

MINUTES OF MEETING  
CITY OF DANIA BEACH  
COMMUNITY REDEVELOPMENT AGENCY  
THURSDAY, JUNE 17, 2010 – 6:00 P.M.

1. Call to Order/Roll Call

Chairman McElyea called to meeting to order at 6:27 p.m.

Present:

Chairman:	C.K. "Mac" McElyea
Vice-Chairman:	Anne Castro
Board Members:	Bob Anton Walter Duke Bobbie Grace
CRA Executive Director:	Jeremy Earle
City Attorney:	Thomas Ansbro
CRA Secretary:	Louise Stilson

2. Approval of Minutes

**Vice-Chairman Castro motioned to approve the minutes of May 5, 2010; seconded by Board Member Anton. The motion carried unanimously.**

3. CRA Updates

Jeremy Earle, CRA Executive Director, announced that the Smart Growth Partnership of South Florida voted to award Dania Beach a Certificate of Recognition as a Smart Growth City. He noted that we are the first municipality to receive this designation, and he will begin marketing this achievement. Director Earle advised a presentation will be made at a future City Commission meeting.

Director Earle noted the Parking Garage should be completed by the end of July. We will be issuing bids for the parking access and revenue systems next week. He indicated that the cul-de-sac, with the roundabout and a fountain, should begin in September or October of this year.

Director Earle advised the Dania Beach Economic Lenders Partnership Program should begin by mid-July. He explained this partnership is formed by a group of banks that will allow small business owners to submit a one-time application for financing.

Director Earle noted that the US 1 landscaping is being reviewed by the Florida Department of Transportation (FDOT). This should be the first round of comments on this issue.

Director Earle noted that he and Poorna Bhattacharya, Kimley-Horn and Associates, met with FDOT to discuss our bridge issue which is vitally important to our marine industry. He encouraged the board to contact federal and state lobbyists to support the City on this matter. Director Earle advised that this item will be on the September agenda for Broward County.

4. Re-naming a portion of NW 1<sup>st</sup> Avenue (from Stirling Road to NW 3<sup>rd</sup> Street) and a portion of SW 3<sup>rd</sup> Avenue (from Stirling Road to NW 2<sup>nd</sup> Street)

Jeremy Earle, CRA Executive Director, noted as we move closer to the completion date of the new Dania Beach Library and Parking Garage, and closer to the start of construction for the new Indigo Hotel and downtown residences, we are in need of new addresses for all of the new construction. The CRA worked with staff from the Fire Department to create a conceptual address plan for all of the new construction within the City Center, which will also include City Hall. Staff came up with a new name for NW/SW 1<sup>st</sup> Avenue which reflects the history of Park Street, which will no longer exist in the same location when all of the construction is complete. He requested the Board's approval to call NW/SW 1<sup>st</sup> Avenue, Park Avenue East and NW/SW 3<sup>rd</sup> Avenue, Park Avenue West respectively. Park Avenue East would be our new downtown Main Street which will include the address of our new hotel, restaurants and retail. Both streets would still have an alias of NW/SW 1<sup>st</sup> and 3<sup>rd</sup> Avenue respectively, therefore the addresses of any of the residences or businesses in the area will not change. Director Earle noted that notices regarding the changes were sent to all business owners.

**Board Member Duke motioned to approve re-naming a portion of NW 1<sup>st</sup> Avenue (from Stirling Road to NW 3<sup>rd</sup> Street) and a portion of SW 3<sup>rd</sup> Avenue (from Stirling Road to NW 2<sup>nd</sup> Street); seconded by Vice-Chairman Castro. The motion carried unanimously.**

5. Façade Improvement Incentive Grant

Jeremy Earle, CRA Executive Director, advised that due to the fact that the Community Development Department staff will be helping to review the various applications for the CRA Façade Incentive Grant Program, they have asked for a minor change to the Program that will ask applicants for additional information such as photographs and renderings. They have also asked to include a review fee of \$250.00 payable to the Community Development Department. Furthermore, there will be clarification to the boundaries of the redevelopment area.

**Board Member Duke motioned to approve the changes to the CRA Façade Improvement Incentive Grant Program, including the \$250.00 review fee; seconded by Vice-Chairman Castro. The motion carried unanimously.**

6. Parking Study and Payment in Lieu Presentation

Jeremy Earle, CRA Executive Director, noted we have been working to put plans in place that identify and address the parking deficits within our City that form a barrier to redevelopment.

Payment in Lieu of Parking, Shared Parking Provisions, On-Street Parking and Transportation Demand Management Systems are a few of the many strategies and solutions that we will be rolling out over the next year. Once finalized next month, it will be included in the One Code for Commission approval. Director Earle noted Kimley-Horn and Associates would provide a PowerPoint presentation.

Poorna Bhattacharya, Kimley-Horn and Associates, presented a summary of their Parking Study Report 2-Strategy Implementation Plan which is attached to and incorporated into these minutes. She distributed a copy of a table containing In Lieu Fee Program Strategy Alternatives which is also attached to these minutes.

Director Earle noted that we need to seriously consider on-street parking meters.

#### 7. Parking Access and Revenue Control System Presentation

Jeremy Earle, CRA Executive Director, noted that at the last CRA meeting the Board had questions regarding potential management companies and how the system would work for the Parking Garage.

Forrest Hibbard, Senior Parking Planner, Kimley-Horn and Associates, provided copies of Table 1: 10-year Financial Proforma for the Parking Garage and Table 2: Facility Expenses- 2009 Dollars, which are attached to and incorporated into these minutes.

Poorna Bhattacharya, Kimley-Horn and Associates, noted that they met with Department Heads to look at the different revenue control alternatives for the Parking Garage. She advised that there are two options: 1) using multi-space meters and 2) the gate-arm system. Ms. Bhattacharya also indicated that, at the request of Board Member Duke, they were asked to evaluate the options between managing and operating the Garage in-house versus using an outside agency to oversee the operations. She further said that they prepared the technical specifications for the RFP to select a company to install the revenue control system.

Mr. Hibbard noted their direction was to go with the gated system. He explained that 56 spaces have been allocated for City employees, with card access. Mr. Hibbard advised that visitors, Library patrons and City Hall customers will take a ticket. There will be potential for two "pay-on-foot" pay stations; however they elected to have only one pay station as part of the initial operation of the Garage. He said that visitors parking for one hour or less will not be charged, but if they stay beyond that first hour, they will be charged \$2.00. Subsequently, there will be a charge of \$1.00 per hour. Mr. Hibbard noted that Library patrons will be able to have their tickets validated.

Ms. Bhattacharya noted that there will be 144 parking spaces allocated for the hotel at no charge. She indicated that some businesses in the area may wish to lease some spaces at a monthly fee of \$30.00. Ms. Bhattacharya clarified that these numbers may be adjusted based on the City's preferences.

Board Member Duke noted that the assumptions seem reasonable; however, he did not anticipate that we would be running a deficit of \$531,000.00 during the first five years of operation. He asked who would be paying for this deficit.

Director Earle noted the City will assume responsibility of the Garage.

Mr. Hibbard noted that a major impact to pay back on this was that half of the spaces are not revenue generating. He responded for Board Member Duke that these projections are conservative.

Board Member Duke noted that if we are receiving money from the County, these costs should be part of that. He questioned the possibility of a contribution from Broward County.

Director Earle responded that we could raise the issue with the County, but he was doubtful that they would support it.

Ms. Bhattacharya noted that there is a daily maximum limit of \$5.00 per vehicle.

Mr. Hibbard pointed out that we will need to have metered on-street parking in the downtown area.

Commissioner Duke reaffirmed that in order to neutralize the parking situation it is incumbent upon the City to implement metered on-street parking.

Chairman McElyea questioned why we were giving 140 parking spaces to a hotel.

Director Earle advised that the allocation of 144 parking spaces to the Indigo hotel was part of the Developers Agreement approved by the City Commission. He remarked that these are the typical tools that a CRA has to use in terms of leveraging funds to do redevelopment.

Vice-Chairman Castro noted that we want to redevelop downtown and in order to achieve that we need more parking. She is hopeful that we will see more people wanting to do projects in Dania Beach.

## 8. Marketing Plan

Jeremy Earle, CRA Executive Director, advised the Board approved \$50,000.00 for a CRA Strategic Finance Plan for marketing efforts within our City/CRA. The goal of the Strategic Finance Plan is to put in place the tools necessary to foster physical and economic development throughout our City. In order to continue our goals of increasing our tax base, supporting our existing businesses and attracting new businesses to our City, we need to have a very clear marketing plan which outlines not only our goals and objectives, but also clearly defines our Strengths Weaknesses Opportunities and Threats (SWOT). Our marketing strategies must focus on activities that will attract our targeted businesses to our City by a combination of incentives, special events, parking, and advertising. The final piece of the puzzle will be the adoption of a

unified theme by which Dania Beach can begin to market itself locally, nationally and internationally. Director Earle noted the plan will include baseline data from phone surveys, intercepts, market profiles, and demand analysis, which form the basis for a more efficient and targeted economic development effort.

Kim Briesemeister, MetroStrategies, Inc., presented a PowerPoint overview of the Marketing Plan Process which is attached to and incorporated into these minutes. She referred to the Marketing Plan included in the agenda packet. Ms. Briesemeister indicated that this is a very detailed plan and suggested Dania Beach should implement these type of programs.

Board Member Duke thought this was a great idea and added that he would like to see a budget in the plan. He further questioned if businesses look at the political activity in a city.

Ms. Briesemeister responded affirmatively.

Board Member Grace asked Ms. Briesemeister if their CRA projects in West Palm Beach created jobs for local people in the downtown area. She also questioned if their marketing prospects brought art galleries, festivals, etc., to attract more people to come to that area.

Ms. Briesemeister noted they conducted a survey of businesses and it revealed that 46 percent of the employees were from within the CRA district or the city. She further responded that most of the new tenants that decided to establish their business in the city, did so after they attended one of those events.

Director Earle recommended approving an amount not to exceed \$50,000.00 under MetroStrategies current agreement with the CRA.

**Board Member Duke motioned to approve \$50,000.00 for MetroStrategies to prepare a CRA Strategic Finance Plan; seconded by Board Member Grace. The motion carried unanimously.**

#### 9. Travel Request – Working Waterways and Waterfronts 2010

Jeremy Earle, CRA Executive Director, requested approval of \$2,083.72 for both he and Michael Cannon to attend the Working Waterways and Waterfronts National Symposium on Coastal Access in Portland, Maine on September 27-29, 2010. He noted that Mr. Cannon would be reimbursed for his travel.

**Board Member Duke motioned to approve the travel request; seconded by Vice-Chairman Castro. The motion carried unanimously.**

#### 10. Board Appointments

Jeremy Earle, CRA Executive Director, recommended approval of the appointments to the Neighborhood Improvements Committee, which list was included in the agenda packet.

**Vice-Chairman Castro motioned to approve the appointments; seconded by Board Member Duke. The motion carried unanimously.**

Vice-Chairman Castro noted she is unable to attend the Waste Haulers Workshop on Tuesday, June 29. She asked that the proposed RFP be sent electronically to the Commission for review and comment.

Board Member Duke noted we have to reschedule this workshop. He added that the entire Commission should be present at this important meeting because we need to offset some of the Parking Garage loss.

11. Adjournment

Chairman McElyea adjourned the meeting at 7:51 p.m.

ATTEST:

  
\_\_\_\_\_  
LOUISE STILSON, CMC  
CRA SECRETARY

COMMUNITY REDEVELOPMENT  
AGENCY

  
\_\_\_\_\_  
C. K. MCELYEA  
CHAIRMAN – CRA

Approved: August 4, 2010



ITEM #6

DAN I A B E A C H C R A

# PARKING STUDY

*Report 2: Strategy Implementation Plan*





# PARKING STUDY

Report 2: Strategy Implementation Plan

## Presentation Outline

- Summary of efforts to date
- Present LDC recommendations for:
  - Payment-in-lieu system
  - On-street parking
  - TDM Program
  - Parking ratios



# PARKING STUDY

*Report 2: Strategy Implementation Plan*

## **Efforts To-Date**

### **Downtown Parking Study**

- Evaluate existing parking conditions
- Calculate existing parking demand
- Evaluate parking practices in peer cities
- Identify best practices for parking management
- Recommend parking strategies to support City's redevelopment vision



# PARKING STUDY

Report 2: Strategy Implementation Plan

## Study Area

- Existing downtown TOD district
- 160-acres
- Non-residential areas on either side of US 1



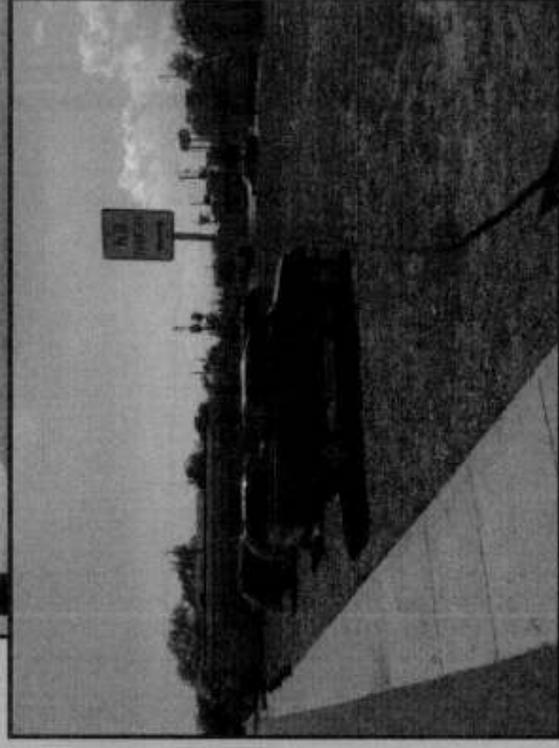
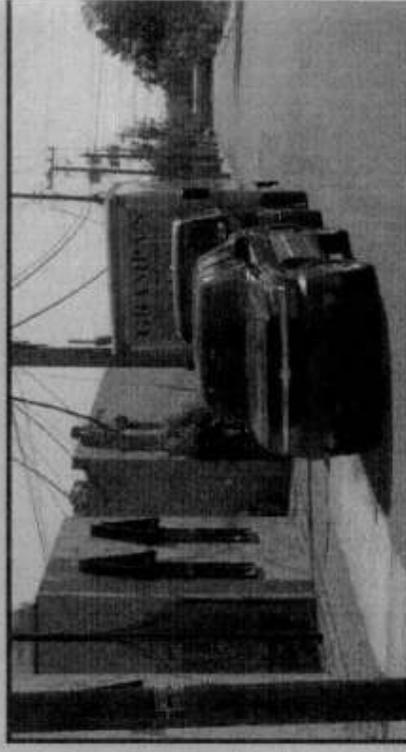


## PARKING STUDY

*Report 2: Strategy Implementation Plan*

# Existing Parking Conditions

- No designated public parking
- Undesignated on-street parking
- Overflow parking in vacant lots, swales and sidewalks
- General lack of parking enforcement
- Perception of parking deficit within downtown





# Parking Recommendations

- Provide public parking within downtown
  - Emphasize public parking over private parking
  - Payment-in-lieu of parking program
  - Shared parking provisions
  - Centralized parking (on- and off-street)
- TDM program to reduce single occupancy vehicles
- Parking Management



## PARKING STUDY

*Report 2: Strategy Implementation Plan*

# Payment-in-Lieu of Parking

- Option to pay a fee in-lieu of providing the required off-street parking spaces
- Fee collected in a municipal trust fund used to build public parking
- Especially relevant in downtowns with small lot sizes and limited buildable area
- Fee equivalent to the cost of building parking



# PARKING STUDY

## Report 2: Strategy Implementation Plan

# In-Lieu Fee Comparison

Municipality	In-Lieu Fee per Space
Orlando	\$9,800
Delray Beach	\$4,000 - \$18,200
Hollywood	\$5,000
Miami	\$5,000 - \$12,000
Miami Beach	\$35,000



# PARKING STUDY

Report 2: Strategy Implementation Plan

## Estimated Parking Cost

Type	Land Area (per space)	Land Value (per SF)	Land Value (per space)	Construction Cost (per space)	Total Cost (per space)
Surface Lot	325	\$ 14.51	\$ 4,714.19	\$3,600.00	\$ 8,314.19
Garage	150	\$ 14.51	\$ 2,175.78	\$14,739.29	\$ 16,915.07



# PARKING STUDY

*Report 2: Strategy Implementation Plan*

## **In-Lieu Fee Scenarios (for Parking Garage)**

- Strategy 1 – 20% of true cost (\$ 3,383/space)
- Strategy 2 – 40% of true cost (\$ 6,766/space)
- Strategy 3 – 60% of true cost (\$ 10,149/space)
- Strategy 4 – 80% of true cost (\$ 13,532/space)
- Recommended Starting Fee – \$ 6,500/space)
- Parking Cost Recovery from PIL fees = 51%

# PARKING STUDY

## Report 2: Strategy Implementation Plan



**LEGEND**

**Priority Districts**

- Downtown District
- Dania Beach Boulevard District
- Griffin Road East District
- Griffin Road West District
- Stirling Road District
- CRA Outline
- City Outline



## PARKING STUDY

*Report 2: Strategy Implementation Plan*

# Land Development Code Changes

- Initial fee of \$6,500 for first 3 years
  - New Construction – 2 installments \$3,250 each
  - Existing Use – 2 installments or 5% yearly payment
- Fee adjusted over the 20-year period based on Construction Cost Index/Consumer Price Index
- Separate City account for in-lieu funds
- Priority Districts for expending funds



## PARKING STUDY

Report 2: Strategy Implementation Plan

# Shared Parking

- Shared parking - use of a parking space to serve multiple uses with different peak parking periods
- Sharing of parking between adjacent properties
- City's LDC has shared parking provisions





# PARKING STUDY

*Report 2: Strategy Implementation Plan*

## **Existing Code**

- Currently allows shared parking reductions for mixed use developments
- Uses Urban Land Institute's Shared Parking Recommendations



# PARKING STUDY

Report 2: Strategy Implementation Plan

## Example – Parcel 109

Use	Intensity	City Code		ULI Recommendations	
		Regular	Shared Pkg	Adjusted Weekday	Adjusted Weekend
Retail	9,000 s.f.	38	27	34	38
Hotel	150 rms	165	116	126	127
Office	60,000 s.f.	242	242	242	14
<b>Total</b>		<b>445</b>	<b>385</b>	<b>402</b>	<b>179</b>



## PARKING STUDY

Report 2: Strategy Implementation Plan

# Land Development Code Changes

- Allow use of Urban Land Institute's *Shared Parking* while calculating required parking for mixed use developments
- Shared or joint use of parking facilities must be located within 1,320 feet (1/4-mile) of building entrance

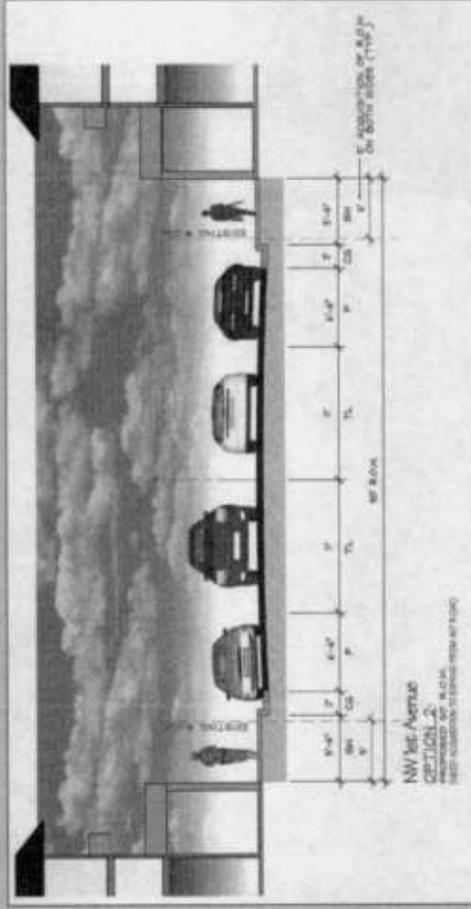


# PARKING STUDY

Report 2: Strategy Implementation Plan

## On-street Parking

- Increase parking supply within downtown
- Traffic calming tool
- Serves storefront retail
- Potential source of revenue
- Revenue re-invested in the parking district





# PARKING STUDY

Report 2: Strategy Implementation Plan

## On-Street Parking Potential





# PARKING STUDY

## Report 2: Strategy Implementation Plan

Street	From/To	Existing On-street Parking Potential		Future On-street Parking Potential	
		ROW (feet)	Spaces (Approximate) <sup>1</sup>	ROW (feet)	Spaces (Approximate) <sup>1</sup>
<b>East-West Streets</b>					
NW 3rd Street	NW 1 <sup>st</sup> Ave. to US 1	40	6	40	6
NW 2nd Street	NW 3 <sup>rd</sup> Ave. to US 1	40	5	50	10
NW 1st Street	NW 4 <sup>th</sup> Ave. to US 1	50	20	50	20
NW 1 <sup>st</sup> Terrace	NW 3 <sup>rd</sup> Ave. to NW 1 <sup>st</sup> Ave.	40	12	40	12
Dania Beach Blvd.	NW 4 <sup>th</sup> Ave. to US 1	50	24	50	24
SW 1st Street	NW 3 <sup>rd</sup> Ave. to US 1	50	20	50	20
<b>North-South Streets</b>					
NW 3rd Avenue	Dania Beach Blvd. to NW 2 <sup>nd</sup> St.	40	54	40	54
SW 3rd Avenue	Dania Beach Blvd. to SW 2 <sup>nd</sup> St.	40	58	40	58
SW 2nd Avenue	SW 1 <sup>st</sup> St. to SW 2 <sup>nd</sup> St.	40	28	40	28
SW 1 <sup>st</sup> Court	SW 1 <sup>st</sup> St. to SW 2 <sup>nd</sup> St.	40	28	40	28
NW 1 <sup>st</sup> Avenue	Dania Beach Blvd. to NW 2 <sup>nd</sup> St.	40	44	50	88
SW 1st Avenue	Dania Beach Blvd. to SW 2 <sup>nd</sup> St.	40	28	50	56
<b>Total Spaces</b>				<b>327</b>	<b>404</b>



# PARKING STUDY

Report 2: Strategy Implementation Plan

## Comparison of On-Street Parking Rates

City	On-Street Rates
Hollywood	\$1.00/hr
West Palm Beach	\$0.75 - \$1.25/hr
Orlando	\$1.00 - \$2.00/hr
Miami	\$0.50 - \$1.25/hr
Clearwater	\$0.25 - \$1.25/hr
Delray Beach	\$1.25/hr
Town of Palm Beach	\$1.25/hr

	High	Low	Median
National Average	\$1.88	\$1.05	\$1.48



# PARKING STUDY

Report 2: Strategy Implementation Plan

## On-Street Parking Potential

	Existing	Future
Spaces	327	404
Revenue/Space	\$1,600	\$1,600
Annual Revenue	\$523,200	\$646,400
Cost/Meter	\$1,800	\$1,800
Capital Cost	\$588,600	\$727,200

Capital Cost Recovery within 15 months



## PARKING STUDY

*Report 2: Strategy Implementation Plan*

# Land Development Code Changes

- Mandatory dedication of ROW along streets identified for roadway widening in City Center
- Credit for development of on-street parking spaces in overall parking requirement of a site
- On-street parking cannot be reserved for private use
- Code sections related to parking meters, violations and enforcement



## PARKING STUDY

*Report 2: Strategy Implementation Plan*

# Transportation Demand Management

- Strategies - ridesharing, vanpools, flexible work schedules, bicycle/pedestrian plans, parking management, transit incentives
- Employer participation required
- Partnership with South Florida Commuting Services (FDOT)



## PARKING STUDY

*Report 2: Strategy Implementation Plan*

# Land Development Code Changes

- Reduction in parking requirements through implementation of TDM program
- Qualifying TDM Strategies: 5-10% reduction
  - Reserved carpool/vanpool parking
  - Bicycle storage facilities, employee shower/changing facilities
  - On-site availability of public transit tickets
  - Commuter van service provided by employer
  - Telecommuting of minimum of 20 % of employees
  - Bus shelter or transit/bus pickup facility within 300 feet of the property
  - TDM coordinator to communicate and disseminate TDM information
  - Parking “cash-out” option for employees



# PARKING STUDY

Report 2: Strategy Implementation Plan

## Off-Street Parking Requirements

Uses	Dania Beach	Holly-wood	Delray Beach	Orlando			
				City-Wide		Downtown	
				Min.	Max.	Min.	Max.
Lodging (spaces/unit)	1.4	1.0	0.7	0.5	0.8-1.0	0.5	0.8-1.0
Restaurant (sf/space)	67	100	83	200	67-50	200	67-50
Multi-Family (spaces/unit)	2.0	1.5	2.0	1.7	No Max	0.9	1.0
Single Family (spaces/unit)	3.0	2.0	2.0	1.0	No Max	1.0	2.0
Retail (sf/space)	250	222	250	400	200-143	400	200-143
Office (sf/space)	250	250	250	385	200-143	400	200-143
Marine/Marina (spaces/unit)	2.4	0.5	2.1	-	-	-	-
Warehouse (sf/space)	789	1,000	1,000	3,750	395-283	1,000	333



# PARKING STUDY

Report 2: Strategy Implementation Plan

## Parking Code Comparison

Uses	Units/ SF	Orlando						
		Dania Beach	Holly- wood	Delray Beach	City-Wide		Downtown	
					Min.	Max.	Min.	Max.
Lodging <sup>1</sup>	30	43	30	21	15	23 - 30	15	23 - 30
Restaurant <sup>2</sup>	2,000	30	20	24	10	30 - 40	10	30 - 40
Multi-Family <sup>3</sup>	15	30	23	30	26	No Max	26	30
Single Family <sup>4</sup>	1	3	2	2	1	No Max	1	2
Retail	2,000	8	9	8	5	10 - 14	5	10 - 14
Office	5,000	20	20	20	13	25 - 35	5	15
Marine/Marina <sup>5</sup>	10	24	5	21	-	-	-	-
Warehouse	15,000	19	15	15	4	38 - 53	15	45

Notes:

1. Assumes no accessory uses
2. 60 percent customer service area
3. Assumes 2-bedroom per unit
4. 2,000 SF units
5. 5,000 SF Office and 10 dry and 10 wet slips with a 20 person charter boat service



## Parking Requirements

- Consolidation of land uses
- Consistent with peer cities
- Lower requirements within CRA Form-Based District compared to citywide code



# PARKING STUDY

Report 2: Strategy Implementation Plan

## Bicycle Parking

Uses	Bike Spaces as % of required automobile spaces	Minimum Long-Term Parking Spaces
Residential	5%	-
Commercial	10%	-
Office	10%	-
Industrial Uses	10%	-
Recreational/Community Facilities	25%	-
Educational Facilities	50%	-
Other Uses	10%	-
Train Stations/park & ride lots	20%	50%

ITEM #6  
6.17.10

Dania Beach - In Lieu Fee Program Strategy Alternatives

Year Number	Fiscal Year	Strategy 1			Strategy 2			Strategy 3			Strategy 4			Recommended Strategy		
		In Lieu Fee	@ 40 Spaces Purchased Each Year	@ 20 Spaces Purchased Each Year	In Lieu Fee	@ 40 Spaces Purchased Each Year	@ 20 Spaces Purchased Each Year	In Lieu Fee	@ 40 Spaces Purchased Each Year	@ 20 Spaces Purchased Each Year	In Lieu Fee	@ 40 Spaces Purchased Each Year	@ 20 Spaces Purchased Each Year	In Lieu Fee	Spaces Purchased Each Year	Fees Collected Each Year
1	2009-2010	\$ 3,383	\$ 135,320	\$ 67,660	\$ 6,766	\$ 270,640	\$ 135,320	\$ 10,149	\$ 405,960	\$ 202,980	\$ 33,332	\$ 541,280	\$ 270,640	\$ 6,500	40	\$ 260,000
2	2010-2011	\$ 3,654	\$ 138,568	\$ 69,284	\$ 6,928	\$ 277,136	\$ 138,568	\$ 10,359	\$ 415,703	\$ 207,852	\$ 33,857	\$ 554,271	\$ 277,136	\$ 6,500	40	\$ 260,000
3	2011-2012	\$ 3,947	\$ 141,891	\$ 70,947	\$ 7,095	\$ 283,782	\$ 141,891	\$ 10,642	\$ 425,680	\$ 212,840	\$ 34,189	\$ 567,573	\$ 283,782	\$ 6,500	40	\$ 260,000
4	2012-2013	\$ 3,632	\$ 145,299	\$ 72,649	\$ 7,265	\$ 290,597	\$ 145,299	\$ 10,897	\$ 435,896	\$ 217,948	\$ 34,530	\$ 581,195	\$ 290,597	\$ 7,000	40	\$ 280,000
5	2013-2014	\$ 3,710	\$ 148,786	\$ 74,393	\$ 7,439	\$ 297,572	\$ 148,786	\$ 11,159	\$ 446,338	\$ 223,179	\$ 34,879	\$ 595,184	\$ 297,572	\$ 7,500	40	\$ 300,000
	5-Year Subtotal	\$ 203,866	\$ 709,866	\$ 354,933	\$ 2,419,722	\$ 709,866	\$ 2,293,997	\$ 1,064,798	\$ 2,839,463	\$ 1,419,732	\$ 2,839,463	\$ 1,419,732	\$ 2,839,463	\$ 200	\$ 1,360,000	
6	2014-2015	\$ 3,809	\$ 152,357	\$ 76,178	\$ 7,618	\$ 304,714	\$ 152,357	\$ 11,427	\$ 457,070	\$ 228,535	\$ 35,236	\$ 609,427	\$ 304,714	\$ 8,000	40	\$ 320,000
7	2015-2016	\$ 3,900	\$ 156,013	\$ 78,007	\$ 7,801	\$ 312,027	\$ 156,013	\$ 11,701	\$ 468,040	\$ 234,020	\$ 35,601	\$ 624,051	\$ 312,027	\$ 8,500	40	\$ 340,000
8	2016-2017	\$ 3,994	\$ 159,758	\$ 79,879	\$ 7,988	\$ 319,515	\$ 159,758	\$ 11,982	\$ 479,273	\$ 239,636	\$ 35,976	\$ 631,071	\$ 319,515	\$ 9,000	40	\$ 360,000
9	2017-2018	\$ 4,090	\$ 163,592	\$ 81,796	\$ 8,180	\$ 327,184	\$ 163,592	\$ 12,269	\$ 490,776	\$ 245,388	\$ 36,359	\$ 644,367	\$ 327,184	\$ 9,500	40	\$ 380,000
10	2018-2019	\$ 4,188	\$ 167,518	\$ 83,759	\$ 8,376	\$ 335,036	\$ 167,518	\$ 12,564	\$ 502,554	\$ 251,277	\$ 36,752	\$ 657,072	\$ 335,036	\$ 10,000	40	\$ 400,000
	5-Year Subtotal	\$ 799,238	\$ 2,598,479	\$ 1,299,239	\$ 2,598,479	\$ 1,299,238	\$ 2,597,713	\$ 1,198,656	\$ 3,196,951	\$ 1,598,479	\$ 3,196,951	\$ 1,598,479	\$ 200	\$ 1,600,000		
11	2019-2020	\$ 4,288	\$ 171,538	\$ 85,769	\$ 8,577	\$ 343,077	\$ 171,538	\$ 12,865	\$ 514,615	\$ 257,308	\$ 37,154	\$ 681,154	\$ 343,077	\$ 10,500	40	\$ 420,000
12	2020-2021	\$ 4,391	\$ 175,655	\$ 87,828	\$ 8,783	\$ 351,311	\$ 175,655	\$ 13,174	\$ 526,966	\$ 263,483	\$ 37,546	\$ 702,672	\$ 351,311	\$ 11,000	40	\$ 440,000
13	2021-2022	\$ 4,497	\$ 179,871	\$ 89,936	\$ 8,994	\$ 359,742	\$ 179,871	\$ 13,490	\$ 539,613	\$ 269,807	\$ 37,937	\$ 719,485	\$ 359,742	\$ 11,500	40	\$ 460,000
14	2022-2023	\$ 4,605	\$ 184,188	\$ 92,094	\$ 9,209	\$ 368,376	\$ 184,188	\$ 13,814	\$ 553,364	\$ 276,782	\$ 38,328	\$ 738,752	\$ 368,376	\$ 12,000	40	\$ 480,000
15	2023-2024	\$ 4,715	\$ 188,609	\$ 94,304	\$ 9,430	\$ 377,217	\$ 188,609	\$ 14,146	\$ 565,826	\$ 282,913	\$ 38,719	\$ 754,434	\$ 365,820	\$ 12,500	40	\$ 500,000
	5-Year Subtotal	\$ 899,862	\$ 2,799,228	\$ 1,399,611	\$ 2,799,228	\$ 1,399,611	\$ 2,699,585	\$ 1,249,792	\$ 3,599,466	\$ 1,749,332	\$ 3,599,466	\$ 1,749,332	\$ 200	\$ 2,440,000		
16	2024-2025	\$ 4,828	\$ 193,135	\$ 96,568	\$ 9,657	\$ 385,270	\$ 193,135	\$ 14,485	\$ 579,405	\$ 289,703	\$ 39,104	\$ 772,541	\$ 385,270	\$ 13,000	40	\$ 520,000
17	2025-2026	\$ 4,944	\$ 197,770	\$ 98,885	\$ 9,888	\$ 395,541	\$ 197,770	\$ 14,833	\$ 593,311	\$ 296,656	\$ 39,497	\$ 791,082	\$ 395,541	\$ 13,500	40	\$ 540,000
18	2026-2027	\$ 5,063	\$ 202,517	\$ 101,258	\$ 10,126	\$ 405,034	\$ 202,517	\$ 15,189	\$ 607,551	\$ 303,775	\$ 40,000	\$ 810,000	\$ 405,034	\$ 14,000	40	\$ 560,000
19	2027-2028	\$ 5,184	\$ 207,377	\$ 103,689	\$ 10,369	\$ 414,755	\$ 207,377	\$ 15,553	\$ 622,132	\$ 311,066	\$ 40,500	\$ 829,500	\$ 414,755	\$ 14,500	40	\$ 580,000
20	2028-2029	\$ 5,309	\$ 212,354	\$ 106,177	\$ 10,618	\$ 424,709	\$ 212,354	\$ 15,937	\$ 637,063	\$ 318,531	\$ 41,000	\$ 849,417	\$ 424,709	\$ 15,000	40	\$ 600,000
	5-Year Subtotal	\$ 1,073,154	\$ 3,073,154	\$ 1,536,577	\$ 3,073,154	\$ 1,536,577	\$ 2,639,462	\$ 1,519,721	\$ 4,052,616	\$ 2,026,308	\$ 4,052,616	\$ 2,026,308	\$ 200	\$ 3,000,000		
	TOTALS	\$ 3,422,119	\$ 1,711,040	\$ 855,520	\$ 6,844,218	\$ 3,422,119	\$ 10,216,357	\$ 5,133,179	\$ 13,686,476	\$ 7,032,847	\$ 13,686,476	\$ 7,032,847	\$ 7,032,847	\$ 800	\$ 9,100,000	
	% Cost from In-Lieu	19%	38%	19%	57%	29%	70%	39%	51%							

New Parking Spaces until 2029 800  
 2009 Construction Cost per Parking Space \$16,915  
 2029 Construction Cost per Parking Space \$26,544  
 Total Parking Cost \$17,931,672

**Future Space and Structure Cost, Considering Inflation**

Year Number	Year Considered	Costruction Cost/Space	Annual Average Inflation rate (CPI)*	Spaces Constructed	Cost of Parking Structure	In Lieu Fees Collected - Based Upon Preferred Strategy
1	2009-2010	\$ 16,915	2.4%			\$ 260,000
2	2010-2011	\$ 17,321	2.4%			\$ 260,000
3	2011-2012	\$ 17,737	2.4%			\$ 260,000
4	2012-2013	\$ 18,162	2.4%			\$ 280,000
5	2013-2014	\$ 18,598	2.4%	200	\$3,719,648	\$ 300,000
<b>Subtotal</b>						<b>\$ 1,360,000</b>
6	2014-2015	\$ 19,045	2.4%			\$ 320,000
7	2015-2016	\$ 19,502	2.4%			\$ 340,000
8	2016-2017	\$ 19,970	2.4%			\$ 360,000
9	2017-2018	\$ 20,449	2.4%			\$ 380,000
10	2018-2019	\$ 20,940	2.4%	200	\$4,187,951	\$ 400,000
<b>Subtotal</b>						<b>\$ 1,800,000</b>
11	2019-2020	\$ 21,442	2.4%			\$ 420,000
12	2020-2021	\$ 21,957	2.4%			\$ 440,000
13	2021-2022	\$ 22,484	2.4%			\$ 460,000
14	2022-2023	\$ 23,024	2.4%			\$ 480,000
15	2023-2024	\$ 23,576	2.4%	200	\$4,715,214	\$ 640,000
<b>Subtotal</b>						<b>\$ 2,440,000</b>
16	2024-2025	\$ 24,142	2.4%			\$ 660,000
17	2025-2026	\$ 24,721	2.4%			\$ 680,000
18	2026-2027	\$ 25,315	2.4%			\$ 700,000
19	2027-2028	\$ 25,922	2.4%			\$ 720,000
20	2028-2029	\$ 26,544	2.4%	200	\$5,308,859	\$ 740,000
<b>Subtotal</b>						<b>\$ 3,500,000</b>
<b>Total</b>					<b>\$17,931,672</b>	<b>\$ 9,100,000</b>

\* = Source: U.S. Bureau of Labor Statistics;

ITEM # 7  
 6-17-10

Dania Beach Town Center Parking Garage, Dania Beach, FL  
 Table 1 - 10-Year Financial Proforma

Description	# Spaces	Year 1		Year 2		Year 3		Year 4		Year 5		Year 6		Year 7		Year 8		Year 9		Year 10	
		Rates		Rates		Rates		Rates		Rates		Rates		Rates		Rates		Rates		Rates	
<b>Revenues</b>																					
Hotel Guests	144	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
City Employees	56	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Public Patrons	25	\$1.00	\$2,600.00	\$1.00	\$2,600.00	\$1.00	\$2,600.00	\$1.00	\$2,600.00	\$1.00	\$2,600.00	\$1.00	\$2,600.00	\$1.00	\$2,600.00	\$1.00	\$2,600.00	\$1.00	\$2,600.00	\$1.00	\$2,600.00
Library patrons	50																				
City Hall Visitors	25																				
Businesses	140	\$1.00	\$18,200.00	\$1.00	\$54,600.00	\$1.00	\$109,200.00	\$1.00	\$109,200.00	\$1.00	\$109,200.00	\$1.00	\$109,200.00	\$1.00	\$109,200.00	\$1.00	\$109,200.00	\$1.00	\$109,200.00	\$1.00	\$109,200.00
Employees																					
Customers																					
<b>Total Revenues</b>			\$20,800.00		\$57,200.00		\$120,800.00		\$120,800.00		\$120,800.00		\$120,800.00		\$120,800.00		\$120,800.00		\$120,800.00		\$120,800.00
<b>Expenses</b>																					
Operating	440	\$372.40	\$163,855.00	\$390.00	\$171,600.00	\$410.00	\$180,400.00	\$510.00	\$224,400.00	\$530.00	\$233,200.00	\$550.00	\$242,000.00	\$570.00	\$250,800.00	\$590.00	\$259,600.00	\$610.00	\$268,400.00	\$630.00	\$277,200.00
<b>Total Expenses</b>			\$163,855.00		\$171,600.00		\$180,400.00		\$224,400.00		\$233,200.00		\$242,000.00		\$250,800.00		\$259,600.00		\$268,400.00		\$277,200.00
<b>Net Income from Operations</b>			-\$143,055.00		-\$114,400.00		-\$59,600.00		-\$103,600.00		-\$112,400.00		-\$6,400.00		-\$15,200.00		-\$24,000.00		-\$29,800.00		-\$38,600.00

- Assumptions:**
- Hotel guests not charged for parking.
  - City employees will not be charged for parking.
  - Library Patrons not charged for parking.
  - City Hall Visitors are projected to be 100 per day that equates to a parking space usage of 50 spaces at any given time. Visitors that park for one hour or less will not be charged for parking, those parking two hours or less will be charged \$2.00.
  - Business Employees are projected to use 25 parking spaces. The planning period projects that businesses will begin parking in the 3rd year at a monthly rate of \$30. This monthly rate is projected to increase in year 6 to \$40 per space and increase again in year 9 to \$50 per space.
  - Business Customers are projected to use 140 parking spaces. The initial rate is \$1.00 per space per hour, with a \$5.00 maximum that increases to \$2.00 per space per hour in year 6. The first year is projected at 50% space utilization, the second year is at 75% space utilization and for the remaining years of the planning period at 100%. Beginning in year 2, the length of stay for retail patrons is projected to increase to less than 2 hours. Beginning in year 3, it is projected that the parking spaces allocated to retail will turn 2 times per day.
  - Expenses are projected to be \$400 per space per year as detailed on the Projected Facility Expenses (Table 2). However, because the parking garage is new, the first years of maintenance will be reduced because items such as sweeping and power washing, painting, facility maintenance and striping will either not be required or remain minimal. The annual operating costs therefore for the first three years of operation are reduced to begin at \$320 per space per year for the first year with escalations for inflation as indicated. Beginning in year 4, the operating expenses are projected to be as indicated.

**Dania Beach Town Center Parking Garage - Dania Beach, Florida**  
**Table 2 - Facility Expenses - 2009 Dollars**

**Hours of Operation:** 24 hours/Mix of Monthly and Hourly Parking  
**Type of Operation:** Pay-on-Foot or Similar Operation (Largely "un-attended" from a Cashier Perspective)

**Number of Parking Spaces:** 440

**Projected Staffing Needs:**

	# Staff	Est. Hours per week	Payrate	Cost per week
Bookkeeper	1	10	\$12.50	\$125.00
Manager	1	10	\$25.00	\$250.00
Maint.(Porters)	1	30	\$10.00	\$300.00

Subtotal Annual Cost: \$35,100.00

Payroll Expenses (includes taxes, benefits, etc.): 55%

**Total Annual Staff Costs:** \$54,405.00

**Typical Operating Expenses (Est. Annual Expense):**

	<b>Year 4 Onwards</b> (2009 Dollars)	<b>Year 1 - 3</b> (2009 Dollars)
Postage/Billing	\$3,500	\$3,500
Equip. Lease and Rental	\$1,800	\$1,800
Telephone Service	\$5,400	\$5,400
Striping	\$4,200	-
PARC Maintenance	\$8,800	\$5,000
Facility Maintenance	\$12,600	\$5,000
Trash/Sewer Services	\$5,400	\$5,400
Sweeping/Power Wash.	\$16,200	-
Office Supplies	\$4,000	\$4,000
Painting	\$3,000	-
Uniforms	\$500	\$500
Licenses, Fees, etc.	\$1,200	\$1,200
Miscellaneous H.R.	\$3,500	\$3,500
Miscellaneous Oper.	\$2,400	\$2,400
Potential Damage Claims	\$5,000	\$5,000
Insurance	\$18,500	\$18,500
Utilities	\$14,500	\$14,500
Maintenance Reserve	\$33,750	\$33,750
<b>Total Operating Expenses:</b>	<span style="border: 1px solid black; padding: 2px;">\$144,250</span>	<span style="border: 1px solid black; padding: 2px;">\$109,450</span>
<b>Projected Total Facility Expenses:</b>	<span style="border: 1px solid black; padding: 2px;">\$198,655</span>	<span style="border: 1px solid black; padding: 2px;">\$163,855</span>
<b>Projected Expense Per Space:</b>	<span style="border: 1px solid black; padding: 2px;">\$451.49</span>	<span style="border: 1px solid black; padding: 2px;">\$372.40</span>
<b>Year 4 Expense (with Inflation)</b>	<span style="border: 1px solid black; padding: 2px;">\$510.00</span>	

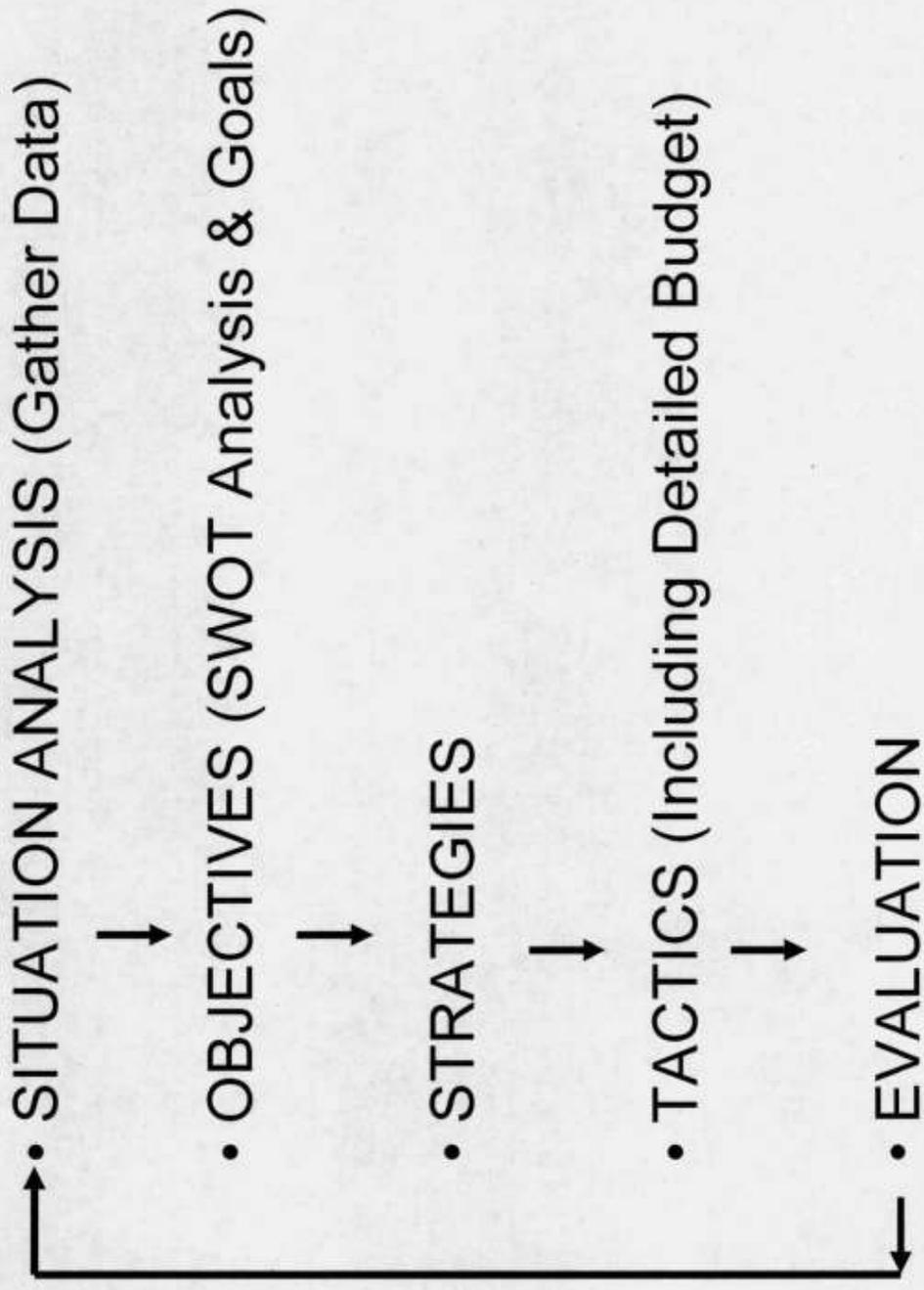
**Dania Beach CRA  
Board Meeting  
June 17, 2010**

**Marketing Plan Process**

Kim Briesemeister, MetroStrategies, Inc.

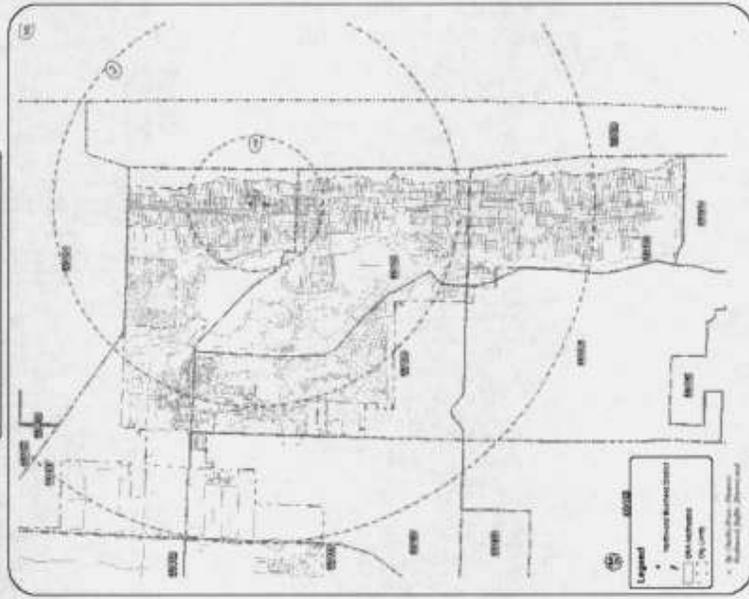
ITEM 78

# MARKETING PLAN PROCESS



# EXAMPLE CITY: WPB SITUATION ANALYSIS

Northwood CRA Central Business District  
1, 3, & 5 Mile Radius & Zip Codes



Generally done in a one, three, five, and over five mile radius format

1. Merchant Surveys
2. Intercept Surveys
3. Phone Surveys
4. Event Surveys
5. ESRI Market Profile, U.S. Bureau of the Census  
(May use Traffic Surveys)

# SITUATION ANALYSIS

- The number one reason business owners chose this district : potential
- 58% of customers surveyed only visited one location within the district
- Business owners, customers and event attendees all made similar suggestions regarding attracting boutiques, restaurants and services to the district
- Over 17,000 cars per day travel through the district on Northwood Rd., 24<sup>th</sup> and 25<sup>th</sup> Streets

# EXISTING MERCHANDISE MIX

	<u>Number of Stores</u>	<u>Percent</u>	<u>Type of Store</u>	<u>Square Feet</u>
■	21	20%	Retail	51,066
■			Retail-Home (12 or 57% of retail)	(24,250)
■	12	11.5%	Food and Beverage	22,394
■	12	11.5%	Service/Fitness	14,622
■	11	10%	Office	21,076
■	7	7%	Lgt. Manufacturing/ Comm. Supply	21,354
■	5	5%	Churches	6,390
■	5	5%	Convenience Store	10,064
■	2	2%	Arts/Culture	19,387
■	2	2%	Residential	11,440
■	27	26%	Vacant Square Footage	60,156

---

■ Total 104 100 237,949

# OBJECTIVES/STRATEGIES/TACTICS

Business Attraction: Attract 25 New Businesses

*Introducing a place where  
your dreams are our goals.*

Now there's a place in your neighborhood called Curves. Curves is thirty-minute fitness, commonsense weight loss, and the support you need to do both.

Bring a friend along and help welcome this new business into your neighborhood together!

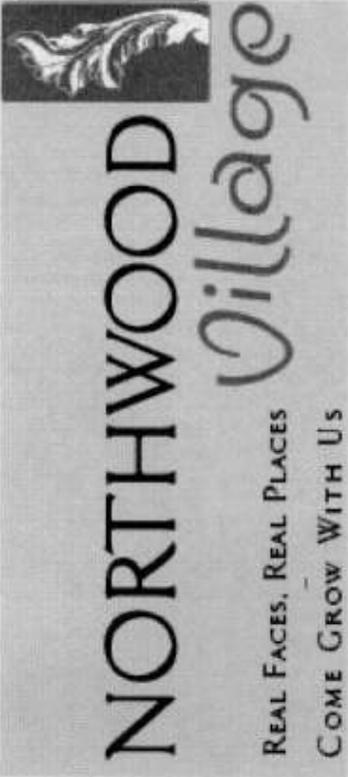
*Grand Opening &  
Ribbon Cutting Ceremony*

Saturday, April 22, 2006  
12:00 noon

410 Northwood Road  
West Palm Beach, FL 33407



- |   |              |
|---|--------------|
| a. Target New Business                  | \$40,000.00  |
| Curves, Blue Frontier<br>and Good buddy | (incentives) |
| b. Seminars/Conventions                 | 3,000.00     |
| c. Update leasing packages              | 8,000.00     |
| d. Banker/broker event                  | 10,000.00    |
| e. Issue RFQ/RFP Anchor Site            | N/A          |



# Marketing Plan FY 2006/2007

## Business Attraction

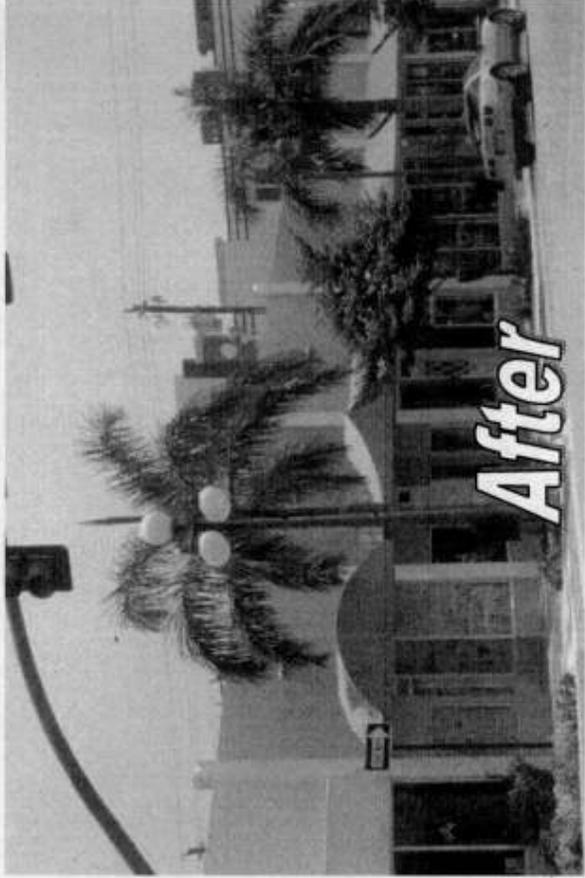
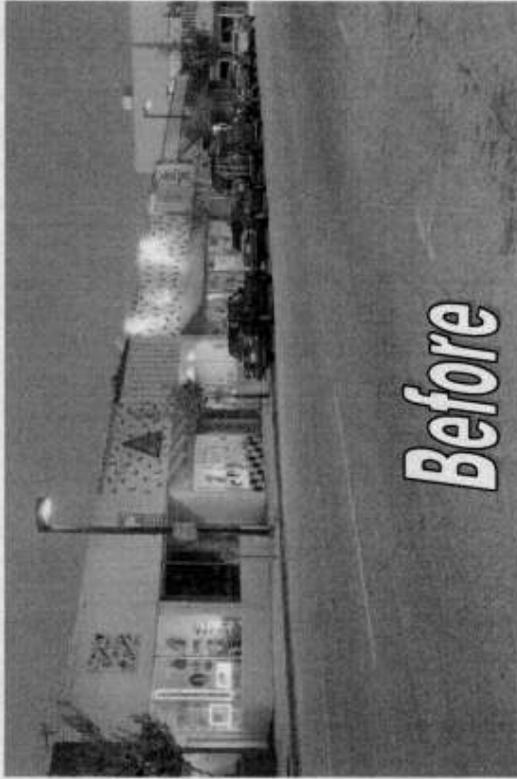
**Result : 14 new business located in Northwood Village in the past 18 months**

- Attend ICSC Seminars/Convention
- “Hot Lead” sheets
- Annually update leasing packages
- Annual tour and event for investors, bankers and brokers
- Individual tours with prospective businesses, brokers and investors



# Harrison Street Hollywood, Florida

## Business Potential



# Parking Signs / Garages



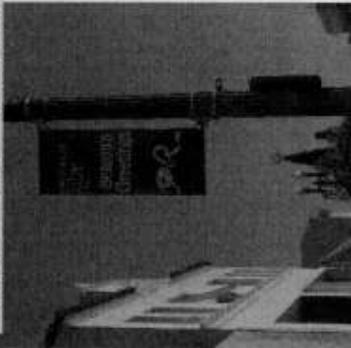
# Special Events



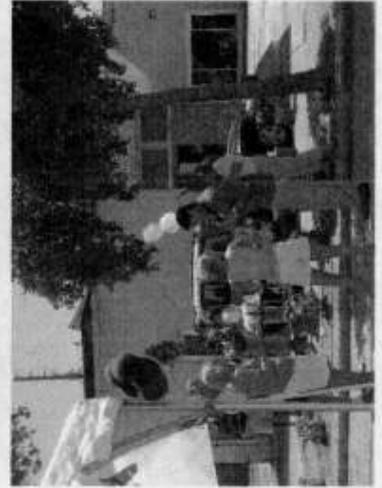
**NORTHWOOD**  
*Village*

REAL FACES, REAL PLACES  
COME GROW WITH US

Holiday Display and  
Holiday Window  
Display Contest  
December 2006



Spring Bouquets May 2006



Banker Broker Event  
November 2005



## **OBJECTIVE: Create Awareness of the District**



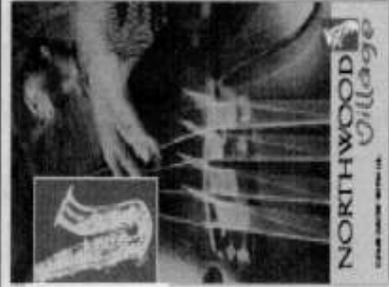
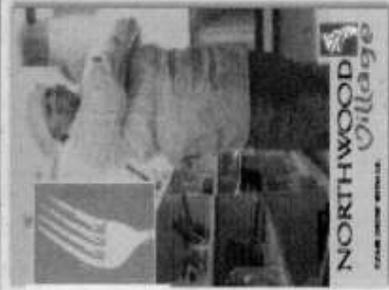
- **Branding Campaign**
- **Map/Directory**
- **Installation of Real Faces Banners**
- **Temporary Entry/Feature Signage Installed**
- **Developing Merchant blade sign program, directional signage**



Real Places, Real Faces

## Identity and Connection Between Business/ Cross Promotion

- Branding Campaign
- Map/Directory
- Directional, Way-finding, and Entry/Feature Signage/Blade Signs





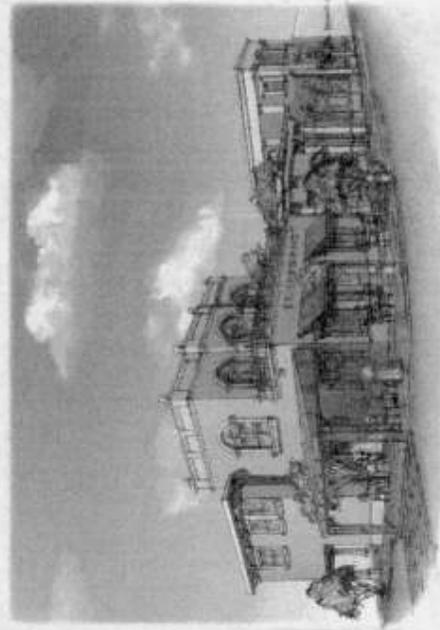
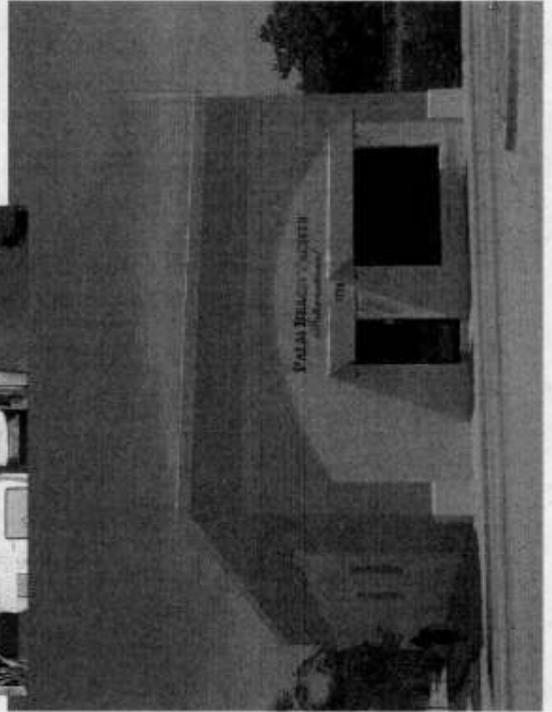
## **EVALUATION**

- **As a result of CRA marketing and promotional efforts, approximately 47% percent or 26,737 square feet of the vacant 57,000 SF of buildings/spaces are currently considering or under redevelopment.**
- **33 new businesses located to the area**
- **11 Properties owners are either working with the CRA regarding incentives and/or working with the City's Planning Department.**

# Economic Impact

	2006	2007
	10	40

■ Job Creation (Northwood)			
■ Public vs. Private Sector Investment			
- Northwood / Pleasant City	\$ 802,396	\$ 494,938	
■ Public Sector Investment	\$ 4.6 M	\$ 1.6 M	
■ Private Sector Investment			
- Downtown / City Center	\$ 101,000	\$ 109,715	
■ Public Sector Investment	\$ 356,000	\$ 1.87 M	
■ Private Sector Investment			
- DDA			
■ Public Sector Investment	\$ 229,772	\$ 412,804	
■ Private Sector Investment	\$ 1.01 M	\$ 4.4 M	
■ TIF			
- Northwood / Pleasant City	\$ 4.5 M	\$ 4.7 M	
- Downtown / City Center	\$ 22.9 M	\$ 22.6 M	



SOUTHWOOD ROAD C&A,  
WEST PALM BEACH, FL.

VIEW FROM CORNER  
CORNER 1



# Marketing Plan Process

## STEP 1 – COLLECT DATA

- Phone Surveys
- Intercept Surveys
- Business Owner Surveys
- Other Community Outreach (Chamber, etc)
- Market Profiles – Census Data
- Demand Analysis

STEP 2 - DRAFT MARKETING PLAN – the more data, the better the plan