

CITY OF WINTER PARK
PARK AVENUE AREA TASK FORCE

October 28, 2011

Commission Chambers
City Hall, 401 Park Avenue South
Winter Park, FL 32789

10:00 AM

AGENDA

1. **ADMINISTRATIVE ITEMS**
 - A. Approval of Minutes ----- July 19, 2011
2. **ACTION ITEMS**
3. **INFORMATIONAL ITEMS**
 - A. Park Avenue Area Strategic Plan Update
 - B. Preliminary Analysis on Park Avenue BID
4. **NEW BUSINESS**
5. **ADJOURNMENT**

*"If a person decides to appeal any decision made by the Commission with respect to any matter considered at such meeting or hear, he/she will need a record of the proceedings, and that, for such purpose, he/she may need to ensure that a verbatim record of the proceedings is made, which record included the testimony and evidence upon which the appeal is to be based." (F. S. 286-0105).
"Persons with disabilities needing assistance to participate in any of these proceeds should contact the City Clerks Office (407-599-3277) at least 48 hours in advance of the meeting."*

**CITY OF WINTER PARK
PARK AVENUE AREA TASK FORCE**

ITEM (1A): Approval of Minutes from 7-19-11

DATE: October 28 , 2011

ADMINISTRATIVE ITEM ACTION ITEM INFORMATION ITEM

ACTION REQUESTED:

Approval of minutes from the July 19, 2011 meeting of the PAATF.

KEY ELEMENTS/FACTS:

NA

STAFF RECOMMENDATION:

Approval of minutes as presented.

**CITY OF WINTER PARK
PARK AVENUE AREA TASK FORCE**

**Regular Meeting
1:30 p.m.**

**July 19, 2011
City Hall -Room 200**

MINUTES

Co-Chairman John Dowd called the meeting to order at 1:35 p.m. in the Park and Recreation Department conference room.

BOARD MEMBERS PRESENT: Grant Leibell, Woody Woodall, Paige Blackwelder, Susan Lawrence, and John Dowd

BOARD MEMBERS ABSENT: Margie Varney, Dexter Richardson, Ed Furey, and Patrick Chapin

STAFF MEMBERS PRESENT: Dori DeBord, Peter Moore, Gabriella Serrado and Craig O'Neil

COMMISSIONERS PRESENT: Steve Leary

APPROVAL OF MINUTES

Motion made by Mr. Woody Woodall, seconded by Mrs. Susan Lawrence to approve the minutes of the May 24, 2011 meeting. Motion carried unanimously with an 6-0 vote.

INFORMATIONAL ITEMS

A. Discussion of the Engauge final presentation and marketing plan

Ms. Dori DeBord, Economic Development/CRA Director, presents the task force with the draft marketing plan from Engauge Marketing, LLC. Ms. DeBord reviewed some of the key finding of the plan as well as the advertising collateral. The task force was pleased with Engauge's report and asked what the next steps were. Until the BID is created, the Task Force can partner with the Chamber to implement low cost co-op ads. The City could also do banners along Park Avenue and Morse Boulevard, do press releases, window decals, etc to spread the brand.

In addition, Ms. DeBord informed the task force that the allocation of funds for the BID consultant was being presented to the CRA Agency on July 25, 2011. Due to the new purchasing guidelines, the CRA does not have to implement an RFP process to select a consultant. The Department just needs three proposals and the CRA Director can choose the firm who meets the requirements stated in the scope of work approved by the task force last month.

John Dowd asked about the progress of the wayfinding signs. Ms. DeBord informed the Task Force that Public Works is waiting for wind resistance approval from engineers. The Winter Park wayfiding signs will utilize a unique style poles. These poles must meet DOTs wind resistance measurements. Once the Department receives the approval, Public Works can begin ordering the signs.

The next Task Force meeting is scheduled for September after the hiring of the BID consultant

There was no further business. Meeting adjourned at 2:46 p.m.

Respectfully Submitted,

Gabriella Serrado,
Economic Development/CRA Coordinator

**CITY OF WINTER PARK
PARK AVENUE AREA TASK FORCE**

ITEM (3A): Park Avenue Area Strategic Plan Update

DATE: October 28, 2011

ADMINISTRATIVE ITEM __ ACTION ITEM __ INFORMATION ITEM X

ACTION REQUESTED:

N/A

KEY ELEMENTS/FACTS IMPACTING DECISION:

Staff has reviewed and analyzed the six goals of the Park Avenue Area Strategic Plan. Thanks to Staff and Task Force efforts, the Park Avenue Area Task Force is well on its way to completing all six goals by 2012.

BUDGET ALLOCATION:

N/A

STAFF RECOMMENDATION IS:

N/A

Park Avenue Area Strategic Plan

Goal 1: Expand brand & improve marketing of the Park Avenue Area

Findings:

- 71.2 percent of former customers are watching/reading more sale advertising, only 29 percent see/hear any advertising from Park Avenue.
- 70 percent of customers said they do not see Park Avenue advertised.

Task	Steps	Progress Report
Create a brand for the Park Avenue Area	<ol style="list-style-type: none"> 1. Find Facilitator 2. Create Brand (Tag Line) 	<p>In progress - To achieve Goal 1, in November 2010 the CRA/ED Department requested proposals for a marketing firm that will create a marketing plan for the Central Business District (CBD). In February 2010, the City Commission approved the contract with Engauge, one of the nation's largest advertising agencies, for the development of this plan.</p> <p>Engauge has delivered a downtown logo and tagline that will be used once the bid implemented. In the mean time, ED/CRA has created co-op advertisement opportunities with the Chamber, merchants and cultural institutions, printed window clings for the merchants and developed banners for the avenue.</p>
Assess & create marketing collateral	<ol style="list-style-type: none"> 1. Inventory of assets 2. Develop print piece 3. Develop Web-based/Interactive site 	
Develop a targeted marketing plan	<ol style="list-style-type: none"> 1. identify target markets 2. create print marketing strategy 3. Create digital marketing strategy 4. Create an awareness campaign 5. Web site placement 	

Goal 2: Implement a parking & wayfinding program

Findings:

- 51 percent of existing customers find Park Avenue inconvenient; 53 percent find parking to be a problem on the weekends, 48 percent find parking to be a problem all the time.

Task	Steps	Progress Report
Update parking plan	<ol style="list-style-type: none"> 1. Complete assessment of all parking in the CBD 2. Identify existing signage at destination 3. Create & place new signage for those destinations that currently have none 4. Update existing parking mapnoting fee & free parking 5. Place on-line, in kiosks, Chamber, City & Park Avenue area stores 	Completed. The Park Avenue Area Task Force (PAATF) update the parkingcount on October 2010. Task Force members divided Park Avenue in sections and counted each parking space available.
Establish vehicular wayfinding	<ol style="list-style-type: none"> 1. Submit vehicular wayfinding tp FDOT 2. Respond to FDOT's comments 3. Upon approval, manufacture signs 4. Place signs at approved locations 	In progress. Wayfinding verbiage were resubmitted to FDOT in November 2010. Staff is currently working on manufacturing the poles and obatinng engineer certification that the poles can withstand the windload, required by FDOT.
Establish pedestrian wayfinding	<ol style="list-style-type: none"> 1. Identify potential locations 2. Determine strategic locations 3. Find sources of funding for costs 4. Upon approval, manufacture signs 5. Place signage 	In process. The wayfinding plan reviewed by the Commission also included pedestrian wayfinding that reverts customers to Park Avenue, Hannibal Square and parking facilities. In addition, the CRA has also develop the Off-Park Avenue Sign Program which directs pedestrians to retail stores in Park Avenue, Hannibal and North Pennsylvania.
Establish uniform valet program	<ol style="list-style-type: none"> 1. Assess existing valet locations 2. Draft/approve valet ordinance 3. Implement ordinance 	In progress. CRA staff has drafted Valet Ordinance which will be submitted for Commission approval in January 2012.
Establish employee parking program	<ol style="list-style-type: none"> 1. Identify potential locations 2. Create program 3. Educate merchants on the program 4. Implement program 	On hold. PAATF discussed instituting a decal based employee parking program and establishing the parking lot next to the train station as Park Ave employee parking. However, this task was placed on hold due to lack of funds.

Goal 3: Nurture & cultivate our existing businesses; identify & recruit new ones

Findings:

- 83 percent of existing customers want to see more diversity in the area.

Task	Steps	Progress Report
Establish recruitment program	<ol style="list-style-type: none"> 1. Identify voids in current mixture of uses 2. identify potential stores: anchors & specialty stores 3. Recruit stores to the area 4. Create online searchable database of vacant spaces 	<p>In progress - Staff has develop recruitment marketing collateral to distribute to EDC and other key recruitment players in the Central Florida region. Additionally, CRA/ED staff have already included the creation of an citywide online database of vacant spaces on the City ED plan. Staff will work with commercial real estate agents to gather vacant locations.</p>
Nurture & cultivate existing businesses	<ol style="list-style-type: none"> 1. Streamline the processes at the City 2. Create programs that assist the business while spurring redevelopment 3. Complete exit interviews to determine why the business is leaving the Area 	<p>In progress- Under ED plan, staff plans to streamline permitting processes and establish business ambassadors to help new and existing businesses. Staff will also develop "Welcome to Winter Park" packets which will be sent to new businesses. Packets will include point of contacts, area information, and other business promotions. Presently, the staff conducts informal exit interviews when merchants leave/relocate the CBD area. In addition, in 2007 the CRA established the Business Facade Program which assists merchants within the CRA district to rehabilitate their store fronts.</p>
Diversify business mix	<ol style="list-style-type: none"> 1. Assess current uses in the Area 2. Provide for more diversity in price points 3. Create targeted incentives to recruit the "missing" links to the Area 4. Consider regulations based on percent of types of uses allowed in a defined area 	<p>Completed. Industry Cluster analysis and TIE program. This concept will be further explored as part of the corridor studies outlined in the Economic Development Plan.</p>

Goal 4: Increase maintenance & aesthetics

Findings:

- Base level of maintenance was found to be insufficient in the public input sessions and by City staff.

Task	Steps	Progress Report
Establish a maintenance program	<ol style="list-style-type: none"> 1. Assess current base level services 2. Develop a detailed maintenance plan 	<p>In progress. The PAATF is working on establishing a Business Improvement District (BID). In order to establish a BID, the PAATF must conduct a needs assessment study and master plan which enlist the current level of services maintained by the City.</p>
Increase code enforcement	<ol style="list-style-type: none"> 1. Send letters to merchants & restaurants notifying them of regulations 2. Continual code enforcement sweep 	<p>In progress. Working with Code Enforcement to sent letter to merchants regarding sidewalk upkeep. In addition, the City Commission approved the full-time status of officer Lee. Code Enforcement now has three full-time code enforcement officers.</p>
Provide improved aesthetics	<ol style="list-style-type: none"> 1. Assess current base level services 2. Determine aesthetic priorities 3. Create dress up your window program 	<p>In progress. The BIDs needs assessment study and master plan will enlist the current level of services maintained by the City and the aesthetic priorities that need to be accomplish.</p> <p>In addition, the CRA organized the first "holiday window contest" for Park Avenue and Hannibal Sqaure merchants. During the 2010 holiday season, merchants were asked to decorate their window fronts. Winners received a \$500 and \$200 electric utility bill credit.</p>

Goal 5: Enhance the Park Avenue experience

Findings:

- 82 percent of existing customers and 42 percent of previous customers said they would shop more if special incentives were offered

Task	Steps	Progress Report
Create a Shop-Local program	<ol style="list-style-type: none"> 1. Reasearch existing programs & develop program 2. Implement program 	Completed. The City partnered with SaveMyCity, LLC to create a Winter Park directory of businesses. SaveMyCity has created an mobile application offers residents and visitors a single location to search deals in the city.
Improve customer service	<ol style="list-style-type: none"> 1. Develop & implement uniform store hours 2. Develop better return policies 3. Provide business improvement workshops 4. Create newsletter that goes out to merchants 5. Create special event incentives through cross marketing 6. Create a Get to Know Your Neighbor program 	Completed. Through the Chamber, stores have improved store hours & return policies. They have also organized several special event incentives that have brought additional foottraffic to the area. Staff has also develop a "Downtown Blast". A quarterly merchant e-newsletter that goes to all the Park Avenue and Hannibal Square merchants.
Add amenities	<ol style="list-style-type: none"> 1. Add kid-friendly amenities to Central Park 	On hold. ED/CRA spoke with the Parks Department to create a kid's play area near Central Park and West Meadow. However, this project on hold due to lack of funds.
Identify existing & new targeted events	<ol style="list-style-type: none"> 1. Assess current events for their economic impact. 2. Consider shutting down the area for quarterly events 3. Create events that cater to a targeted demographic 4. Provide more kid-friendly events 	Completed. The CRA/ED Department have helped the Park Avenue Area Association and the Hannibal Square Merchant Association organize several special events in the area (eg. Jazz Concert, Champagne Thursdays, etc). In addition, the CRA/ED organizes the Winter Park Ice Rink which increases foot traffic to the area.

Goal 6: Create a Business Improvement District

Task	Steps	Progress Report
Create a BID Task Force	<ol style="list-style-type: none"> 1. Appoint task force members 2. Hold meetings 	Completed. The City Commission created the Park Avenue Area Task Force to oversee these goals and establish a BID.
Finalize BID structure, geographic area, & assessment methodology	<ol style="list-style-type: none"> 1. Complete research of BID structure 2. Research funding structures 3. Analyze budget & determine funding level needed 4. Create timeline & communication pieces for businesses and property owners 5. Establish BID boundaries 	In progress. The ED/CRA has hired Redevelopment Management Associates (RMA) to assist the Task Force and the City with the BID process.
Establish a BID	Please refer to BID timeline attached to this packet.	

**CITY OF WINTER PARK
PARK AVENUE AREA TASK FORCE**

ITEM (3B): Preliminary Analysis on Park Avenue BID

DATE: October 28, 2011

ADMINISTRATIVE ITEM __ ACTION ITEM __ INFORMATION ITEM _X_

ACTION REQUESTED:

N/A

KEY ELEMENTS/FACTS IMPACTING DECISION:

Neil Fritz and Chris Brown from Redevelopment Management Associates (RMA) will be presenting their preliminary analysis on Park Avenue BID

BUDGET ALLOCATION:

\$150,000 was allocated to the Task Force to accomplish the Park Ave Area Strategic Plan. The task Force allocated \$30,000 towards the hiring of a Consultant to help us in the BID process.

STAFF RECOMMENDATION IS:

N/A



August 11, 2011

Gabriella Serrado
Coordinator Economic Development/CRA
City of Winter Park, Florida

Dear Ms. Serrado:

Thank you for the opportunity to restate our interest in providing Business Improvement District (BID) Consulting services to the City of Winter Park CRA/Park Avenue Area Task Force.

We have again reviewed the minutes of previous CRA and Task Force meetings regarding creation of a BID, and the RMA team is excited at the prospect of helping build consensus amongst land owners and creating a district plan for Winter Park.

Our proposal remains the same, to provide the following consulting services:

1. Draft a Business Improvement District Plan. It is important to understand that this will be an organizational plan identifying next steps for the new BID, not a future marketing plan.
2. Build ownership and consensus amongst commercial property owners regarding improvements, programs, services, and management of the BID.
3. Establish in cooperation with the Task Force, the geographical boundaries of the BID.
4. Establish in cooperation with the Task Force, a proposed budget and determine the formula for property assessments.
5. Present the district plan in public meetings.
6. Prepare the property owners and the merchants for formal establishment of the BID pursuant to Florida Law.

Task 1. As the 'next steps' BID Plan will be a final result of the work, we propose a series of up to five (5) two-day consultations with property owners, CRA/City staff, business owners and other area stakeholders to complete the remaining five (5) tasks. The RMA Team will be available for consultation at all times from beginning to end of the project.

Task 2. Property Owner Participation and Consensus. The most important task is the creation of a consensus regarding the programs, budgets, and methods of assessment to achieve the objectives of the BID. RMA's Team excels in building consensus among seemingly disparate interests of stakeholders in Downtown and community districts. This will be primarily achieved through one-on-one and small group discussions to create a core mission for the new BID.

Task 3. Geographic boundaries of the BID. We are aware that preliminary boundaries for the Park Avenue BID have been discussed. Once a consensus of activities has been created, a final boundary for the BID can be proposed for adoption.

Task 4. Proposed Budget/Formula for Property Assessment. Based upon the objectives we identify for the BID, our team will propose a budget and present all permissible methodologies, with recommended options.



Task 5. Public presentation of the proposed BID organizational plan. RMA will organize and facilitate all public meetings required to create the BID.

Task 6. Formal establishment of the BID pursuant to Florida Law, FS 170. The RMA Team will work with City of Winter Park staff and attorneys to complete all activities required to establish the BID.

The proposed schedule of on-site activities is flexible, and a final schedule of activities will be created upon selection of the firm. The fee for proposed services is: \$25,000 and up-to \$5,000 in additional reimbursable expenses.

Please contact us if we can provide further information.

Sincerely,

Sincerely,

Christopher J. Brown
Principal Member
chris@rma.us.com
P: 561.706.5545

Kim J. Briesemeister
Principal Member
kim@rma.us.com
P: 954.829.3508

COMPANY DESCRIPTION

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. The RMA firm was formed in order to combine the talents of its members to provide consulting and management services to government in the field of urban redevelopment.

Working together as RMA, Ms. Briesemeister and Mr. Brown serve as Co-Executive Directors for the Pompano Beach CRA. Other current/recent clients include Dania Beach CRA, Downtown Naples Business Improvement District (BID), and the Town of Lauderdale-By-The-Sea.

Ms. Briesemeister's areas of expertise for the past twenty-three years have 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 most recently the Pompano Beach CRA. Based on her CRA initiatives, Ms. Briesemeister has generated over \$750 million of redevelopment activities.

Her other specific areas of expertise include tax increment financing and development district financing structures, 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 areas. Ms. Briesemeister resides in Pompano Beach, Florida.

"The RMA Principals have extensive knowledge of Florida State Statute Chapters on redevelopment."

Mr. Brown's areas of expertise over the past twenty years has been community redevelopment, CRA management, urban planning, and real estate development. Mr. Brown managed the highly successful Delray Beach CRA for nine years (1991-2000) and set the basis for an enormously successful city now known for both its downtown retail development and urban housing.

Mr. Brown offers other specialized areas of expertise that include retail development, workforce and market-rate housing, construction, urban planning, zoning, downtown parking, street beautification, business development, and financial feasibility analysis. Mr. Brown has participated in many public/private partnerships both on the public and private sectors. He currently resides in Delray Beach, Florida.

RMA FIRM PROFILE

RMA PRINCIPAL

REDEVELOPMENT MANAGEMENT ASSOCIATES ("RMA")

Christopher J. Brown, Managing Member

Specialized Skills: Downtown management, economic development, real estate consulting and development for both private and public entities.

As a Managing Member of Redevelopment Management Associates (RMA), Chris Brown serves as one of two Co-Executive Directors for the Pompano Beach Community Redevelopment Agency (CRA), a tax-increment-financing district.

Previously, Mr. Brown served as the Executive Director of the Delray Beach Community Redevelopment Agency for nine years. Under his direction, the CRA generated over \$100 million renovated and revitalized projects in Delray Beach. As CRA Director, he implemented a workforce housing program, established a micro-loan program for small-businesses, developed and managed downtown parking lots, completed extensive street beautification, attracted many urban housing projects, promoted residential neighborhood revitalization, created a Saturday morning Green Market, and co-ventured a million-dollar-a-year, successful downtown marketing program. The Delray Beach CRA is known for its land assemblage capabilities in which developers purchase assembled property from the agency for redevelopment purposes and known for its aggressive business recruitment program. During Mr. Brown's tenure, the Agency received more than \$3 million in grants for redevelopment.

Prior to and subsequent to the Delray Beach CRA, Mr. Brown spent twenty years as a real estate developer and worked for two public companies, Mitchell Energy and Development (Houston) and Campeau Corporation (Toronto). Since leaving the Delray Beach CRA in 2000, Mr. Brown has consulted for a number of CRA's throughout Florida, and has been a partner in several real estate development projects in inner-city infill downtowns.

Brown served as President of the Florida Redevelopment Association 2001-2003.

Education and Certification:

Licensed Real Estate Broker, State of Florida

Licensed General Contractor, State of Florida

Bachelor of Arts, Yale University

Masters of City and Regional Planning, Masters with Architecture, University of Pennsylvania

Affiliations:

Congress for the New Urbanism, Member

The Urban Land Institute, Member

The International Council of Shopping Centers, (ICSC), Member

Florida Redevelopment Association - Board of Directors, 1996-2004 and President, 2001-2003

Business Loan Fund of the Palm Beaches, Inc. Board of Directors

Palm Beach Photographic Center, Board of Directors

Community Credit Counseling, Board of Directors

Teaching Experience:

Adjunct Professor, Department of Architecture, Rice University, 1977-1983

Adjunct Professor, University of Houston Bates College of Law, 1977-1983

Recent Projects Include:

- 37 unit, downtown mixed-use building, Gainesville, Florida
- 141 unit, downtown mixed-use building, Sarasota, Florida
- 14 unit, downtown mixed-use building, Jacksonville, Florida
- Community Redevelopment Plan, City of Fort Pierce, Florida
- Economic Development Consulting, Town of Lake Park, Florida
- Real Estate Lease Negotiation, Bahia Mar Marina, City of Fort Lauderdale, Florida
- South Andrews Avenue Commercial Redevelopment Plan and Overlay District, City of Fort Lauderdale, Florida
- CRA Departmental Management for the City of Pompano Beach, Florida

RMA PRINCIPAL

REDEVELOPMENT MANAGEMENT ASSOCIATES (“RMA”)

Kim Briesemeister, Managing Member

Specialized Skills: CRA Management, public/private partnership, financing redevelopment initiatives, vision and strategic planning.

As a Managing Member of Redevelopment Management Associates (RMA), Kim Briesemeister serves as one of two Co-Executive Directors for the Pompano Beach Community Redevelopment Agency (CRA), a tax-increment-financing district.

Ms. Briesemeister has more than 23 years of national and international experience in the redevelopment field. Ms. Briesemeister was responsible for preparing an aggressive \$200 million five-year Strategic Finance Plan and redevelopment program for the City of West Palm Beach CRA. The redevelopment plan included a thorough analysis of the existing conditions in the urban core and identified specific targeted redevelopment strategies to guide the redevelopment of the district over a five-year period, including a financing plan to fund the redevelopment efforts of business attraction, residential and commercial development, business retention, hotel development, a transit-oriented development and neighborhood revitalization.

Ms. Briesemeister served as the CRA Director for the City of Fort Lauderdale and the City of Hollywood. Both districts experienced explosive growth based on the redevelopment programs she created, attracting more than \$750 million in private sector investment. Projects ranged from single-family and multi-family housing developments, to large-scale multi-million dollar mixed-use projects. Many projects required complex deal structures to provide infrastructure, parking or other capital-intensive uses as well as public and private sector commitments.

Ms. Briesemeister also has more than 10 years of international redevelopment experience including the redevelopment of the historic downtown district of Willemstad, Curacao in the Netherland Antilles. Her work in Aruba, as Vice President of Marketing for Meta Corporation included repositioning a downtown complex and branding the development for the expansion of a hotel and retail complex.

Briesemeister served as President - Florida Redevelopment Association 2006-2007.

Education and Certification:

Associates in Specialized Business
Marketing I & II, John T. Riordon School of Professional Development
International Economic Development Council

Published and Review Author:

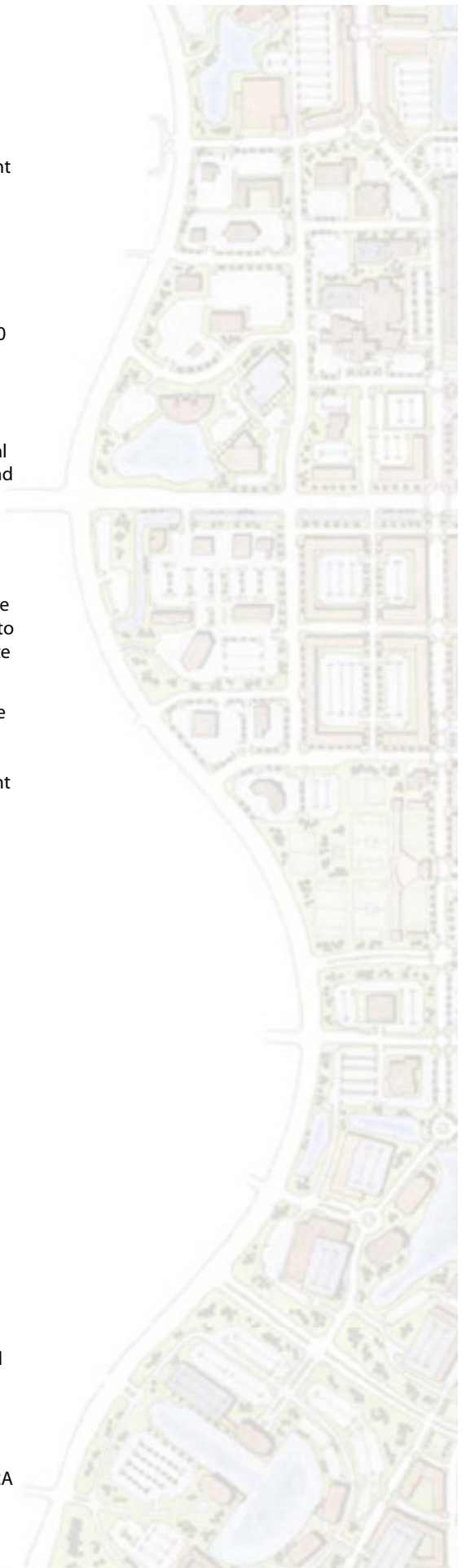
International Economic Development Council
“Targeted Area Redevelopment”
Area Wide Improvements for Community Revitalization

Affiliations:

Florida Redevelopment Association, Legislative Chair/Immediate Past President
Urban Land Institute (ULI), Member
The International Council of Shopping Centers, (ICSC), Florida Alliance Co-Chair
International Economic Development Council (IEDC), Member
International Downtown Association (IDA), Member

Awards:

1989 International Council of Shopping Centers (ICSC) Merit Award; Downtown Redevelopment
1997 Florida Redevelopment Association (FRA) Roy Kensie Award; Downtown Hollywood Marketing Plan
2000 FRA Roy Kensie Award; Five-year Finance Plan; City of Fort Lauderdale CRA
2001 FRA; Roy Kensie Award; Best New Project; Avenue Lofts; Fort Lauderdale CRA
2006 Florida League of Cities; City Innovation Showcase
2007 ICSC Maxi Award; Branding and Marketing Northwood Village; West Palm Beach, CRA





PROJECT MANAGER

REDEVELOPMENT MANAGEMENT ASSOCIATES ("RMA")

Terrell Neil Fritz, Senior Project Manager

Specialized Skills: Project direction and management, downtown redevelopment, urban design, economic development, strategic planning and marketing.

Mr. Fritz is a redevelopment practitioner with more than 20 years experience in the field. Under the direction of Redevelopment Management Associates (RMA) Mr. Fritz currently serves as Downtown Pompano Project Manager for the Pompano Beach Community Redevelopment Agency (CRA), a tax-increment-financing district.

Mr. Fritz served as Executive Director of the Downtown Hollywood Community Redevelopment Agency, overseeing a \$7 million annual budget and negotiating public/private sector development agreements. Prior to Hollywood, he was Executive Director of the North Beach Development Corporation, a community-based, municipally funded non-profit, which worked to stimulate new development, attract retailers, and improve the physical appearance of the North Beach area of Miami Beach. Mr. Fritz served as Executive Director for the Downtown Miami Main Street Program and as District Manager for the Washington Avenue – South Beach Business Improvement District (BID), providing 'clean and safe' services and coordinating district marketing efforts for one of the most active 'entertainment' streets in America.

Mr. Fritz has been a guest speaker at numerous industry forums including the International Council of Shopping Centers, Florida Redevelopment Association, Urban Land Institute, and the International Downtown Association.

Mr. Fritz is well known within the Main Street program working for more than nine years assisting communities throughout the state of Florida in establishing Main Street programs for their historic downtowns. Projects included Delray Beach, Homestead, Overtown, urban programs in Downtown Miami and South Beach, and in numerous communities in Central and North Florida.

Fritz served as President of the Florida Redevelopment Association 2004-2005.

Education and Certification:

Bachelor of Arts-Political Science, Cum Laude, University of Central Florida
Congress of New Urbanism Accreditation, University of Miami

Affiliations:

Florida Redevelopment Association, Past President
The International Council of Shopping Centers, (ICSC), Florida Alliance Co-Chair
Congress for the New Urbanism, Accredited Professional

Recent Projects:

- Downtown Pompano Connectivity Plan
- Downtown Hollywood Master Plan: Vision Plan & Zoning Regulations
- Urban Bike South Florida: Online bike-friendly public transit information
- Energy-efficient LED Streetlight Project - Downtown Hollywood neighborhoods
- Commercial Corridor Redevelopment Master Plan - City of Hollywood, Florida