

BAL HARBOUR

- V I L L A G E -

Jeff Lehman, Chair
Peter Willis, Vice Chair
Jassi Lekach Antebi, Committee Member
Arianna Calcaterra, Committee Member
Priscilla Khanna, Committee Member
Zushie Litkowski, 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, JUNE 4, 2024, AT 10:30 A.M.

Bal Harbour Village Hall, 2nd Floor Conference Room
655 96th Street, Bal Harbour, Florida 33154

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 / PLEDGE OF ALLEGIANCE

2 APPROVAL OF MINUTES

- 2.1** March 11, 2024 Resort Tax Committee Meeting Minutes
[ResortTaxCommitteeMinutes_March11_2024.pdf](#)

3 OVERVIEW OF RESORT TAX COLLECTIONS - QUARTER 2

- 3.1** Attachment
[Resort Tax Collections FY2024.pdf](#)

4 PRESENTATION: SISTER CITIES INTERNATIONAL PROGRAM - HOF HACARMEL, ISRAEL TA

5 DISCUSSION: TOURISM DATA ANALYTICS

6 OVERVIEW: SPECIAL EVENTS - QUARTER 2 AND UPCOMING EVENTS

7 DISCUSSION: PREPARING FOR FISCAL YEAR (FY) 2024-25 TOURISM BUDGET

8 NEW BUSINESS

9 FUTURE MEETING DATES

10 PUBLIC COMMENTS

11 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.

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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

This meeting was conducted in person. Members of the public were also 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- The meeting was called to order at 10:33 A.M. by Chair Jeff Lehman

The following members were present:

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

ã 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 Chair Lehman.

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

MOTION: A motion to approve the October 24, 2024 Meeting Minutes was moved by Chair Jeff Lehman and seconded by Peter Willis.

VOTE: The Motion passed by unanimous voice vote (6-0).

MOTION: A motion to approve the November 29, 2024 Meeting Minutes was moved by Chair Jeff Lehman and seconded by Peter Willis.

VOTE: The Motion passed by unanimous voice vote (6-0).

4 STEVE SCOTT COMMEMORATION

Chair Lehman requested that the Committee take a moment of reflection on the unexpected loss of Steve Scott, Vice Chair of the Resort Tax Committee, who had passed away in January. The Village Clerk read a commemoration for Vice Chair Scott highlighting his contributions and impact in hospitality, praising his wisdom, kindness, and dedication. Mr. Inguanzo said that he planned to present the tribute to the Starr Restaurant Group.

5 PRESENTATION - "ICE CREAM WE LOVE" EVENT AT THE BAL HARBOUR SHOPS

5.1 Ice Cream We Love

Mr. Inguanzo introduced Gotmar Giron, Bal Harbour Shops, who said that "Ice Cream We Love," is now in its sixth year and involves collaboration between Bal Harbour Shops and Bal Harbour Village, and supports the Holtz Children's Hospital, with all ticket proceeds going to the hospital. She said the May 18th-19th festival spans three levels of the Shops, and features numerous pop-up booths from ice cream vendors across South Florida.

Ms. Giron said the budget for the event was \$100,000, split between Shops and the Village, with each contributing \$50,000, the costs of which cover production, logistics, booth rentals, freezers, and other necessary equipment. She said the event includes extensive marketing efforts, involving social media campaigns, press releases, and influencer partnerships. She said that tickets are sold for around \$50, with discounts for children.

Chair Lehman asked the \$100,000 would cover the event and would the Committee receive a financial re-cap, to which Ms. Giron responded yes to both questions. Ms. Khanna asked if the number of tickets sold was capped, to which Ms. Giron responded that because of vendor capacity, ticket sales were capped at 650 per day.

Mr. Willis asked if the Shops considers ROI to which Ms. Giron said the event is valued for its community and family focus rather than direct sales.

Mr. Inguanzo added that EY, the firm hired to create the strategic plan for Tourism, supported this event in that it specifically targeted children and families.

Mr. Litkowski asked if the Village did not opt in and decided to donate directly to Holtz, would the Shops still activate the event. Mr. Inguanzo said the benefit of the event is the PR and opportunity to sell the Village as a family-friendly destination, adding that if the Village did not participate, the Shops might not be able to do the event.

Babak Raheb, 128 Balfour Drive, said that the ticket sales cap limits the total sales to \$65,000 and questioned how the event would break even given the \$100,000 donation from the Shops and the Village. Ms. Giron said that other sponsorships would make up the difference.

Mr. Raheb then said that the Village should not be partnering with the Shops given that the Shops was currently suing the Village, and the Village Council had expressed reservations regarding this partnership at its last Council meeting, and suggest that the Village just give the \$50,000 directly to Holtz.

Chair Lehman said that comments and questions from members of the public do not require a response from the Committee.

Mr. Inguanzo said that the item before the Committee would be for approving a recommendation to the Village Council for the donation to the Shops.

MOTION: A motion recommend that the Village Council approve the \$50,000 to the Shops was moved by Peter Willis and seconded by Priscilla Khanna.

VOTE: The Motion passed by unanimous voice vote (6-0).

6 RESORT TAX COLLECTIONS OVERVIEW - OCTOBER - JANUARY

6.1 Resort Tax Collections

Ms. Busch introduced Carmen Florio, the Villages Public Relations Representative for Argentina, who was currently on vacation in Bal Harbour, after which Mr. Inguanzo presented the Resort Tax Collections. He said that the collection for December was strong and the collection for January was the highest ever collection for that month, with the caveat that a new restaurant, Avenue 31 Café, had opened at the Shops that month. He added that the third building at the Beach Haus would be opening by October.

Ms. Calcaterra shared the cost of mid-season St. Regis room rates at the St. Regis (starting at \$1,199) after which she mention upcoming events for which they are preparing: F1 (Formula 1 in May), Copa America (June/July), FIFA (2026).

7 PRESENTATION - UPDATE FROM ERNST YOUNG (EY) REGARDING THE BAL HARBOUR VILLAGE TOURISM STRATEGIC PLAN

Ryan Foster, EY via Zoom, summarized EY's findings for the Tourism Strategic Plan to continue to evolve Bal Harbor as a luxury destination, drawing inspiration from Aspen, and Cannes, and borrowing best practices from Beverly Hills, Carmel-by-the-Sea and Palm Beach. He said the study involved data gathering, analysis, and benchmarking, organized around visitor profiles, lodging options, retail and food services, attractions, events, governance, and branding. He said EY then developed a SWOT analysis which led to the presentation of six key actionable recommendations

He said some of the current strengths are Bal Harbour's strong positioning and brand identity, its strong relationship with stakeholders, its full calendar of events, and the enthusiasm and buy-in of its Tourism team and stakeholders for continuing to improve.

He said that for weaknesses or areas for improvement, the Village has limited data analytics capabilities, events that are skewed towards residents, the lack of target metrics, key performance indicators (KPI's) and goals, and the lack of activities for children. He said the right data would allow the Village to determine ROI for current and proposed implementations and practices.

Mr. Inguanzo said that, at its retreat, the Village Council had discussed, and were in favor of opening park programming to hotel guests.

Babak Raheb, 128 Balfour Drive, suggested that the Village tap into Middle East markets, and said that although he would be in favor including hotel guest, he would not like to see park programming open to the general public.

Mr. Foster then presented opportunities for growth and optimization of tourism including the engagement of data analytics vendor, exploring additional markets such as Europe and the Middle East, and exploring national, international, and local partnership with other tourist destinations. He suggested hosting and promoting exclusive signature events in Bal Harbour related to larger events going on in the South Florida area, and opening public spaces to hotel visitors. He suggested that an entity be established within the Bal Harbour Tourism Department that would coordinate with local institutions to help them understand potential restrictions (municipal, county, and/or state) to events they wish to host.

Mr. Foster then presented challenges including improving data analytics and establishing KPI, adapting to luxury travel trends, enhancing family friendly activates and improving marketing. He suggested opening the park facility to hotel guests while maintaining

priority for residents, and suggested exploring collaborating with neighboring recreation facilities.

8 PRESENTATION - SPECIAL EVENTS IN BAL HARBOUR VILLAGE

Sylvia Flores, Director of Recreation, Arts and Culture, provided an update of past and future events adding that she has gotten a lot of positive feedback for the Power of Words exhibit, Market, and the Star Gazing Event. She said that in trying to partner more with the hotels, the Village collaborated with the St. Regis with a Full Moon Yoga event.

Mr. Willis said that he thought that the Village had missed an opportunity to market an the Opera Gallery's replacement of Manolo Valdés sculptures with sculptures by Marc Quinn depicting Kate Moss in various yoga poses. He suggested that the Opera Gallery be given the opportunity to talk about the exhibit, to get press exposure and inform the public. Ms. Flores said that she would look into sending utilizing the Village's blast email system and newsletter.

9 FUTURE MEETING DATES

Chair Lehman nominated Peter Willis as Vice Chair, to which Mr. Willis accepted and the Committee unanimously agreed.

Mr. Inguanzo said that he would send out a survey to members to schedule the next Resort Tax Committee meeting.

10 ADJOURNMENT- The meeting was adjourned at 12 Noon.



Attest:

Jeff Lehman, Chair

Dwight S. Danie, Village Clerk

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%
Grand Total All Revenues	364,360	387,400	-6%	465,312	465,561	0%	709,829	667,331	6%

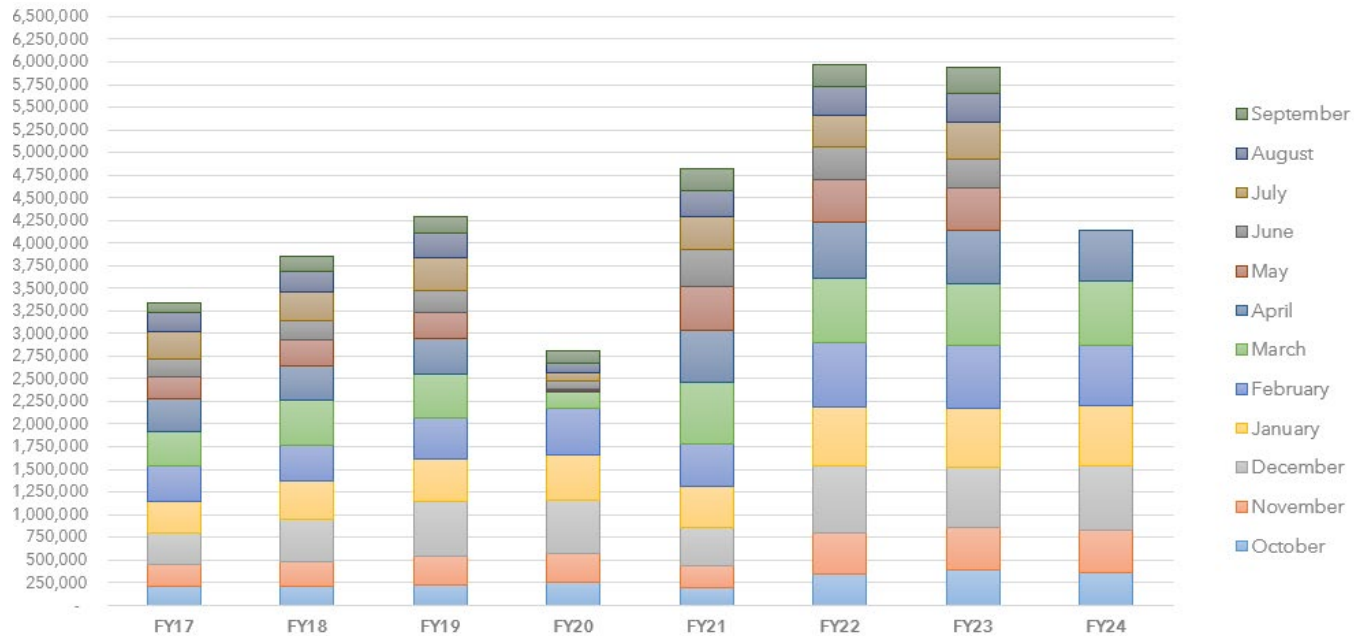
Revenues FY24 & FY23	Jan-24	Jan-23	Change %	Feb-24	Feb-23	Change %	Mar-24	Mar-23	Change %
Hotel Taxes	481,250	479,592	0%	519,032	544,407	-5%	545,522	537,808	1%
Food and Beverage Taxes	163,472	164,723	-1%	137,625	132,802	4%	146,046	135,828	8%
Interest	17,369	12,882	35%	17,750	12,229	45%	18,973	13,789	38%
Grand Total All Revenues	662,090	657,196	1%	674,406	689,437	-2%	710,542	687,425	3%

Revenues FY24 & FY23	Apr-24	Apr-23	Change %
Hotel Taxes	394,275	425,325	-7%
Food and Beverage Taxes	134,393	146,765	-8%
Interest	18,445	14,017	32%
Grand Total All Revenues	547,112	586,107	-7%

Revenue FY 2023 - 2024	October	November	December	January	February	March	April	TOTAL Revenue FY 2023-2024	% of all Revenue
Shops - Food	\$ 107,300	\$ 102,811	\$ 137,459	\$ 157,014	\$ 131,307	\$ 140,450	\$ 132,840	\$ 909,181	22%
% of all Revenue	29%	22%	19%	24%	19%	20%	24%		
Hotel - Bed	\$ 199,283	\$ 290,156	\$ 493,979	\$ 431,020	\$ 464,086	\$ 487,257	\$ 339,186	\$ 2,704,968	73%
Hotel - Food	\$ 32,935	\$ 44,383	\$ 42,763	\$ 33,990	\$ 47,616	\$ 50,652	\$ 47,051		
Total	\$ 232,218	\$ 334,539	\$ 536,742	\$ 465,010	\$ 511,702	\$ 537,908	\$ 386,237	\$ 3,004,357	73%
% of all Revenue	64%	72%	76%	70%	76%	76%	71%		
Rentals, Condo Food, & Interest	\$ 24,842	\$ 27,962	\$ 35,627	\$ 40,066	\$ 31,397	\$ 32,183	\$ 28,035	\$ 220,112	5%
% of all Revenue	7%	6%	5%	6%	5%	5%	5%		
TOTAL Revenue FY 2023-2024	\$ 364,360	\$ 465,312	\$ 709,829	\$ 662,090	\$ 674,406	\$ 710,542	\$ 547,112	\$ 4,133,650	

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	662,090	4,893	1%
February	382,720	404,879	446,150	512,148	472,196	715,657	689,437	674,406	(15,031)	-2%
March	390,941	497,795	490,696	175,008	671,474	712,179	687,425	710,542	23,116	3%
April	350,838	376,923	387,588	10,651	581,267	623,752	586,107	547,112	(38,995)	-7%
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			
FY TOTAL	3,345,062	3,852,356	4,289,043	2,806,119	4,818,033	5,970,374	5,937,622			
FY Subtotal (Oct. - Apr.)	2,272,436	2,643,599	2,943,189	2,362,342	3,039,313	4,233,970	4,140,459	4,133,650	(6,809)	0%



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	662,090	657,196	4,893	1%	640,444	21,646	3%
February	674,406	689,437	(15,031)	-2%	715,657	(41,250)	-6%
March	710,542	687,425	23,116	3%	712,179	(1,637)	0%
April	547,112	586,107	(38,995)	-7%	623,752	(76,640)	-12%
FY TOTAL	4,133,650	4,140,459	(6,809)	0%	4,233,970	(100,320)	-2%