



Item No. 3a

AGENDA ITEM REQUEST FORM

Town Manager

Department Submitting Request

Connie Hoffmann

Dept Head's Signature

SPECIAL COMMISSION WORKSHOP – APRIL 5, 2010

SUBJECT TITLE: Presentation by Redevelopment Management Associates (RMA)

- EXHIBITS:**
1. Redevelopment Implementation Plan by RMA
 2. Public Plaza and parking garages drawings

Reviewed by Town Attorney

Yes No

Town Manager Initials CH



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Redevelopment Implementation Plan

**For the Town of
Lauderdale-By-The-Sea**



*“Stimulating redevelopment activity in order to strengthen the
economic base of the redevelopment area”*

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Introduction

Presented herein is the Redevelopment Implementation Plan for the Town of Lauderdale-By-The-Sea. The Implementation Plan's main goal is to create the structure and foundation necessary to stimulate redevelopment activity.

RMA has identified the following strategic redevelopment components:

- ✓ Appearance
- ✓ Marketing and Special Events
- ✓ Retail
- ✓ Town Hall and El Prado Sites
- ✓ Hotel Inventory and Operations
- ✓ Infrastructure in Public Right-of-Way
- ✓ Parking
- ✓ Funding
- ✓ Organization

Each redevelopment component includes stakeholder/RMA observations as well as recommended actions to ensure the Town's redevelopment goals are achieved.

Also included within this document are: an organizational chart; a project management task list that aids in the effective management of the Redevelopment Implementation Plan; and a draft 5-Year Financing and Implementation Plan (template).

Respectfully Submitted,

Kim J. Briesemeister and Chris J. Brown
Redevelopment Management Associates

Implementation Plan

A. Appearance

The overall appearance of the Town of Lauderdale-By-The-Sea ("Town") is important to local residents and visitors alike. First impressions are especially important. Entryways to the Town need updating and definition not only to define the arrival to the Town but also to establish a sense of quality that begins with the public right-of-way and public spaces. During the stakeholder interview process it was apparent that there is a desire to "define" the Town's entry and improve the look and feel of the general area.

Stakeholder and RMA Observations

- There is no sense of arrival into the Town;
- Commercial Blvd. facades look tired and in some cases old and dilapidated;
- The area south of Commercial Blvd. and west of A1A appears blighted;
- The Marina has no public view;
- Signage is very poor quality and in many cases none at all;
- The Pier looks shoddy;
- Hotels in some cases lack appeal and need rehabilitation; and
- Architectural character is mixed and inconsistent to create a Town style.

Recommended Actions

1. Create a sense of arrival and define the destination (i.e. identify particular types of landscaping and design elements at key entrances; see *Marketing and Special Events* section):
 - Hire planning firm to create design guidelines, including building and landscaping; and
 - Institute a Commercial Blvd. facade improvement program (see *Retail* section).

2. Signage:
 - Upgrade public signage including entryway signs and wayfinding signs (branding campaign will define wayfinding sign design; traffic engineer should define wayfinding sign locations).
3. Develop hotel rehabilitation incentive program:
 - Change Town regulations concerning rehabilitation and the need to upgrade the entire building; and
 - Create incentive grant programs for specific hotel renovations.
 - Create a legal mechanism to process incentives; and
 - Incentives could include Town financial assistance with permitting fees, design services, façade renovations, etc.

B. Marketing and Special Events

Establishing a professional marketing program for the Town is imperative to the Town's future economic growth and prosperity. Although individual businesses will advertise to attract their own customers, the overall business attraction and development of the Town should not be left to chance. The Town needs to position itself to attract local residents and visitors alike, as well as stay competitive with surrounding areas. Visitors drawn to the retailers may become hotel guests in the future and vice versa.

Critical to an effective marketing program is first defining the Town's brand. Branding is the marketing practice of making a promise, and creating a symbol or design that identifies and differentiates a product, in this case the Town. Branding establishes an identifiable image that can add value by promoting tourism, attracting commercial enterprise and building community pride. With a clearly defined image, the Town will be more successful in increasing hotel occupancy, attracting new retailers, increasing retail sales and realizing a greater tax base for its residents.

Stakeholder and RMA Observations

- Town needs a brand to establish an identity for the public, especially visitors, to understand;
- No marketing plan for retail and hotels;
- Lack of event management and oversight; and
- No one is really in charge of marketing.

Recommended Actions

- Hire a Marketing Director either as an employee or contract position for the following tasks (also see Organizational Chart):
 - Outreach and communication;
 - Create and manage special events targeting specific objectives for each event;
 - Create a website for marketing, linked to the Town website;
 - Create targeted media program;
 - Create an on-going public relations program; and
 - Prepare a centralized hotel marketing strategy.
- Prepare a Marketing Plan:
 - Write objectives, strategies, and tactics to increase retail and hotel sales;
 - Define marketing objectives as well as define what events should be held and why they should be held (i.e. a goal to attract a new customer base to the Town vs. a goal of targeting specific customers to patronize stores; one event targets the masses while the other is demographically specific).
- Initiate a branding campaign (to create an identity for the Town):
 - Hire a consultant to guide you through the branding process.

C. Retail

The retailers are the business base of the Town. When they do well, the rents can support the maintenance and redevelopment of the buildings. Higher rents usually mean higher property revenues which form a tax base for the Town. Supporting the retailers is the first step to creating an environment where business prosperity is shared by all. The coordination of the retailers into a cohesive retail organization is suggested. Attention needs to be given to the overall “image” of the area, and it is not enough to simply improve the right-of-ways or public spaces and not address the retailer’s image and impact on the environment. This requires a concerted and comprehensive strategy by the Town.

Stakeholder and RMA Observations

- Window displays need improvements;
- Hours-of-operation are inconsistent and many non-restaurant retailers do not stay open after 5:00 PM;

- Little communication with retailers;
- Buildings are not directly on the street and pedestrians must turn into the centers; and
- Adequate parking in first blocks east of the Intracoastal Waterway (“ICW”) but is main view from street.

Recommended Actions

1. Establish incentive programs for retail properties:
 - Façade including signage and exterior design;
 - Merchant assistance including interior design and improvement grants;
 - Relocation assistance to attract new merchants; and
 - Establish a Business Improvement District (BID) or other vehicle to implement and fund incentive programs.
2. Establish merchant association:
 - Begin monthly meetings with the Marketing Director; and
 - Create a program for consolidated retail hours-of-operation.

D. Town Hall and El Prado Sites

Generally the area thought of as the “Town Center” is the El Mar Drive/Commercial Blvd. section of the Town. This area constitutes what RMA believes to be better described as the Entertainment District, but it does not have the elements typically found within a Town Square. Traditional town design places civic buildings and a significant civic square on prominent sites and with notable architecture. Public squares should be memorable spaces and have design qualities that promote active use and vitality. Town Hall and its accompanying parking lot at El Prado Avenue have the potential to fulfill this Town Square concept.

Stakeholder and RMA Observations

- Town Hall site is underutilized;
- Town Hall looks very dull;
- Height limit;
- Town Hall and El Prado are the most prime sites in the Town;
- Maintain view to ocean;
- Provide public gathering areas;
- High accessibility;

- Ensure adequate parking is provided; and
- Adjacent property, particularly Minto's, offers additional joint development opportunities.

Recommended Actions

1. Define design options including Town Green or Square, Hotel and Conference Center, and other public uses:
 - New Town Hall;
 - New Town Square;
 - Expanded Community Center;
 - New Museum and Interpretive Center; and
 - Other public uses.
2. Meet with neighboring property owners to determine their level of interest with partnering in a joint development.
3. Hire architect/planner to prepare preliminary alternative designs.
4. Establish costs estimates for several alternative designs.
5. Select design options.
6. Commence discussions with hotel industry about development opportunities.

E. Hotel Inventory and Operations

The hotel industry in the Town is critical to its economic success. The Town is known for its beaches and hospitality, which is linked to a vibrant entertainment retail center. Much work is needed to improve the condition of the hotel industry. Renovation, improved management, centralized marketing, and branding are the keys to its success in the future.

Stakeholder and RMA Observations

- Concern of age of structures which is tied to major expenditures;
- Cost effective rehabilitation is difficult;
- Recent acquisition by investor negatively effecting quality of inventory;
- Small-property maintenance is financially difficult;
- Larger hotels lost to residential;
- Price wars (i.e. customers are shopping for the best deals);
- Room rates cannot support new construction;
- Lack of hotel marketing positioning;

- Hotels do not meet regularly; and
- Conflict between residential and hotel uses on El Mar Drive.

Recommended Actions

1. Create incentives for hotel rehabilitation.
2. Establish hotel association to address the following:
 - Rate structures;
 - Collective advertising and marketing;
 - Common website;
 - Common brochure at airport and other rack locations; and
 - Adopt a hotel property rating system and quality assurance program.
3. Review and change zoning to eliminate hotel rehabilitation disincentives and to minimize conflict with residential zoning per Cecelia Ward (planner) recommendations.
4. Town should take an active role in seeking redevelopment of the Lauderdale-By-The-Sea Resort and Beach Club (former Holiday Inn) and the Lauderdale Beachside Hotel (former Clarion) anchor sites.

F. Infrastructure in Public R.O.W.

A great deal of discussion has been had on the public right-of-way and the various options for improvement. Improvements are recommended with the emphasis on the ongoing phasing of continued improvements over time.

Stakeholder and RMA Observations

- El Mar \$1 million fund;
- Commercial Blvd. looks like a landing strip;
- El Mar four lanes but also used for automobiles, truck service, event parking, walking, bicycling;
- Difficult for pedestrians to cross A1A at Commercial Blvd. and in front of Town Hall;
- Certain areas flood, including end of Commercial Blvd. at Beach, El Mar Drive and other streets after an intense rain; and
- Public restrooms needed for beach visitors.

Recommended Actions

1. Commercial Corridor¹

- Commercial Blvd. (Bridge to A1A):
 - Contact FDOT regarding design options (e.g. narrow lanes, turn lanes);
 - Sketch alternatives;
 - Design upgrades including landscaping; and
 - Define cost estimates.

2. Entertainment District

- Commercial Blvd. and A1A Intersection (Phase I):
 - Endorse hiring of traffic engineer and land planner to sketch designs;
 - Design raised walkways and improved pedestrian signalization; and
 - Define cost estimates.
- A1A to El Mar Drive (Phase I):
 - Develop sketch alternatives to widen sidewalks and eliminate median in order to create ocean view; switch to parallel parking; and
 - Define cost estimates.
- El Mar Drive to Pavilion (Phase II):
 - Gain consensus for improvements with merchants and property owners.

3. Hotel/Motel District – El Mar Drive:

- RMA recommends the following configuration for El Mar Drive:
 - Retain four lane ROW widths and raise the interior lane. Raised area can be used for parking after 6:00 PM and can be leased to hotel users and/or be used by the general public;
 - Widen the sidewalks;
 - Add pedestrian lighting;
 - Bury the FPL lines; and
 - Retain firms to design proposed improvements.

¹ RMA believes the idea of taking out the sidewalk on Commercial Blvd. and trying to force pedestrians into the interior sidewalk will be costly and unlikely to have the desired effect.

4. A1A Corridor Roadway Design (Phase II):

- Initiate design study south of Pine Avenue to Town limits south.

G. Parking

Parking is usually a contentious and divisive issue in retail and entertainment districts. Parking should be viewed as an evolving situation with short-term and long-term goals. It is not possible to “predict” every scenario that will evolve as new businesses open and others close, therefore the best approach is to set immediate objectives and prepare for long-range parking options including garages which will require real estate ownership for the Town to build structured parking on an as-needed basis.

Stakeholder and RMA Observations

- Parking demand from restaurants east of A1A on Commercial Blvd. extremely high;
- Exemption for restaurants under discussion;
- Parking supply not adequate for peak demand in restaurant section of Commercial Blvd. and during season for beach use;
- Wayfinding for parking inadequate;
- Parking meter revenue not maximized;
- Parking management re-organization needed; and
- El Prado Avenue and A1A surface lots are underutilized except at peak times.

Recommended Actions

1. Identify parking garage(s) location:
 - Acquire site(s) as determined to develop efficient garages; and
 - Determine options to finance garage construction.
2. Prepare a wayfinding plan:
 - Hire traffic firm to identify sign locations;
 - Estimate cost of system; and
 - Design signage in conjunction with branding.
3. Maximize parking meter revenue:
 - RMA endorses activity underway to review collection and enforcement system; and
 - RMA endorses on-street parking meters on Commercial Blvd.

H. Funding

Clearly defining dedicated funding for redevelopment for an extended period of time is one of the biggest factors in attracting private sector investment to an area. Towns and cities that send a clear message that they are investing in their area and that they intend to support the new dollars invested by the private sector tend to be the most successful at attracting new retailers who are choosing locations.

Long term finance plans also contemplate the connection between public sector investment and the attraction of private sector investment.

Stakeholder and RMA Observations

- No lobbyist for Town;
- No grant searches on-going on regular basis;
- Parking revenues isolated in Parking Fund but no clear direction of use; and
- No clear finance strategy.

Recommended Actions

1. Prepare and Finalize a 5-Year Financing and Implementation Plan:
 - Identify more detailed cost estimates for initiatives;
 - Identify revenue sources, including bonds, short-term borrowings, parking bonds; and
 - Prepare a 5-Year Financing and Implementation plan.
2. Identify grants through lobbyist, grant writer and Economic Development Director position:
 - Hire lobbyist or grant writer; and
 - Create and fill Economic Development Director position (see *Organization* section).

I. Organization

Once the Town has established a redevelopment implementation plan and prepared for its funding, the most crucial element is ensuring that staff resources are available and in place to implement the plan. It is also imperative that the appropriate resources are identified with the skill set necessary to meet the goals and objectives of the implementation plan.

To keep “politics” out of the redevelopment process, it is recommended to have “industry professionals” placed in committee or advisory roles. Residents, business owners and property owners should all be represented however no special interests, agendas, or favoritism can exist on committees that work on redevelopment programs/plans.

Stakeholder and RMA Observations

- Need clear organizational structure;
- Chamber’s role needs clearer definition with new initiatives (note: current ECD office);
- Who is doing business attraction? No contact person;
- Internal staff can benefit from a renewed focus on the Town’s mission;
- No clearly defined point person, especially to oversee merchant and hotel association groups; and
- Welcome Center not connected to Town Hall.

Recommended Actions

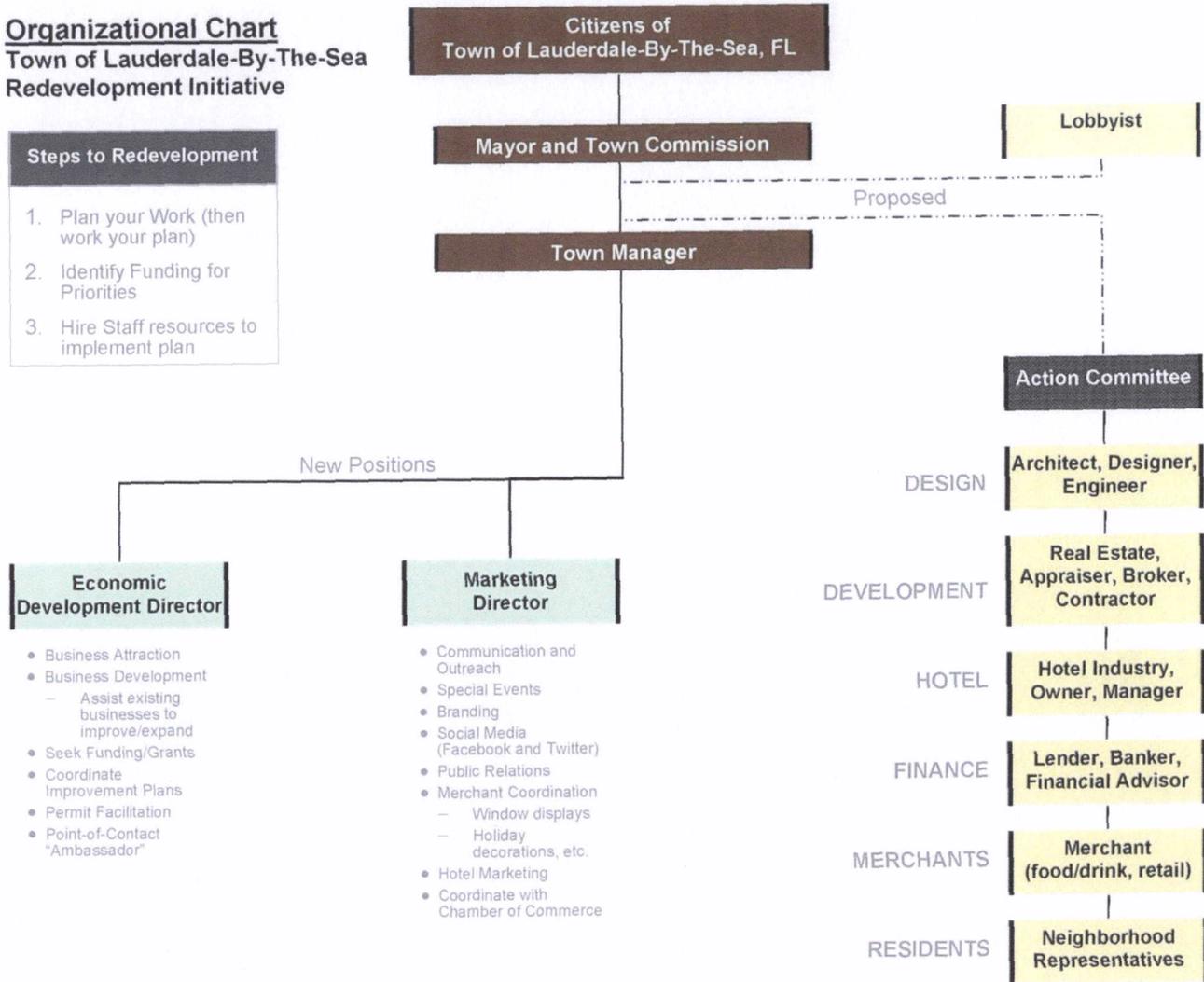
1. Organizational Chart provided herein.
2. Establish action committees per the recommended Organizational Chart.
3. Hire a lobbyist to represent Town, County, and State.
4. Hire Economic Development Director as an employee or contract position to perform the following:
 - Business attraction;
 - Business development;
 - Seek funding and grants for economic development;
 - Coordinate improvement plans;
 - Facilitate permits and development proposals; and
 - Be the point of contact person or “Ambassador”.

Organizational Chart



Organizational Chart Town of Lauderdale-By-The-Sea Redevelopment Initiative

- Steps to Redevelopment**
1. Plan your Work (then work your plan)
 2. Identify Funding for Priorities
 3. Hire Staff resources to implement plan



Town of Lauderdale-By-the-Sea Action Plan



Town of Lauderdale-By-The-Sea Redevelopment Action Plan

= on or ahead of schedule
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| Task | Responsible Staff Member | 1st Qtr | 2nd Qtr | 3rd Qtr | 4th Qtr | 1st Qtr | 2nd Qtr | 3rd Qtr | 4th Qtr | 1st Qtr | 2nd Qtr | 3rd Qtr | 4th Qtr | 1st Qtr | 2nd Qtr | 3rd Qtr | 4th Qtr | |
|--|--|------------------|------------------|------------------|------------------|------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|--|
| | | Fiscal Year 2012 | Fiscal Year 2013 | Fiscal Year 2014 | Fiscal Year 2015 | Fiscal Year 2016 | | | | | | | | | | | | |
| A. Appearance | | | | | | | | | | | | | | | | | | |
| 1 | Create a sense of arrival and define destination | | | | | | | | | | | | | | | | | |
| | Identify types of landscaping/design elements at key entrances | | | | | | | | | | | | | | | | | |
| | Hire Planning/Architect Firm to: | | | | | | | | | | | | | | | | | |
| | create design guidelines including building/landscaping | | | | | | | | | | | | | | | | | |
| | Institute a Commercial Blvd. façade improvement program | | | | | | | | | | | | | | | | | |
| 2 | Signage | | | | | | | | | | | | | | | | | |
| | Upgrade public signage including entryways and wayfinding | | | | | | | | | | | | | | | | | |
| 3 | Develop Hotel rehabilitation incentive program | | | | | | | | | | | | | | | | | |
| | Change rehabilitation regulations | | | | | | | | | | | | | | | | | |
| | Create incentive grant programs for hotel renovations | | | | | | | | | | | | | | | | | |
| B. Marketing and Special Events | | | | | | | | | | | | | | | | | | |
| 1 | Hire a Marketing Director (or contract position) - see org. chart | | | | | | | | | | | | | | | | | |
| | Outreach and communication | | | | | | | | | | | | | | | | | |
| | Special Events schedule and objectives | | | | | | | | | | | | | | | | | |
| | Website and social media | | | | | | | | | | | | | | | | | |
| | Public relations | | | | | | | | | | | | | | | | | |
| | Create a centralized hotel marketing strategy | | | | | | | | | | | | | | | | | |
| 2 | Create a Marketing Plan | | | | | | | | | | | | | | | | | |
| | Objectives, strategies, tactics to increase sales | | | | | | | | | | | | | | | | | |
| 3 | Initiate Branding Campaign (to create identity for Town) | | | | | | | | | | | | | | | | | |
| | Hire consultant to go through the process | | | | | | | | | | | | | | | | | |
| C. Retail | | | | | | | | | | | | | | | | | | |
| 1 | Establish incentive programs for retail properties | | | | | | | | | | | | | | | | | |
| | Façade (signage/exterior) | | | | | | | | | | | | | | | | | |
| | Merchant assistance | | | | | | | | | | | | | | | | | |
| | Relocation assistance | | | | | | | | | | | | | | | | | |
| 2 | Establish merchant association | | | | | | | | | | | | | | | | | |
| | Begin monthly meetings | | | | | | | | | | | | | | | | | |
| | Hours-of-operation | | | | | | | | | | | | | | | | | |
| D. Town Hall and El Prado Sites | | | | | | | | | | | | | | | | | | |
| 1 | Define design options | | | | | | | | | | | | | | | | | |
| | New Town Hall | | | | | | | | | | | | | | | | | |
| | New Town Square | | | | | | | | | | | | | | | | | |
| | New Community Center | | | | | | | | | | | | | | | | | |
| | New Museum and Interpretive Center | | | | | | | | | | | | | | | | | |
| | Other public uses | | | | | | | | | | | | | | | | | |
| 2 | Discuss joint development opportunities with neighboring property owners | | | | | | | | | | | | | | | | | |
| 3 | Hire architect/planner to prepare preliminary alternative designs | | | | | | | | | | | | | | | | | |
| 4 | Establish cost estimates for several alternative designs | | | | | | | | | | | | | | | | | |
| 5 | Select design options | | | | | | | | | | | | | | | | | |
| 6 | Commence discussions with hotel industry about development opportunities | | | | | | | | | | | | | | | | | |



**Town of Lauderdale-By-The-Sea
Redevelopment Action Plan**

 = on or ahead of schedule
 = behind schedule

| Task | Responsible Staff Member | Fiscal Year 2012 | | | | Fiscal Year 2013 | | | | Fiscal Year 2014 | | | | Fiscal Year 2015 | | | | Fiscal Year 2016 | | | |
|---|--|------------------|---------|---------|---------|------------------|---------|---------|---------|------------------|---------|---------|---------|------------------|---------|---------|---------|------------------|---------|---------|---------|
| | | 1st Qtr | 2nd Qtr | 3rd Qtr | 4th Qtr | 1st Qtr | 2nd Qtr | 3rd Qtr | 4th Qtr | 1st Qtr | 2nd Qtr | 3rd Qtr | 4th Qtr | 1st Qtr | 2nd Qtr | 3rd Qtr | 4th Qtr | 1st Qtr | 2nd Qtr | 3rd Qtr | 4th Qtr |
| E. Hotel Inventory and Operations | | | | | | | | | | | | | | | | | | | | | |
| 1 | Create incentives for hotel rehabilitation | | | | | | | | | | | | | | | | | | | | |
| 2 | Establish hotel association to address: | | | | | | | | | | | | | | | | | | | | |
| | Rate structures | | | | | | | | | | | | | | | | | | | | |
| | Collective advertising marketing | | | | | | | | | | | | | | | | | | | | |
| | Common website | | | | | | | | | | | | | | | | | | | | |
| | Common brochure at airport and other rack locations | | | | | | | | | | | | | | | | | | | | |
| | Adopt a hotel property rating system and quality assurance program | | | | | | | | | | | | | | | | | | | | |
| 3 | Review and change zoning to eliminate hotel rehabilitation disincentives | | | | | | | | | | | | | | | | | | | | |
| 4 | Town to take an active role in activating north and south anchor sites | | | | | | | | | | | | | | | | | | | | |
| F. Infrastructure in Public Right-of-Way | | | | | | | | | | | | | | | | | | | | | |
| 1 | Commercial corridor | | | | | | | | | | | | | | | | | | | | |
| | Commercial Blvd. (Bride to A1A) | | | | | | | | | | | | | | | | | | | | |
| | Contact FDOT regarding design options (narrow lanes, turn lanes) | | | | | | | | | | | | | | | | | | | | |
| | Develop sketch alternatives | | | | | | | | | | | | | | | | | | | | |
| | Design upgrades including landscaping | | | | | | | | | | | | | | | | | | | | |
| | Define cost estimates | | | | | | | | | | | | | | | | | | | | |
| 2 | Entertainment District | | | | | | | | | | | | | | | | | | | | |
| | Commercial Blvd. and A1A Intersection (Phase I) | | | | | | | | | | | | | | | | | | | | |
| | Hire traffic engineer and land planner to sketch designs | | | | | | | | | | | | | | | | | | | | |
| | Design raised walkways and improved pedestrian signalization | | | | | | | | | | | | | | | | | | | | |
| | Define cost estimates | | | | | | | | | | | | | | | | | | | | |
| | A1A to EL Mar Drive (Phase I) | | | | | | | | | | | | | | | | | | | | |
| | Develop sketch alternatives to: | | | | | | | | | | | | | | | | | | | | |
| | widen sidewalks | | | | | | | | | | | | | | | | | | | | |
| | eliminate median in order to create ocean view | | | | | | | | | | | | | | | | | | | | |
| | reorganize parking | | | | | | | | | | | | | | | | | | | | |
| | Define cost estimates | | | | | | | | | | | | | | | | | | | | |
| | El Mar to Pavilion (PHASE II) | | | | | | | | | | | | | | | | | | | | |
| | Gain consensus for improvements with merchants and property owners | | | | | | | | | | | | | | | | | | | | |
| 3 | Hotel/Motel District | | | | | | | | | | | | | | | | | | | | |
| | EL Mar Drive | | | | | | | | | | | | | | | | | | | | |
| | Recommended configuration for El Mar Drive: | | | | | | | | | | | | | | | | | | | | |
| | retain 4-lane ROW widths and add a raised area on the interior lane | | | | | | | | | | | | | | | | | | | | |
| | widen the sidewalks | | | | | | | | | | | | | | | | | | | | |
| | add pedestrian lighting | | | | | | | | | | | | | | | | | | | | |
| | bury FPL lines | | | | | | | | | | | | | | | | | | | | |
| | retain firms to design the proposed improvements | | | | | | | | | | | | | | | | | | | | |
| 4 | A1A Corridor roadway design | | | | | | | | | | | | | | | | | | | | |
| | Initiate design study south of Pine Avenue | | | | | | | | | | | | | | | | | | | | |



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Redevelopment Action Plan**

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| G. Parking | | | | | | | | | | | | | | | | | | | | | |
| 1 | Identify parking garage location | | | | | | | | | | | | | | | | | | | | |
| | Acquire sites as necessary | | | | | | | | | | | | | | | | | | | | |
| | Determine finance options | | | | | | | | | | | | | | | | | | | | |
| 2 | Prepare a Wayfinding plan | | | | | | | | | | | | | | | | | | | | |
| | Hire traffic firm to identify sign locations | | | | | | | | | | | | | | | | | | | | |
| | Estimate cost of system | | | | | | | | | | | | | | | | | | | | |
| | Design signage in conjunction with branding | | | | | | | | | | | | | | | | | | | | |
| 3 | Maximize parking meter revenue | | | | | | | | | | | | | | | | | | | | |
| | Endorse activity underway to review collection and enforcement system | | | | | | | | | | | | | | | | | | | | |
| H. Funding | | | | | | | | | | | | | | | | | | | | | |
| 1 | Prepare and finalize a 5-Year Financing and Implementation Plan | | | | | | | | | | | | | | | | | | | | |
| | Identify more detailed cost estimates for initiatives | | | | | | | | | | | | | | | | | | | | |
| | Identify revenue sources, including bonds, short-term borrowings, etc | | | | | | | | | | | | | | | | | | | | |
| | Prepare Financing and Implementation Plan | | | | | | | | | | | | | | | | | | | | |
| 2 | Identify grants through lobbyist, grant writer, and Economic Development Director | | | | | | | | | | | | | | | | | | | | |
| | Hire lobbyist or grant writer | | | | | | | | | | | | | | | | | | | | |
| | Fill Economic Development Director position | | | | | | | | | | | | | | | | | | | | |
| I. Organization | | | | | | | | | | | | | | | | | | | | | |
| 1 | Review Organizational Chart provided herein | | | | | | | | | | | | | | | | | | | | |
| 2 | Hiring priority: Marketing Director (1st); Economic Development Director (2nd) | | | | | | | | | | | | | | | | | | | | |
| 3 | Establish new action committees and meeting schedules | | | | | | | | | | | | | | | | | | | | |
| 4 | Hire a lobbyist to represent Town in County and State | | | | | | | | | | | | | | | | | | | | |
| 5 | Hire Economic Development Director (or contract position) - see org. chart | | | | | | | | | | | | | | | | | | | | |
| | Business attraction | | | | | | | | | | | | | | | | | | | | |
| | Business development | | | | | | | | | | | | | | | | | | | | |
| | Seek funding, grants | | | | | | | | | | | | | | | | | | | | |
| | Coordinate improvement plans | | | | | | | | | | | | | | | | | | | | |
| | Permit facilitation | | | | | | | | | | | | | | | | | | | | |
| | Point-of-Contact "Ambassador" | | | | | | | | | | | | | | | | | | | | |

Template 5-Year Finance Plan



Town of Lauderdale-By-The-Sea Financing and Implementation Plan Summary Statement by Project

| | | Proposed FY 2012 | Forecasted FY 2013 | Forecasted FY 2014 | Forecasted FY 2015 | Forecasted FY 2016 |
|---|-----------|---------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Source (Revenue) | | | | | | |
| Carryforward | | | | | | |
| Carryforward of FY 2011 Project Appropriations | \$ | - | - | | | |
| Total Estimated Carryforward Balances | \$ | - | - | | | |
| Revenues | | | | | | |
| Tax Increment Revenue (TIR) Contribution | | | | | | |
| Town of Lauderdale-By-The-Sea | \$ | - | - | - | - | - |
| Broward County | \$ | - | - | - | - | - |
| <i>Subtotal - Tax Increment</i> | \$ | - | - | - | - | - |
| Grant Programs | | | | | | |
| Intergovernmental Funding | \$ | - | - | - | - | - |
| Land Sale(s) | \$ | - | - | - | - | - |
| Miscellaneous | \$ | - | - | - | - | - |
| Investment Earnings | \$ | - | - | - | - | - |
| Total Forecasted Revenues | \$ | - | - | - | - | - |
| Total Sources | \$ | - | - | - | - | - |
| Use (Expenditures) | | | | | | |
| Expenditures | | | | | | |
| Operations | | | | | | |
| Dedicated Personnel Allocation (City staff) | \$ | - | - | - | - | - |
| <i>Marketing Director (proposed)</i> | | | | | | |
| <i>Economic Development Director (proposed)</i> | | | | | | |
| City Administrative Cost Allocation | \$ | - | - | - | - | - |
| Miscellaneous Operating Expense | \$ | - | - | - | - | - |
| <i>Subtotal - Operations</i> | \$ | - | - | - | - | - |
| Debt Service | | | | | | |
| Bond, Series 201X | \$ | - | - | - | - | - |
| <i>Subtotal - Debt Service</i> | \$ | - | - | - | - | - |
| Redevelopment Area Investment | | | | | | |
| Appearance | \$ | - | - | - | - | - |
| Marketing and Special Events | \$ | - | - | - | - | - |
| Retail | \$ | - | - | - | - | - |
| Town Hall and El Prado Sites | \$ | - | - | - | - | - |
| Hotel Inventory and Operations | \$ | - | - | - | - | - |
| Infrastructure in Public Right-of-Way | \$ | - | - | - | - | - |
| Parking | \$ | - | - | - | - | - |
| <i>Subtotal - Redevelopment Area Investment</i> | \$ | - | - | - | - | - |
| Total Forecasted Expenditures | \$ | - | - | - | - | - |
| Reserve | | | | | | |
| Redevelopment Project Contingency | \$ | - | - | - | - | - |
| Total Forecasted Reserves | \$ | - | - | - | - | - |
| Total Uses | \$ | - | - | - | - | - |
| Surplus/(Deficit) | \$ | - | - | - | - | - |



Town of Lauderdale-By-The-Sea
Financing and Implementation Plan
Supporting Schedule - Miscellaneous Operating Expenditures

| | Total | Proposed FY 2012 | Forecasted FY 2013 | Forecasted FY 2014 | Forecasted FY 2015 | Forecasted FY 2016 |
|---------------------------|-------------|---------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Growth Assumptions | | | 0.00% | 0.00% | 0.00% | 0.00% |
| Special Legal Fees | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Accounting & Auditing | \$ - | - | - | - | - | - |
| Professional Fees | \$ - | - | - | - | - | - |
| Travel and Training | \$ - | - | - | - | - | - |
| Postage | \$ - | - | - | - | - | - |
| Telephone | \$ - | - | - | - | - | - |
| Water and Sewer | \$ - | - | - | - | - | - |
| Rentals and Leases | \$ - | - | - | - | - | - |
| Insurance Premiums | \$ - | - | - | - | - | - |
| Advertising | \$ - | - | - | - | - | - |
| Real Estate Taxes | \$ - | - | - | - | - | - |
| Office Supplies | \$ - | - | - | - | - | - |
| Minor Equipment | \$ - | - | - | - | - | - |
| Publications | \$ - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |



Town of Lauderdale-By-The-Sea
Financing and Implementation Plan
 Supporting Schedule - Appearance Project Listing

| | Total | Proposed FY 2012 | Forecasted FY 2013 | Forecasted FY 2014 | Forecasted FY 2015 | Forecasted FY 2016 |
|--|-------------|---------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Source (Revenue) | | | | | | |
| Tax Increment Revenue (TIR) Allocation | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grant Programs | | | | | | |
| Federal | \$ - | - | - | - | - | - |
| State | \$ - | - | - | - | - | - |
| Local | \$ - | - | - | - | - | - |
| Intergovernmental Funding | \$ - | - | - | - | - | - |
| Land Sale(s) | \$ - | - | - | - | - | - |
| Miscellaneous | \$ - | - | - | - | - | - |
| Carryforward Fund Balance | \$ - | - | - | - | - | - |
| Total Sources | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Use (Expenses) | | | | | | |
| Appearance | | | | | | |
| Landscaping/Design Elements | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Design Guidelines (incl. building/landscaping) | \$ - | - | - | - | - | - |
| Plans for Commercial Blvd. facades program | \$ - | - | - | - | - | - |
| Public Signage Upgrade | | | | | | |
| Total Uses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Surplus/(Deficit) | - | - | - | - | - | - |



Town of Lauderdale-By-The-Sea
Financing and Implementation Plan
Supporting Schedule - Marketing and Special Events

| | Total | Proposed FY 2012 | Forecasted FY 2013 | Forecasted FY 2014 | Forecasted FY 2015 | Forecasted FY 2016 |
|--|-------------|---------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Source (Revenue) | | | | | | |
| Tax Increment Revenue (TIR) Allocation | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grant Programs | | | | | | |
| Federal | \$ - | - | - | - | - | - |
| State | \$ - | - | - | - | - | - |
| Local | \$ - | - | - | - | - | - |
| Intergovernmental Funding | \$ - | - | - | - | - | - |
| Land Sale(s) | \$ - | - | - | - | - | - |
| Miscellaneous | \$ - | - | - | - | - | - |
| Carryforward Fund Balance | \$ - | - | - | - | - | - |
| Total Sources | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Use (Expenses) | | | | | | |
| Marketing and Special Events | | | | | | |
| Marketing Plan | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Branding Campaign | \$ - | - | - | - | - | - |
| Total Uses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Surplus/(Deficit) | - | - | - | - | - | - |



Town of Lauderdale-By-The-Sea Financing and Implementation Plan Supporting Schedule - *Retail* Project Listing

| | Total | Proposed FY 2012 | Forecasted FY 2013 | Forecasted FY 2014 | Forecasted FY 2015 | Forecasted FY 2016 |
|--|-------------|---------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Source (Revenue) | | | | | | |
| Tax Increment Revenue (TIR) Allocation | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grant Programs | | | | | | |
| Federal | \$ - | - | - | - | - | - |
| State | \$ - | - | - | - | - | - |
| Local | \$ - | - | - | - | - | - |
| Intergovernmental Funding | \$ - | - | - | - | - | - |
| Land Sale(s) | \$ - | - | - | - | - | - |
| Miscellaneous | \$ - | - | - | - | - | - |
| Carryforward Fund Balance | \$ - | - | - | - | - | - |
| Total Sources | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Use (Expenses) | | | | | | |
| Retail | | | | | | |
| Incentive programs for retail properties | | | | | | |
| <i>Façade (signage/exterior)</i> | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| <i>Merchant assistance</i> | \$ - | - | - | - | - | - |
| <i>Relocation</i> | \$ - | - | - | - | - | - |
| Merchant Association | \$ - | - | - | - | - | - |
| Economic Development | \$ - | - | - | - | - | - |
| Total Uses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Surplus/(Deficit) | - | - | - | - | - | - |



Town of Lauderdale-By-The-Sea
Financing and Implementation Plan
 Supporting Schedule - *Town Hall and El Prado Sites Project Listing*

| | Total | Proposed FY 2012 | Forecasted FY 2013 | Forecasted FY 2014 | Forecasted FY 2015 | Forecasted FY 2016 |
|--|-------------|---------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Source (Revenue) | | | | | | |
| Tax Increment Revenue (TIR) Allocation | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grant Programs | | | | | | |
| Federal | \$ - | - | - | - | - | - |
| State | \$ - | - | - | - | - | - |
| Local | \$ - | - | - | - | - | - |
| Intergovernmental Funding | \$ - | - | - | - | - | - |
| Land Sale(s) | \$ - | - | - | - | - | - |
| Miscellaneous | \$ - | - | - | - | - | - |
| Carryforward Fund Balance | \$ - | - | - | - | - | - |
| Total Sources | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Use (Expenses) | | | | | | |
| Town Hall and El Prado Sites | | | | | | |
| Design | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Village Green | \$ - | - | - | - | - | - |
| Town Square | \$ - | - | - | - | - | - |
| Hotel & Conference Center | \$ - | - | - | - | - | - |
| Public use | \$ - | - | - | - | - | - |
| Town Hall | \$ - | - | - | - | - | - |
| Community Cultural Center | \$ - | - | - | - | - | - |
| Interpretive Center | \$ - | - | - | - | - | - |
| Total Uses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Surplus/(Deficit) | - | - | - | - | - | - |



Town of Lauderdale-By-The-Sea Financing and Implementation Plan

Supporting Schedule - *Hotel Inventory and Operations* Project Listing

| | Total | Proposed FY 2012 | Forecasted FY 2013 | Forecasted FY 2014 | Forecasted FY 2015 | Forecasted FY 2016 |
|--|-------------|---------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Source (Revenue) | | | | | | |
| Tax Increment Revenue (TIR) Allocation | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grant Programs | | | | | | |
| Federal | \$ - | - | - | - | - | - |
| State | \$ - | - | - | - | - | - |
| Local | \$ - | - | - | - | - | - |
| Intergovernmental Funding | \$ - | - | - | - | - | - |
| Land Sale(s) | \$ - | - | - | - | - | - |
| Miscellaneous | \$ - | - | - | - | - | - |
| Carryforward Fund Balance | \$ - | - | - | - | - | - |
| Total Sources | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Use (Expenses) | | | | | | |
| Hotel Inventory and Operations | | | | | | |
| Incentives Program | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Establish Hotel Association | \$ - | - | - | - | - | - |
| Establish a Hotel rating/quality assurance program | \$ - | - | - | - | - | - |
| Total Uses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Surplus/(Deficit) | | | | | | |
| | - | - | - | - | - | - |



Town of Lauderdale-By-The-Sea
Financing and Implementation Plan
 Supporting Schedule - *Infrastructure in Right-of-Way Project Listing*

| | Total | Proposed FY 2012 | Forecasted FY 2013 | Forecasted FY 2014 | Forecasted FY 2015 | Forecasted FY 2016 |
|--|-------------|---------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Source (Revenue) | | | | | | |
| Tax Increment Revenue (TIR) Allocation | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grant Programs | | | | | | |
| Federal | \$ - | - | - | - | - | - |
| State | \$ - | - | - | - | - | - |
| Local | \$ - | - | - | - | - | - |
| Intergovernmental Funding | \$ - | - | - | - | - | - |
| Land Sale(s) | \$ - | - | - | - | - | - |
| Miscellaneous | \$ - | - | - | - | - | - |
| Carryforward Fund Balance | \$ - | - | - | - | - | - |
| Total Sources | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Use (Expenses) | | | | | | |
| Infrastructure in Public Right-of-Way | | | | | | |
| Commercial Corridor | | | | | | |
| Commercial Blvd. (Bride to A1A) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Entertainment District | | | | | | |
| A1A & Commercial Intersection (Phase 1) | \$ - | - | - | - | - | - |
| A1A to El-Mar (Phase 1) | \$ - | - | - | - | - | - |
| El-Mar to Pavilion (Phase 2) | \$ - | - | - | - | - | - |
| Hotel/Motel District | \$ - | - | - | - | - | - |
| Infrastructure Master Plan | \$ - | - | - | - | - | - |
| Total Uses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Surplus/(Deficit) | | | | | | |
| | - | - | - | - | - | - |



Town of Lauderdale-By-The-Sea
Financing and Implementation Plan
 Supporting Schedule - *Parking* Project Listing

| | Total | Proposed FY 2012 | Forecasted FY 2013 | Forecasted FY 2014 | Forecasted FY 2015 | Forecasted FY 2016 |
|--|-------------|---------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Source (Revenue) | | | | | | |
| Tax Increment Revenue (TIR) Allocation | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grant Programs | | | | | | |
| Federal | \$ - | - | - | - | - | - |
| State | \$ - | - | - | - | - | - |
| Local | \$ - | - | - | - | - | - |
| Intergovernmental Funding | \$ - | - | - | - | - | - |
| Land Sale(s) | \$ - | - | - | - | - | - |
| Miscellaneous | \$ - | - | - | - | - | - |
| Carryforward Fund Balance | \$ - | - | - | - | - | - |
| Total Sources | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Use (Expenses) | | | | | | |
| Parking | | | | | | |
| Property Acquisition (Garage Site) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Way-Finding Plan | \$ - | - | - | - | - | - |
| Parking Meter Plan | \$ - | - | - | - | - | - |
| Total Uses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Surplus/(Deficit) | - | - | - | - | - | - |

About RMA

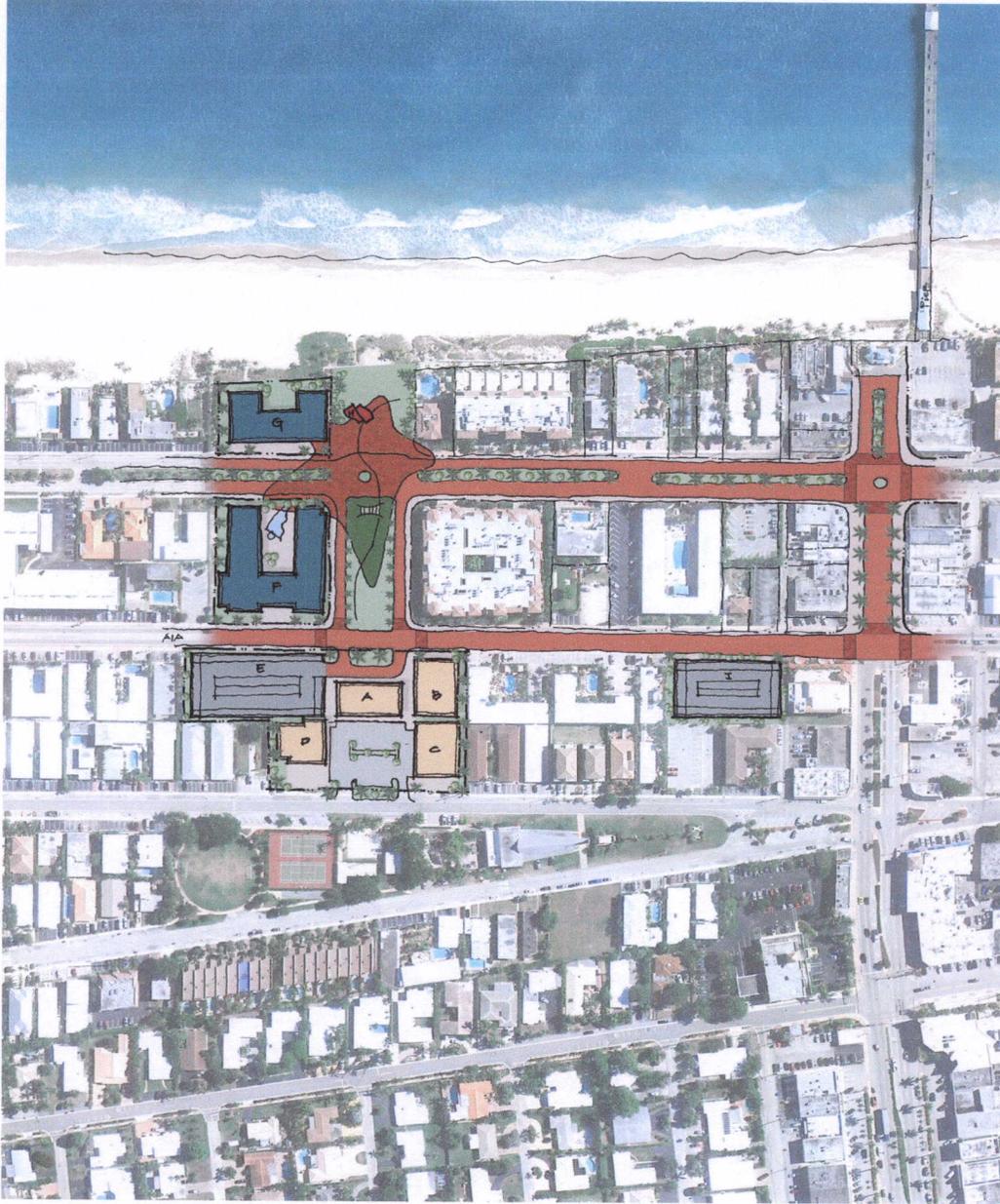


Redevelopment Management Associates (“RMA”) is a company owned by its Principal Members, Kim J. Briesemeister and Christopher J. Brown, each of whom have been engaged in redevelopment and consulting under their own banners for nearly 50 years combined. Redevelopment Management Associates (RMA) is a result of recognizing the needs of urban cities, counties and CRA’s and providing specialized urban redevelopment services. Recently RMA was appointed as the Executive Director of the Pompano Beach CRA.

Ms. Briesemeister’s areas of expertise for the past twenty-three years has been community redevelopment agency management, including the Downtown Management Organization in the Netherlands Antilles, the Hollywood CRA, Fort Lauderdale CRA, West Palm Beach CRA, and the Pompano Beach CRA. Based on her CRA initiatives, Ms. Briesemeister has generated over \$750 million of redevelopment activities. Other specific areas of expertise include tax increment financing and financing structures for development districts, downtown marketing, urban housing (both workforce and market-rate), community neighborhood organization, redevelopment strategies, and public improvements through street beautification and open space. Her success is unmatched in the industry, as witnessed by the success of the Hollywood, Fort Lauderdale, and West Palm Beach Redevelopment Districts.

Mr. Brown’s areas of expertise over the past four years has been community redevelopment agency management, urban planning consulting and real estate development. Mr. Brown managed the highly successful Delray Beach CRA for nine years and set the basis for an enormous success in both retail redevelopment and urban housing. The Delray Beach TIF at the beginning of his tenure, in 1991, was less than \$300,000 annually, and after his departure in 2001, it rose to over \$3 million. Having set the foundation for many housing projects, the TIF today exceeds \$13 million. Other specialized areas of expertise include retail development, workforce and market-rate housing, construction, urban planning and zoning, downtown parking, business development and event planning.





Date: 03.22.2011
 Project: No.
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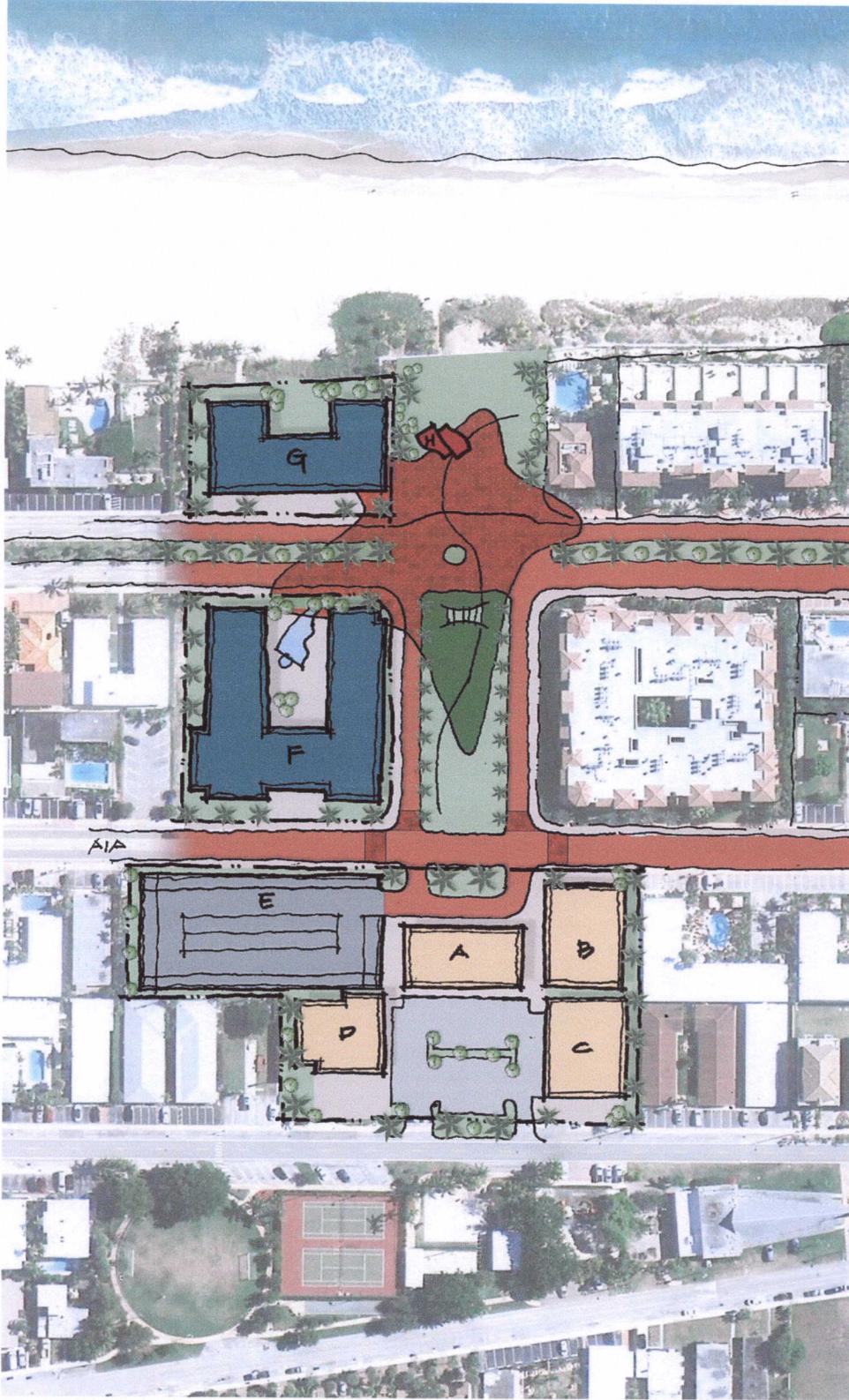


TOWN HALL PLAZA DEVELOPMENT
Lauderdale By the Sea, Florida

DORSKY + YUE INTERNATIONAL
 ARCHITECTURE
 CLEVELAND P: 216.464.1855 F: 216.464.3610
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Enlarged Plan - North Portion

Scale : 1" = 50'



Date: 03.22.2011
Project: # 2011 DORSEY YUE ARCHITECTURE
No:



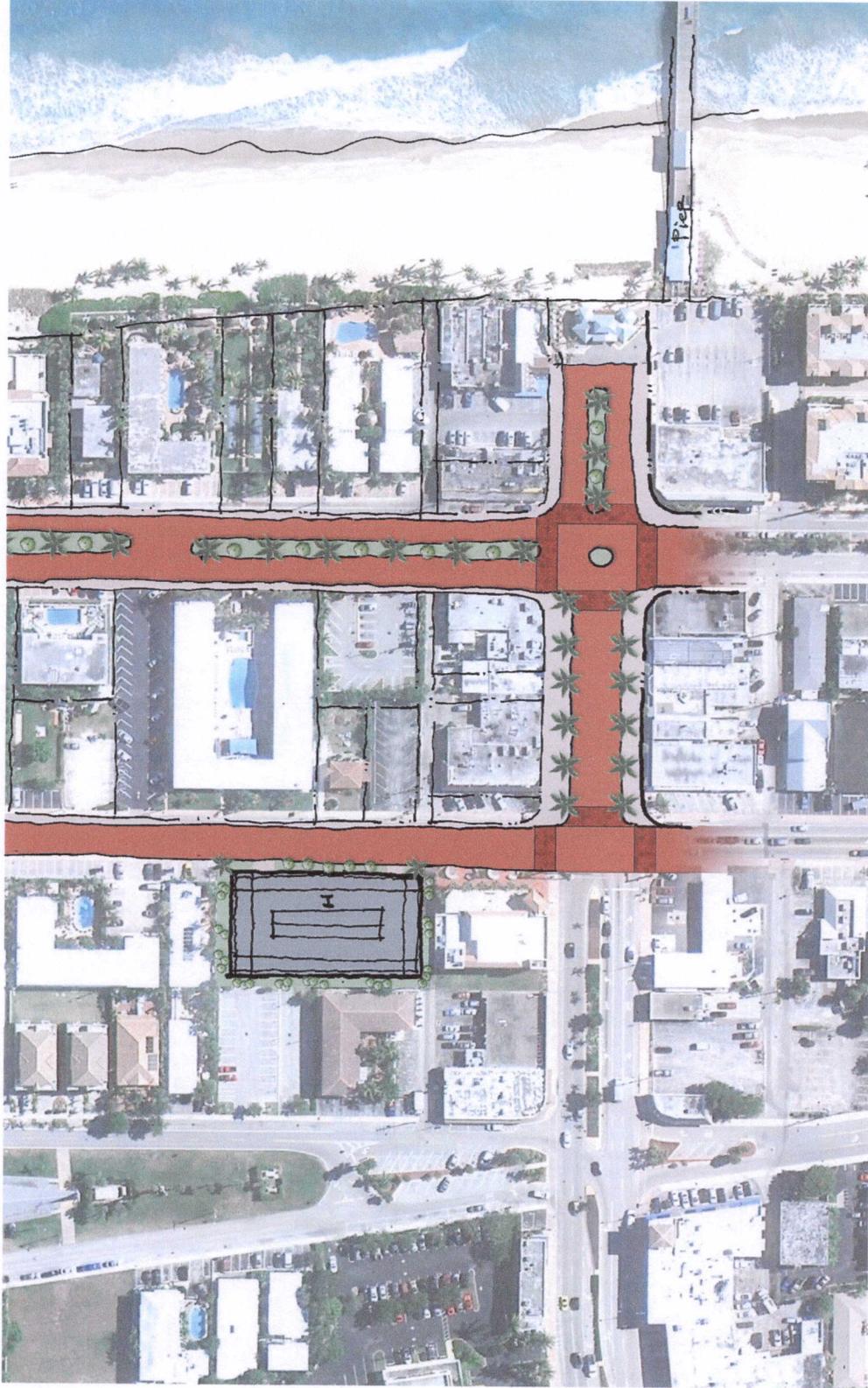
TOWN HALL PLAZA DEVELOPMENT
Lauderdale By the Sea, Florida

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Enlarged Plan - South Portion

Scale : 1" = 50'



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TOWN HALL PLAZA DEVELOPMENT
Lauderdale By the Sea, Florida



Date: 03.22.2017
Project: 2011 DORSKY + YUE INTERNATIONAL
Nrc