



AGENDA ITEM MEMORADUM

Item No. 17a

Development Services

Linda Connors *LC*

Department

Town Planner *AS*

COMMISSION MEETING DATE (*) - 7:00 PM	Deadline to Town Clerk
<input checked="" type="checkbox"/> Jan 10, 2012	Dec 30 th

**Subject to Change*

- Presentation** Reports Consent Ordinance
 Resolution **Quasi-Judicial** Old Business New Business

FY2011 DESIGNATED HIGH PRIORITY ITEM - PRIORITY TOPIC

SUBJECT TITLE: Status Report on Planning Priority No. 2 – Facilitate the development of new hotels, Encourage Redevelopment of Existing Hotels, and Discourage the Conversion of Tourist Units to Residential Use.

EXPLANATION: The Commission authorized JC Consulting to proceed with Planning Priority #2 regarding the Town’s hotel businesses at their June 21, 2011 budget workshop and approved Resolution 2011-39 providing the public notice of the Town’s intent to amend the Town’s codes related to hotels on November 29, 2011. A Phase One report based on this information is attached (**Exhibit 1**) and will be presented to the Commission at your January 10th meeting along with recommended steps to address the issues raised in the survey. To assist in drafting this report, the consultant completed a survey (**Exhibit 2**) of hotel operators and owners, which included personal interviews in order to analyze current hotel facility conditions.

As part of this project, we recently secured the services of a traffic engineer and hotel expert to work in conjunction with JC Consulting to review the proposed amendments and ensure that they will meaningfully address hotel parking issues and assist hoteliers in the manner in which we intended.

To ensure public input as we develop changes to the code, we have scheduled a public workshop on February 8th at 10 a.m. to gather additional information and receive feedback from hoteliers regarding these proposed amendments. The tentative schedule anticipates presenting the Code amendments to the Commission at your February 28th meeting and to the Planning and Zoning Board at their March 21st meeting as there will not be a February P&Z Board meeting.

RECOMMENDATION: Provide direction and feedback to facilitate the drafting of code amendments implementing the results of the hotel study.

- EXHIBIT 1:** Hotel Study Phase 1 Report
EXHIBIT 2: Hotel Questionnaire Form

Reviewed by Town Attorney
 Yes No

Town Manager Initials *CA*

Town of Lauderdale-By-The-Sea

Priority #2 - Hotel Study

Phase I Report

This report presents the findings of the Phase I of the Town of Lauderdale –By-The-Sea Hotel Study, which was jointly prepared by the Town Development Services Department and JC Consulting Inc.

This Phase I report builds upon the findings and results of the Hotel Survey effort. The overall aim of the project is to identify ways to reduce the regulatory impediments and introduce incentives so as to preserve and enhance the Town's presence as a vacation beachfront community.

Phase I included a survey of 9 lodging facilities, which represents approximately 25% of the total number of lodging facilities located in the Town.

I. Survey Results:

The survey revealed the following:

1. Reduce the time it takes for permit reviews.
2. Assist in understanding building and zoning regulations when applying for permits.
3. Ensure consistency in permit reviews.
4. Reduce building and permit fees.
5. Allow for Cafes and Gift Shops, and potentially for rooftop uses.
6. Allow food and beverage services.
7. Preserve integrity of area for hotel uses so they are not replaced by residential uses.
8. Provide market support and business incentives for hotels within the Town.

II. Strategies:

To address these issues the following strategies have been identified:

1. Provide fast track permit review for hotel uses.
2. Provide professional day meeting with zoning and building staff, at no charge to the applicant, to assist with the preparation and determination of building code / zoning requirements associated with hotel uses.

3. Explain to hoteliers that the permit fee schedule adopted last month does reduce permit fees.
4. Reduce land development permit fees for hotel uses.
5. Address parking issues: parking requirements for hotels versus other uses, swale parking impacts, alternatives to meet parking demand (i.e. shuttle service, bikes, etc.)
6. Determine what code changes are needed to accommodate accessory uses (i.e. cafes and gift shops and potentially rooftop uses).
7. Provide supplemental zoning criteria that supports hotel over other uses within particular zoning districts.
8. Develop Branding and Marketing program unique to Town tourism.

III. Recommendations:

The issues and strategies identified in Phase I have been translated into the following recommendations:

1. Revise the definitions of tourist accommodations to provide clarity and to reflect current conditions. These include the following terms, as defined in Section 30-20 In General – Subsection (i) Definitions (4) Terms Defined:

Dwelling, apartment hotel.

Dwelling, bed and breakfast.

Dwelling, condominium hotel.

Dwelling, timeshare.

Hotel.

Motel.

2. The majority of hotel uses are located in the RM-25 zoning category.

A. Revise the RM-25 Zoning to:

- Provide Purpose and Intent that supports the preservation of the area studied for hotel uses.
- Provide an improved list of permitted uses that support hotel uses, and identify other uses as conditional uses, with criteria.
- Ensure that density and other regulatory issues, i.e. requirement for “residence supervision”, are clearly written in the code.

- Consider adding new definition for a “boutique hotel” to distinguish the unique aspects of the hotel uses located within the Town.
 - Compare how changes in the RM-25 relate to other zoning districts re hotel uses. (I.e. R-5 Motel District).
3. Clarify the types of “kitchen /cooking facilities” that are and/or should be permitted in relation to apartment hotels and other hotel uses.
 - For example, hotels are not allowed to have kitchens, yet apartment hotels are permitted to have kitchens.
 4. Address parking issues in the code that are problematic to hotels and provide alternative incentives to required parking.
 - Develop options to traditional parking standards (i.e. parking spaces), including, but not limited to, bicycle rack standards.
 - Investigate the use of shuttle service as a means to reduce the use of limited parking.
 5. Determine if and which rooftop uses are appropriate.
 - Consider noise and other potential nuisance issues.
 - Consider establishing “lodging district” to distinguish from other areas to prevent compatibility issues.

IV. NEXT STEPS: Consideration of Zoning and Design

Phase II of the study is in progress and will translate the issues raised in accordance with the strategies and suggestions provided in this report into practical zoning regulations. These proposed amendments will be “tested” by both parking and hotel industry experts to ensure that the proposed revisions have the desired intent of facilitating the development of new hotels, encouraging the redevelopment of existing hotels and discouraging the conversion of tourist units to residential use. The outcome of Phase II will be proposed code amendments to the RM-25, RM-50 and R-5 zoning districts.

Exhibit 2

PRIORITY #2 – EXISTING HOTEL FACILITY SURVEY

Tourism is one of the major resources in the Town of Lauderdale-By-The-Sea. As such, the performance of the Town's hotel industry is extremely important to its dependence on tourism.

The purpose of this study is to investigate the relationship between the conditions of the Town's existing hotel facilities and regulatory and/or other constraints that may play a role in limiting the ability to upgrade existing hotel facilities, especially in response to hotel industry findings that¹:

- Provisions of facilities affect customer's choice of hotels.
- There is a positive relationship between the level of hotel facilities provided and the financial performance of the hotel.
- Customers are willing to pay more if the existing facility standard is improved.

Hotel Operator/Owner Questionnaire Survey

The following questionnaire has been developed to obtain data based on face-to-face interviews with hotel operators/owners and to obtain their view-point on measures that can be taken by the Town that will allow them to make certain service and facility upgrades they believe will help them successfully compete in the local tourism market.

Questions mainly comprise the following:

- Identification of the Town of Lauderdale-By-the-Sea hotel industry's target group of tourists.
- What hotel facilities are necessary to attract certain targeted tourist groups, and why.
- Desired renovations to improve hotel facilities and services.
- Suggestions for improvement measures to be addressed by the Town.

This questionnaire is mainly focused on the physical assets of existing hotels and the ability to improve these existing facilities through renovation and refurbishment.

Field Survey

In addition to the questionnaire, a field study form has been designed to provide for the collection of data based on "in the field observations" by the interviewer, the results of which will be combined with the questionnaire survey for the purpose of analyzing current hotel facility conditions.

¹ Loosemore M. and Hsin Y.Y. (2001), Customer-focused benchmarking for hotel facilities management.

HOTEL SURVEY QUESTIONNAIRE

Date of Interview _____

Name/ Address of Hotel _____

Name of person interviewed _____

- Owner
- Operator
- Other

Name of Interviewer _____

Questions:

1. What is the size of your hotel?
 - a. Number of guest rooms by type:
 - i. Standard hotel rooms _____
 - ii. Suites _____
 - iii. Efficiency units (with cooking facilities) _____
 - iv. 1 bedroom units with kitchen _____
 - v. 2 or more bedroom units with kitchen _____
 - b. Square foot of total building area _____
 - c. Total lot size _____

2. What percent of your total business is comprised of leisure travelers?
_____ %

3. What percent of your total business is comprised of business travelers?
_____ %

4. What is the most significant group of target customers in your hotel? (If more than one group, please rank them in order, 1 = major group and so on)

U.S. out of state leisure travelers

Mostly from (circle one) NE, NW, SE, SW

European leisure travelers

Mostly from _____

Florida residents

South American leisure travelers

Other Travelers

5. What do you believe are the 2 or 3 most important features of your hotel that draws (or is valued) by your major target groups?

6. Have there been any major renovations made to the hotel in the past 10 years?

If yes, please provide details.

Main lobby

Rooms

Description: _____

Food/ beverage (restaurant, café, bar)

Leisure – pool, spa, fitness center

Drop off / pick up area

Banquet room

External appearance

Internal appearance

Shops

Security

- Building services (waste disposal, cleaning services)
 - Technological (wireless internet in public area)
 - Other
-
-

7. Do you plan to make any improvements to the hotel in the next year? If yes, please provide details.

- Main lobby
- Rooms

Description: _____

- Food/ beverage (restaurant, café, bar)
 - Leisure – pool, spa, fitness center
 - Drop off / pick up area
 - Banquet room
 - External appearance
 - Internal appearance
 - Shops
 - Security
 - Building services (waste disposal, cleaning services)
 - Technological (wireless internet in public area)
 - Other
-
-

8. Are there any constraints in the Town Code or Florida Building Code that you are aware of that have kept you from moving forward on renovations for the hotel? If yes, please provide details.

a. Town Zoning Code

- Loss of grandfathering/vested rights:
- More parking required
- More landscape required
- Setback limitations
- Height limitations
- Use restrictions

- Other

b. Florida Building Code

- Coastal Construction Line Limitations
- Building Code Limitations
- Other

9. What other constraints have kept you from investing in renovations?

a. Space Constraints

- Material Delivery Problem
- Building and Site Size Limitations (i.e. construction parking)
- Site Access Constraints
- Closure of Adjoining Rooms
- Other

b. Finances/Budget

- Design fees
- Economic uncertainty
- Reduced income in past few years
- Zoning review fees
- Building permit fees
- Construction costs
- Amount of time it would take to recoup the investment
- Other

c. Time

- Zoning Review time
- Building permit time
- Impact on tourist season
- Other

d. Potential Impacts

- Site security
- Noise control
- Dust control
- Other

10. If you were going to renovate your hotel, what facilities would you renovate or add to the hotel that are necessary to retain the existing customers and improve your market share?

11. What is the likelihood of you making renovations to reduce your operating costs (i.e. installing energy-saving or water saving equipment or features)?

- Very likely
- Likely
- Not likely

Descripton:

Would you consider this a higher priority renovation? Yes ___ No ___

12. Please suggest ways the Town can best assist hotels to make upgrades to existing facilities to attract more tourists.

a. Change Zoning Regulations

b. Improve Building Permit Process

c. Assist in Providing Financial Incentives

d. Improve Time Delays

e. Other

FIELD SURVEY FORM

Date of Field Survey:

Name/ Address of Hotel:

Name of Person Completing Field Survey Form:

1. EXTERNAL ELEMENTS:

a. Architectural Style ,

- Mid –Century Modern
- Mediterranean
- Other

Observations:

b. Exterior Leisure Facilities

- Beachfront
- Pick up / drop off area
- Swimming pool

- Jacuzzi pool
- Sitting area
- Food/Beverage areas – Bar, Cafe
- Garden/Courtyard
- Children play area
- Free use of beach chairs or chaises
- Snorkel gear for free use or rental
- Other recreational equipment:

Describe: _____

- Other

Observations:

c. Exterior Features

Observations:

d. Parking Area

- 1) Total number of parking spaces _____
- 2) Total number of parking spaces for employees, if any _____
- 3) Number of marked handicap parking spaces _____
- 4) Restrictions on parking for loading and unloading areas
 - Yes
 - No
- 5) Condition of Parking Area
 - Adequately striped
 - Car Stops
 - Average space size

- Paved Surface
- Other type of surface

Observations:

2. INTERNAL ELEMENTS:

a. Guest Public Areas:

- Main Lobby
- Business Center
- Communal Cooking Facility
Grills _____ Stove _____
- Beauty/Spa
- Shops
- Children Play area/Game Center
- Fitness Center
- Library

Observations:

b. Interior Food and Beverage

- Restaurant
- Limited Restaurant Service (i.e. breakfast only)
- Room Service
- Bar

Observations:

3. HOTEL SERVICES:

- Arrange for site seeing tours
- Shuttle service
- Babysitting service
- Laundry service

Observations:
