

# BAL HARBOUR

- VILLAGE -

Jeff Lehman, Chair  
Jassi Lekach Antebi, Committee Member  
Arianna Calcaterra, Committee Member  
Priscilla Khanna, Committee Member  
Zushie Litkowski, Committee Member  
Peter Willis, Committee Member

Village Manager Jorge M. Gonzalez  
Village Clerk Dwight S. Danie  
Village Attorneys Weiss Serota  
Helfman Cole & Bierman, P.L.

## RESORT TAX COMMITTEE

### REGULAR MEETING AGENDA

MONDAY, MARCH 11, 2024, AT 10:30 A.M.  
Bal Harbour Waterfront Park Community Center  
18 Bal Bay Drive - Second Floor - Sapphire Room  
Bal Harbour, Florida 33154

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*This meeting will be conducted in person. Members of the public are encouraged to participate by calling 305-865-6449 or by emailing [meetings@balharbourfl.gov](mailto:meetings@balharbourfl.gov) before and during the meeting.*

- 1 **CALL TO ORDER / ROLL CALL**
- 2 **PLEDGE OF ALLEGIANCE**
- 3 **APPROVAL OF MINUTES**
  - 3.1 Approval of Minutes  
October 24, 2023 Resort Tax Committee Meeting Minutes  
November 29, 2023 Resort Tax Committee Meeting Minutes  
[ResortTaxCommitteeMinutes\\_October24\\_2023.pdf](#)  
[ResortTaxCommitteeMinutes\\_November29\\_2023.pdf](#)
- 4 **STEVE SCOTT COMMEMORATION**
- 5 **PRESENTATION - "ICE CREAM WE LOVE" EVENT AT THE BAL HARBOUR SHOPS**
  - 5.1 Ice Cream We Love  
[ICWL SPONSORSHIP PROPOSAL - BHV ADA.pdf](#)
- 6 **RESORT TAX COLLECTIONS OVERVIEW - OCTOBER - JANUARY**
  - 6.1 Resort Tax Collections  
[LTC 037-2024 - Resort Tax January 2024.pdf ADA](#)
- 7 **PRESENTATION - UPDATE FROM ERNST YOUNG (EY) REGARDING THE BAL HARBOUR VILLAGE TOURISM STRATEGIC PLAN**
- 8 **PRESENTATION - SPECIAL EVENTS IN BAL HARBOUR VILLAGE**
- 9 **FUTURE MEETING DATES**
- 10 **ADJOURNMENT**

One or more members of any Village Committee/Board may attend this meeting of the Council and may discuss matters which may later come before their respective Boards/Committees.

The New Business and Council Discussion Section includes a section for Public Comment. On public comment matters, any person is entitled to be heard by this Council on any matter; however, no action shall be taken by the Council on a matter of public comment, unless the item is specifically listed on the agenda, or is added to the agenda by Council action.

Any person who acts as a lobbyist, pursuant to Village Code Section 2-301 (Lobbyists), must register with the Village Clerk, prior to engaging in lobbying activities before Village staff, boards, committees, and/or the Village Council. A copy of the Ordinance is available in the Village Clerk's Office at Village Hall.

If a person decides to appeal any decision made by the Village Council with respect to any matter considered at a meeting or hearing, that person will need a record of the proceedings and, for such purpose, may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based (F.S. 286.0105).

In accordance with the Americans with Disabilities Act of 1990, all persons who are disabled and who need special accommodations to participate in this proceeding because of that disability should contact the Village Clerk's Office (305-866-4633), not later than two business days prior to such proceeding.

All Village Council meeting attendees, including Village staff and consultants, are subject to security screening utilizing a metal detector and/or wand, prior to entering the Council Chamber, Conference Room, or other meeting area located within Village Hall. This is for the safety of everyone. Thanks for your cooperation.

# BAL HARBOUR

- V I L L A G E -

Jeff Lehman, Chair  
Steve Scott, Vice Chair  
Jassi Lekach Antebi, Committee Member  
Arianna Calcaterra, Committee Member  
Priscilla Khanna, Committee Member  
Zushie Litkowski, Committee Member  
Peter Willis, Committee Member

Village Manager Jorge M. Gonzalez  
Village Clerk Dwight S. Danie  
Village Attorneys Weiss Serota  
Helfman Cole & Bierman, P.L.

## RESORT TAX COMMITTEE

REGULAR MEETING MINUTES

TUESDAY, OCTOBER 24, 2023 AT 10:30 A.M.

Bal Harbour Village Hall · 655 - 96th Street · Bal Harbour · Florida 33154

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*This meeting was conducted in person. The meeting was also broadcast on the Village's website ([www.balharbourfl.gov](http://www.balharbourfl.gov)) and members of the public were encouraged to participate by calling 305-865-6449 or by emailing [meetings@balharbourfl.gov](mailto:meetings@balharbourfl.gov) before and during the meeting.*

**1 CALL TO ORDER / ROLL CALL-** The meeting was called to order at 10:32 by Chair Jeff Lehman.

The following members were present:

Jeff Lehman, Chair  
Steve Scott, Vice Chair  
Arianna Calcaterra  
Priscilla Khanna  
Zushie Litkowski

The following were not present:

Jassi Lekach Antebi  
Peter Willis

The following were also present:

Ramiro Inguanzo, Assistant Village Manager  
Dwight Danie, Village Clerk  
Paola Busch, Marketing Tourism Manager  
Sylvia Flores, Director, Recreation, Arts and Culture  
Yair Link, Administrative Assistant

**2 PLEDGE OF ALLEGIANCE-** The Pledge of Allegiance was led by Chair Jeff Lehman

**3 REVIEW OF FY 2022-2023 RESORT TAX COLLECTIONS**

Mr. Inguanzo reviewed Resort Tax collections for Fiscal Year 2022-2023 saying that the months for July, August, and September were benchmark months, bringing the total collections for the fiscal year just \$30 thousand shy of last year, which was a banner year.

## **4 DISCUSSION WITH ERNST & YOUNG (EY) TEAM REGARDING THE DEVELOPMENT OF A TOURISM STRATEGIC PLAN FOR BAL HARBOUR VILLAGE**

### **4.1 Discussion with Ernst & Young (EY) team regarding the Development of a Tourism Strategic Plan for Bal Harbour Village**

Ryan Foster, Ernst & Young  
Michele Zaidensztat, Ernst & Young

Mr. Inguanzo then introduced Ryan Foster and Michelle Zaidnsztat from Ernst & Young.

Mr. Foster started by stating that EY not only prepares tourism plans but it also develops end-to-end destination growth strategies through the analysis of all verticals that intersect with tourism. Such as lodging development, infrastructure development, economic development, and others.

He then presented their past and present project engagements, their team's years of experience in the subject, and their approach to this specific project.

Mr. Foster then described their multi-pronged approach on how they use data gathering and analysis, for community outreach and feedback.

He described utilizing different methods such as Stakeholder engagement, getting in touch with members of the city government, and meeting with representatives from key tourism products and assents.

He described their work with a company that extracts data from cell phone apps (Geolocation data) using it to identify tourists and profile the current visitors.

Destination Benchmarking: Selecting the relevant destinations at the moment, to identify leading practices implemented.

A general discussion ensued regarding how their different data gathering and analysis methods work, their time frames, and specific ways of using data for the growth of tourism in BHV.

Mr. Foster then shared the schedule for the project including a week-by-week detailed program describing the advances and completed sections. As well as future benchmarks.

## **5 REVIEW OF 2023-2024 UPCOMING SPECIAL EVENTS**

Ms. Flores, Directo described the Village's latest events, after which a general discussion ensued regarding the 96<sup>th</sup> Street Farmers Market and Surfside's possible inclusion into the

project. She then provided a detailed update on the upcoming events for Q1 FY 2024, including a new exciting event: Starstruck- A Stargazing Experience.

Ms. Flores then provided an update on the Art Access Program, describing a temporary installation that will be made for Miami Art Week called "The Power of Words" by Tania Esponda Aja.

**6 FUTURE MEETING DATES/TIMES-** Wednesday, November 29, 2023, 10:30.

Committee members agreed to meet on Wednesday, November 29, 2023, and there was a general consensus to forgo the December meeting and meet on January 10, 2024.

**7 PUBLIC COMMENT**

**8 TOUR OF BAL HARBOUR WATERFRONT PARK & COMMUNITY CENTER**

**9 ADJOURNMENT** - the meeting was adjourned at 12:30 PM.



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Jeff Lehman, Chair

Attest:

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Dwight S. Danie, Village Clerk

# BAL HARBOUR

- V I L L A G E -

Jeff Lehman, Chair  
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Arianna Calcaterra, Committee Member  
Priscilla Khanna, Committee Member  
Zushie Litkowski, Committee Member  
Peter Willis, Committee Member

Village Manager Jorge M. Gonzalez  
Village Clerk Dwight S. Danie  
Village Attorneys Weiss Serota  
Helfman Cole & Bierman, P.L.

## RESORT TAX COMMITTEE

REGULAR MEETING AGENDA

TUESDAY, NOVEMBER 29, 2023 AT 10:30 A.M.

St. Regis Bal Harbour Resort · Rockefeller Meeting Room 9703 Collins  
Avenue Bal Harbour · Florida 33154

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*This meeting will be conducted in-person. Members of the public are encouraged to participate by calling 305-865-6449 or by emailing meetings@balharbourfl.gov before and during the meeting.*

**1 CALL TO ORDER / ROLL CALL-** Committee Member Peter Willis was selected as Acting Chair due to Vice Chair Scott being unable to speak. The meeting was called to order at 10:33 A.M. by Acting Chair Peter Willis

The following members were present:

Peter Willis, Acting Chair  
Steve Scott, Vice Chair  
Arianna Calcaterra  
Priscilla Khanna  
Zushie Litkowski

The following were not present:

Jeff Lehman, Chair  
Jassi Lekach Antebi

The following were also present:

Ramiro Inguanzo, Assistant Village Manager  
Dwight Danie, Village Clerk  
Paola Busch, Marketing Tourism Manager

**2 PLEDGE OF ALLEGIANCE-** The Pledge of Allegiance was led by Acting Chair Peter Willis.

**3 APPROVAL OF MINUTES**

June 27, 2023 Resort Tax Committee Meeting Minutes

**MOTION: A motion to approve the Meeting Minutes was moved by Vice Chair Steve Scott and seconded by Priscilla Khanna.**

**VOTE: The Motion passed by unanimous voice vote (5-0).**

**4 INTRODUCTION OF ST. REGIS BAL HARBOUR RESORT LEADERSHIP TEAM - A.**  
*Stephen Power, General Manager*

Mr. Inguanzo introduced Mr. Stephen Power as the new General Manager for the St. Regis Bal Harbour Resort, after which Mr. Power provided a summary of his work history.

**5 DISCUSSION AND UPDATE FROM ERNST & YOUNG (EY) TEAM REGARDING THE DEVELOPMENT OF A TOURISM STRATEGIC PLAN FOR BAL HARBOUR VILLAGE**

**4.1 Discussion and update with Ernst & Young (EY) team regarding the Development of a Tourism Strategic Plan for Bal Harbour Village**

Acting Chair Willis introduced Ryan Foster and Michelle Zaidensztat from EY (Ernst & Young), the firm selected to help the Village develop a strategic plan for its tourism efforts.

Mr. Foster said that they had been engaging with forty-plus stakeholders in Bal Harbour visitation and that they have been leveraging a number of marketing data sources including geolocation data. He said that the different categories for gathering data include lodging, retail, attractions, governance, e-branding, and marketing.

He said that he estimates that Bal Harbour receives about two million visitors per year after which he showed where the visitors were coming. He then compared Bal Harbour data to the Greater Miami saying that there is an opportunity to engage visitors from the UK, France, Germany, and the rest of Europe (internationally), and Los Angeles and Southern California (domestically). Mr. Inguanzo noted that the Venezuelan market was also worth exploring.

Mr. Foster then presented examples of geolocation data collected from cell phone pings, that also captured census tract, median income, education level, age, and source market, showing how visitor movement and clustering could be studied. He said that they were also examining seasonality to explore ways to lessen the off-season lull in Bal Harbour.

Mr. Foster then described their analysis regarding competitor luxury destinations like Aspen and Cannes and their use of tourism partnerships and sister and twin city programs, and their key success factors and marketing efforts. He said that the strategic plan would include recommendations for the sequence and prioritization of outcomes in which the Village should invest.

Babak Raheb, 128 Balfour Drive, suggested looking to Chicago as a market and asked if EY had developed a profile of Bal Harbour's current visitors. He asked if the data could differentiate between business versus leisure travelers, adding that the Village could add

a focus for attracting business events. Chair Scott added that he would EY explore ways to attract younger age groups, Europeans, and travelers from the Middle East.

Mr. Foster said that he was developing a visitor profile and would be looking at the current age group, and so that stakeholders could then ask what the target age group should be.

Mr. Raheb suggested that another goal might include ultra-luxury travelers from Qatar, Emirates, and Bahrain, to which Mr. Power said that St. Regis sees that as a huge opportunity and is in the process of deploying a sales manager just for that region.

Mr. Raheb asked if the data could show average spending by country, to which Mr. Foster said that he did not have that specific data, but “average spending by country” could become a key performance indicator that the Village could monitor.

Acting Chair Willis asked if EY’s scope included making recommendations for events, to which Mr. Foster said that the plan would provide opportunities. He said that the Aspen and Cannes destinations were chosen as models for the types of initiatives they employed to expand tourism. Vice Chair Scott suggested a Bal Harbour branded event during Fashion Week.

Mr. Foster said that the plan for him to wrap up his work by the end of January 2024, in time to present it to the Council at their February Retreat.

## **6      ADVERTISING / MEDIA UPDATE**

Ms. Busch provided details on the analysis of data from website activity and advertising campaigns, including metrics such as total users, geographic reach, and user responses to advertisements and the breakdown of clicks and impressions from different locations. She provided examples of demographics, including age and gender on both the website and Instagram, emphasizing follower engagement and the influence of influencer marketing in the United States, Brazil, and Argentina.

Mr. Raheb asked if there had been any outreach to Dubai or Abu Dhabi in that there were real estate market similarities with Bal Harbour, to which Ms. Busch said that the Village had experienced challenges in print advertising and past experiences with advertising campaigns tied to those cities.

## **7      REVIEW OF UPCOMING SPECIAL EVENTS - PRESENTATION TO BE MADE OVER LUNCH**

Sylvia Flores, Director of Recreation, Arts, and Culture, provided a preview of upcoming special events for Art Basel, as well as other projects going forward including an art exhibit called "The Power of Words" created by local artist Tanya Sloane-Aha. She described Art



Basel-related events, such as partnerships with museums, lectures, and tours, and various community events, such as full moon yoga, movie nights, fireworks, concerts, and the Farmer’s Market. She then provided an update on the progress of the Bal Harbour Waterfront Park.

**8 FUTURE MEETING DATES-** Wednesday, January 10, 2024, 10:30.

**9 ADJOURNMENT** - The meeting was adjourned at 12 Noon.



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Jeff Lehman, Chair

Attest:

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Dwight S. Danie, Village Clerk



## BAL HARBOUR VILLAGE ICE CREAM WE LOVE SPONSORSHIP



## Ice Cream We Love, benefitting Holtz Children's Hospital at the University of Miami/Jackson Memorial Medical Center

### Event Details

Bal Harbour Shops, the iconic open-air, all-luxury shopping destination, will host its 6th annual **Ice Cream We Love**, a philanthropic, ticketed event, welcoming over 500 shoppers daily, benefitting Holtz Children's Hospital at the University of Miami/Jackson Memorial Medical Center on May 18th and 19th. All weekend long, Bal Harbour Shops lush walkways will be transformed into an ice cream shop bursting with 15-20 pop-ups from beloved national and local brands alongside life-sized games, ice cream toss stations, face painting and entertainment for the whole family. Ice cream enthusiasts can indulge in classic flavors and discover new favorites from gelato and paletas to ice cream sandwiches, innovative donuts with ice cream, and much more throughout all three levels of the luxury shopping destination.

# PROGRAM DETAILS

## ICE CREAM WE LOVE

A highly visible event that bolsters awareness and engagement in Bal Harbour Village



### **Distribution of Press Release Highlighting BHV as Main Partner**

- Press release is widely distributed to local and national press (2023 Cumulative Media Impressions: 21,047,093)

### **Social Media Campaign for Event Promotion**

(2023 15+ visits, 40+ posts, 7,000,000 impressions)

### **Invitation Distribution Highlighting BHV as Main Partner with Logo Inclusion**

- Invitation is distributed to BHS database
- Invitation is distributed to BHS Access database
- Invitation is distributed to Holtz Children's Hospital database of donors
- Invitation is distributed to local schools and other charitable organizations

### **Onsite**

- Event menu/programming cards highlighting BHV as main partner with logo inclusion, distributed throughout the event to all participants and shoppers
- BHV branding/logo on all ice cream pop-up booths throughout the event

### **Tickets**

- Opportunity for event tickets to go on pre-sale to BHV residents prior to opening to the public
- Complimentary event tickets to BHV Mayor and Council

### **Cross- Channel Promotion**

#### **Event Splash/Landing Page on BHS.com**

- Event Splash/Landing Page on BHS.com will highlight BHV as a main partner with logo inclusion and boiler plate

### **Newsletter**

- Newsletter highlighting ICWL and featuring BHV as a main partner

(150K Subscribers/send, 25%-30% Open Rate)

### **Social**

- Organic social posts and stories throughout weekend and pre-event will include BHV tag/handle

(846K Combined Followers)

**TOTAL COMMITMENT: \$50,000 NET**



# BAL HARBOUR

- V I L L A G E -

OFFICE OF THE VILLAGE MANAGER

LETTER TO COUNCIL

NO. 037 -2024

To: Mayor Jeffrey P. Freimark and Members of the Village Council  
From: Jorge M. Gonzalez, Village Manager   
Date: March 1, 2024  
Subject: **Bal Harbour Village Monthly Resort Tax Revenue Report January 2024**

The purpose of this Letter to Council (LTC) is to transmit to you the Monthly Resort Tax Revenue Report to provide you with an update on Resort Tax Collections for the month of January 2024.

The attached report reflects all resort tax revenue collected from the Lodging (4%) and Food and Beverage (2%) entities by the Village throughout the month of January 2024, marking the 4th month of collections for the 2023-2024 fiscal year (FY). The report compares results to previous years and includes results and variances for these years.

The results for the FY 2023-2024 and comparative to previous FY's are as follows:

REVENUE	FY23/24	FY22/23	Variance \$	Variance %	FY21/22	Variance \$	Variance %
October	364,360	387,400	(23,040)	-6%	337,746	26,613	8%
November	465,312	465,561	(250)	0%	461,760	3,552	1%
December	709,829	667,331	42,497	6%	742,433	(32,604)	-4%
January	657,732	657,196	535	0%	640,444	17,288	3%
<b>FY TOTAL</b>	<b>2,197,232</b>	<b>2,177,489</b>	<b>19,743</b>	<b>1%</b>	<b>2,182,383</b>	<b>14,849</b>	<b>1%</b>

The January 2024 result of \$657,732 is 0.1% more than the January 2023 result of \$657,196 and is a record for January Resort Tax collections in the Village.

As you will see reflected on the attached charts, the food and beverage taxes collected for the month of January 2024 were 3% lower than in January 2023, while hotel taxes were flat during the same period.

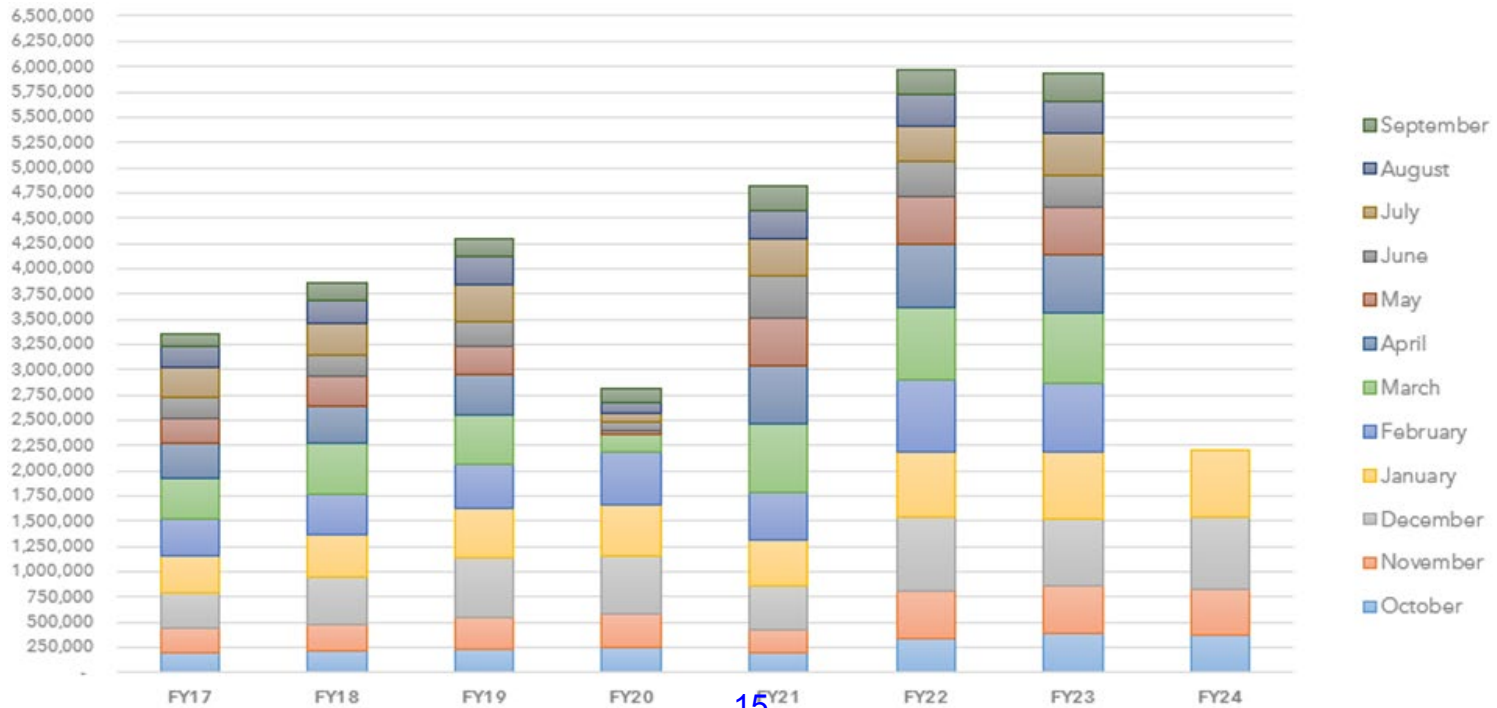
If you have any questions or need any additional information, please feel free to contact me.

Attachment: Resort Tax Revenue Collections January 2024

JMG/RI/MH



Monthly Resort Tax Revenues FY 2017 - 2024										
REVENUE	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	\$ Change FY23 to FY24	% Change FY23 to FY24
October	199,879	211,585	227,153	245,321	194,121	337,746	387,400	364,360	(23,040)	-6%
November	248,474	272,087	319,409	330,479	233,174	461,760	465,561	465,312	(250)	0%
December	341,099	463,489	599,164	580,196	432,757	742,433	667,331	709,829	42,497	6%
January	358,485	416,841	473,030	508,538	454,324	640,444	657,196	657,732	535	0%
February	382,720	404,879	446,150	512,148	472,196	715,657	689,437			
March	390,941	497,795	490,696	175,008	671,474	712,179	687,425			
April	350,838	376,923	387,588	10,651	581,267	623,752	586,107			
May	245,037	286,612	291,033	28,677	474,867	472,590	466,834			
June	203,037	217,751	240,939	86,726	410,188	349,474	317,714			
July	294,593	308,414	359,088	90,509	371,382	351,941	411,805			
August	221,016	231,341	281,542	106,809	275,196	315,996	321,222			
September	108,943	164,639	173,252	131,055	247,088	246,404	279,588			
<b>FY TOTAL</b>	<b>3,345,062</b>	<b>3,852,356</b>	<b>4,289,043</b>	<b>2,806,119</b>	<b>4,818,033</b>	<b>5,970,374</b>	<b>5,937,622</b>			
<b>FY Subtotal (Oct. - Jan.)</b>	<b>1,147,937</b>	<b>1,364,002</b>	<b>1,618,755</b>	<b>1,664,535</b>	<b>1,314,376</b>	<b>2,182,383</b>	<b>2,177,489</b>	<b>2,197,232</b>	<b>19,743</b>	<b>1%</b>



Revenues FY24 & FY23	Oct-24	Oct-23	Change %	Nov-24	Nov-23	Change %	Dec-24	Dec-23	Change %
Hotel Taxes	237,205	273,012	-13%	341,342	344,426	-1%	544,215	513,969	6%
Food and Beverage Taxes	110,680	105,563	5%	107,847	110,437	-2%	148,997	141,235	5%
Interest	16,475	8,825	87%	16,123	10,699	51%	16,616	12,128	37%
<b>Grand Total All Revenues</b>	<b>364,360</b>	<b>387,400</b>	<b>-6%</b>	<b>465,312</b>	<b>465,561</b>	<b>0%</b>	<b>709,829</b>	<b>667,331</b>	<b>6%</b>

Revenues FY24 & FY23	Jan-24	Jan-23	Change %
Hotel Taxes	481,250	479,592	0%
Food and Beverage Taxes	159,113	164,723	-3%
Interest	17,369	12,882	35%
<b>Grand Total All Revenues</b>	<b>657,732</b>	<b>657,196</b>	<b>0%</b>

Revenue FY 2023 - 2024	October	November	December	January	TOTAL Revenue FY 2023-2024	% of all Revenue
Shops - Food	\$ 107,300	\$ 102,811	\$ 137,459	\$ 157,014	\$ 504,584	23%
% of all Revenue	29%	22%	19%	24%		
Hotel - Bed	\$ 199,283	\$ 290,156	\$ 493,979	\$ 431,020	\$ 1,414,438	71%
Hotel - Food	\$ 32,935	\$ 44,383	\$ 42,763	\$ 33,990	\$ 154,071	
Total	\$ 232,218	\$ 334,539	\$ 536,742	\$ 465,010	\$ 1,568,509	
% of all Revenue	64%	72%	76%	71%		
Rentals, Condo Food, & Interest	\$ 24,842	\$ 27,962	\$ 35,627	\$ 35,707	\$ 124,139	6%
% of all Revenue	7%	6%	5%	5%		
<b>TOTAL Revenue FY 2023-2024</b>	<b>\$ 364,360</b>	<b>\$ 465,312</b>	<b>\$ 709,829</b>	<b>\$ 657,732</b>	<b>\$ 2,197,232</b>	