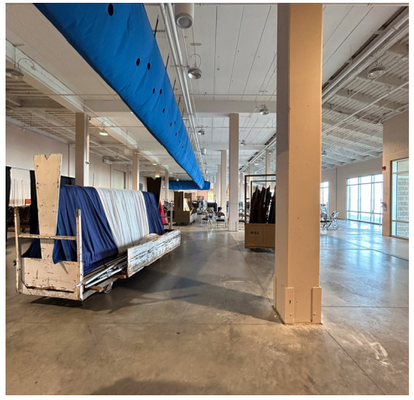
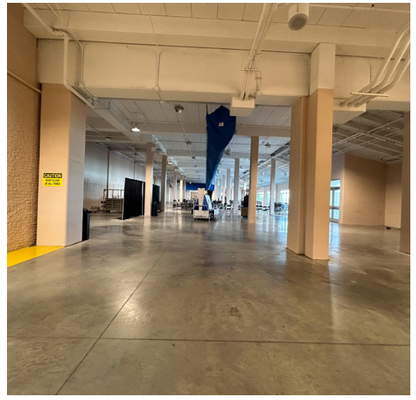









03/

Site Planning Analysis

Site Plan **Existing**

0 10' 30' 50' 100'

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Site Plan **Existing Parking Analysis**

Parking Summary

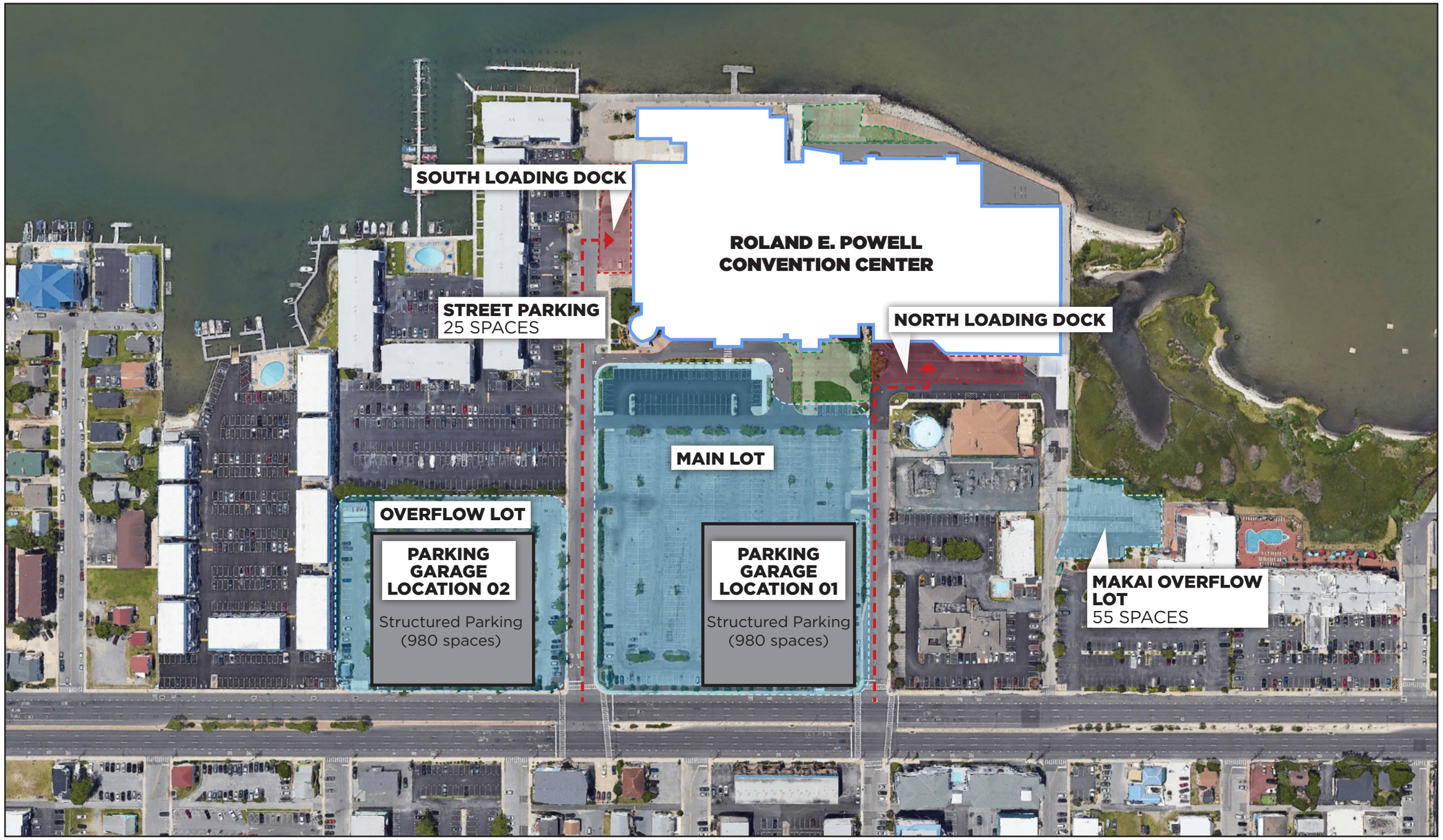
On-Site Parking: 1,154 spaces*

Deficit: ~261 to 560 spaces*

**Parking numbers are based on the "Ocean City Convention Center Parking Needs Analysis" by Walker Consultants.*

0 10' 30' 50' 100'

Site Plan **Proposed Parking Options**



Structured Parking Location 1

Pros

- Opportunities to connect to the new Multi-purpose venue.

Cons

- Blocks views to the Convention Center.

Structured Parking Location 2

Pros

- Allows for flexibility in programming the main lot for events.

Cons

- No direct connection to existing building or expansion.

04/

Test Fit Diagrams

Test Fit **Additional Program Requirements**

Proposed Program Estimates

Multi-Purpose Venue (at grade): ~ 30,000 SF

Back of House: ~ 4,500 SF

Loading: ~ 6,000 SF (3-4 outdoor docks)

Prefunction: ~ 5,000 SF

Restrooms: ~ 5,100 SF

Total: ~ 51,600 SF (6,000 SF outdoor space)

Additional Parking Required for New Program

Existing Assembly Space: ~ 133,300 SF

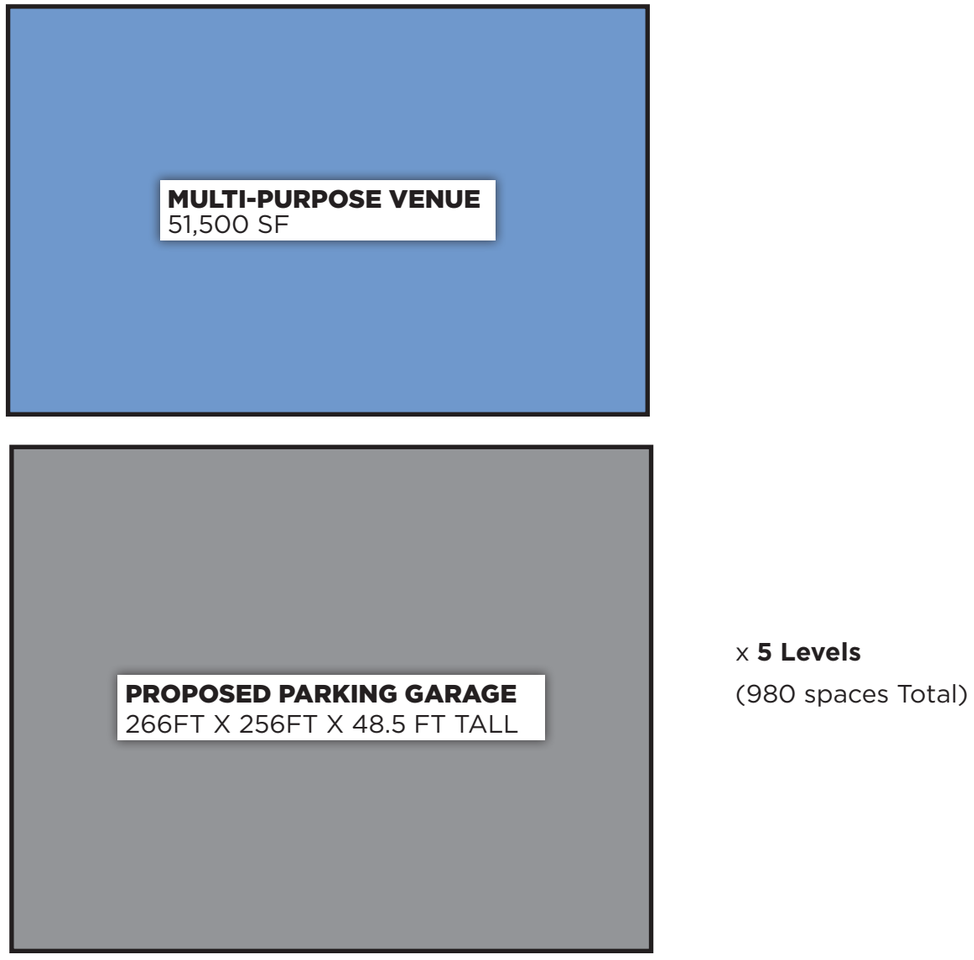
Current Parking: 1,154 spaces

Peak Load Parking: 1,546 spaces

Total Capacity of Parking Garage: 980 spaces

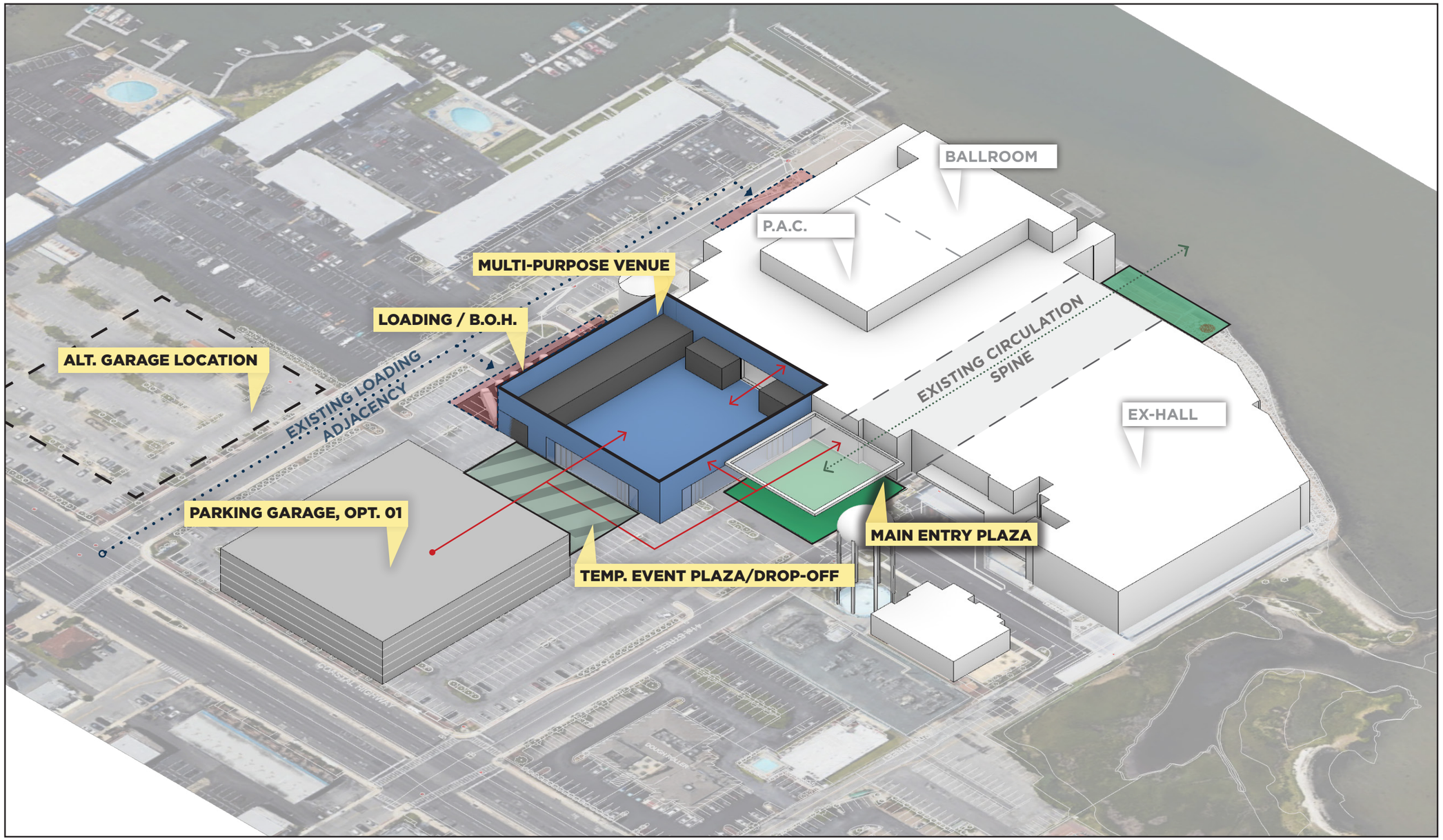
Proposed Parking Garage SF: ~68,000 per level
(~340,000 SF) Total

Proposed Program Footprints



x **5 Levels**
(980 spaces Total)

Test Fit **Building Expansion Opt 01**



Pros

- Maintain and improve main entry and building circulation.
- MPV has direct access to PAC lobby and plaza spaces.
- Parking garage can be utilized for events with the MPV plaza.
- Synergies between MPV loading and PAC loading/BOH.
- Covered Plaza space adjacent to the MPV and Existing CC can be utilized for events.

Cons

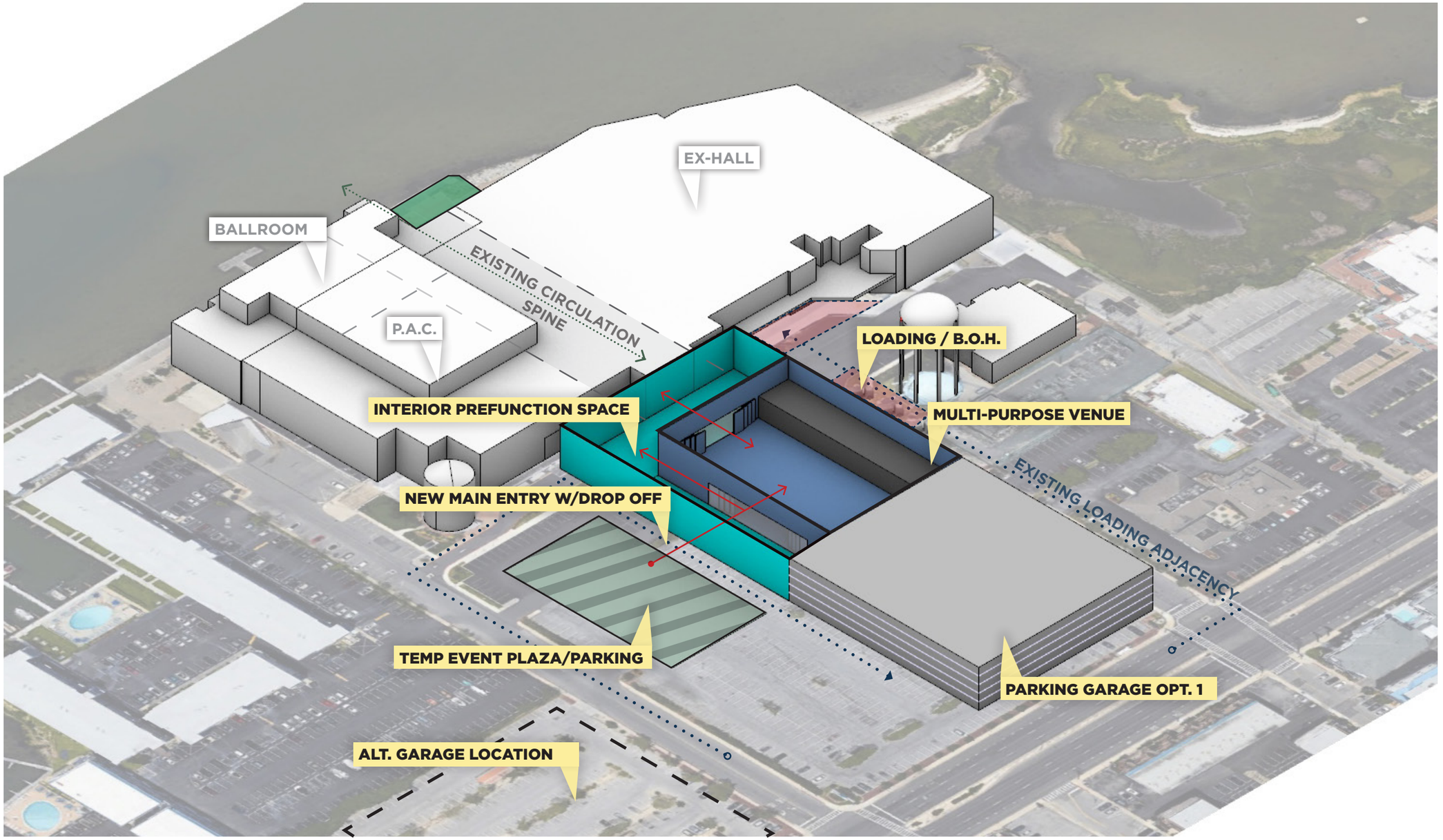
- Parking lot is split in two sides.
- Parking Garage Location 01 blocks view to new building.

Key

- Multipurpose Hall
- Prefunction
- Back of House
- Outdoor Terrace
- Loading
- Plaza Space

- Pedestrian Flow
- Service Circulation
- Truck Circulation

Test Fit **Building Expansion Opt 02**



Pros

- Maintain and improve main entry and building circulation.
- Parking garage directly connected to the MPV.
- Synergies between MPV loading and Ex-Hall loading.
- MPV is directly connected to existing building.

Cons

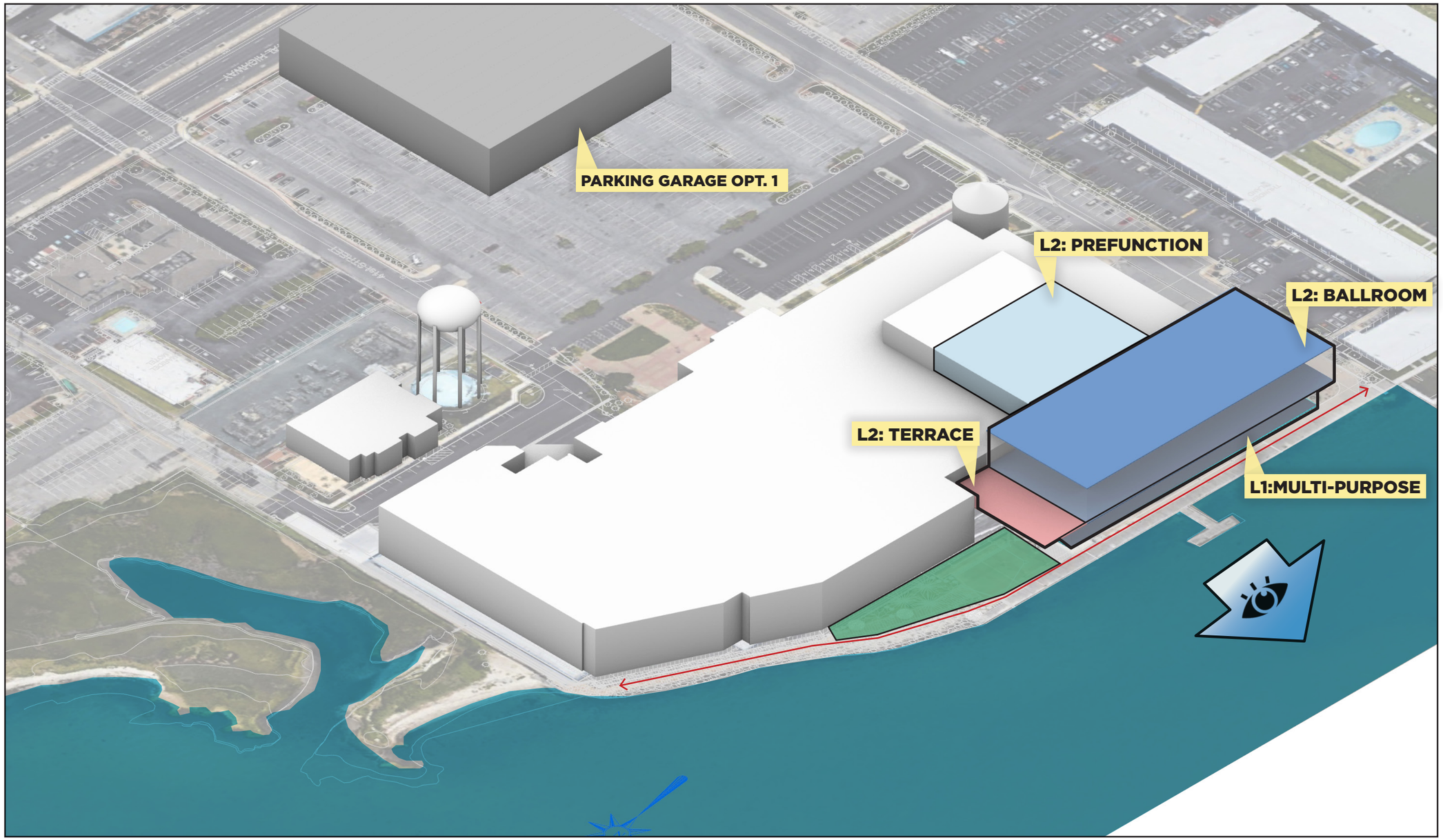
- Parking Garage Location 01 blocks view to new building.

Key

- Multipurpose Hall
- Prefunction
- Back of House
- Outdoor Terrace
- Loading
- Plaza Space
- Pedestrian Flow
- Service Circulation
- Truck Circulation

Test Fit **Building Expansion Opt 03 - Future Bayside Renovations**

Test Fit **Building Expansion Opt 03 - Future Bayside Renovations**



Pros

- Maximize space and views along the waterfront.
- Improve the existing Ballroom and Bayside Hall experience.
- Utilize existing bayside landscape and create new outdoor terrace spaces.
- Can be built in conjunction with Option 1 or 2.

Cons

- Existing program will be taken offline during construction.
- Expensive compared to a full new-build.
- New parking is not connected to bayside expansion.

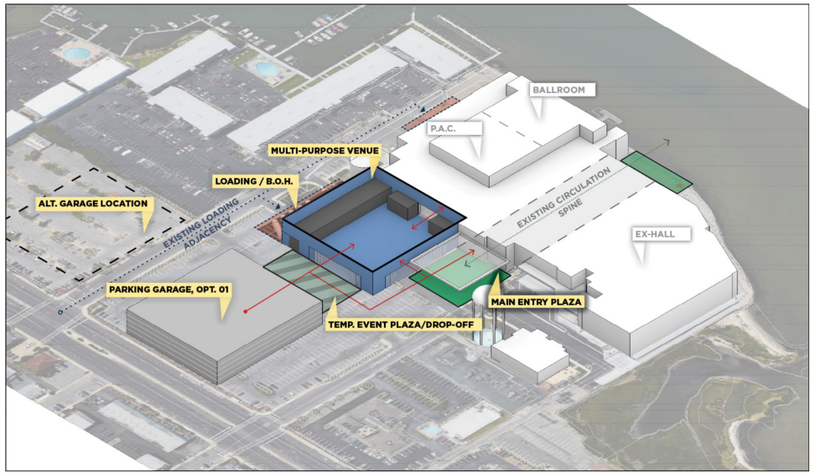
Key

- Multipurpose Hall
- Prefunction
- Back of House
- Outdoor Terrace
- Loading
- Plaza Space
- Pedestrian Flow
- Service Circulation
- Truck Circulation

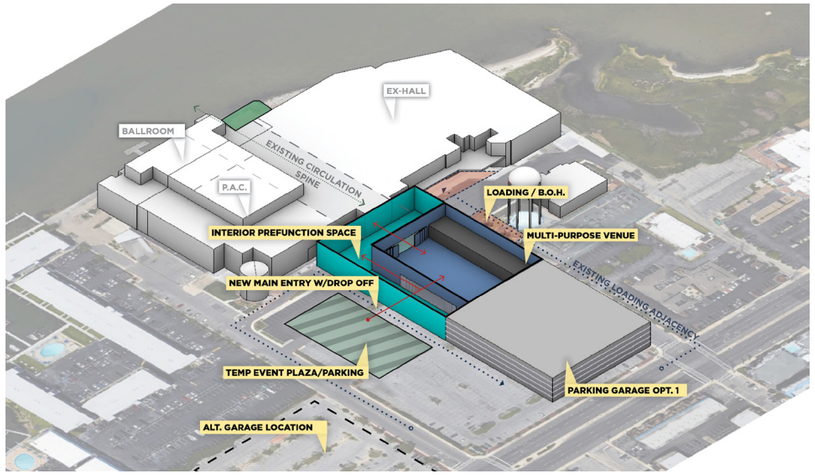
Test Fit **Summary**

Option	Pros	Cons
1	• Maintain and improve main entry and building circulation. • MPV has direct access to PAC lobby and plaza spaces. • Parking garage can be utilized for events with the MPV plaza. • Synergies between MPV loading and PAC loading/BOH. • Covered plaza adjacent to MPV and Existing CC can be utilized for events.	• Parking lot is split in two sides. • Parking Garage Location 01 blocks view to new building.
2	• Maintain and improve main entry and building circulation. • Parking garage directly connected to the MPV. • Synergies between MPV loading and Ex-Hall loading. • MPV is directly connected to existing building	• Parking Garage Location 01 blocks view to new building.
3	• Maximize space and views along the waterfront. • Improve the existing Ballroom and Bayside Hall experience. • Utilize existing bayside landscape and create new outdoor terrace spaces. • Can be built in conjunction with Option 1 or 2.	• Existing program will be taken offline during construction. • Expensive compared to a full new-build. • New parking is not connected to bayside expansion.

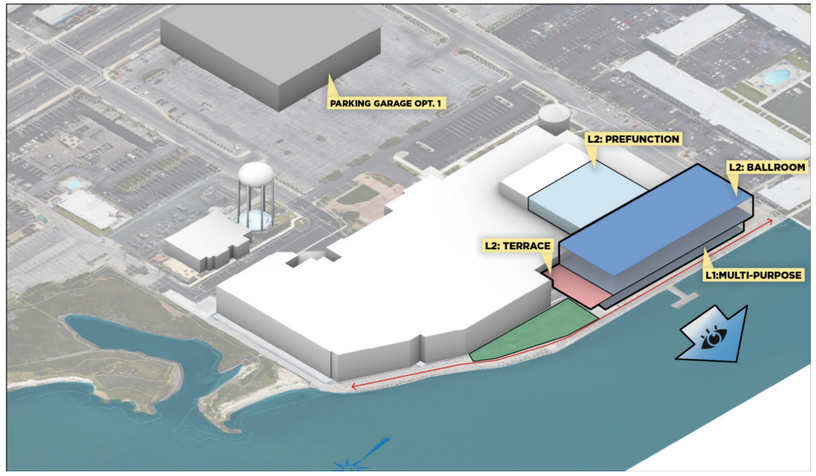
Building Expansion Option 1



Building Expansion Option 2



Building Expansion Option 3



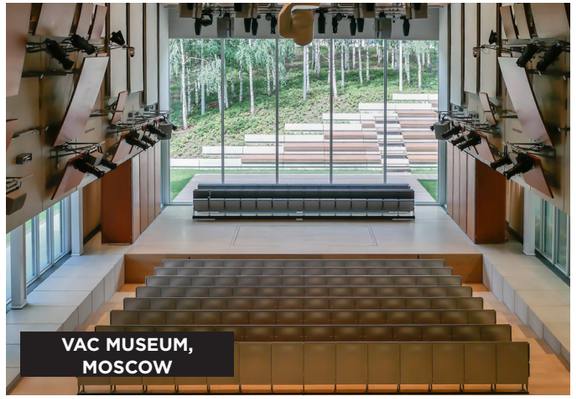
05/

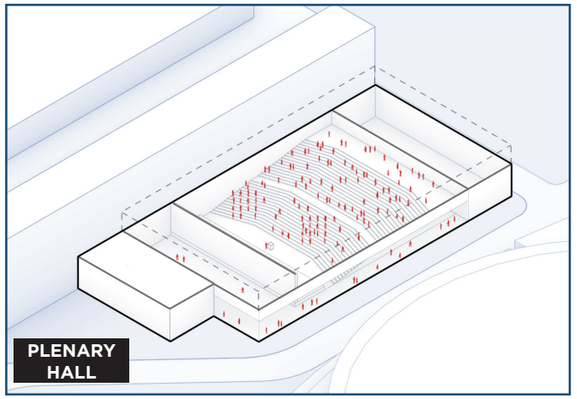
Future Development

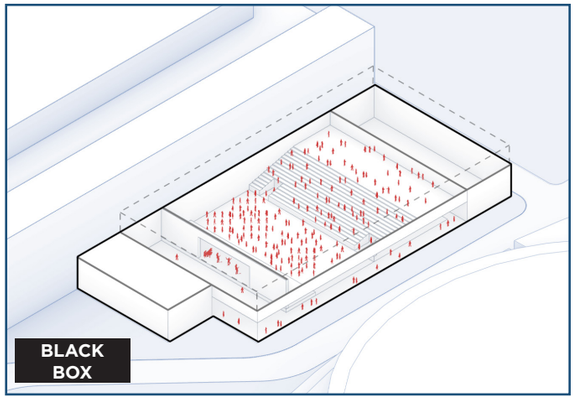
Future Development **A Multi-Purpose Venue**

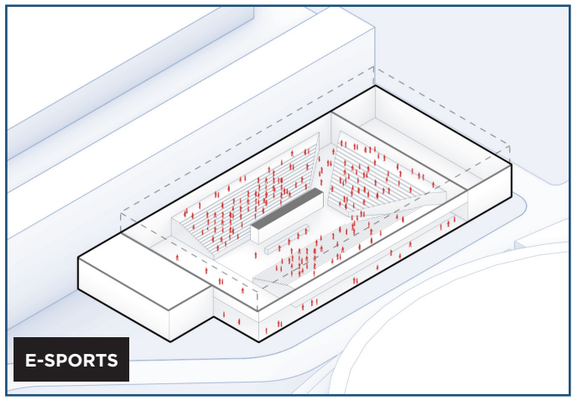
One Venue, Multiple Uses

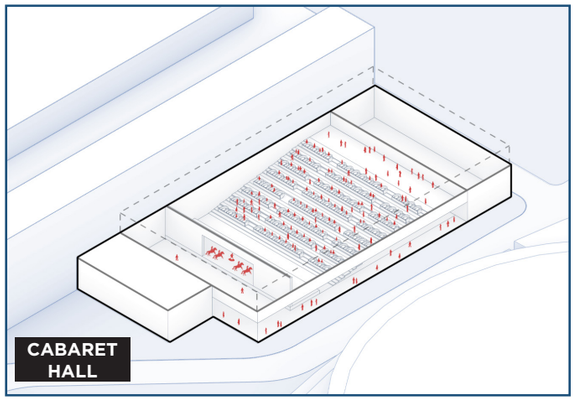
The multipurpose venue will be an industry leader in flexible gathering spaces. Primarily used for large gatherings, like presentations and banquets, the space may also be used for exhibit and classroom uses, along with many others. The vignettes to the right illustrate the flexibility of the space and the wide array of events the space can facilitate.

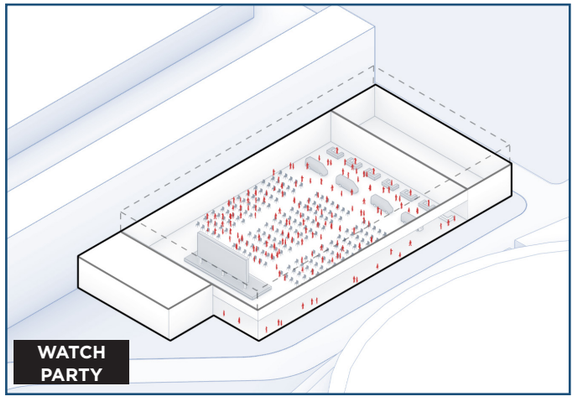


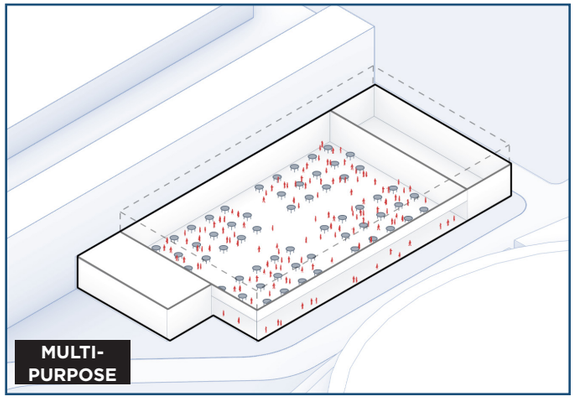












POPULOUS

We design the places where people love to be together.

Prepared for Crossroads Consulting

Ocean City Convention Center Parking Needs Analysis

February 3, 2025

WALKER CONSULTANTS

565 E. Swedesford Road, Suite 300
Wayne, PA 19087
610.995.0260

February 3, 2025

Susan Sieger, President & CEO
Crossroads Consulting
7901 4th Street North, Suite 206
St. Petersburg, FL 33702

Re: *Report for Ocean City Convention Center*
Ocean City, Maryland
14-004913.00

Dear Susie:

Walker Consultants is pleased to submit for your review this report for the Ocean City Convention Center. Under separate cover, Walker completed a shared parking analysis of existing conditions, modeling the parking impact of different combinations of events hosted at the facility. Included within the body of this report is our projection of future parking needs and a discussion on the pros and cons of different parking solutions to meet any parking shortages.

We appreciate the opportunity to be of service to you on this project. If you have any questions or comments, please do not hesitate to call.

Sincerely,

WALKER CONSULTANTS

James Pudleiner, PE
Vice President

Megan Gardo
Analyst

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01

Future Parking Projections

Introduction

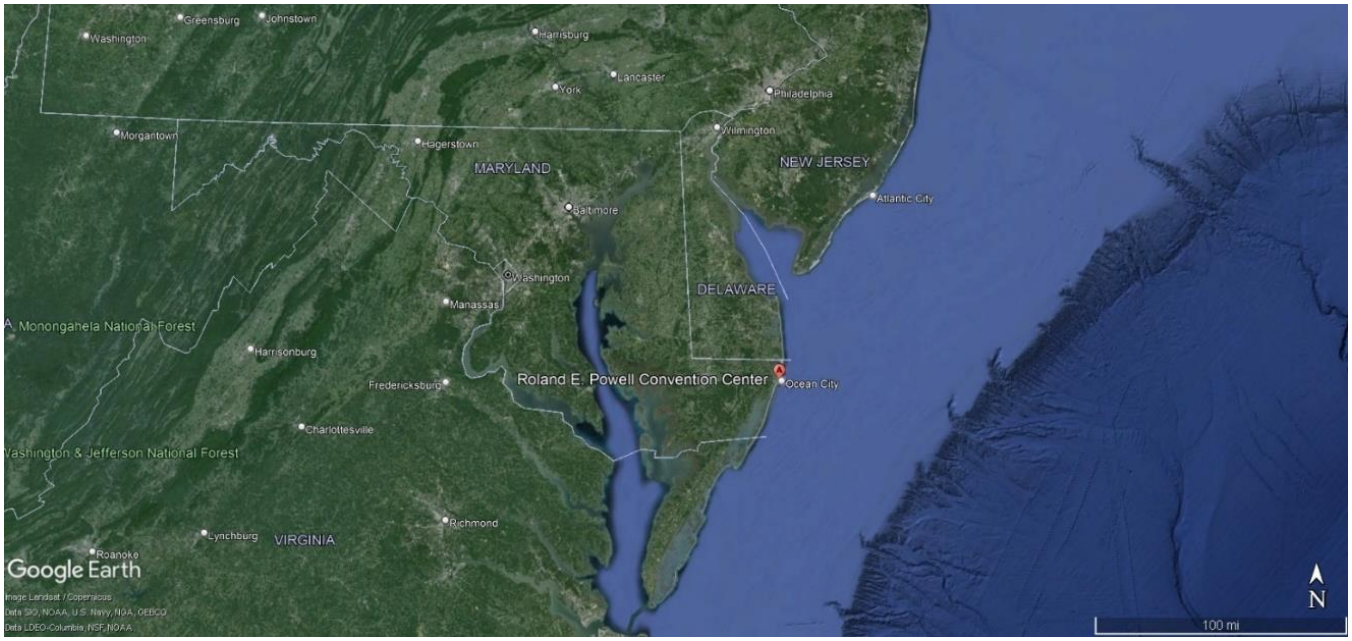
Background

The Maryland Stadium Authority (MSA), together with the Town of Ocean City, successfully completed the third expansion of the Roland E Powell Ocean City Convention Center (OCCC) in 2021 and are currently developing a long-range master plan for the convention center. Part of this process, led by the on-call market and economic advisor Crossroads Consulting, is to address not only current parking conditions, but also future parking needs. Under separate cover, Walker completed an analysis of existing conditions, including observing parking activity during the Seaside Boat Show in February 2024 and developing a shared parking model to project potential parking needs under different event scenarios. With this report, Walker considered the parking impact of expanding the convention center. Not only would an expansion generate additional demand; it would also decrease the available on-site parking supply. In Section 2, Walker performed a macro-level study of the various methods of accommodating future parking needs, primarily through structured parking.

Study Area

Located at 4001 Coastal Highway in Ocean City Maryland, the convention center is about 115 miles from Wilmington, DE and 150 miles from both Baltimore, MD and Philadelphia, PA. The following figure identifies the convention center on a regional map.

Figure 1: Regional Map



The primary parking lots serving the convention center are outlined in blue in the figure below. There is some on-street parking on both Convention Center Drives (shown in yellow). The OCCC also utilizes the Senior Center parking when the facility is closed. Lastly, Walker observed patrons parking in the on-street spaces on the east side of Coastal Highway. These areas are highlighted in purple.

Figure 2: Aerial Map

Existing Conditions and Observations

Supply and Operational Capacity

Including the on-street spaces on both Convention Center Drives, Walker observed 1,154 available parking spaces. Without the on-street spaces along Convention Center Drive and in front of the Visitor Center, there are approximately 1,100 spaces at the OCCC. Because a parking facility is perceived as full before it reaches 100%

capacity, Walker often recommends planning for an operational capacity. The difference between the total supply and the operational capacity provides a cushion of spaces for things like mis-parked and oversized vehicles, snow, maintenance, general circulation, and the time it takes for vehicles to park and unpark.

The operational capacity can vary depending on the type of user and the type and layout of the parking facilities. Employees are familiar with a location while visitors are less confident in their destination. On-street spaces are harder to navigate than off-street spaces. Garages and more densely grouped parking is easier to search than dispersed lots. In the case of the OCCC, Walker assumed the operational capacity was 10% less than the total capacity. Assuming continued access to the on-street spaces on Convention Center Drive, the operational capacity at the convention center is approximately 1,039 spaces. (1,154 * 90% = 1,039)

Parking Occupancy

Walker observed parking occupancy every two hours on Saturday, February 17, 2024 between 10:00 am and 6:00 pm during the Seaside Boat Show. The survey times corresponded to the hours of the convention. Peak parking conditions occurred during the noon count with 1,177 vehicles parked at the convention center and another 133 spaces occupied on-street across the Coastal Highway. The total peak hour occupancy was 1,310 vehicles. Compared to the on-site parking supply, the parking occupancy rate was 114%.

Shared Parking Findings

Walker used our observation of parking activity during the boat show to calibrate a shared parking model in order to project parking needs under different combinations of events at the convention center. Walker considered three different scenarios, summarized in the table below. In addition to describing the space activation assumptions, Walker detailed the projected weekday and Saturday parking needs and the anticipated parking shortage compared to the current parking capacity.

Table 1: Existing Conditions Shared Parking Summary

Base Scenario		Alternative Scenario 1		Alternative Scenario 2	
A large convention resulting in the buyout of the entire facility, like the boat show. The meeting rooms, ballrooms, and convention space are all used as convention space. There is no performance in the performing arts center.		The OCCC hosts a live show in the performing arts center (PAC or theater) while a large convention occupies the remaining ballroom, meeting room, and convention space.		Each of the four venues at the OCCC is used for its primary purpose over the course of a single day; events may or may not overlap. There is a live performance in the PAC, the meeting rooms on the second floor are used for meetings or small banquets, the Bayfront Ballroom is used for a large banquet, and the remaining convention halls are used for multiple conventions.	
Weekday	Weekend	Weekday	Weekend	Weekday	Weekend
1,300 February 10 am	1,300 February 11 am	1,321 October 12 pm	1,599 October 2 pm	1,546 October 5 pm	1,420 October 2 pm
1,039-Space Operational Capacity					
261- space deficit	261- space deficit	282-space deficit	560-space deficit	507-spaces deficit	381-space deficit

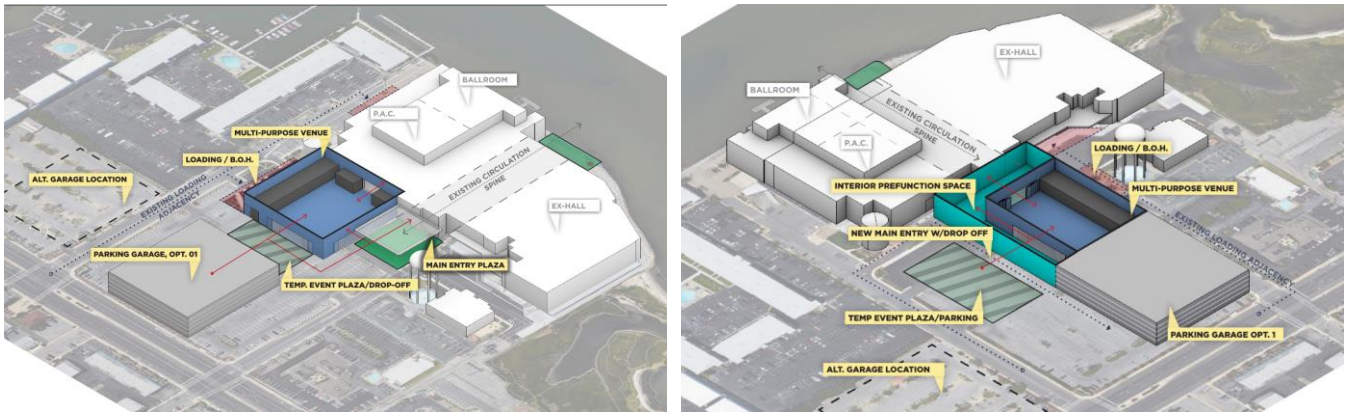
In all three existing condition scenarios, the projected parking need exceeds both the available on-site parking supply of 1,154 spaces and the operational capacity of 1,039 spaces. To allow for a cushion of parking, Walker used the operational capacity to determine the deficit. Compared to the operational capacity, the projected deficit ranges from 261 spaces in the Base Scenario to 560 spaces in Alternative 1. The projected deficit under the Base Scenario was used when preparing the massing plans for Phase 1.

Future Conditions

Proposed Future Expansion

Master Plan Concepts prepared by Populus test fit three different layouts for a potential future convention center expansion. In Test Fits 1 and 2, as shown below, the convention center is expanded into the main parking lot. The footprint of the proposed expansion is approximately 51,500 SF of which 30,000 SF will be multi-purpose event venue space. In both test fits, the expansion is also connected to the existing building; however, in Test Fit 1, the expansion directly accesses the PAC lobby, while in Test Fit 2, the additional space connects with the existing circulation spine.

Figure 3: Test Fit Cases 1 and 2 Layouts



Source: Populous, 2024

A third Test Fit option assumes the existing Dockside Hall and Bayfront Ballroom are demolished and replaced with approximately 30,500 SF of multi-purpose event space and a new 36,500 SF ballroom on the second level. The net gain of square footage with Test Fit 3 is approximately 34,000 SF.

Figure 4: Test Fit Case 3 Layout

Source: Populous, 2024

The table below summarizes the square footage of each land use at the OCCC for each of the three Test Fit cases. The meeting space and PAC remain the same in all three future Test Fit cases. However, the convention/ multi-

purpose event venue space is increased in the first two Test Fits. In the third Test Fit, both the ballroom and convention spaces are increased.

Table 2: Building Program by Test Fit Case

Test Fit	Convention/ Multi-Purpose Space	Meeting Rooms	Ballrooms	PAC
Test Fit 1	119,400 SF	23,581 SF	19,126 SF	1,200 seats
Test Fit 2	119,400 SF	23,581 SF	19,126 SF	1,200 seats
Test Fit 3	105,900 SF	23,581 SF	36,500 SF	1,200 seats

Source: Populous & Crossroads, 2024

Under all three test fit cases, a structured parking facility would be located on either the main or overflow lots. The location, orientation, and size of the proposed parking structure is discussed in more detail in the alternatives analysis in Section 2.

Future Shared Parking Projections

Using the shared parking model developed during the analysis of existing conditions, Walker modeled the future parking needs of the OCCC after the expansion is complete. The model calculates the parking need 19 hours a day for weekdays and weekends for each of the 12 months, plus a special period between Christmas and New Year's Day. In the latter period, office and other professional employment as well as convention parking is reduced, while retail/dining/entertainment uses like the theater are high. Due to rounding issues, the sum of the estimated parking need for each land use and the total estimated parking need may show a slight variation.

It is important to note that Walker's projection of future parking needs assumes no significant changes to the average occupancy per vehicle or shifts in modes of transportation to the convention center. Based on our observations of the 2024 Seaside Boat show, most attendees arrived via personal vehicle. There was no circulator shuttling attendees from local hotels to the venue and minimal to no walking or biking to the site. Additionally, event attendance was estimated at approximately 5,000 visitors, which equates to about three persons per vehicle for a convention event.

Additionally, because different elements in the convention center may be activated under different conditions, generating parking needs at different rates and times, Walker considered three different activation scenarios. The scenarios modeled assume patron-attended events, not move-in/move-out days. The table below summarizes the peak weekday and weekend parking needs under the three scenarios.

Table 3: Future Parking Needs Summary

Future Scenario	Weekday	Weekend
Base Scenario	1,596 October 10 am	1,596 October 11 am
Alternative 1 (Convention and Theater Only)	1,196 October 12 pm	1,474 October 2 pm
Alternative 2 (Convention, Theater, and Meeting/Ballroom)	2,076 October 5 pm	1,710 October 2 pm

The following figures summarize projected future parking needs at the OCCC under multiple scenarios, depending on what function(s) are hosted at the facility in the future.

Base Scenario

In the Base Scenario, two simultaneous conventions are expected to occur, activating the entire facility. The meeting rooms and ballroom would also be used as convention space. While one of the two conventions may have access to the PAC, no performance is scheduled in the venue. Note, Walker also used the building program defined in Test Fits 1 or 2 to model the base scenario. Based on discussions with the OCCC, Walker understands this scenario to be the most likely usage of the facility.

Peak parking need is expected to occur on a weekday in October around 10 am or a Saturday in October around 11 am with about 1,596 spaces occupied.

Table 4: Base Scenario Future Shared Parking Summary

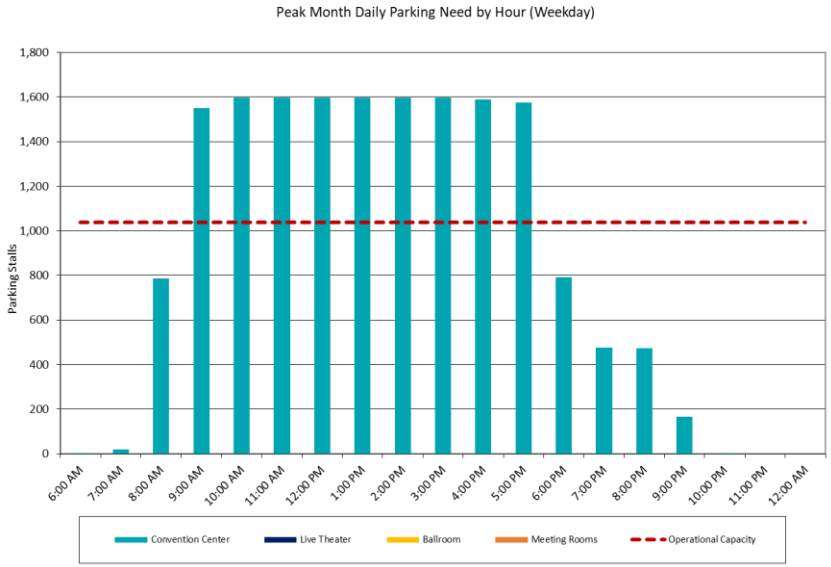
Land Use	Project Data		Weekday					Weekend					Weekday			Weekend		
	Quantity	Unit	Base Ratio	Driving Adj	Non-Captive Ratio	Project Ratio	Unit For Ratio	Base Ratio	Driving Adj	Non-Captive Ratio	Project Ratio	Unit For Ratio	Peak Hr Adj 10 AM	Peak Mo Adj October	Estimated Parking Need	Peak Hr Adj 11 AM	Peak Mo Adj October	Estimated Parking Need
Entertainment and Institutions																		
Live Theater		seats	0.30	100%	100%	0.30	seat	0.33	100%	100%	0.33	seat	1%	90%	-	1%	90%	-
Employee			0.07	84%	100%	0.06		0.07	84%	100%	0.06		20%	85%	-	20%	85%	-
Convention Center	162,107	sf GLA	9.42	100%	100%	9.42	ksf GLA	9.42	100%	100%	9.42	ksf GLA	100%	100%	1,527	100%	100%	1,527
Employee			0.50	84%	100%	0.42		0.50	84%	100%	0.42		100%	100%	69	100%	100%	69
Additional Land Uses																		
Ballroom		sf GLA	20.00	100%	100%	20.00	sf GLA	10.00	100%	100%	10.00	sf GLA	60%	100%	-	60%	100%	-
Employee			1.50	84%	100%	1.26		1.50	84%	100%	1.26		66%	100%	-	66%	100%	-
Meeting Rooms		sf GLA	10.00	100%	100%	10.00	sf GLA	5.50	100%	100%	5.50	sf GLA	60%	100%	-	60%	100%	-
Employee			1.00	84%	100%	0.84		1.00	84%	100%	0.84		100%	100%	-	66%	100%	-
													Customer/Visitor		1,527	Customer/Visitor		1,527
													Employee/Resident		69	Employee/Resident		69
													Reserved		-	Reserved		-
													Total		1,596	Total		1,596

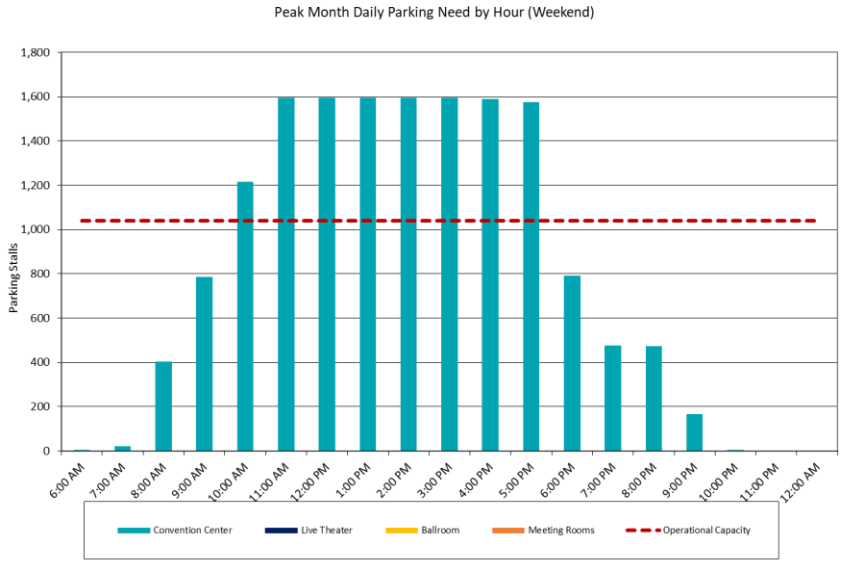
Source: Walker Consultants, 2024

The following figure details the hourly parking needs of the OCCC, assuming a design-level convention event is hosted after the expansion. The convention space peaks during the daytime hours and rapidly decreases in parking needs after 5 pm. For comparison purposes, Walker included the existing

operational parking capacity of 1,039 spaces on the charts; however, there are just over 1,150 spaces at the convention center. The difference between the total supply and operational capacity provides a cushion of parking to accommodate mis-parked and oversized vehicles, snow, maintenance, and general parking and unparking patterns. An approximate **557-space deficit** is projected during the peak hour under the base scenario. (1,039 operational capacity – 1,596 peak parking need = 557-space deficit)

Figure 5: Base Scenario Future Shared Parking Summary by Hour





Source: Walker Consultants, 2024

Alternative Scenario 1

In Alternative Scenario 1, the OCCC would host a performance in the PAC with one large or two smaller simultaneous conventions using Exhibit Halls 1 and 2, Dockside Hall, and the new expansion. The ballroom and meeting spaces are not occupied. Again, Walker used the building program defined in Test Fits 1 or 2 to model this scenario.

Under this scenario, peak parking needs are expected to occur on a Saturday around 2 pm in October. The projected parking need is 1,474 spaces, as shown in the following table.

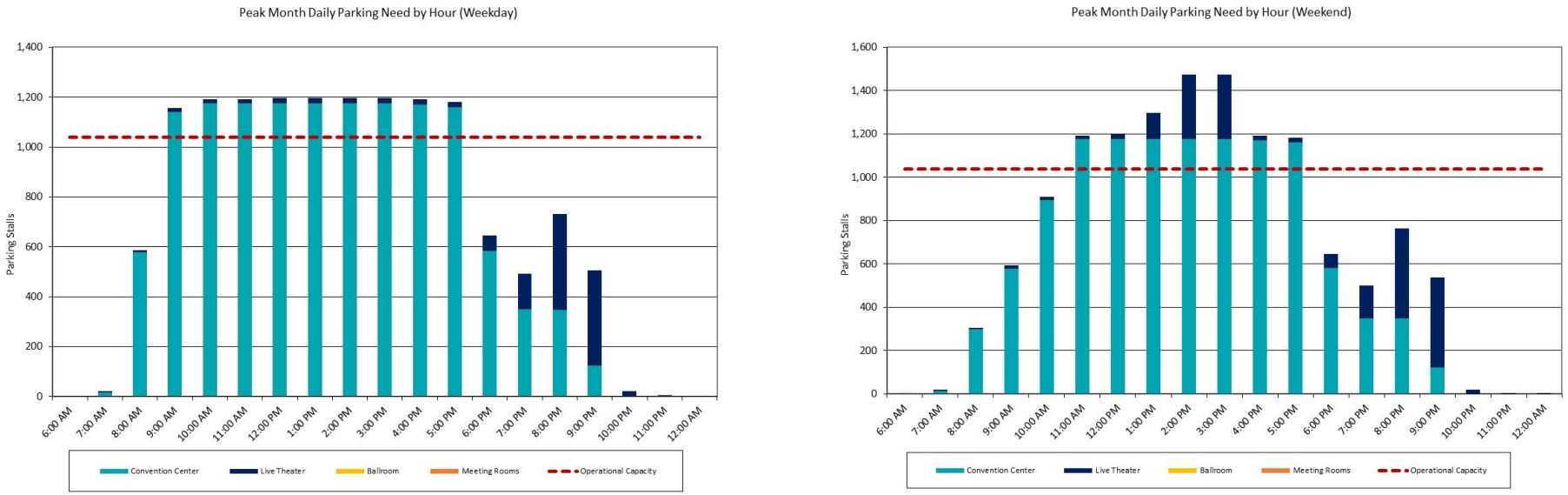
Table 5: Alternate Scenario 1 Future Shared Parking Summary

Land Use	Project Data		Weekday					Weekend					Weekday			Weekend		
	Quantity	Unit	Base Ratio	Driving Adj	Non-Captive Ratio	Project Ratio	Unit For Ratio	Base Ratio	Driving Adj	Non-Captive Ratio	Project Ratio	Unit For Ratio	Peak Hr Adj 12 PM	Peak Mo Adj October	Estimated Parking Need	Peak Hr Adj 2 PM	Peak Mo Adj October	Estimated Parking Need
Entertainment and Institutions																		
Live Theater	1,200	seats	0.30	100%	100%	0.30	seat	0.33	100%	100%	0.33	seat	1%	90%	3	67%	90%	239
Employee			0.07	84%	100%	0.06		0.07	84%	100%	0.06		30%	85%	18	100%	85%	60
Convention Center	119,400	sf GLA	9.42	100%	100%	9.42	ksf GLA	9.42	100%	100%	9.42	ksf GLA	100%	100%	1,125	100%	100%	1,125
Employee			0.50	84%	100%	0.42		0.50	84%	100%	0.42		100%	100%	50	100%	100%	50
Additional Land Uses																		
Ballroom		sf GLA	20.00	100%	100%	20.00	sf GLA	10.00	100%	100%	10.00	sf GLA	65%	100%	-	65%	100%	-
Employee			1.50	84%	100%	1.26		1.50	84%	100%	1.26		70%	100%	-	70%	100%	-
Meeting Rooms		sf GLA	10.00	100%	100%	10.00	sf GLA	5.50	100%	100%	5.50	sf GLA	65%	100%	-	65%	100%	-
Employee			1.00	84%	100%	0.84		1.00	84%	100%	0.84		100%	100%	-	70%	100%	-
													Customer/Visitor		1,128	Customer/Visitor		1,364
													Employee/Resident		68	Employee/Resident		110
													Reserved		-	Reserved		-
													Total		1,196	Total		1,474

Source: Walker Consultants, 2024

The following figure details the hourly parking needs under Alternate Scenario 1, which includes a PAC event and activation of the convention spaces; the ballroom and meeting rooms are not occupied. On a weekday, there is one evening show at the theater, but during the weekend, Walker assumed both a matinee and evening show. During Saturday conditions, a parking **deficit of approximately 435 spaces** is expected during the peak hour. (1,039-space operational capacity – 1,474-space parking need = 435-space deficit)

Figure 6: Alternative Scenario 1 Future Shared Parking Summary by Hour



Source: Walker Consultants, 2024

Alternative Scenario 2

The second alternative scenario assumes all four land uses at the OCCC are used as their name implies. There is a performance in the PAC, the meeting rooms are occupied with meetings or small receptions in the evening, the ballroom (36,500 SF) hosts either one large or two smaller banquets, and all of the convention space is activated. While all four land uses may not be 100% active at the same time, their hours of operation do overlap. For example, a Saturday matinee at the PAC and a convention could overlap, as could an evening performance at the theater when the OCCC hosts receptions and/or banquets in the ballrooms and meeting spaces. Unlike the first two scenarios, Alternative Scenario 2 is based on the building program described in Test Fit 3. Additionally, OCCC does not view this scenario as very likely to occur.

Under this scenario, peak parking needs are expected to occur on a weekday around 5 pm in October with approximately 2,076 occupied spaces.

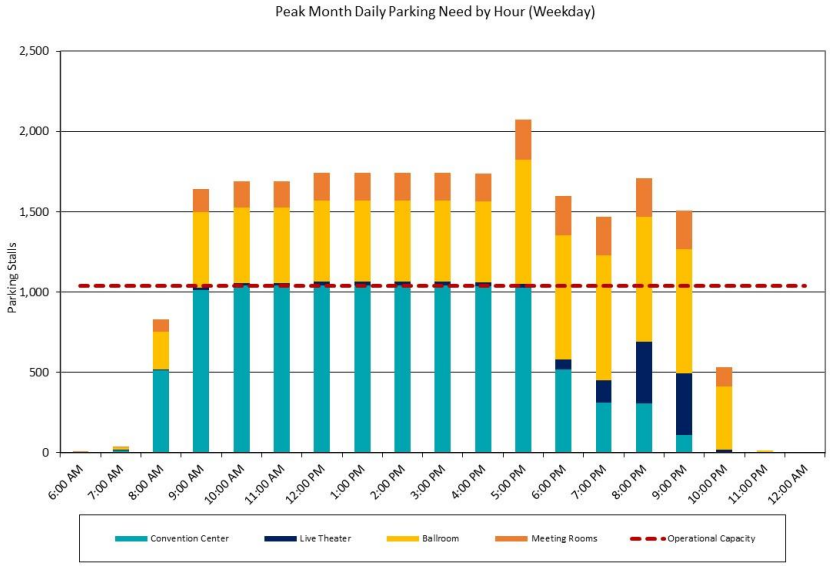
Table 6: Alternate Scenario 2 Future Shared Parking Summary

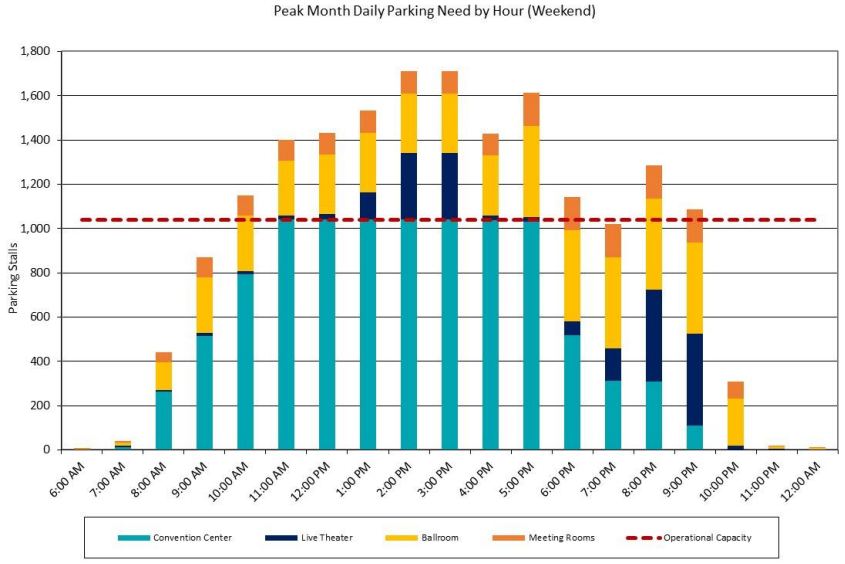
Land Use	Project Data		Weekday					Weekend					Weekday			Weekend		
	Quantity	Unit	Base Ratio	Driving Adj	Non-Captive Ratio	Project Ratio	Unit For Ratio	Base Ratio	Driving Adj	Non-Captive Ratio	Project Ratio	Unit For Ratio	Peak Hr Adj 5 PM	Peak Mo Adj October	Estimated Parking Need	Peak Hr Adj 2 PM	Peak Mo Adj October	Estimated Parking Need
Entertainment and Institutions																		
Live Theater	1,200	seats	0.30	100%	100%	0.30	seat	0.33	100%	100%	0.33	seat	1%	90%	3	67%	90%	239
Employee			0.07	84%	100%	0.06		0.07	84%	100%	0.06		30%	85%	18	100%	85%	60
Convention Center	105,900	sf GLA	9.42	100%	100%	9.42	ksf GLA	9.42	100%	100%	9.42	ksf GLA	100%	100%	998	100%	100%	998
Employee			0.50	84%	100%	0.42		0.50	84%	100%	0.42		70%	100%	31	100%	100%	45
Additional Land Uses																		
Ballroom	36,500	sf GLA	20.00	100%	100%	20.00	sf GLA	10.00	100%	100%	10.00	sf GLA	100%	100%	730	65%	100%	237
Employee			1.50	84%	100%	1.26		1.50	84%	100%	1.26		100%	100%	46	70%	100%	32
Meeting Rooms	23,581	sf GLA	10.00	100%	100%	10.00	sf GLA	5.50	100%	100%	5.50	sf GLA	100%	100%	236	65%	100%	85
Employee			1.00	84%	100%	0.84		1.00	84%	100%	0.84		70%	100%	14	70%	100%	14
													Customer/Visitor		1,967	Customer/Visitor		1,559
													Employee/Resident		109	Employee/Resident		151
													Reserved		-	Reserved		-
													Total		2,076	Total		1,710

Source: Walker Consultants, 2024

The following figure details the hourly parking needs of the OCCC, assuming each of the four land uses host events. The existing operational parking capacity of 1,039 spaces is shown on the charts for comparison purposes. As noted previously, the operational capacity is approximately 10% less than the total supply to account for spaces lost because of mis-parked and oversized vehicles, snow, maintenance, and general parking and unparking patterns. An approximate **1,037-space deficit** is projected during the peak hour under the base scenario. (1,039- space operational capacity – 2,076 peak parking need = 1,037-space deficit)

Figure 7: Alternate Scenario 2 Future Shared Parking Summary by Hour





Source: Walker Consultants, 2024

02

Alternatives Analysis

Introduction

Background

In conjunction with the supply-demand study performed in Section 01 and the resulting need for additional structured parking to accommodate the Ocean City Convention Center, the following massing diagrams have been developed. Massing has been analyzed based on the parking needs identified in the supply-demand study with respect to locating on either of the two existing surface lots and adherence to Ocean City, Maryland – Code of Ordinances Sec. 110-935, Design Standards for Off-Street Parking.

Each analysis has been designed assuming a net gain of 260 parking stalls in Phase 1 with the addition of structured parking only, and a net gain of 560 parking stalls in Phase 2 with the addition of structured parking and an expansion of the Convention Center. Note, the net gains are based on the Base Scenario, as shown in the table below.

	Phase 1	Phase 2
Base Scenario Parking Need	1,300 Spaces	1,596 Spaces
Operational Capacity	1,039 Spaces	1,039 Spaces
Net Gain Needed	261 Spaces	557 Spaces

Structured Parking Massing

Option 1

This option assumes the new parking structure will be located on the existing main lot of the Convention Center. The structure will be located in the northeast corner of the parking lot with access to the garage provided internally from within the lot – no changes to the curb-cuts are proposed. All traffic will be two-way with 90-degree parking and utilize parking ramps for vertical circulation.

Figure 8: Phase 1, Option 1 & 2

In Phase 1, only 3 supported levels of parking (4 levels total) will be required to meet the demand of a 260-stall net gain. Due to the requirements of Phase 2, 4 supported levels (5 levels total with approximately 500 stalls total) should be strongly considered to avoid the need for vertical expansion in the future that would require closing most, if not all, of the structured parking in addition to the temporarily displaced parking for construction access/laydown; furthermore, there is always a potential for code changes between original design and future expansion that could greatly complicate the original intent of the expansion. The 4-level structure would measure 266ft by 129ft and be 37.5ft tall with 395 total parking stalls. The garage would be displacing approximately 110

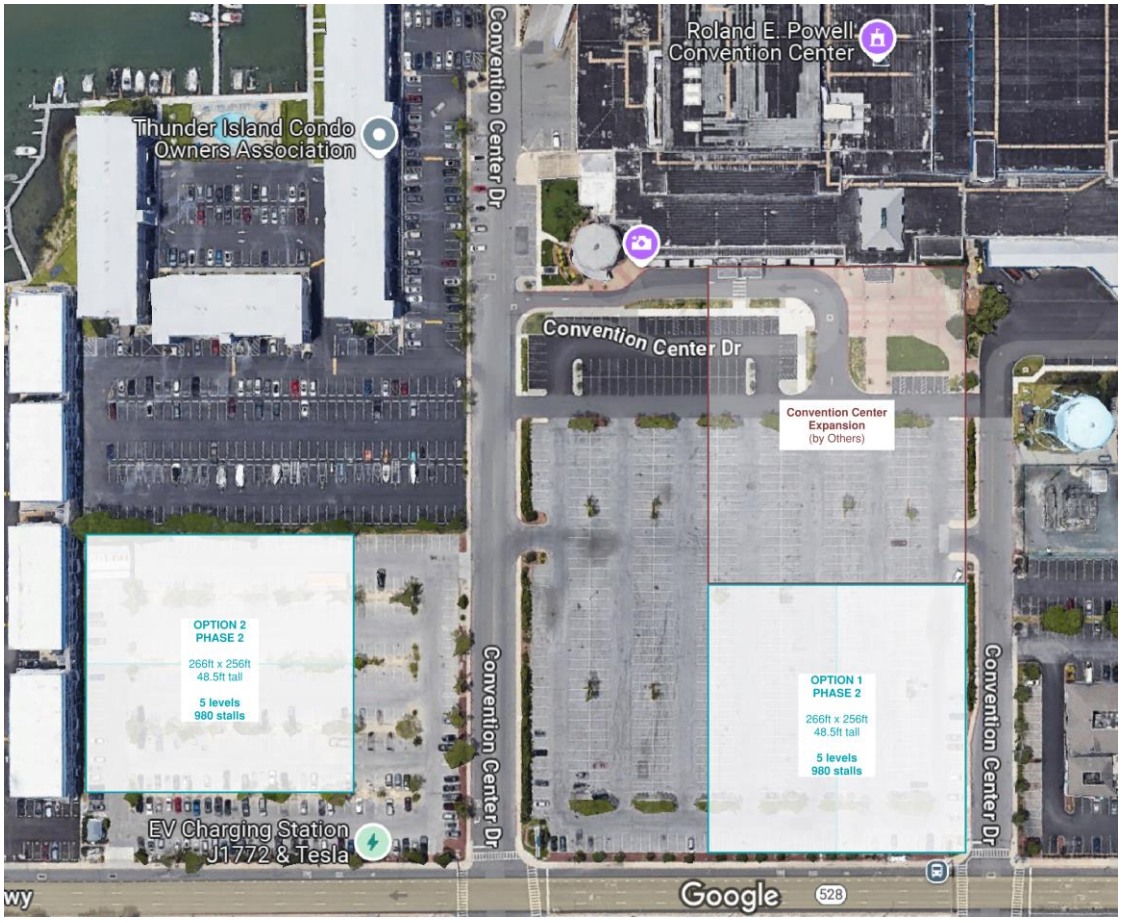
stalls on the existing surface lot, as well as approximately 25 stalls that would be lost due to additional accessible parking accommodations on-site and stalls lost in conflict with the structure.

In Phase 2, 4 supported levels of parking across the full footprint (5 levels total, including the Phase 1 footprint) will be required to meet the demand of a 560-stall net gain. The 5-level structure would measure 266ft by 256ft and be 48.5ft tall with 980 total parking stalls. The garage would be displacing approximately 215 stalls on the existing surface lot, as well as approximately 55 stalls that would be lost due to additional accessible parking accommodations on-site and stalls lost in conflict with the structure, and 150 stalls lost to the expansion of the Convention Center.

Option 2

This option assumes the new parking structure will be located on the existing overflow lot of the Convention Center. The structure will be located in the southwest corner of the parking lot with access to the garage provided internally from within the lot – no changes to the curb-cuts are proposed. All traffic will be two-way with 90-degree parking and utilize parking ramps for vertical circulation.

Figure 9: Phase 2, Option 1 & 2



In Phase 1, only 3 supported levels of parking (4 levels total) will be required to meet the demand of a 260-stall net gain. Due to the requirements of Phase 2, 4 supported levels (5 levels total with approximately 500 stalls total) should be strongly considered to avoid the need for vertical expansion in the future that would require closing most, if not all, of the structured parking in addition to the temporarily displaced parking for construction access/laydown; furthermore, there is always a potential for code changes between original design and future expansion that could greatly complicate the original intent of the expansion. The 4-level structure would measure 266ft by 129ft and be 37.5ft tall with 395 total parking stalls. The garage would be displacing approximately 110 stalls on the existing surface lot, as well as approximately 15 stalls that would be lost due to additional accessible parking accommodations on-site and stalls lost in conflict with the structure. Option 2 Phase 1 would result in about a 10-stall surplus – this additional net stall gain is a result of the landscaped islands currently located on the overflow parking lot that would accommodate the additional structural elements without conflicting with existing parking stalls.

In Phase 2, 4 supported levels of parking across the full footprint (5 levels total, including the Phase 1 footprint) will be required to meet the demand of a 560-stall net gain. The 5-level structure would measure 266ft by 256ft and be 48.5ft tall with 980 total parking stalls. The garage would be displacing approximately 215 stalls on the existing surface lot, as well as approximately 35 stalls that would be lost due to additional accessible parking accommodations on-site and stalls lost in conflict with the structure, and 150 stalls lost to the expansion of the Convention Center. Option 2 Phase 2 would result in about a 20-stall surplus – this additional net stall gain is a result of the landscaped islands currently located on the overflow parking lot that would accommodate the additional structural elements without conflicting with existing parking stalls.

Preliminary Costs

Option 1

Option 1 Phase 1 order-of-magnitude conceptual costs would be approximately $14.1M to construct 395 stalls above grade using a precast concrete structure. This includes the construction of a fire rated wall on the west façade of the parking structure for separation from the future expansion of the Convention Center.

Phase 2 order-of-magnitude conceptual costs would be approximately $20.9M total to construct 585 additional stalls above grade using a precast concrete structure. This includes the construction of a fire rated wall on the west façade of the parking structure for separation from the future expansion of the Convention Center.

The total order-of-magnitude conceptual costs for Phase 1 & 2 would be approximately $35M to construct 980 stalls above grade using a precast concrete structure. None of the mentioned costs include soft costs, geotechnical exploration/engineering, the cost to temporarily displace parking during the construction of either phase which may include access to remote parking facilities with shuttle services and other temporary accommodations, or any other unknowns at this time.

Option 2

Option 2 Phase 1 order-of-magnitude conceptual costs would be approximately $13.9M to construct 395 stalls above grade using a precast concrete structure.

Phase 2 order-of-magnitude conceptual costs would be approximately $20.6M total to construct 585 additional stalls above grade using a precast concrete structure.

The total order-of-magnitude conceptual costs for Phase 1 & 2 would be approximately $34.5M to construct 980 stalls above grade using a precast concrete structure. None of the mentioned costs include soft costs, geotechnical exploration/engineering, the cost to temporarily displace parking during the construction of either phase which may include access to remote parking facilities with shuttle services and other temporary accommodations, or any other unknowns at this time.

Advantages and Disadvantages

Option 1

Advantages:

- Access in and out of the garage is provided by two major intersections along Coastal Highway, each with a traffic light that provides additional control of traffic and allows for easier left turning as desired.
- Parking is closer to the Convention Center, which is generally desirable by visitors for ease of wayfinding.
- There are no immediately adjacent residential uses that may be disgruntled by new structured parking.

Disadvantages:

- Views of the Convention Center are drastically blocked from Coastal Highway.
- Any future expansion of the Convention Center into the main parking lot are inhibited.
- Event staging in the main parking lot is greatly reduced.

Option 2

Advantages:

- Views of the Convention Center from Coastal Highway are not affected.
- More options available for future expansion of the Convention Center into the main parking lot.
- Event staging in the main parking lot is not impacted.

Disadvantages:

- Access in and out of the garage is provided by only one major intersection along Coastal Highway where left turns could cause more significant backups.
- Parking is further from the Convention Center, which is generally less desirable by visitors needing to walk further.

- Residential use located immediately adjacent to the structure may result in residents being disgruntled by new structured parking.

Additional Considerations

Ramping

Each option above assumes the use of a single parking ramp in Phase 1, and an additional parking ramp in Phase 2 – this will provide the most efficient parking layout and vehicle carrying capacity. The full parking structure could be built as nominally flat and utilize a single express ramp in-lieu of the proposed parking ramps, built as part of Phase 1, if maximizing flat-floor parking would be desired. Flat-floor parking provides a high level of service to the user by allowing for maximum site distance, light passage, airflow, and passive security.

An express ramp would reduce the parking efficiency, increase the garage footprint by about 10%, increase order-of-magnitude conceptual costs by approximately $3-4M, and be required as part of Phase 1.

Phase 1 Massing

As mentioned above, Phase 1 in either option only requires 4 levels of parking but would require to be 5 levels in Phase 2 in order to meet the required parking total. To meet these requirements, the footprint of Phase 1 can either be vertically expanded to 5 levels as a part of Phase 2, or all 5 levels could be provided as part of Phase 1. If Phase 1 were to be vertically expanded as part of Phase 2, most, if not all, of the garage would need to be closed off during construction for the safety of the public users. If the short-term loss of structured parking during the construction of Phase 2 is not desired, building the full 5 levels of parking as part of Phase 1, resulting in a surplus of approximately 110 stalls in Phase 1, would be required.

Building 5 levels as a part of Phase 1 would increase the Phase 1 order-of-magnitude conceptual costs by approximately $3.9M but reduce the cost of Phase 2 similarly with minimal impact to the total cost of Phase 1 & 2 combined.

Construction of 5 levels of parking as part of Phase 1 should be strongly considered to avoid the added disruption of closing down the garage during a vertical expansion, to avoid the risk of significant code changes prior to expansion, and to allow for a simpler Phase 2 horizontal expansion.

Phase 2 Massing Alternative

If the surplus of parking provided by constructing 5 levels of parking in Phase 1, as described above, is not desired, nor is the vertical expansion of Phase 1 as a part of meeting the net stall gain after the construction of Phase 2, there are alternative considerations that can be made to the Phase 2 massing.

In Phase 1, building a third additional parking bay and reducing the overall height is an option for consideration. The three additional bays could be built only 4 total levels high, matching the requirement of Phase 1. This Phase

2 horizontal expansion would increase the overall garage footprint by about 63ft x 266ft but reduce the final height by about 11ft with minimal increase in cost. As mentioned, the increased footprint may not be desirable, but the reduced building height may be a benefit.

03

Parking Reduction Recommendations

Existing Conditions

Observed Parking Demand

Walker observed parking conditions at the OCCC on Saturday, February 17, 2024 during the Seaside Boat Show. Based on historic event attendance figures provided by OCCC, the Boat Show is one of the larger events hosted on the convention center, along with Cruisin' OC, the Maryland State Firemen Convention, Chesapeake and Potomac Region of Narcotics Anonymous conference, and Bikefest. The Boat Show is considered a full buy-out event, and occupies all the convention, ballroom, and meeting room space in the facility, as well as utilizing the performing arts theater. Some of the other larger events hosted by the OCCC utilize the surface parking on site rather than occupy interior space.

The total peak hour parking demand during the Boat Show was approximately 1,310 vehicles, and includes vehicles parked on-street between 36th Street and 41st Street. Walker then developed a shared parking model based on our observations at the Boat Show. In addition to modeling parking during a full buy-out of the facility to host a convention, which is the most likely, Walker considered two alternative scenarios. The first alternative assumes one or two large events occupying the convention, ballroom, and meeting spaces while there is a performance in the theater. The second alternative assumes each of the four uses in the OCCC (convention, meeting, ballroom, and theater) are utilized simultaneous as intended. The table below summarizes the peak hour parking needs on a weekday and a Saturday for all three existing condition scenarios.

Scenario	Weekday	Weekend
Base Scenario (Boat Show)	1,300 February 10 am	1,300 February 11 am
Alternative 1 (Convention and Theater)	1,321 October 12 pm	1,599 October 2 pm
Alternative 2 (Convention, Theater, and Meeting/Ballroom)	1,546 October 5 pm	1,420 October 2 pm

Parking Management Recommendations

There is a parking shortage today during many of the larger events, or events that reduce the available on-site parking supply. While the on-street capacity around the OCCC was able to accommodate the overflow parking demand during the tourist off-season, this is not always possible during events that occur in season. Additionally, on-site parking capacity will be temporarily reduced should the OCCC construct a new parking structure. As a result, the OCCC is interested in understanding potential strategies for reducing or managing parking demand in the short-term. These strategies include:

- Paid Parking/ Pre-Paid Parking
    - During high demand events, charging for parking is intended to discourage the use of single-occupant vehicles and promote alternative modes of transportation. This is most effective if the

attendee can pay for parking ahead of the event, making arrangements to carpool with others from their group, walk or Uber/Lyft from their hotel, or find a free parking alternative like a remote lot. The OCCC could also encourage pre-paid parking by charging more for attendees who chose to pay for parking the day of the event.

- Carpool Priority Parking
    - The OCCC could create a nested area of parking closest to the building within the Main Lot for the exclusive use of carpool vehicles (i.e., vehicles with three or more adult occupants). In a paid system, carpool parking could also be offered at no cost or a reduced cost. The priority area could be delineated with temporary cones or barriers and would need to be manned to ensure compliance with regulations.
- Shuttle bus
    - Another option is to reinstate and advertise a shuttle bus between the local hotels and the convention center. This option could also be extended to shuttling employees or other attendees to a remote lot like the Jolly Roger Amusement Park. Service would need to be frequent to make this option attractive to attendees, likely requiring OCCC to operate multiple shuttles.
- Bicycle/Scooter Parking
    - For events such as Cruisin' OC and Bikefest, which are during warmer months and are more likely to be combined with vacations or long weekends, OCCC could also ensure adequate parking/storage areas for bicycles and scooters in a priority area. This would likely need to be paired with the paid parking option to encourage use of the alternative mode of transportation.

It is more likely that a combination of these options would be needed to shift attendees' habits and mitigate the parking shortage during large events. Combining paid parking with priority parking for carpoolers or paid parking with a shuttle bus to a free remote lot or the hotels. These solutions can be discussed in more detail as the project progresses.

OCEAN CITY PARKING
CONCEPTUAL COST ESTIMATE
OPTION COMPARISON SUMMARY

	SPACES	Option 1	$/Space	Option 2	$/Space
Phase 1	395	$ 19,730,000	$ 49,949	$ 19,470,000	$ 49,291
Phase 2	585	$ 33,200,000	$ 56,752	$ 33,200,000	$ 56,752
Total	980	**$ 52,930,000**	$ 54,010	**$ 52,670,000**	$ 53,745
Full Construction	980	**$ 48,205,000**	$ 49,189	**$ 47,945,000**	$ 48,923
Savings (Full Build vs. Phased Construction)		*$ 4,724,999*		*$ 4,725,000*	

OCEAN CITY PARKING
CONCEPTUAL COST ESTIMATE
Option 1 Phase 1

Cost of Construction (Hard Cost)					
Cost of Work Item #1 - Parking Garage Construction	395	Stalls	$ 34,000.00	$ 13,430,000.00	
Cost of Work Item #2 - Deep Foundations / Soil Improvements	1	Allow	$ 500,000.00	$ 500,000.00	
Cost of Work Item #3 - Extend Electrical Services to Garage Location	800	Feet	$ 250.00	$ 200,000.00	
Subtotal					***$ 14,130,000***
Cost of Work Item #9 (Escalation to 2027)	10.25%	LS	$ 14,130,000.00	$ 1,448,325.00	
Cost of Work Item #10 (Design Contingency)	5.00%	LS	$ 15,578,325.00	$ 778,916.25	
Subtotal Cost of Work					***$ 16,357,241***
Trade Contractor P& P Bonds / Default Insurance	0.00%	of	$ 16,357,241	$ -	
Subtotal					***$ 16,357,241***
CM Contingency (Based on 95% CDs) DDs	0.00%	of	$ 16,357,241	$ -	
Subtotal					***$ 16,357,241***
General Conditions Fee	0.00%	of	$ 16,357,241	$ -	
Subtotal					***$ 16,357,241***
CM Builder's Risk Insurance	0.00%	of	$ 16,357,241	$ -	
Subtotal					***$ 16,357,241***
CM Payment and Performance Bonds	0.00%	of	$ 16,357,241	$ -	
Subtotal					***$ 16,357,241***
CM Insurances (i.e GLI, Auto, etc.)	0.00%	of	$ 16,357,241	$ -	
Subtotal					***$ 16,357,241***
CM Fee	0.00%	of	$ 16,357,241	$ -	
Subtotal					***$ 16,357,241***
CM Project Allowances & Holds	1	LS	$ -	$ -	$ -
Owner Contingency, Allowances & Holds	1	LS	$ -	$ -	$ -
Total Estimated Cost of Construction (Hard Cost)					**$ 16,357,241**
Cost of Design, Preconstruction, Permitting, Inspection and Management (Soft Cost)					
Construction Manager Preconstruction					
Architectural & Engineering Fees					
A/E Design Fees					
A/E Construction Administration					
Owner & Overall Project Fees/Allowances					
Permitting / Environmental / Code Compliance					
Code Compliance Consultant					
Testing & Inspection					
Commissioning Agent					
Project Administration and Management					
Project Contingency					
Accounting Adjustment					
Total Estimated Design, Preconstruction, Permitting, Inspection and Management (Soft Cost)					**$ 3,372,758**
TOTAL ESTIMATED PROJECT BUDGET					**$ 19,730,000**

OCEAN CITY PARKING
CONCEPTUAL COST ESTIMATE
Option 1 Phase 2

Cost of Construction (Hard Cost)					
Cost of Work Item #1 - Parking Garage Construction	585	Stalls	$ 34,000.00	$ 19,890,000.00	
Cost of Work Item #2 - Deep Foundations / Soil Improvements	1	Allow	$ 750,000.00	$ 750,000.00	
Cost of Work Item #3 - Extend Electrical Services to Garage Location	0	Feet	$ 250.00	$ -	
Subtotal					***$ 20,640,000***
Cost of Work Item #9 (Escalation to 2030)	27.00%	LS	$ 20,640,000.00	$ 5,572,800.00	
Cost of Work Item #10 (Design Contingency)	5.00%	LS	$ 26,212,800.00	$ 1,310,640.00	
Subtotal Cost of Work					***$ 27,523,440***
Trade Contractor P& P Bonds / Default Insurance	0.00%	of	$ 27,523,440	$ -	
Subtotal					***$ 27,523,440***
CM Contingency (Based on 95% CDs) DDs	0.00%	of	$ 27,523,440	$ -	
Subtotal					***$ 27,523,440***
General Conditions Fee	0.00%	of	$ 27,523,440	$ -	
Subtotal					***$ 27,523,440***
CM Builder's Risk Insurance	0.00%	of	$ 27,523,440	$ -	
Subtotal					***$ 27,523,440***
CM Payment and Performance Bonds	0.00%	of	$ 27,523,440	$ -	
Subtotal					***$ 27,523,440***
CM Insurances (i.e GLI, Auto, etc.)	0.00%	of	$ 27,523,440	$ -	
Subtotal					***$ 27,523,440***
CM Fee	0.00%	of	$ 27,523,440	$ -	
Subtotal					***$ 27,523,440***
CM Project Allowances & Holds	1	LS	$ -	$ -	$ -
Owner Contingency, Allowances & Holds	1	LS	$ -	$ -	$ -
Total Estimated Cost of Construction (Hard Cost)					**$ 27,523,440**
Cost of Design, Preconstruction, Permitting, Inspection and Management (Soft Cost)					
Construction Manager Preconstruction					
Architectural & Engineering Fees					
A/E Design Fees					
A/E Construction Administration					
Owner & Overall Project Fees/Allowances					
Permitting / Environmental / Code Compliance					
Code Compliance Consultant					
Testing & Inspection					
Commissioning Agent					
Project Administration and Management					
Project Contingency					
Accounting Adjustment					
Total Estimated Design, Preconstruction, Permitting, Inspection and Management (Soft Cost)					**$ 5,676,560**
TOTAL ESTIMATED PROJECT BUDGET					**$ 33,200,000**

OCEAN CITY PARKING
CONCEPTUAL COST ESTIMATE
Option 1 Full Construction

Cost of Construction (Hard Cost)					
Cost of Work Item #1 - Parking Garage Construction	980	Stalls	$ 34,000.00	$ 33,320,000.00	
Cost of Work Item #2 - Deep Foundations / Soil Improvements	1	Allow	$ 1,000,000.00	$ 1,000,000.00	
Cost of Work Item #3 - Extend Electrical Services to Garage Location	800	Feet	$ 250.00	$ 200,000.00	
Subtotal					***$ 34,520,000***
Cost of Work Item #9 (Escalation to 2027)	10.25%	LS	$ 34,520,000.00	$ 3,538,300.00	
Cost of Work Item #10 (Design Contingency)	5.00%	LS	$ 38,058,300.00	$ 1,902,915.00	
Subtotal Cost of Work					***$ 39,961,215***
Trade Contractor P& P Bonds / Default Insurance	0.00%	of	$ 39,961,215	$ -	
Subtotal					***$ 39,961,215***
CM Contingency (Based on 95% CDs) DDs	0.00%	of	$ 39,961,215	$ -	
Subtotal					***$ 39,961,215***
General Conditions Fee	0.00%	of	$ 39,961,215	$ -	
Subtotal					***$ 39,961,215***
CM Builder's Risk Insurance	0.00%	of	$ 39,961,215	$ -	
Subtotal					***$ 39,961,215***
CM Payment and Performance Bonds	0.00%	of	$ 39,961,215	$ -	
Subtotal					***$ 39,961,215***
CM Insurances (i.e GLI, Auto, etc.)	0.00%	of	$ 39,961,215	$ -	
Subtotal					***$ 39,961,215***
CM Fee	0.00%	of	$ 39,961,215	$ -	
Subtotal					***$ 39,961,215***
CM Project Allowances & Holds	1	LS	$ -	$ -	$ -
Owner Contingency, Allowances & Holds	1	LS	$ -	$ -	$ -
Total Estimated Cost of Construction (Hard Cost)					***$ 39,961,215***
Cost of Design, Preconstruction, Permitting, Inspection and Management (Soft Cost)					
Construction Manager Preconstruction					
Architectural & Engineering Fees					
A/E Design Fees					
A/E Construction Administration					
Owner & Overall Project Fees/Allowances					
Permitting / Environmental / Code Compliance					
Code Compliance Consultant					
Testing & Inspection					
Commissioning Agent					
Project Administration and Management					
Project Contingency					
Accounting Adjustment					
Total Estimated Design, Preconstruction, Permitting, Inspection and Management (Soft Cost)					**$ 8,243,785**
TOTAL ESTIMATED PROJECT BUDGET					**$ 48,205,000**

OCEAN CITY PARKING
CONCEPTUAL COST ESTIMATE
Option 2 Phase 1

Cost of Construction (Hard Cost)					
Cost of Work Item #1 - Parking Garage Construction	395	Stalls	$ 34,000.00	$ 13,430,000.00	
Cost of Work Item #2 - Deep Foundations / Soil Improvements	1	Allow	$ 500,000.00	$ 500,000.00	
Cost of Work Item #3 - Extend Electrical Services to Garage Location	50	Feet	$ 250.00	$ 12,500.00	
Subtotal					***$ 13,942,500***
Cost of Work Item #9 (Escalation to 2027)	10.25%	LS	$ 13,942,500.00	$ 1,429,106.25	
Cost of Work Item #10 (Design Contingency)	5.00%	LS	$ 15,371,606.25	$ 768,580.31	
Subtotal Cost of Work					***$ 16,140,187***
Trade Contractor P& P Bonds / Default Insurance	0.00%	of	$ 16,140,187	$ -	
Subtotal					***$ 16,140,187***
CM Contingency (Based on 95% CDs) DDs	0.00%	of	$ 16,140,187	$ -	
Subtotal					***$ 16,140,187***
General Conditions Fee	0.00%	of	$ 16,140,187	$ -	
Subtotal					***$ 16,140,187***
CM Builder's Risk Insurance	0.00%	of	$ 16,140,187	$ -	
Subtotal					***$ 16,140,187***
CM Payment and Performance Bonds	0.00%	of	$ 16,140,187	$ -	
Subtotal					***$ 16,140,187***
CM Insurances (i.e GLI, Auto, etc.)	0.00%	of	$ 16,140,187	$ -	
Subtotal					***$ 16,140,187***
CM Fee	0.00%	of	$ 16,140,187	$ -	
Subtotal					***$ 16,140,187***
CM Project Allowances & Holds	1	LS	$ -	$ -	$ -
Owner Contingency, Allowances & Holds	1	LS	$ -	$ -	$ -
Total Estimated Cost of Construction (Hard Cost)					**$ 16,140,187**
Cost of Design, Preconstruction, Permitting, Inspection and Management (Soft Cost)					
Construction Manager Preconstruction					
Architectural & Engineering Fees					
A/E Design Fees					
A/E Construction Administration					
Owner & Overall Project Fees/Allowances					
Permitting / Environmental / Code Compliance					
Code Compliance Consultant					
Testing & Inspection					
Commissioning Agent					
Project Administration and Management					
Project Contingency					
Accounting Adjustment					
Total Estimated Design, Preconstruction, Permitting, Inspection and Management (Soft Cost)					**$ 3,329,814**
TOTAL ESTIMATED PROJECT BUDGET					**$ 19,470,000**

OCEAN CITY PARKING
CONCEPTUAL COST ESTIMATE
Option 2 Phase 2

Cost of Construction (Hard Cost)					
Cost of Work Item #1 - Parking Garage Construction	585	Stalls	$ 34,000.00	$ 19,890,000.00	
Cost of Work Item #2 - Deep Foundations / Soil Improvements	1	Allow	$ 750,000.00	$ 750,000.00	
Cost of Work Item #3 - Extend Electrical Services to Garage Location	0	Feet	$ 250.00	$ -	
Subtotal					***$ 20,640,000***
Cost of Work Item #9 (Escalation to 2030)	27.00%	LS	$ 20,640,000.00	$ 5,572,800.00	
Cost of Work Item #10 (Design Contingency)	5.00%	LS	$ 26,212,800.00	$ 1,310,640.00	
Subtotal Cost of Work					***$ 27,523,440***
Trade Contractor P& P Bonds / Default Insurance	0.00%	of	$ 27,523,440	$ -	
Subtotal					***$ 27,523,440***
CM Contingency (Based on 95% CDs) DDs	0.00%	of	$ 27,523,440	$ -	
Subtotal					***$ 27,523,440***
General Conditions Fee	0.00%	of	$ 27,523,440	$ -	
Subtotal					***$ 27,523,440***
CM Builder's Risk Insurance	0.00%	of	$ 27,523,440	$ -	
Subtotal					***$ 27,523,440***
CM Payment and Performance Bonds	0.00%	of	$ 27,523,440	$ -	
Subtotal					***$ 27,523,440***
CM Insurances (i.e GLI, Auto, etc.)	0.00%	of	$ 27,523,440	$ -	
Subtotal					***$ 27,523,440***
CM Fee	0.00%	of	$ 27,523,440	$ -	
Subtotal					***$ 27,523,440***
CM Project Allowances & Holds	1	LS	$ -	$ -	$ -
Owner Contingency, Allowances & Holds	1	LS	$ -	$ -	$ -
Total Estimated Cost of Construction (Hard Cost)					**$ 27,523,440**
Cost of Design, Preconstruction, Permitting, Inspection and Management (Soft Cost)					
Construction Manager Preconstruction					
Architectural & Engineering Fees					
A/E Design Fees					
A/E Construction Administration					
Owner & Overall Project Fees/Allowances					
Permitting / Environmental / Code Compliance					
Code Compliance Consultant					
Testing & Inspection					
Commissioning Agent					
Project Administration and Management					
Project Contingency					
Accounting Adjustment					
Total Estimated Design, Preconstruction, Permitting, Inspection and Management (Soft Cost)					**$ 5,676,560**
TOTAL ESTIMATED PROJECT BUDGET					**$ 33,200,000**

OCEAN CITY PARKING
CONCEPTUAL COST ESTIMATE
Option 2 Full Construction

Cost of Construction (Hard Cost)					
Cost of Work Item #1 - Parking Garage Construction	980	Stalls	$ 34,000.00	$ 33,320,000.00	
Cost of Work Item #2 - Deep Foundations / Soil Improvements	1	Allow	$ 1,000,000.00	$ 1,000,000.00	
Cost of Work Item #3 - Extend Electrical Services to Garage Location	50	Feet	$ 250.00	$ 12,500.00	
Subtotal					***$ 34,332,500***
Cost of Work Item #9 (Escalation to 2027)	10.25%	LS	$ 34,332,500.00	$ 3,519,081.25	
Cost of Work Item #10 (Design Contingency)	5.00%	LS	$ 37,851,581.25	$ 1,892,579.06	
Subtotal Cost of Work					***$ 39,744,160***
Trade Contractor P& P Bonds / Default Insurance	0.00%	of	$ 39,744,160	$ -	
Subtotal					***$ 39,744,160***
CM Contingency (Based on 95% CDs) DDs	0.00%	of	$ 39,744,160	$ -	
Subtotal					***$ 39,744,160***
General Conditions Fee	0.00%	of	$ 39,744,160	$ -	
Subtotal					***$ 39,744,160***
CM Builder's Risk Insurance	0.00%	of	$ 39,744,160	$ -	
Subtotal					***$ 39,744,160***
CM Payment and Performance Bonds	0.00%	of	$ 39,744,160	$ -	
Subtotal					***$ 39,744,160***
CM Insurances (i.e GLI, Auto, etc.)	0.00%	of	$ 39,744,160	$ -	
Subtotal					***$ 39,744,160***
CM Fee	0.00%	of	$ 39,744,160	$ -	
Subtotal					***$ 39,744,160***
CM Project Allowances & Holds	1	LS	$ -	$ -	$ -
Owner Contingency, Allowances & Holds	1	LS	$ -	$ -	$ -
Total Estimated Cost of Construction (Hard Cost)					**$ 39,744,160**
Cost of Design, Preconstruction, Permitting, Inspection and Management (Soft Cost)					
Construction Manager Preconstruction					
Architectural & Engineering Fees					
A/E Design Fees					
A/E Construction Administration					
Owner & Overall Project Fees/Allowances					
Permitting / Environmental / Code Compliance					
Code Compliance Consultant					
Testing & Inspection					
Commissioning Agent					
Project Administration and Management					
Project Contingency					
Accounting Adjustment					
Total Estimated Design, Preconstruction, Permitting, Inspection and Management (Soft Cost)					**$ 8,200,840**
TOTAL ESTIMATED PROJECT BUDGET					**$ 47,945,000**