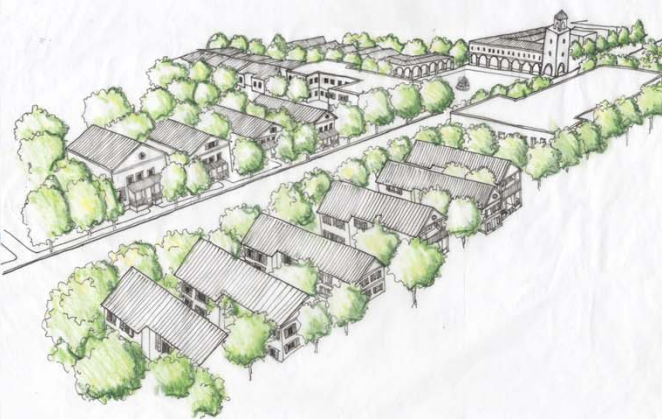


CITY OF HOLLYWOOD CRA WORKSHOP

DEVELOPMENT & DESIGN PROPOSALS, June 2-6, 2010



	High Season	Low Season	Total
Rooms	10	10	
Occupied Rooms	10	5	
Occupancy Rate	100.0%	50.0%	
ADR	\$200.00	\$137.00	
Room Revenue	\$2,000	\$685	
RevPAR	\$200.00	\$68.50	

Months	4	8	12
Occupancy	100%	50%	67%
Lot Size	80	80	6,400
Acquisition Costs	\$ 576,000	\$ 90	
Buildable Area	60	35	2,100
Total Floors	8,400	4	
Construction Costs	\$ 1,680,000	\$ 200	
Total	\$ 2,256,000		

Range	High	Low	Aver
ADR	\$ 275	\$ 125	High Season \$
	\$ 175	\$ 99	Low Season \$



University of Miami School of Architecture
 Graduate Programs in Real Estate Development & Urbanism and Urban Design

University of Miami Team





Scope of Work

DOWNTOWN HOLLYWOOD

- Adams Street Proposal
- Green Mall: Dixie & 21st Ave
- Historic District Proposal
- Young Circle Proposal
- City Properties
- Target Market Analysis
- Urban Design Analysis

DOWNTOWN & BEACH

- Code Analysis
- Color Study Application
- Market Analysis

HOLLYWOOD BEACH

- Block Dimension Analysis
- Lot Ownership Analysis
- Building Typologies Analysis
- Building Dimensions Analysis
- Beach Architecture Analysis
- Retail/Parking Potential
- Parking Proposal
- Traffic Circle Proposal
- Resort Bridge Proposal
- Hotel Proposals
- Broadwalk Kiosk Proposal
- Townhomes Proposal

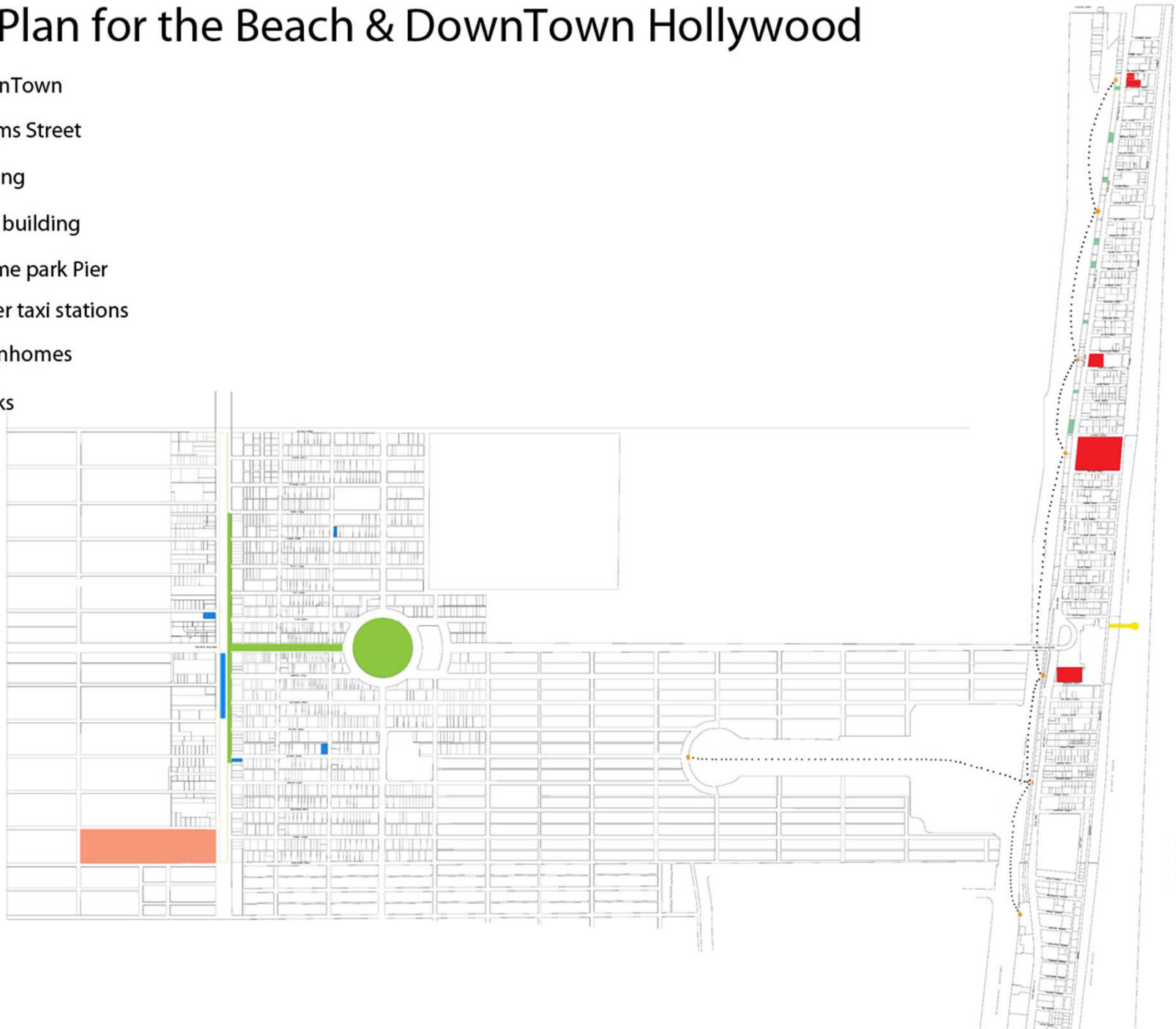
Workshop at the Garfield Community Center

(June 2-6, 2010)



Proposal Plan for the Beach & DownTown Hollywood

- Proposed DownTown
- Proposed Adams Street
- Proposed Parking
- Proposed New building
- Proposed Theme park Pier
- Proposed Water taxi stations
- Proposed Townhomes
- Proposed Kiosks

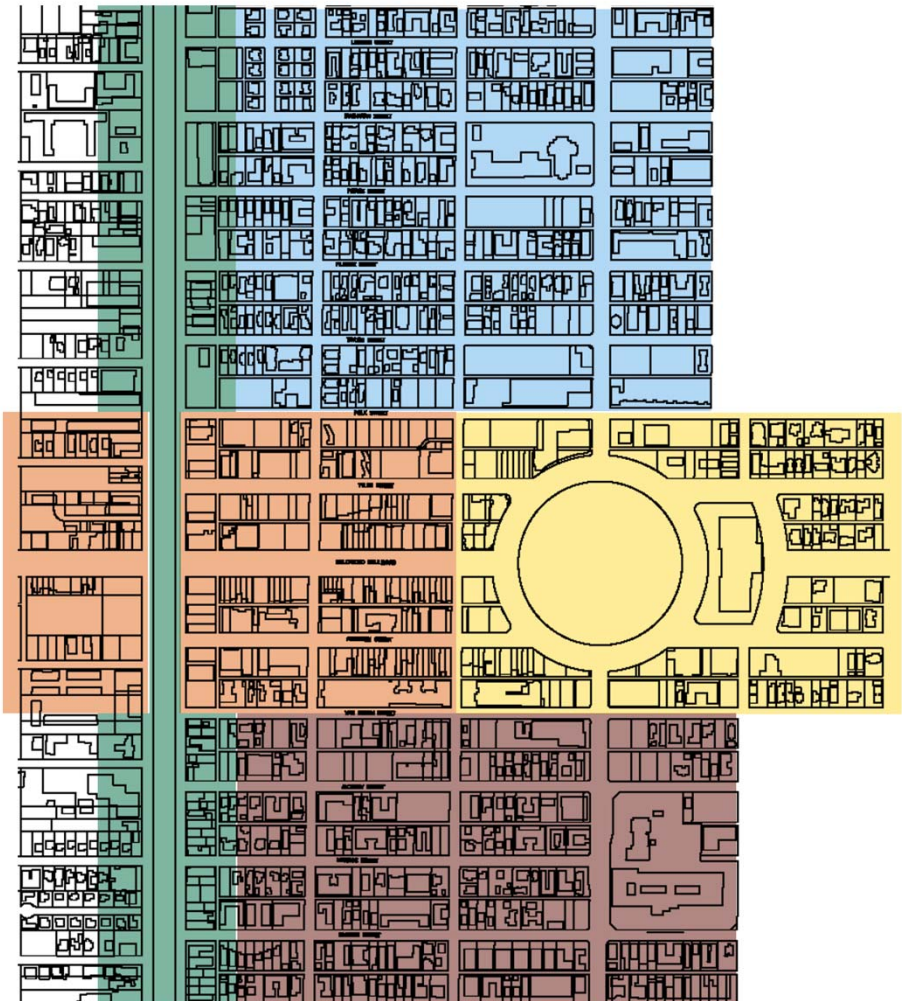


Downtown Hollywood



Downtown Study Areas

- **Downtown Corridor**
 - 19th Ave. to 21st Ave.
 - Jackson to Polk
- **Young Circle**
 - 17th Ave. to 19th Ave.
 - Federal Highway
- **Parkside - CBD**
 - 17th Ave. to 21st Ave
 - Jackson to Washington
 - South of Hollywood Blvd.
- **Dixie Corridor**
- **Royal Poinciana – CBD**
 - North of Hollywood Blvd.
 - 17th Ave. to 21st Ave





Downtown Area Overview

Strengths

- Endowed with historic character
- Existing urban fabric with walkable urban blocks and street network
- Walkable main street with unique shops, restaurants & entertainment
- Excellent location relative to airport, highways, port, beaches
- Affordable business location
- Available land and buildings for infill, redevelopment and pursuit of clusters of new tenants
- Niche identity – authenticity: a “hometown downtown” to go with “hometown beach town.” Not South Beach, not Miami, not Ft Lauderdale

Weaknesses

- Lack of daytime activity
- Lack of employment sectors
- Loitering/Social Services/Homeless
- Connectivity
 - Pedestrian
 - Vehicular
- Inconsistent community branding/marketing
- Parking Issues
 - Public & private supply (real and perceived)
 - Management – pricing, valet, shared parking



Commercial Recruitment Strategies

- ◆ Employment Sectors
 - ◆ Professional offices
 - ◆ Educational facilities & trade schools
 - ◆ Art and music academies
 - ◆ Healthcare facilities
- ◆ Daytime/24 hour retail
 - ◆ Fitness center
 - ◆ Bookstore
- ◆ Entertainment
 - ◆ Art cinema
 - ◆ Regional theater
 - ◆ Music venues
- ◆ Creative Class businesses
 - ◆ Knowledge workers
 - ◆ Hollywood Design District
- ◆ Suburban “misfits”

Commercial Recruitment Strategies

Educational & Healthcare Institutions

- Barry's College of Health Science has an interest to relocate to Downtown Hollywood. They want a small hub (10,000 SF), but then they want to be integrated into downtown, and don't have any problems sharing space in existing buildings.
- For the CRA to be able to attract Barry they will need to provide strong financial incentives, but there are many benefits that an institution like Barry can bring to the city of Hollywood.
 - The college's mission is to work for social justice and public health, which can help address some issues with the surrounding neighborhoods of downtown.
 - If Barry relocates to downtown it will help attract new tenants and fill out empty retail storefronts.
- Potential to attract other institutions, such as vocational schools like Keiser or ATI.

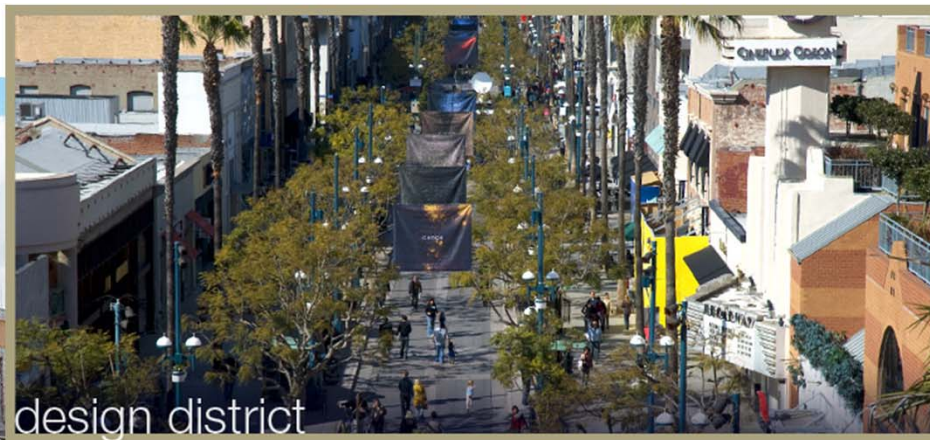


Commercial Recruitment Strategies

Creative Class Businesses



- Creative class businesses can help revitalize neighborhoods and generate thriving communities. They fill vacant commercial space, help spruce up the area and create a new sense of place, which attracts new residents and businesses.
- Creative businesses are prime “early adopters” of new space. They should be lobbied to locate in Hollywood through online advertising, targeted marketing and direct outreach to high cost locations.
- Creative businesses offer a triple benefit to the city:
 - Employment
 - Contribution to shopping/dining expenditure to the area
 - That elusive “it” quality that up-and-coming neighborhoods strive to achieve.

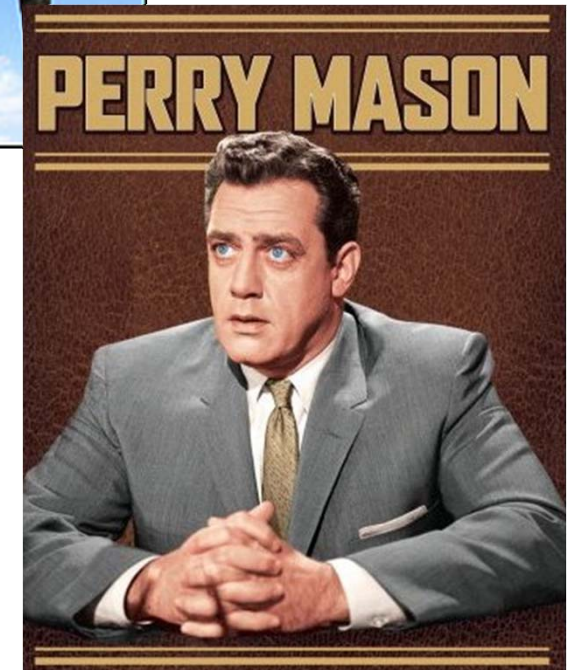
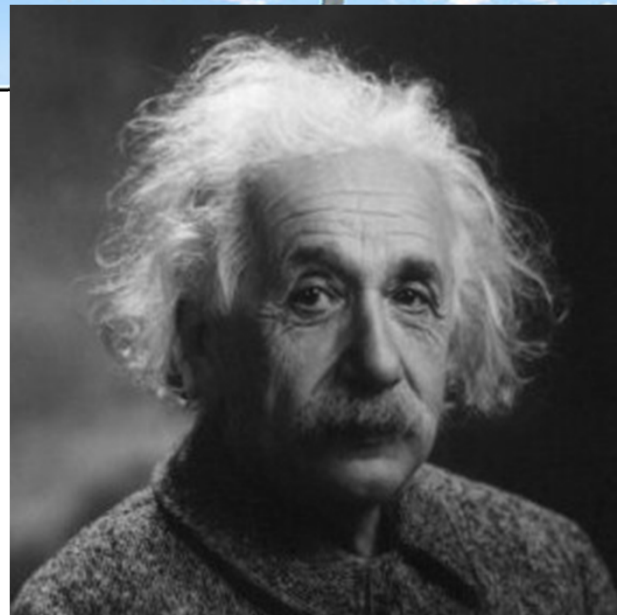


Who *are* the Creative Class?

- Richard Florida breaks the Class into two broad sections, derived from standard occupational classification codes:
- **CREATIVE PROFESSIONALS:** "Knowledge workers" and expanding to include lawyers and physicians.
- **SUPER-CREATIVE CORE:** This comprises about twelve percent of all U.S. jobs. This group is deemed to contain a huge range of occupations (e.g. architecture, education, scientists & engineers, professors, poets, computer programmers) with arts, design, and media workers making a small subset.
- Additional to these two main groups of creative people, the usually much smaller group of **Bohemians** are also included in the "Creative Class."

Commercial Recruitment Strategies

Who are the Creative Class?



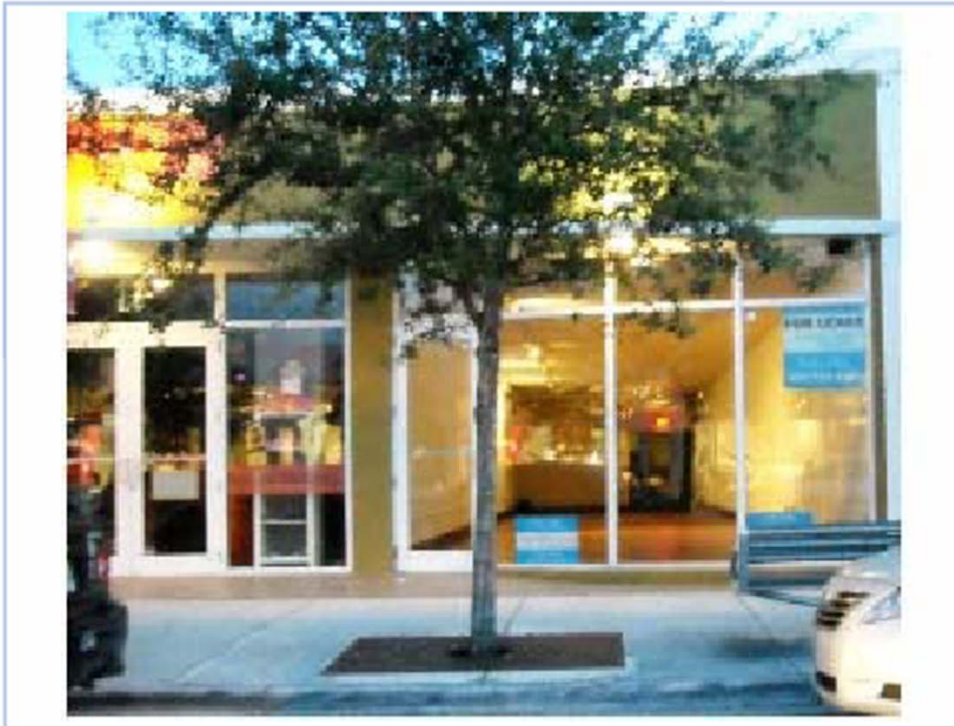
Commercial Recruitment Strategies

Competing for the Creative Class

PRIME RETAIL SPACE IN MIAMI'S DESIGN DISTRICT

Atlas Plaza in Design District Retail for Lease

114-30 NE 40th Street, Miami, FL 33137



Total Space Available:	1,778 SF
Rental Rate:	\$45 /SF/Year
Property Type:	Retail
Property Sub-type:	Street Retail
Building Size:	5,000 SF

Last Verified 10/27/2009
Listing ID 16355426

Commercial Recruitment Strategies

Suburban “misfits”





Commercial Recruitment Strategies

Urban Office Blocks and Buildings

Offices with a View



1201 F St. (Washington, DC)



Bank Building (Ft Worth, TX)



Commercial Recruitment Strategies

Example: 1955 Harrison Street/Arts Academy



BARNES & NOBLE
BOOKSELLERS



Arthur Murray
Franchised Dance Studios



24 HOUR FITNESS

Strategies for Vacant Storefronts

Project the **VISION**



Strategies for Vacant Storefronts

Not the VACANCY



Strategies for Undeveloped Lots



Issues

- A big issue on Downtown Hollywood is the lack of daytime activity. In addition to that, there are undeveloped lots on Hollywood Boulevard, which take away from the walkability of the area.

Possible Solutions

- The city should promote interim uses of the undeveloped lots on Hollywood Blvd such as:
 - Basketball courts or skate parks
 - Outdoor cafes or beer gardens
 - Performance spaces
 - Sculpture gardens

Utilizing Undeveloped Lots



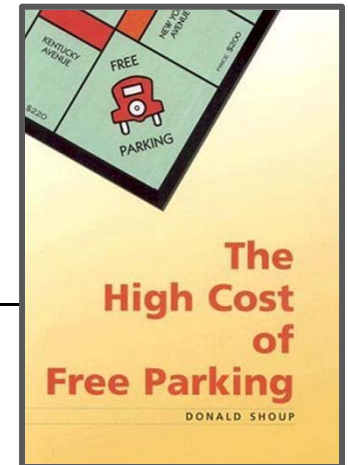
Possible Solutions

- The city should promote interim uses of the undeveloped lots on Hollywood Blvd.
 - Set up semi-permanent kiosks which would house a public market, or art showings/workshops
 - Create an urban dog park

Parking – Downtown

Issues/Concern

- Discrepancy in garage use
 - Van Buren > Radius
- Enforcement/Timing
- Signage way finding
- Misuse of surface parking
- Revisit Parking Pricing Program
 - Surface Parking Permit
 - Garage Parking Permit



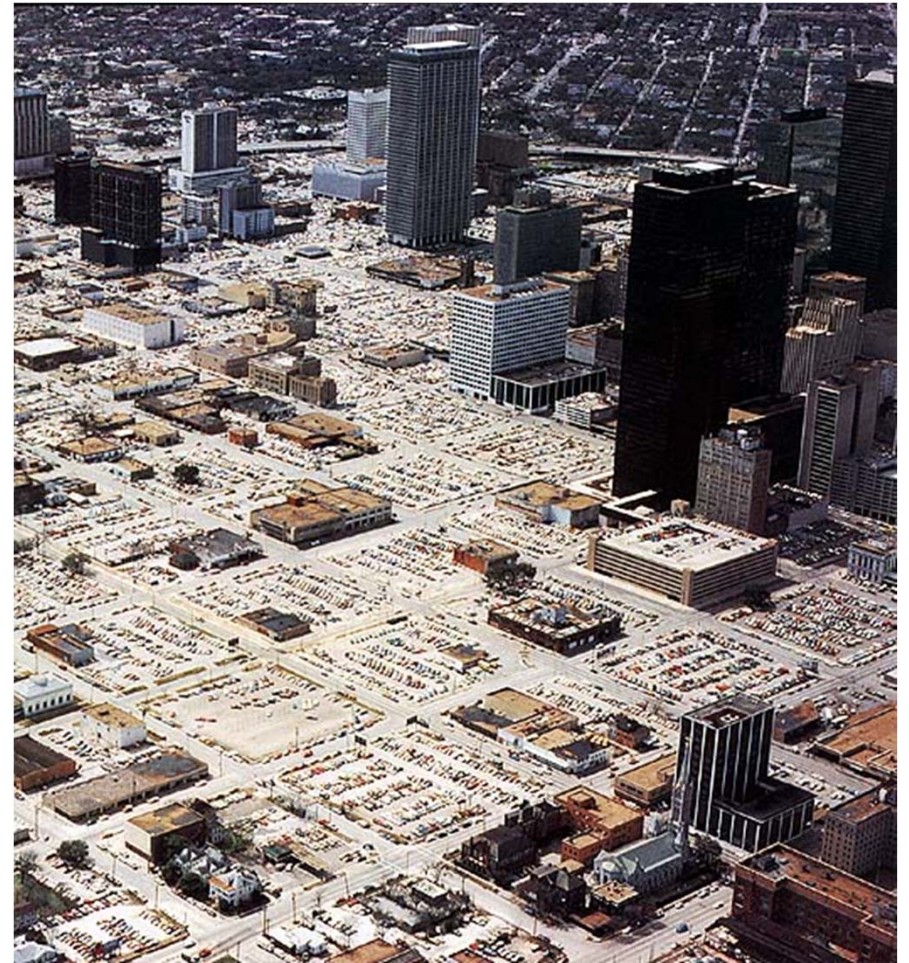
19th Street
Parking Garage



Miami Beach
Parking Garage



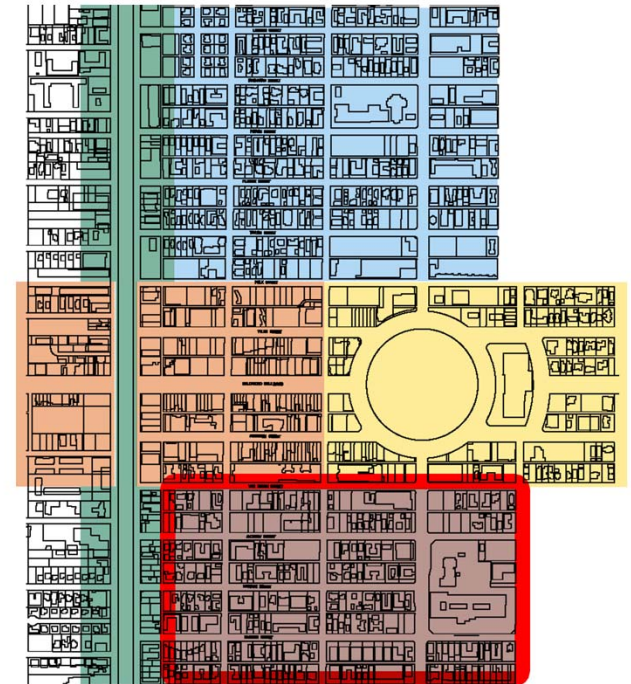
Parking – Downtown (Caution!)



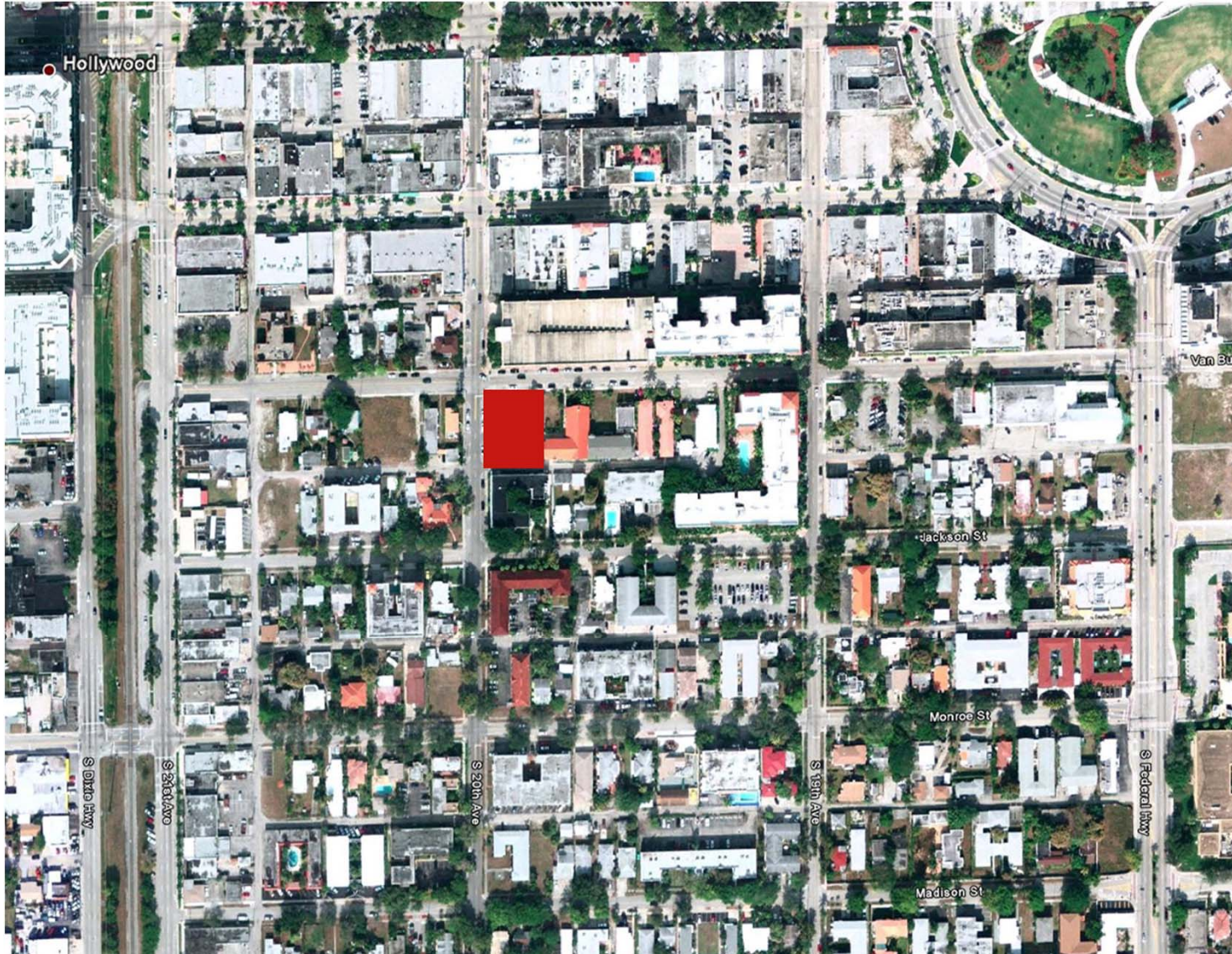
Parkside Neighborhood

Recommendations:

- Incorporate trolley throughout neighborhood
- Revisit PIP programs
- Branding neighborhood
- “Weed and Seed” / Adaptive reuse for nuisance properties (e.g., old motels with crime issues)
- Introduce public space: square, green, small park



Parkside Public Park





Other issues and ideas explored

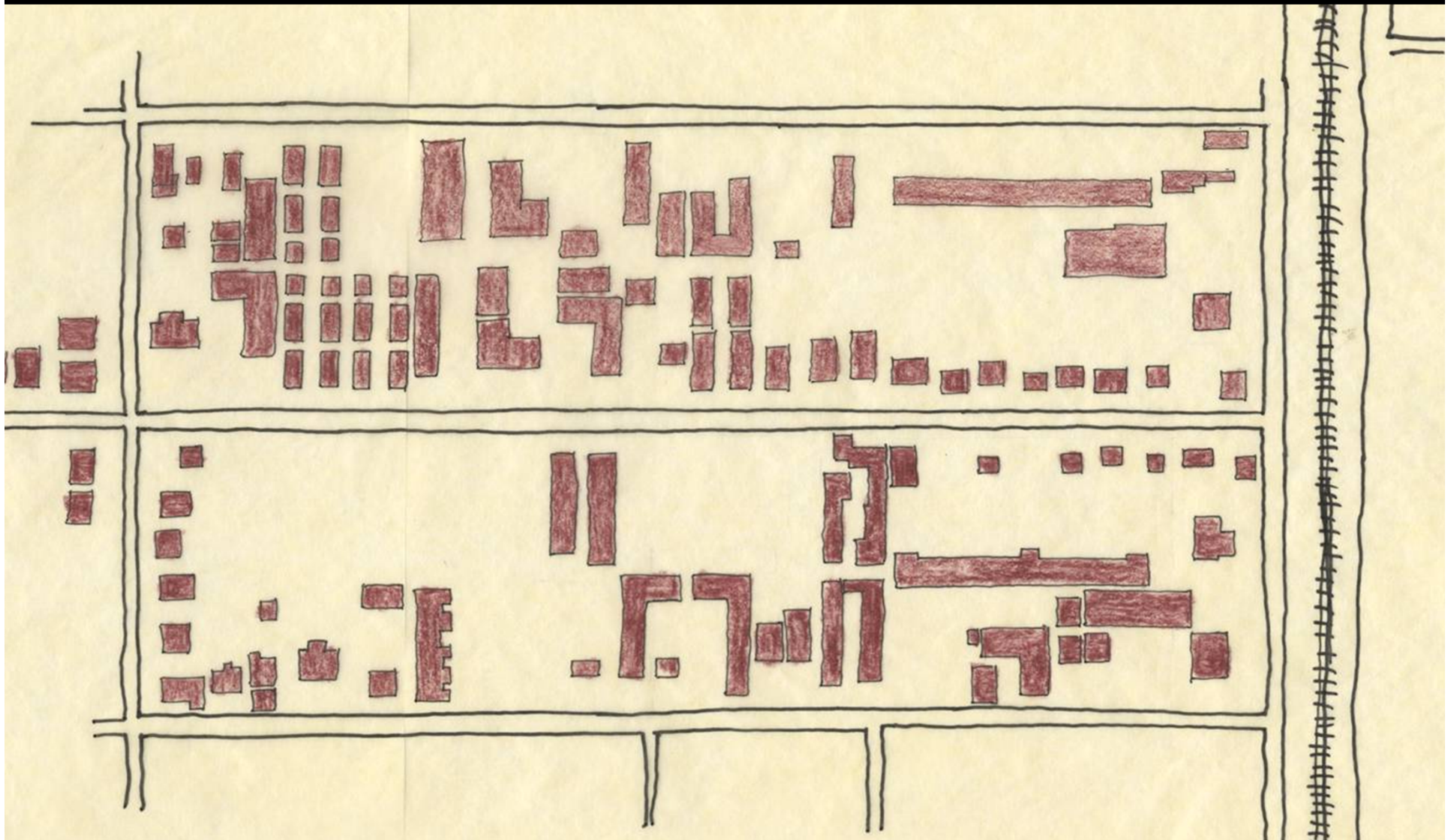
- Connectivity / walkability
 - “A” and “B” Streets
 - Street lighting (Radius garage) and signage (improved wayfinding)
 - Pedestrian linkages between downtown destinations
- Business incubator program:
 - Shared space, equipment and services
 - SCORE as advisors
- Main Street Program
 - Retail storefront and merchandising design program
- Security program
 - Downtown ambassadors, CRA-dedicated security patrol
 - Legal counsel on nuisance properties and loitering
- One Stop Shop Program
 - Streamlining permits, code and entitlements process
 - Strengthen interdepartmental coordination for proposal reviews
- Downtown sound survey
 - “Is it Music, Entertainment or Noise?”
- FEC passenger rail

Downtown Hollywood:

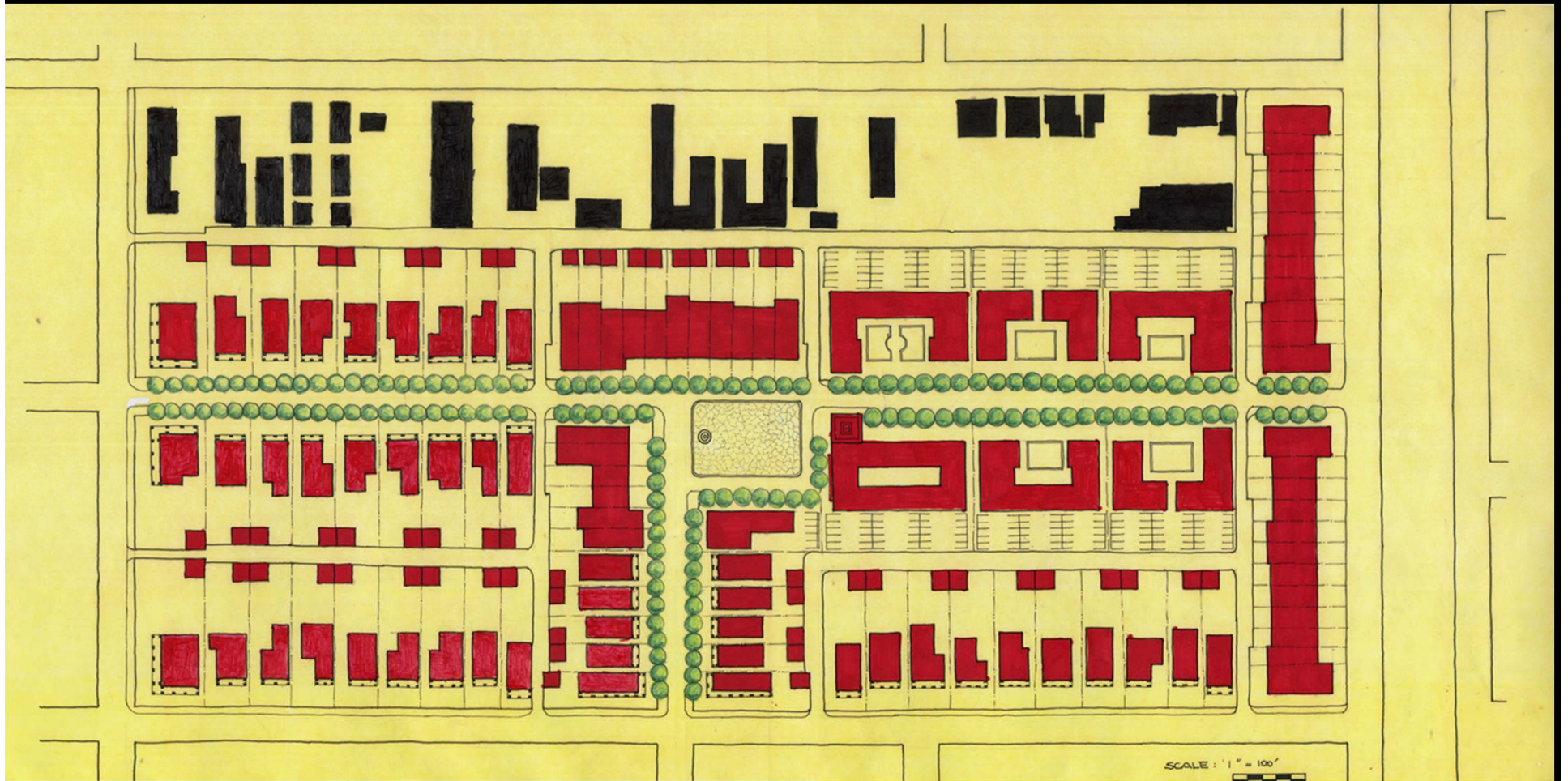
Pedestrian Connectivity Map



Adams Street: Existing conditions



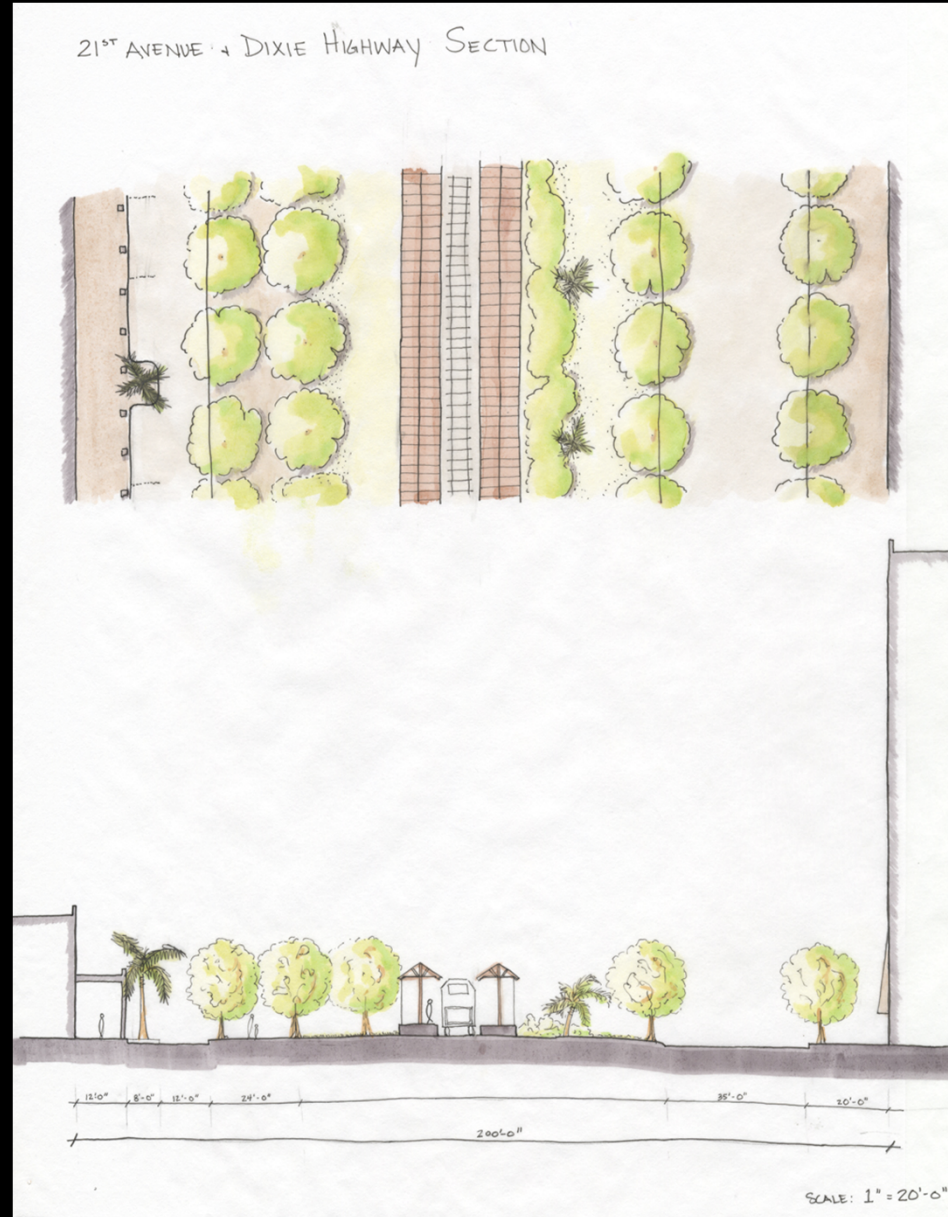
Adams Street: Proposal



Adams Street: Proposal



Green Mall Along Dixie Highway: Transit Proposal



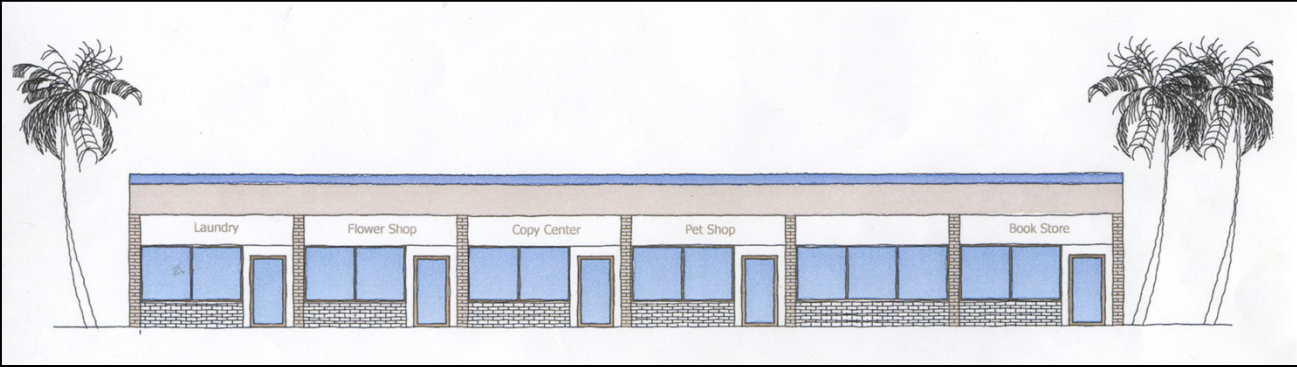
Green Mall Along Dixie Highway: Transit Proposal



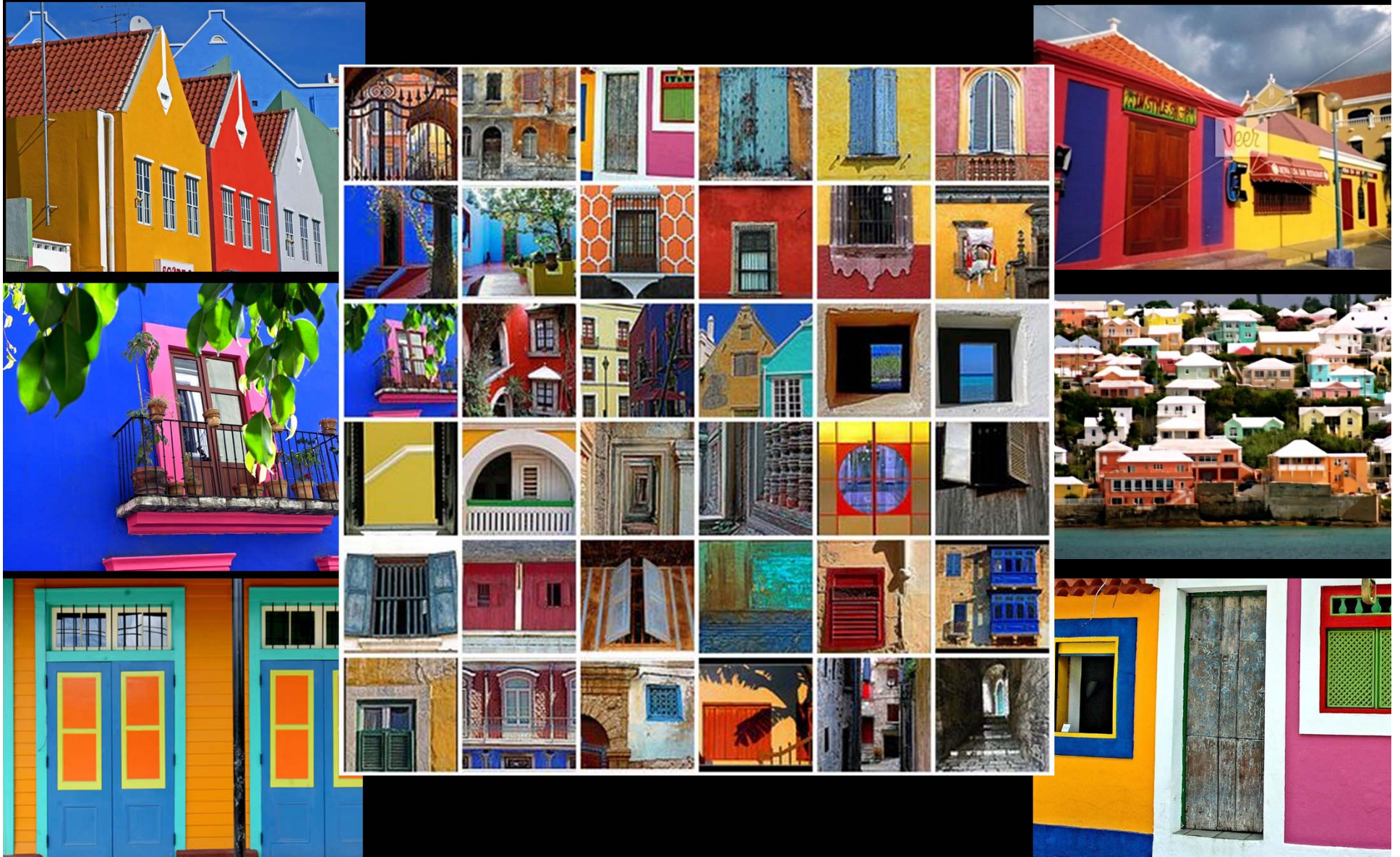
Green Mall Along Dixie Highway: Church Proposal



Color Study: Downtown



Color Study: The Beach



Color Study

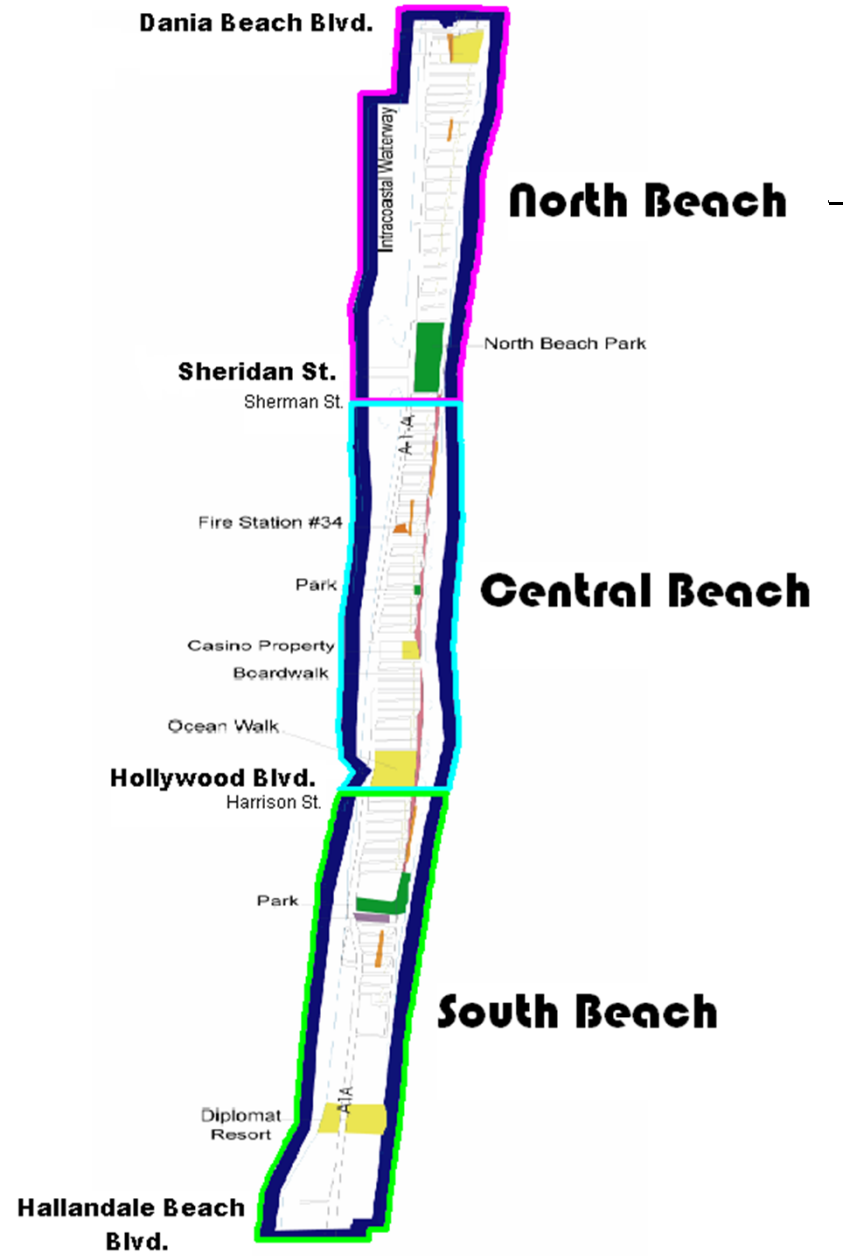


HOLLYWOOD BEACH





STUDY AREA



STUDY AREA





WELCOME TO HOLLYWOOD BEACH

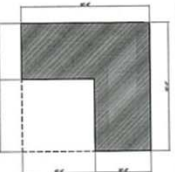

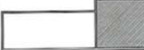

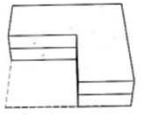
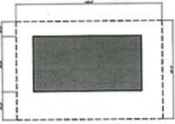



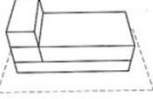
Hollywood Beach: Block Analysis

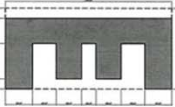



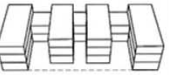
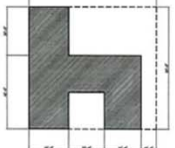



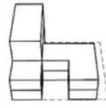


Hollywood Beach: Building Dimension Analysis



Hollywood Beach: Building Type Analysis

Types	Sections			Massing
 <p>L-Shaped</p>	 <p>Height=12' No Setback</p>	 <p>Height=24' Setbacks 45' from above floor</p>	 <p>Height=24' No Setback</p>	
 <p>I-Shaped</p>	 <p>Height=12' Setback 25' from in front and 12' from rear</p>	 <p>Height=24' Setback 24' from above floor</p>	 <p>Height=24' Setback 24' from above floor and setback 21' from front</p>	

Types	Sections			Massing
 <p>E-Shaped</p>	 <p>Height=24' Setback 45' for floor above</p>	 <p>Height=24' No setbacks</p>	 <p>Height=24' Setback 10' from above floor</p>	
 <p>H-Shaped</p>	 <p>Height=12' No Setback</p>	 <p>Height=24' Setback 24' from above floor</p>	 <p>Height=37' Setback 24' from above floor</p>	

Hollywood Beach: Architecture Analysis





CURRENT MARKET CONDITIONS

- High Season: French Canadians, northeast and midwest U.S. long stay, middle class tourism
- Low Season/Weekends: Florida visitors, regional draw for Pembroke Pines, Miami Gardens, and Hialeah
- Overall all less affluent tourism than South Beach and Ft. Lauderdale
- Growing family demographic
- Unique appeal: broadwalk, small town/low density beach town
Venice Beach, California-type eclectic character
H&H Branding it ***"Florida's Hometown Beachtown"***



TARGET NEW BUSINESSES

Retail

- Everyday retail: pharmacy, newstand, small green grocer
- Internet café
- Daycare/babysitting service, pet care service for travelers
- Concentrated excursion booth
- Broadwalk incubator stands for local artisans/small businesses

Extracurricular Activities

- Fitness/wellness centers: upper floor possibilities
- Recreation center: miniature golf, bowling, rock climbing wall

Dining

- Healthy lifestyle options
- Organic/vegetarian/vegan choices

Hospitality

- Lifestyles of health and sustainability (LOHAS) market: active living, ecotourism, health & spa-related tourism



SYNERGISTIC BUSINESS HUBS

Map of different submarkets within the beach:

- Potential Margaritaville-anchored retail-resort-entertainment hub (potential “town center” for the Central Beach)
- Eco-tourism & wellness tourism
- Community center-anchored family recreation hub
- A1A destination restaurants

RETAIL HUB

Margaritaville as potential retail hub/catalyst

Dining

- Senor Frogs/"fun" Mexican
- Half shell raw bar
- Brew pub
- Saloon (Hog's Breath in Key West)
- Sports bar
- Wolfgang Puck's

Apparel

- PacSun
- Tommy Bahama
- Sunglass hut
- Izod

Other

- Fun & fantasy store
- Artisan jewelry/beads
- Cigar shop/tobacco store
- Sports store/paddle/golf/water sports
- Art and craft galleries with ocean/beach theme (e.g., Wyland Gallery)



"Hibiscus in Bloom" by Romme

FAMILY-ORIENTED HUB



- Anchored by Community Center and Charnow Park
- Medi Go
- Pharmacy
- Daycare/Babysitting service
- Donut stand
- Face painting
- Candy Store
- Ice Cream/Pretzels



LOHAS MARKET HUB



- Lifestyles of health and sustainability: growing demographic
- Bike, Kayak, Snorkel, Hike, Beach Pilates & Yoga, etc
- Sea turtle watching/education
- Wellness Center: massages, cleansings, nutritionists, acupuncture, therapy, counseling, alternative medicine



BEACH ACTIVITIES

Outside fitness pods/circuit course



Events:

- *Sports-oriented:* foot volley, beach volleyball, beach soccer, kite flying, frisbee
- *Family-oriented:* Child dance competitions, puppet shows
- *Adult-oriented:* Dance & Music competitions/shows

“Made in the Shade:” The Art of Staying Cool



Canopies at street termination, Cool off stations with misting machines, shaded benches, eating and drinking areas: “The Art of Staying Cool”

PUBLIC ARTS PROGRAM

- Lifeguard towers
- Street termination pavilions
- Refurbish the Band Shell
- Street kiosk/vendors as public art
- Art in Public Places: Hollywood Beach Sea Turtle Project





CENTRALIZED PROGRAMS

- Hollywood Beach Loyalty Savings Card

Free card based on point system for discounts and savings after a threshold of spending is met

Run through the Chamber of Commerce

Source to quantify market data

- Centralized SSL Reservation System

- Community Social Networking Website



COMMUNITY BUILDING WEBSITE

- Visithollywood.com is great source for visitors
- Opportunity for community building for residents
- Interactive blog/forum on web
- News/Events
- Online coupons/discounts more resident-oriented
- Job Postings
- Surveys/Market Data



HOSPITALITY

- Eco Tourism Market
- Wellness/Fitness Market
 - Anne Kolb Nature Center
- Hospitality Center Flexible Uses
 - Sunsational Service Program
 - General and niche business improvement workshops
 - Internet-based storefronts
 - Participatory educational store events (e.g., wine tasting where customers are educated about wine and food)

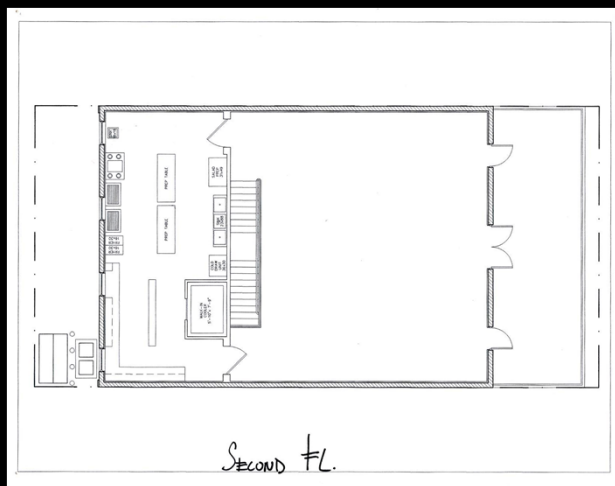
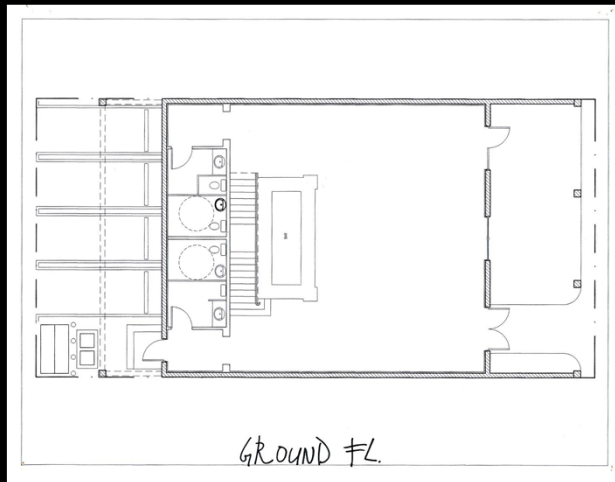
Hollywood Beach: Lot Ownership Analysis



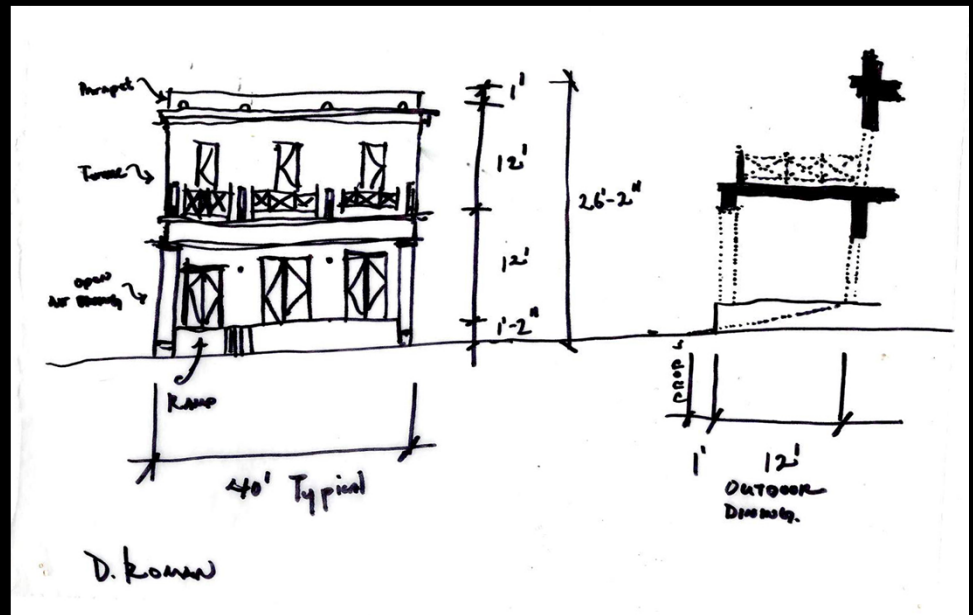
Hollywood Beach: Proposed Infill & Garages



Hollywood Beach: Proposed Boutique Hotel

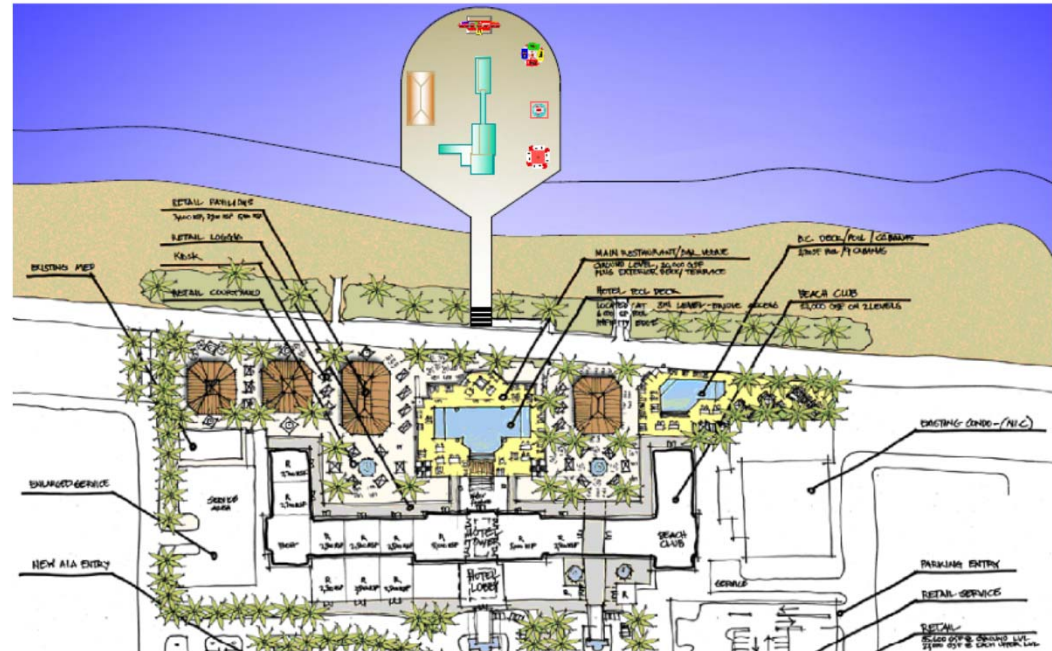


• 12 room Hotel
• 6,795 sq. ft.



RAMADA HOTEL AMUSEMENT PIER

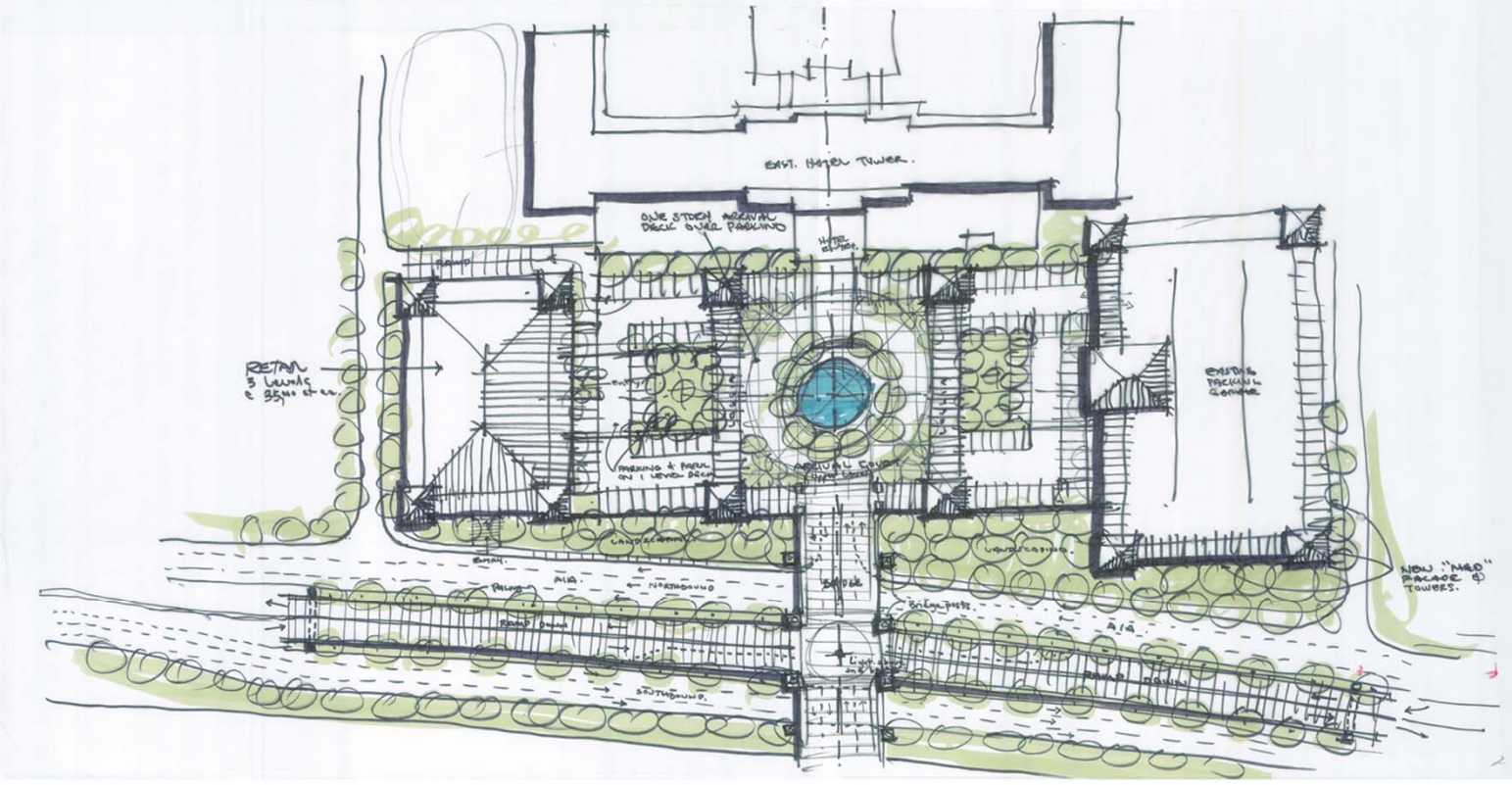
- A central organizing element for Hollywood Beach.
- Can revitalize site to support hotel & retail.
- Will attract families to Hollywood Beach.



Attractions may include:

- Roller Coaster
- Ferris Wheel
- Arcade
- Carnival Games
- Carousel
- Water Slide

If not amusement park, place elements along boardwalk.



**NICHOLS
BROSCH
WURST
WOLFE**
ASSOCIATES, INC.
ARCHITECTS & PLANNERS
11000 W. BOULEVARD
SUITE 100
HOLLYWOOD, FL 33025
954.974.1100

HOLLYWOOD BEACH RESORT
HOLLYWOOD, FLORIDA



URBAN AMUSEMENT PIERS



Coney Island



Ontario Place, Toronto



Navy Pier, Chicago



PARKING & CIRCULATION SYSTEM IMPROVEMENTS

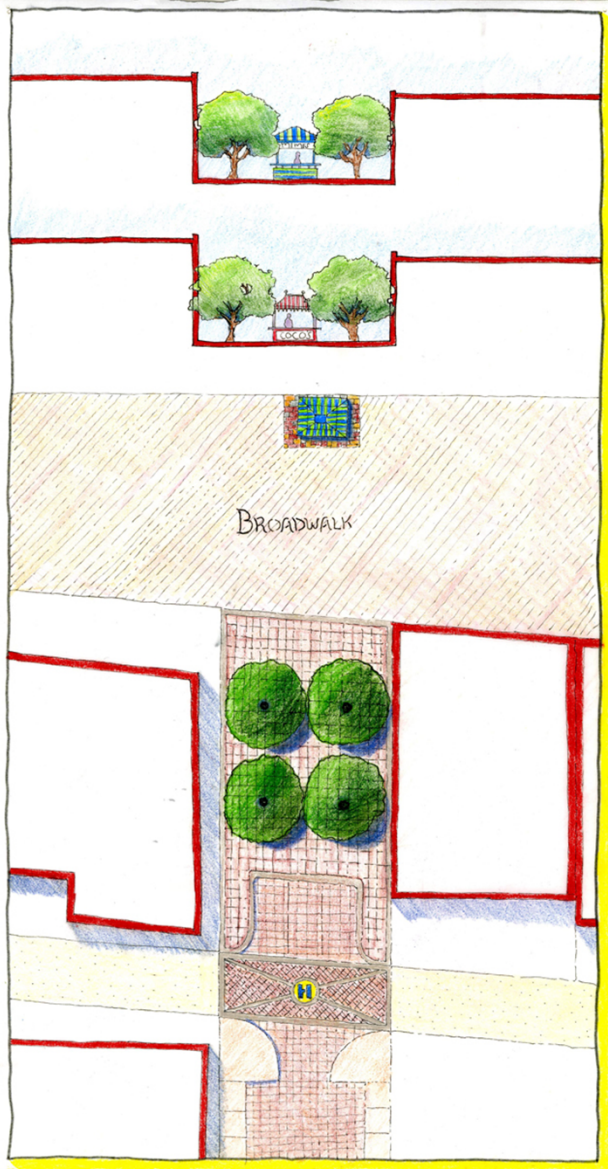
Street Ends

- Reconfigure as plazas to preserve some parking, allow for delivery vehicles, and provide shaded outdoor seating areas.
- Create a unique pavilion or sun shade feature for each street similar to Seaside's beach pavilions

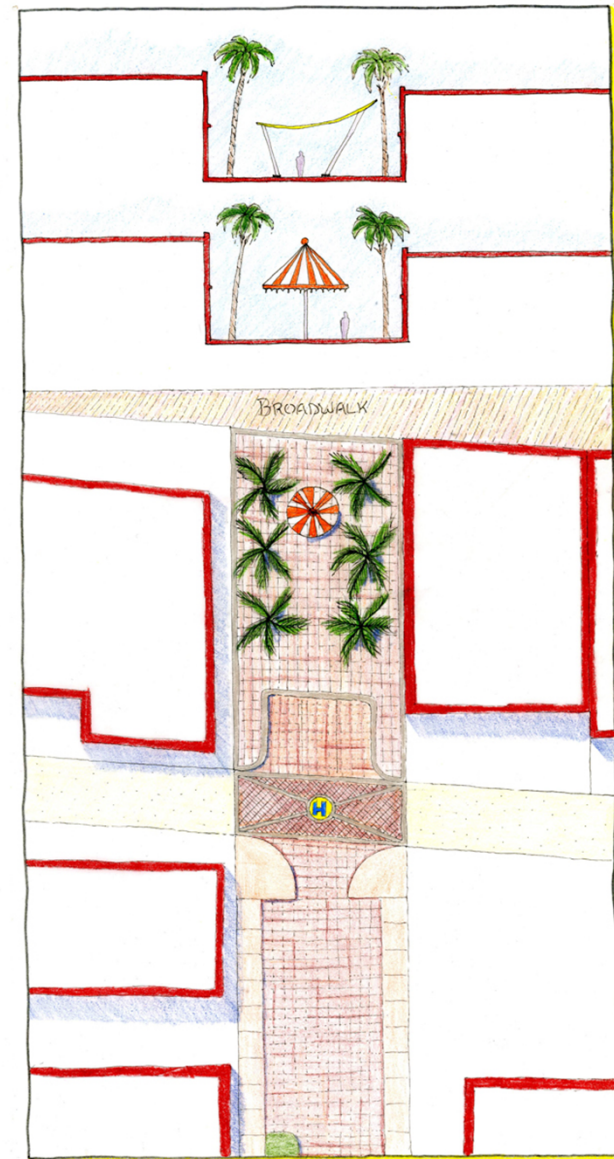
Signage/Wayfinding

- Identify public parking garages more clearly
- Identify and theme gateways to major activity centers: North Beach, South Beach, Johnson Street (Margaritaville), Community Center

Hollywood Beach: Broadwalk Kiosks and Street Ends



HOLLYWOOD BEACH

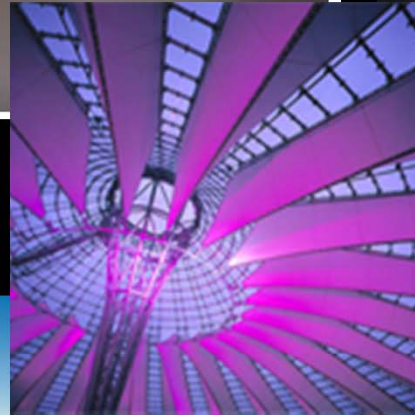


HOLLYWOOD BEACH

Street Ends:
Create a unique pavilion or sun shade feature for each street similar to Seaside's beach pavilions



Street Ends: Tensile Structures





PARKING & CIRCULATION SYSTEM IMPROVEMENTS

Parking Garage circulation

- Reverse ingress and egress for Garfield Center garage to prevent gridlock on peak days
- Automate parking garage access based on space availability

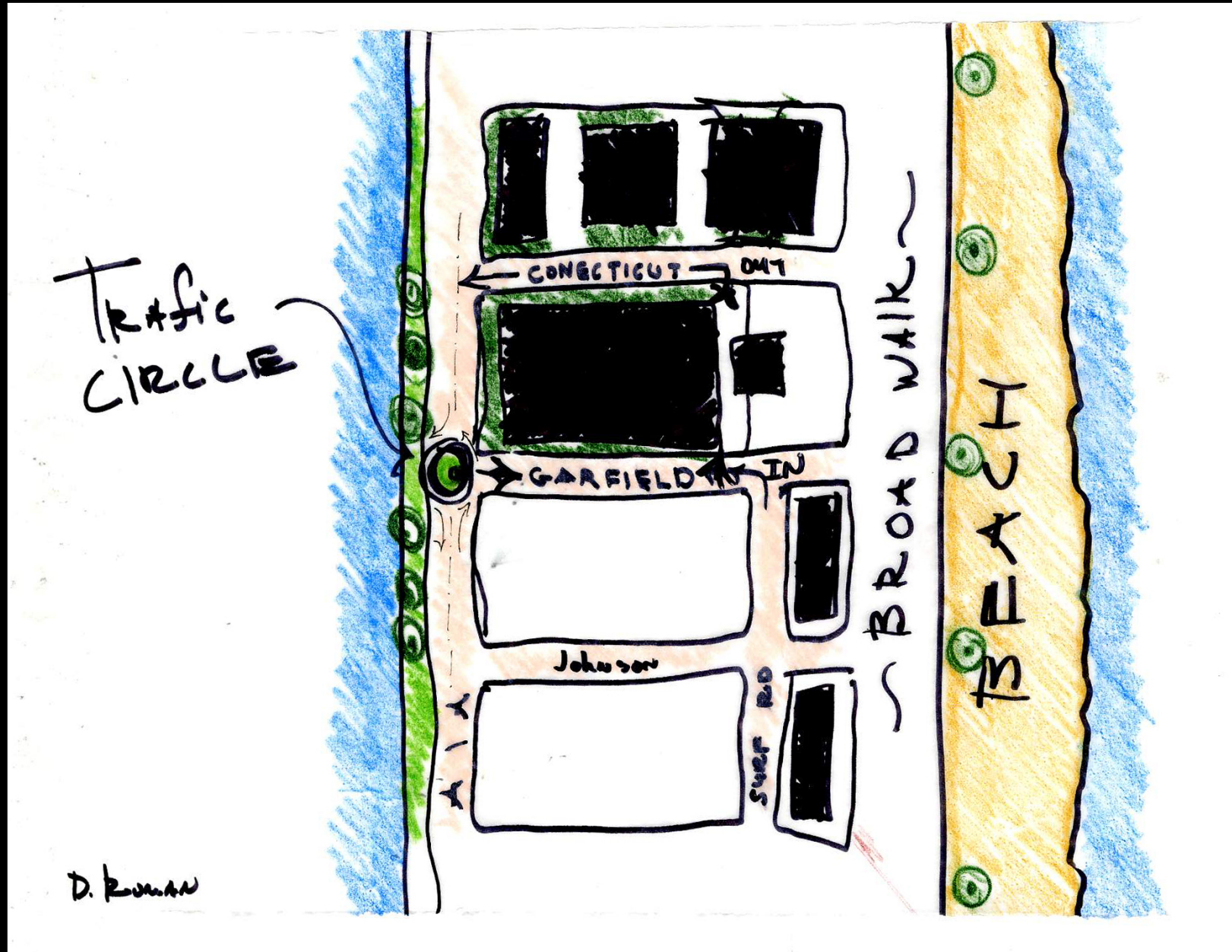
A1A Traffic Calming

- Pedestrian and Bicycle Crossings

Broadwalk:

- Consider elimination of bike lane or creation of a dedicated bike lane separate from the broadwalk
- Change the white cyclist sign (make it more visible)

Hollywood Beach: Proposed Traffic Circle



Hollywood Beach: Potential Retail & Parking





A1A REVITALIZATION

- Marina: water taxi, excursions, tiki bar boats, kayak rentals, etc.
- Dining: destination restaurants
- Residential: townhomes
- The proposed boardwalk
- Beautification/median

Intercoastal/AIA Strip: Proposed Townhomes



Intercoastal/AIA Strip: Proposed Commercial Units





SAFETY

- Strong presence of beach bicycle cops
- Traffic police support for special events
- Install emergency phones
- Fine Littering/Enforce Citations

PARKING



Meeting Current and Future Parking Needs

- **Construction of new structural parking on:**
 - 1915 N Ocean Drive (foreclosure land, 1.34 acres, ~ 400 spots)
- **Robotic garage on:**
 - 2115 N Ocean Drive (foreclosure property, 0.4211 acres, ~220 spots)
- **Surface parking on:**
 - 321 New York Street (foreclosure property, 0.2375 acres, ~35 spots)
 - 319 McKinley Street (foreclosure property, 0.4983 acres, ~70 spots)
- **On street parking:**
 - Modify street landscape program to allow a saving of 25% of existing parking lots
- **Interior block parking areas**
 - Surface lots and small parking structures on interior blocks to be shared by multiple properties

PARKING

Shared parking & “Park Once” Strategies



Benefits of district/beach-wide approach to parking supply:

- Small scale hotels/motels/bed & breakfast can buy/long term lease spaces in nearby garages and lots
- Retail benefit from new parking spaces (more customer flow)
- Dining on the Broadwalk will have more customers
- Decrease short car trips up and down the beach corridors

Location of the garages:

- Close or on A1A
- Connection with Hollywood trolley service
- 5-minute walk from ‘sub market hubs’



Maximize pedestrian, biking, shuttle linkages to parking:

- Spa and gym on the top level to capitalize on views
- Retail on the ground level of robotic parking
- Rental of personal motorize transportation (Segways) in proximity to garages
- Provide bike racks along Broadwalk, close to restaurants, shops, public amenities
- Self-sustainable parking rates, differentiation by time, length of stay of the parking



Hollywood Beach: Proposed Infill & Garages





PARKING

Financing Parking Garages

- Set up a tax increment (TIF within a TIF) within the CRA area using a portion of the incremental resort tax to help finance the new garage
- This structure could be used to provide a low interest loan and/or grant money towards the private development
- Another possible structure may be to create a reserve fund with these increments, controlled by the CRA and used for credit enhancement of a possible JV between the CRA and private developers



FINANCE

Bond Issues

- **2004 - \$20,010,000:**

Completely expended on the Broadwalk renovation, water and sewer underground replacement, and the Garfield Street parking garage and community center along with Charnow Park renovations

- **2007- \$40,000,000:**

Completion of the water and sewer underground replacement. Garfield Street parking garage and community center along with Charnow Park.

Renovations, and on the Underground Utilities and Streetscape Pilot Project. The remaining proceeds are expected to be fully expended on the completion of the Underground Utilities and Streetscape Pilot



FINANCE

Outstanding Loans

The CRA – Downtown District has pledged its tax increment revenues for repayment of these loans:

Promissory Note	Principal Amount	Interest Rate
2002 Note	\$4,000,000	5.61%
2003 Note	\$2,500,000	5.44%
2004A Note	\$4,500,000	Variable
2006A Note	\$20,500,000	7.075%

The outstanding balance as of fiscal year ending 2009 for the four notes mentioned above is \$25,886,865.



FINANCE

Recommendation

- Given the amount of outstanding debt and the large annual debt services payments: We suggest looking at a strategy to enhance the credit rating of the City increasing the likelihood of consolidating and refinancing at more favorable interest rates.



Current CRA Programs

- Reimbursable grant programs for 50% of approved property improvements
 - Hotel Improvement Program (HIP)
 - Up to \$325,000
 - Property Improvement Program (PIP)
 - Up to \$235,000
 - Paint Only Program (POP)
 - Up to \$10,000



CURRENT CRA PROGRAMS

Feedback

- Positive
 - Improve condition of deteriorated properties
 - Raising Hotels to Superior Small Lodging (SSL) status
 - Increasing property values as a whole
- Negative
 - Owners of maintained properties watching tax dollars fund others' neglected properties' improvements
 - Tax to fund private investment
 - Raising property values is seen as an expense to operations (more tax)
 - Hold period too short



CURRENT CRA PROGRAMS

Recommendation: Focus Programs on the Public Realm

“Meat and Potato issues”

- Get the basics right:
 - Parking
 - Traffic
 - Trash
 - Safety/Security
 - Lighting
 - Enforcement
 - Broadwalk Circulation
 - Façade Improvements



CURRENT CRA PROGRAMS

CITY-BACKED PROGRAMS

- Public Utilities Underground- in process
- Ramp
- A1A Marina
- A1A Streetscape
- Parking garages



CURRENT CRA PROGRAMS

Recommendation:

Incentivize Private Investment

- Long term investment and vitality in the area require that businesses have lucrative business models
- To aid small and large businesses alike, provide programs to increase efficiencies at the operating and management levels
 - Such programs include:
 - Comprehensive Marketing Data
 - Pass-through Centralized Marketing
 - Green Incentives
 - Training and education
- Create a BID



Business Improvement District (BID)

- Development and investment in an area depend heavily on the underlying economic drivers.
- In order to revitalize the Hollywood Beach area, it is proposed that a Business Improvement District (BID) is introduced to create incentives for businesses and thus provide competitive advantages to operate in the area. This in turn will generate investment in the given area.
- “The key to BIDs’ accomplishments lies in their dissimilarity to big city government. They operate without civil service rules and red tape; most important, they negotiate labor contracts from a clean slate. They can hire and fire employees based on performance, not civil service status or other government mandates”
 - -Manhattan Institute for Policy Research



BID Benefits

- Marketing
 - Providing Comprehensive Marketing Data
 - Providing centralized access to individual businesses
 - -Blog
 - Special events
 - District public relations
 - Promotional materials
 - -Reward Card
 - Holiday celebrations
- Public Safety / Hospitality
 - Public safety officers
 - Visitor assistance
- Business Development
 - Training/Educational services
 - Commercial vacancy reduction
 - Business mix improvement
- Capital Improvements
 - Green Initiative
 - Basic Infrastructure
 - -Parking
 - -Traffic
- Landscaping
 - Planting trees/flowers
 - Planter maintenance
- Community Service
 - Fundraising
 - Charitable events
 - Homeless and youth services
- Maintenance
 - Street / sidewalk cleaning
 - Graffiti removal



BEACH CONCLUSIONS

- Hollywood Beach is truly unique. Its strength is generated by irreplaceable one-of-a-kind assets to preserve and build on:
 - The eclectic low-density “hometown beach town” character
 - Beautiful natural resources
 - Friendly people working *and living* in Central Beach
- Add anchors, activity generators and recruit targeted shops, services and businesses that build on target market niches in LOHAS, tourism, recreation, specialty retail and entertainment
- Continue parking & circulation improvements and enhanced amenities related to the beach, intercoastal, and safe, attractive walkable street network tying them together
- Embrace “smart growth” techniques and a strong design-conscious approach to architecture, public art and the streets, public spaces and amenities of the public realm to realize the maximum potential of a high quality, sustainable, walkable beach town destination
- Integrate and coordinate public investments and services, business-to-business relationships, and marketing between the beach and downtown



BEACH CONCLUSIONS

Link CRA Objectives to Implementation of the Community Vision

- The CRA should develop a set of clear objectives consistent with the community vision for the beach and the downtown to be accomplished within a specified period of years.
- Where the vision is unclear, the CRA should spearhead the articulation of a citizen's vision for the future of the beach and the downtown.

Tie CRA Sunset to BID Sunrise

- The CRA should actively support and help prepare local property owners, businesses, and organizations to create Business Improvement Districts (BIDs) for the Downtown and the Beach which will take on the collective functions performed by the CRA.
- These functions include marketing, public improvements, dealing with nuisance properties, clean and safe functions, parking, circulation and pedestrian streetscape improvements and maintenance, etc.



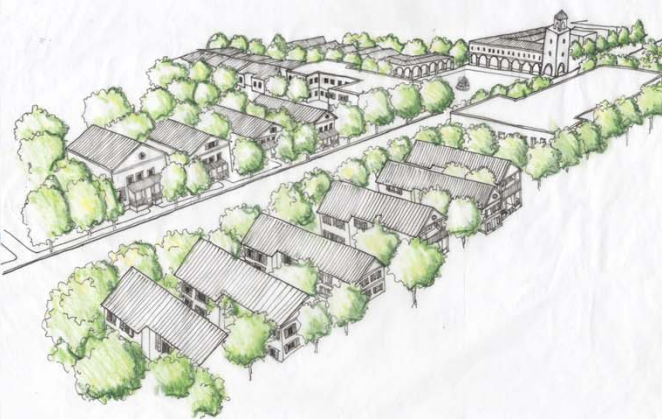
BEACH CONCLUSIONS

Institutionalizing the civic engagement process:

- The CRA should establish a **Citizens' Advisory Council**, made up of representatives from civic, business and community organizations, citizen groups, and real estate and business professionals from the community.
- The Advisory Council will not have voting rights or the power to approve, deny or impede CRA initiatives, but would serve to provide valuable regular input on CRA programs, projects and activities from a variety of community perspectives.
- The local organizations and individuals that took part in the UM workshop represent excellent resources and each could be asked to nominate one representative to serve for 1-2 year terms on the Advisory Council. Nominees would be approved by the Mayor or City Commission.
- The Advisory Council should include professionals with expertise in real estate development, finance, real estate law and public-private partnerships to advise the CRA and the City on the general structure and use of development agreements, and the coordinated management of properties owned by the City, the CRA, the Housing Authority and other public and quasi-public agencies to ensure they are employed consistent with the community vision.

CITY OF HOLLYWOOD CRA WORKSHOP

DEVELOPMENT & DESIGN PROPOSALS, June 2-6, 2010



	High Season	Low Season	Total
Rooms	10	10	
Occupied Rooms	10	5	
Occupancy Rate	100.0%	50.0%	
ADR	\$200.00	\$137.00	
Room Revenue	\$2,000	\$685	
RevPAR	\$200.00	\$68.50	

Months	4	8	12
Occupancy	100%	50%	67%
Lot Size	80	80	6,400
Acquisition Costs	\$ 576,000	\$ 90	
Buildable Area	60	35	2,100
Total Floors	8,400	4	
Construction Costs	\$ 1,680,000	\$ 200	
Total	\$ 2,256,000		

Range	High	Low	Aver
ADR	\$ 275	\$ 125	High Season \$
	\$ 175	\$ 99	Low Season \$



University of Miami School of Architecture
 Graduate Programs in Real Estate Development & Urbanism and Urban Design