



 **Surfside** Florida


RMA

REDEVELOPMENT
MANAGEMENT
ASSOCIATES

Business Improvement District Public Meeting

July 17th, 2013

The RMA Team

Christopher J. Brown
Principal



Kim J. Briesemeister
Principal



Terrell N. Fritz
Senior Associate/
Project Manager



Sharon McCormick
Vice President
Marketing



About RMA

- RMA Principals, Kim J. Briesemeister & Christopher J. Brown have more than 50 years combined experience in redevelopment
- Created Business Improvement District (BID) Organization Plans for Naples and Winter Park, FL
- Surfside Project Manager has BID management experience in Coral Gables and Miami Beach
- Current/recent RMA projects include management, public/private partnerships, finance, marketing, and public investment
- Diverse team of RMA employees with expertise in marketing, urban planning, economic development, and finance

Purpose of Meeting

- Introduce the Business Improvement District (BID) concept
- Explore BID program options for Surfside
- Conduct a group discussion of Strengths, Weaknesses, and Opportunities
- Describe the formal process for possibly creating a BID

Town of Surfside

- 5-Year Strategic Tourism Plan, working with CJF Marketing, International
- Business Improvement District (BID) Organization Plan for Downtown Surfside

Overall Goal of the 5-Year Strategic Tourism Plan

To provide the Surfside Tourist Board with recommendations for the most effective and efficient ways to spend future resort tax funds to increase and enhance tourism for the Town of Surfside.

Hotel Development

Best Western	91
Solara	62
Sun Harbour	<u>19</u>
TOTAL = 172	

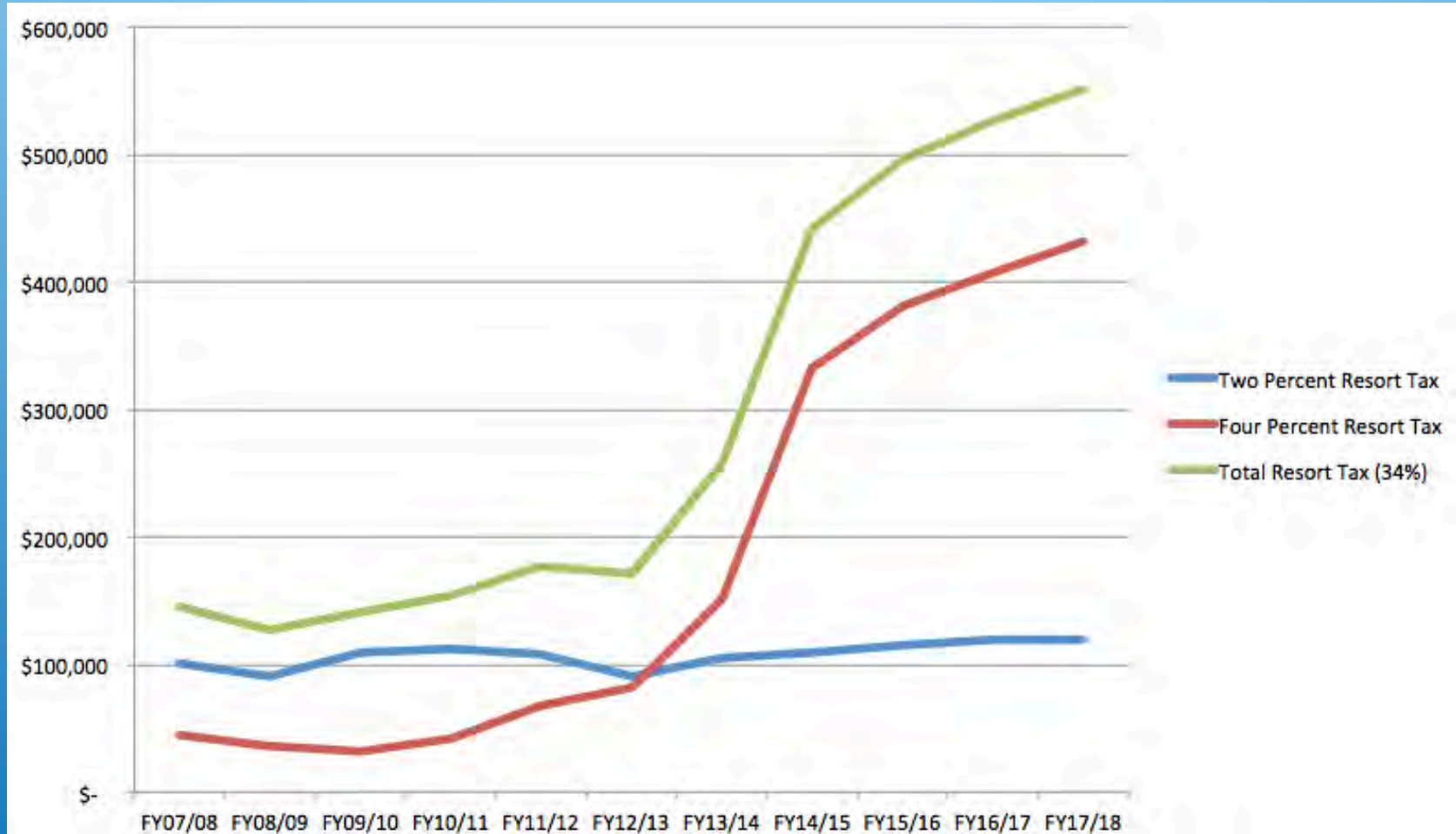
Grand Beach	270 +71
Marriott Residence Inn	175
Surf Club	<u>100</u>
TOTAL NEW = 616	

TOTAL ROOMS = 697

Budget Impact

- Current Year (Oct. 2012 – Sept. 13) income for the Tourist Board is projected to be: \$81,940 (rooms only)
 - 2013/14 + \$ 70,000
 - 2014/15 + \$250,000
 - 2015/16 + \$300,000 (+ Surf Club)
 - 2016/17 + \$325,000 (+ Surf Club)
 - 2017/18 + \$350,000 (+ Surf Club)

Budget Impact



Miami Leads America in Lodging Performance

- Hotels in the Americas posted solid performance results, according to March data compiled by STR and STR Global.
- Miami posted the largest increases across the board:
 - Occupancy grew by 4.1 percent, to 89.1 percent;
 - Average Daily Rate skyrocketed by 14.4 percent, to \$238.12, the only double-digit rate increase in the region
 - RevPAR was up by 19.1 percent, to \$212.20.

Downtown Vision Action Committee (DVAC)

- Downtown Code Enforcement
- Parking Lot Improvement/
Landscaping
- Vacant Window Ordinance
- News Rack Ordinance
- Awnings Ordinance
- Moratorium Ordinance
- Upgrading Alleys
- Wayfarer Signage Program
- Branding
- **Business Improvement District**
- Façade Upgrading Program
- Abbott Avenue Parking Garage
Feasibility Study
- The Current Forty Foot Height
Allowance and Amalgamation
of Properties
- Development of an East West
Corridor on 95th Street from
Abbott Avenue to the Beach
- Rebuilding of Harding Avenue
Sidewalks
- Sidewalk Café Ordinance and
FDOT Agreement
- Miami-Dade “Mom & Pop”
Grants

A Downtown Surfside BID

- Enhanced services for Downtown Surfside
 - downtown marketing programs
 - maintenance for specialty landscaping
 - business retention & recruitment efforts
 - extra police protection & cleanup for expanded special events
 - other programs developed in conjunction with tourism strategic plan and capital improvements

What is a Business Improvement District (BID)?

- A formal organization of property owners within a commercial district to assess properties in order to fund programs for district-wide benefit.
- BID programs are developed to meet the unique needs of the district.

BID Advantages

- Unified Strategy for Improvement
- Increase Activity – Local Market and Tourism
- Increase Retail & Restaurant Sales!
- Business Retention/Recruitment – Shops/Restaurants
- Increase in Rents and Property Values
- Support Property Values in Surrounding Residential Areas
- Increase Local Government Revenues

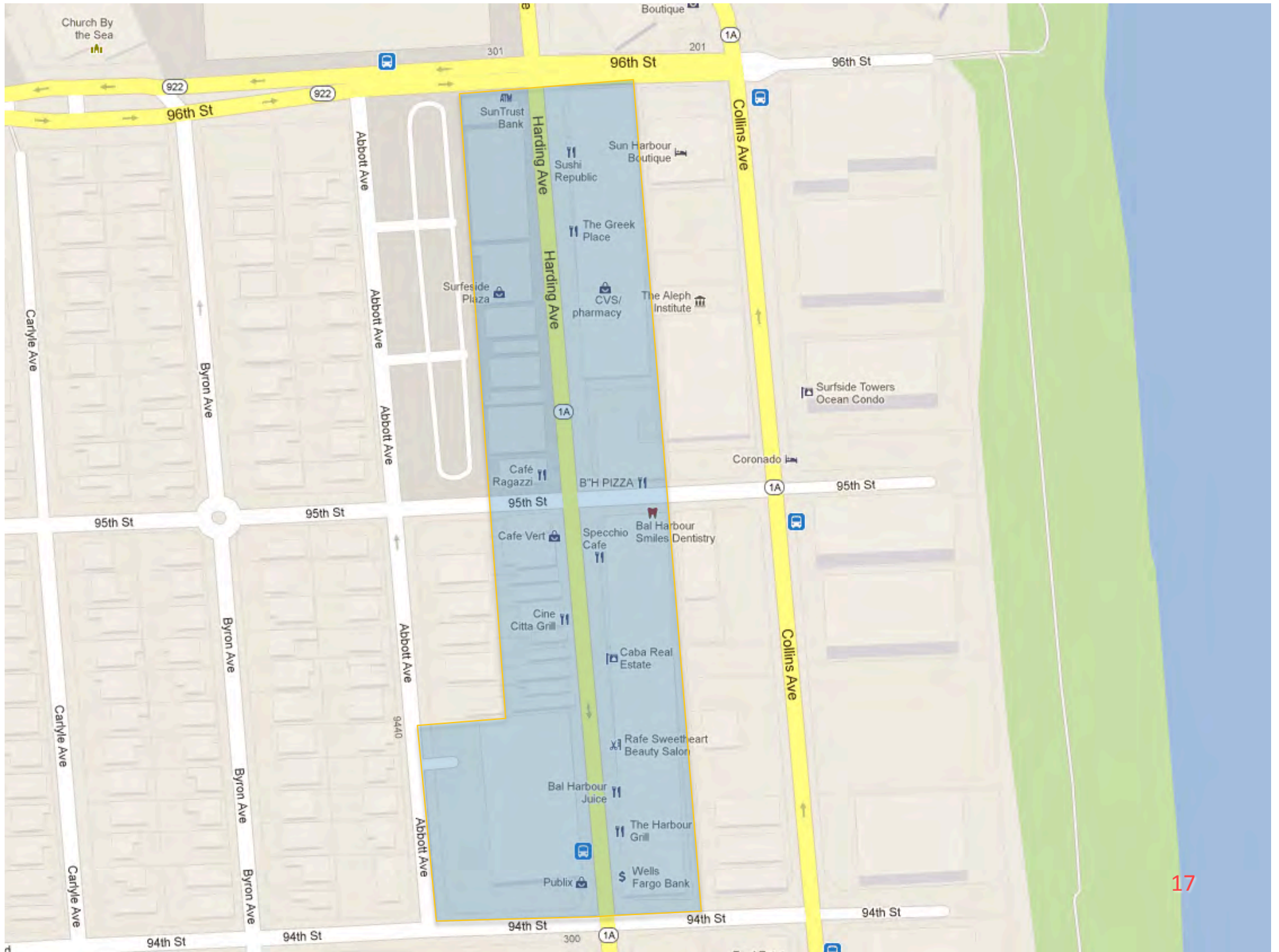
BIDs v. Merchant Associations

While property owners and tenants could participate in a voluntary merchants association, the BID model presents two distinct advantages:

Business Improvement Districts	Merchant Association
Provides a steady and reliable source of funding	Does not offer a continuous source of funding because it depends on voluntary contributions
Legislation states that all property owners in a BID must pay assessment; there are no free riders.	Cannot enforce the financial participation of all stakeholders in a given district

Organizing the BID Plan

- Build ownership and consensus amongst commercial property and business owners regarding improvements, programs, services, and management of the BID.
- Establish the geographical boundaries of the BID.
- Establish a proposed budget and determine the formula for property assessments.
- Present the district plan to the public.
- Prepare property owners and the merchants for formal establishment of the BID pursuant to Florida Statutes.





Why BIDs are Formed

- Public Safety / Hospitality
 - Police/Security
 - District Ambassadors
 - Visitor Information
- Maintenance
 - Street / sidewalk cleaning
 - Graffiti removal
 - Maintenance of public areas
 - Landscape maintenance
- Marketing
 - Special events
 - District public relations
 - Promotional materials
 - Holiday decorations
- Capital Improvements
 - Streetscape improvements
 - Wayfinding signage
- Business Development
 - Commercial vacancy reduction
 - Business mix improvement
- Management
 - Parking management
 - Transportation systems
- Advocacy
 - Lobbying/policies
 - Liaison with governmental agencies/staff

BID Types

- Capital Improvements –
Lincoln Road/Miami Beach
- District Improvements, Facades
& Marketing –
Coconut Grove/Miami



BID Sizes



- Large BIDs acts like a government with its own security, clean up, capital projects, marketing, etc. (Times Square)
- Small BIDs are an enhancement to government and usually provide marketing, events, promotions. (Naples, Coral Gables)

BIDs in Florida

- Downtown Jacksonville
- Downtown Sarasota & St. Armands Circle
- Fort Lauderdale Beach
- Coconut Grove (Miami)
- Wynwood
- Naples
- Coral Gables

Naples BID Services



- Special Events
- Christmas Programs and Events
- Seasonal Landscaping
- Banners
- Advertising
- Marketing
- Clean and Safe Program
- Visitors Information Center
- Cooperation with Nearby Districts

Coral Gables BID – Miracle Mile



Coral Gables BID

- Since 2005, they have spent \$3.3 million spent which has generated over 233 million media impressions for Downtown Coral Gables
- Produced 37,620,000 paid media impressions in FY2010
- shopcoralgables.com, facebook page and twitter accounts, search engine optimization, iPhone apps
- Host visiting journalists throughout the year

ONLY
CORAL
GABLES



Fashionista Hot Spot.

At over 250 boutiques and restaurants, the true fashionista can be spotted, designer purse-and-pooch-in hand. She strolls along Miracle Mile, finding the newest additions to her stylish closet. Now, looking as dazzling as ever, she makes an elegant stride, only in Coral Gables.

Only 10 minutes south of Miami International Airport
305-569-0311
www.shopcoralgables.com



Dog collar from The Dog Bar | Photo from Capriccio



Tempt your palate.
Savor something spicy.
Indulge your sweet tooth.

Celebrate the great international chefs of Downtown Coral Gables as they showcase delectable 3-course prix fixe menus at lunch and dinner.

Participating Restaurants:

- | | |
|---------------------------------------|-------------------------------|
| Anacopi | Le Provincial |
| Angelique Euro Cafe | Monari's The Steakhouse |
| Bangkok Bangkok | Ortanique on the Mile |
| Bonkhano | Pardo's Peruvian Cuisine |
| Bupati | Pasha's Mediterranean Cuisine |
| Caffe Abbracci | Pat Fin Restaurant & Lounge |
| Caffe Violetto | Red Kai Thai & Sushi Lounge |
| California Pizza Kitchen | Raffa Chris Steakhouse |
| Da Vittoria | Spiris Coral Gables |
| Fleming's Prime Steakhouse & Wine Bar | Sushi Maki |
| Frite & Franz Bierhaus | Solavera |
| Greystone's Restaurant | Sorpot Band |
| J. Christian | The Bar |
| John Martin's | The Globe |
| La Coltrane Caviche Bar | |
| La Dorada | |



RESTAURANTS PARTICIPATING IN CORAL GABLES RESTAURANT WEEK ARE NOT RESPONSIBLE FOR ANY DAMAGES, INJURIES, OR DEATHS THAT MAY OCCUR DURING THE WEEKEND. ALL RESTAURANTS ARE SUBJECT TO CHANGE WITHOUT NOTICE.

Visit www.CoralGablesRestaurantWeek.com for complete menus.



Ready to catch all the excitement in Downtown Coral Gables? Shop Coral Gables Week 2010 is the place to be, it's 5 glorious days of incredible savings, exciting offers and fashionable fun.
So come and join us. You just may find that one-of-a-kind treasure you've been looking for.

August 16-20

Shop Coral Gables Week Participants:

- | | | | |
|---|--|---|---|
| Summer Fashionistas
After Egg Alterations
Essence Boutique
Hips & Boutique
Jasie's Couture & Fabric Design
Orian Boutique
Silvia's Corner Shoppe
Sweet Boutique | Sun-Kissed Beauty
Anita Acera Beauty Studio
Ciber Lopes Beauty & Life Institute
GBS The Beauty Store
Merricure Salon for Men
RazelleDazelle BarberShop
Studio 67 Hair Boutique
The Hairy Ape Hair Design | Jeweled and Regalied
Jas's Jewels
Lilith Jewellers
Morissa Jewelry
The Boutique at Lister Jewellers
Victoria's Design | Hot Housewares
Bella Baby Rooms
Design Within Reach
La Cuisine Gourmet
Rossa Furniture |
| Hot Kicks
Dalya | For the Guys
Bokudo Clubbers
Signor
Guyaberns etc. | Blushing Brides
Daisy Terri
Gabriella Arango Couture
J. Del Orma Linial Gallery
Lilith Designs
Merli
Papar Emporium
Twinkle Twinkle | Summer Specialties
Raisinsencia
The Giving Tree
The Room Inn Cottage |
| You Gotta Wear Shades
I. Design
Italian Eyewear | Dine & Unwind
Charlotte's Cafe
Chileno's Very Mexican | Give Me the Money
Foreign Currency Express | For the Kids
Actors' Playhouse at the Miracle Theatre |

- DAVID'S GALLEY
- DAVE PERINI
- EDMUND BLAVINE
- TRAVEL LODGE
- ONE-UP-A-BIG STORE
- WEST BIRTH PHOTOGRAPHY
- RESTAURANT PHOTOGRAPHY

ShopCoralGablesWeek.com



ShopCoralGables.com

MIRACLE MILE
Downtown Coral Gables

MERCHANT LOGIN SEARCH

About Us Directory Map Event Calendar News Gift Certificates Press Classified Start A Business

We've made parking as easy as pie.
Drop off your car at any valet station and pick it up at the valet station nearest you. You'll never have to worry about parking at Downtown Coral Gables and Miracle Mile any more!

Stations:

- Between Houston's & John Martin's
- In front of Tarpon Bend
- Between Benihana & Ortanique
- Next to Morton's
- In front of Seasons 52

VALET PARKING CENTRALIZED \$8.00

SHOP
DINE
ENTERTAIN
STAY
WORK

Welcome to Downtown Coral Gables and Miracle Mile. Designer shops, art galleries, live theatre, great restaurants, bridal bliss, and houseware heaven. It's all here. Relax.

NEWS
Panera Bread - Now Open! Panera Bread officially opened for business
MORE
Civiletti Under the Stars - Friday

LATEST POSTS BY @ShopCoralGables
ShopCoralGables: Check out Angelique Euro Cafe's Beaugolais Celebration this Thursday, November 18!

CALENDAR OF EVENTS
Nov 2010
M T W T F S S

Mission of a Surfside BID

- *To promote and market Downtown Surfside as a unique, historic destination for shopping, dining, and recreation to Surfside/South Florida residents and visitors to the area.*
- *To undertake other activities to support and increase the economic vitality of the district.*

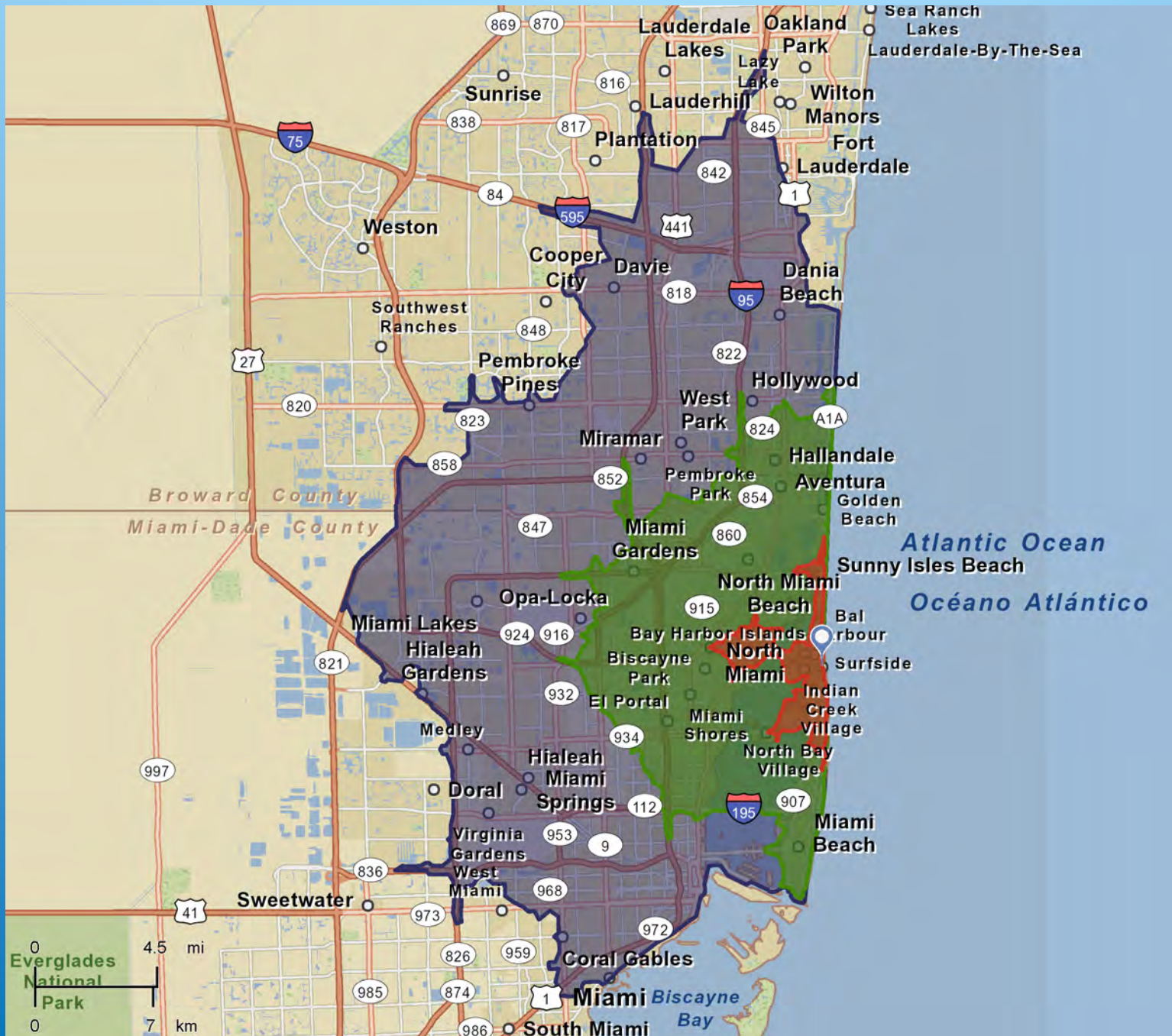
BID Program Options

- Downtown Marketing
 - “where the locals go”
- Special Events
- Business Retention and Recruitment
- Other Programs
 - Organized participation in district design and economic issues

Downtown Marketing Plan

Marketing-based, local/regional support of
Town of Surfside Strategic Tourism Plan

- 20-minute drive time
- Reinforcing overall Tourism Marketing Strategies
- Supporting/creating special events and activities
- Directly supporting Business Retention & Recruitment



Special Events

- Dine & Shop Programs/Other Promotions
- Third Thursdays Participation & Support
- Future Quarterly & Annual Events
- Support Future Signature Events

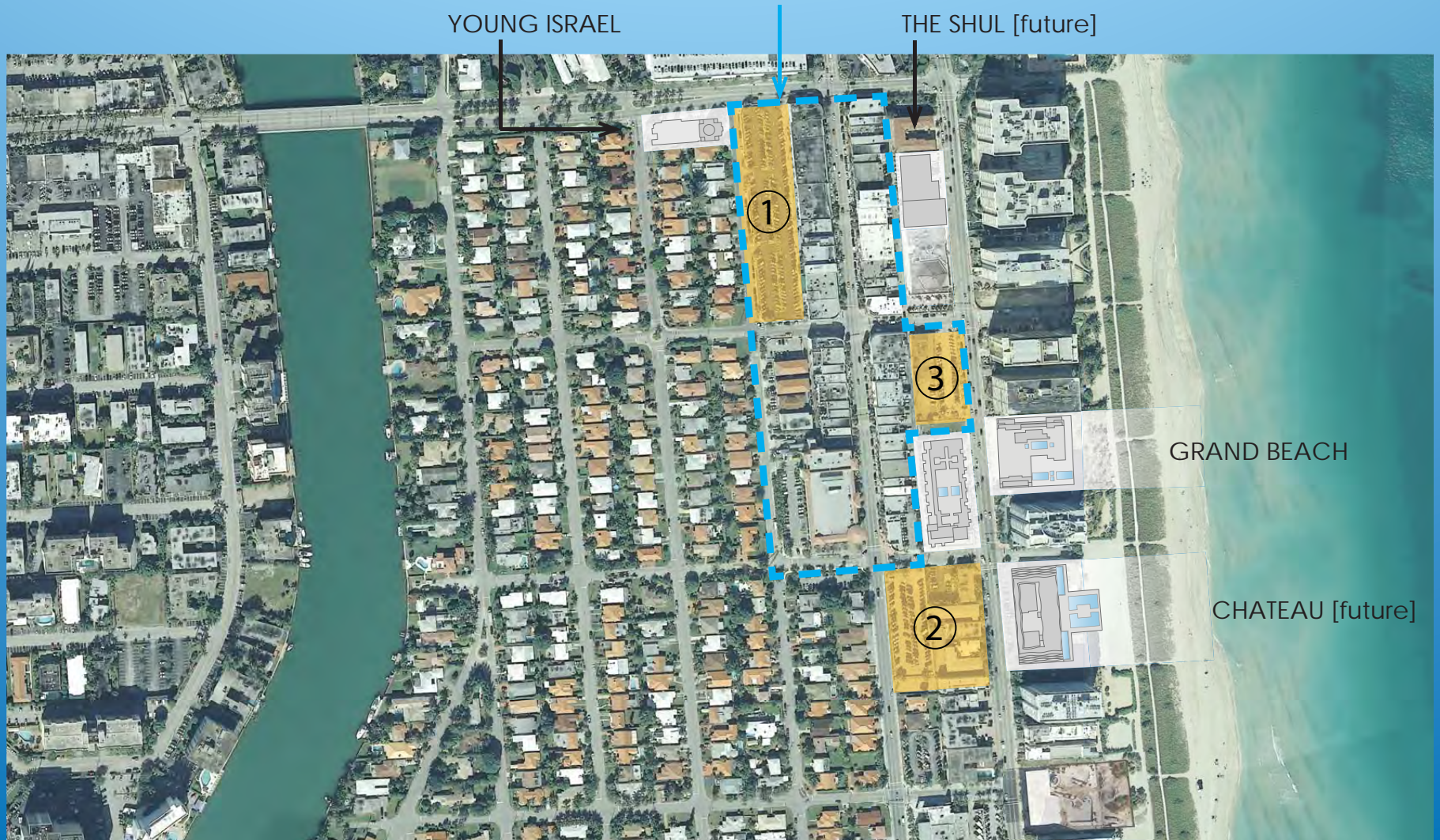
Downtown Operational Issues

- Access & Transportation
- Parking
- Streetscape & Environment

Transit

- Miami-Dade Transit
 - Route 107/G (Surfside – NW 163rd/165th Streets)
 - Route 108/H (Surfside – NE 191st Street)
 - Route 119/S (Downtown – Aventura Mall)
 - Rout 115 (Miami Beach/Mid-North Beach)
 - * Route 120 (Beach Max: Downtown - Aventura)
- Town of Surfside Shuttle Bus/Circulator
- Future Shuttle/Trolley/Local Transportation

Parking Analysis





Harding Avenue – Proposed - Day



Harding Avenue Streetscape Improvements
SurfsideGreenway
Presentation



Stantec

Possible Measurements of Success

- Increased restaurant/retail sales
- Increased hotel occupancy in off season (local/regional)
- Sustained occupancy rates/interest from prospective tenants
- Other – established according to specific BID programs

* BID renewal rates

- Coral Gables, and all other Florida BIDs (not Miami Beach)
- Similar success in more than 60 BIDs in New York City

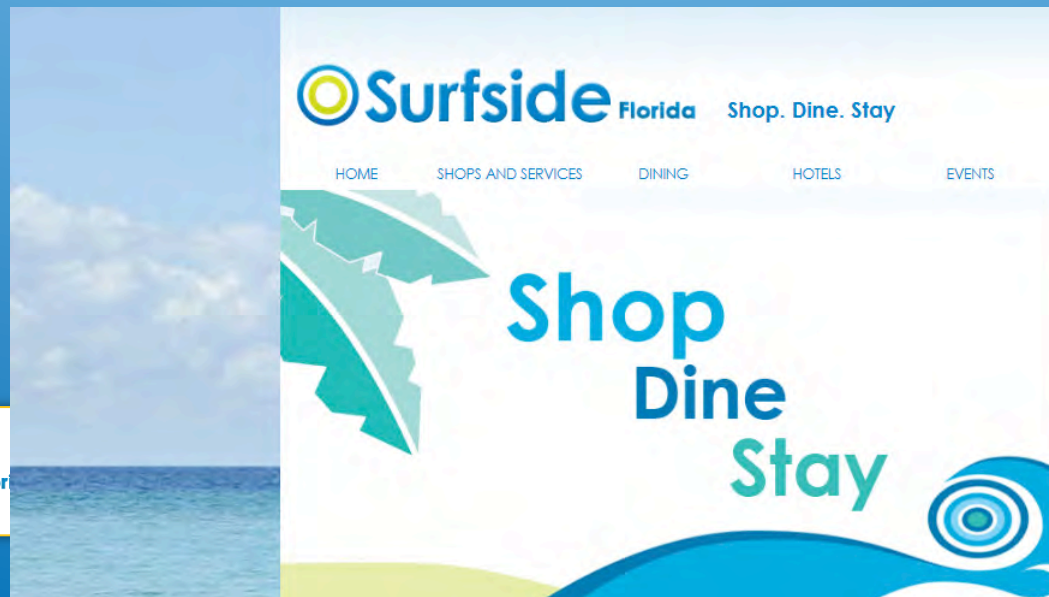
Group Discussion: Strengths, Weaknesses, & Opportunities

- What do you love about Downtown Surfside?
- What do you wish you loved more about Downtown Surfside?

The Surfside Brand

NOW:

- SHOP. DINE. STAY.
- *Discover the Secret Charm of the Beautiful Beachfront Community*



 Surfside Florida


RMA
REDEVELOPMENT
MANAGEMENT
ASSOCIATES

Strengths & Weaknesses

– Strengths:

- Location, location, location
- Amazing beaches
- Quaint, small town feel
- Exciting new hotel product coming on line

– Weaknesses:

- No brand recognition in the travel & tourism industry
- Downtown business mix does not offer what the visitor wants
- Restaurant mix, little-known retail brands
- Non-participation of downtown businesses

Tourism Opportunities

- Primary product is the hotels, both the existing hotels and the new ones coming on line.
- “What to do”, which is the beach.
- Shopping and dining are the number one and two activities of the traveler. This can result in a healthier Downtown and an increase in resort tax from restaurant food and beverage sales.
- Opportunity to create a new brand that will resonate with today’s traveler, both those already coming to South Florida and those who will be experiencing the area for the first time!

The Surfside Brand

SOON: “What makes us unique?”

- A very *relaxing* and low-key environment
- Unique mix of hotel product coming online
- Quaint, historic Downtown area along Harding Avenue
- Amazing location, nestled between Miami Beach and the Bal Harbour Shops
- Central proximity to all Miami-Dade and South Florida attractions

The Surfside Brand

RELAX, YOU'RE IN SURFSIDE

Elaborating the Brand (Tourist)

RELAX, YOU'RE IN SURFSIDE

- All that Miami has to offer, with charm*
- A quiet, small town ambiance*
- Don't you deserve a stay in Surfside?*

Elaborating the Brand (Local/Regional)

RELAX, YOU'RE IN SURFSIDE

- *South Florida the way you've always loved it*
- *So close and yet a beach away*
- *Don't you deserve a day in Surfside?*

RELAX, YOU'RE IN DOWNTOWN MIAMI!



Relax, you're in Surfside

. . . everything Miami, just less of it



Relax, you're in Surfside

... take a day away from it all



Benefits of a “Place Brand”

- Redefine and strengthen the Town’s competitive identity
- Foster a more accurate contemporary and positive image
- Provide a unifying and strategically focused decision-making framework
- Stimulate pride in the Town and a renewed sense of purpose
- Generate improved results for tourism & Downtown

* DESTINATION BRANDING FOR SMALL CITIES – BILL BAKER © 2012

Legal Framework for the BID

- Florida Statute 170.01(3)
....for the purpose of stabilizing and improving or any combination of such districts, through promotion, management, marketing, and other similar services in such districts of the municipality, *subject to approval of a majority of affected property owners*

Assessment Methodology

- 170.02 – Special assessments shall be assessed upon the property specially benefited by the improvement *in proportion to the benefits to be determined and prorated according to the foot frontage of the respective properties or by such other method as the governing body of the municipality may prescribe.*

Assessment Methodologies

- Assessed Value
- Parcel Square Footage
- Building Square Footage
- Linear Front/Side Footage
- Combination of above

Establishing the District by Resolution of Town Commission

- 170.04 – Plans and Cost Estimates on File
- 170.05 – Newspaper Advertisement
- 170.06 – Preliminary Annual Assessment Role
- 170.07 – Advertise Public Hearing
- 170.08 – Public Hearing for Final Consideration/Equalizing Board Hearing

BID Governance

- 501(c)(6) non-profit corporation (likely)
- Stakeholder-based Board of Directors might include:
 - Property Owners
 - Business Owners
 - Town Liaison(s)
 - Business Organization Liaison
 - Resident Liaison
 - Other

Next Steps

- July 17, 7pm – Public Meeting to discuss Business Improvement District (BID)
- August – Approval of 5-Year Strategic Tourism Plan
- August/September – Initiate formal BID creation process

Questions & Thoughts

- Status of Downtown Projects
 - Hotel Development/Tourism Plan
 - Streetscape Plans
 - Parking Analysis
- Possible BID Programs
- BID Creation Procedures
- Other Issues



 **Surfside** Florida


RMA

REDEVELOPMENT
MANAGEMENT
ASSOCIATES

Thank you for
your time!