

# **Business & Economic Development Task Force Final Report 2022**

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**As presented via the following Members:**

**Chair Mark Trowbridge**

**Vice Chair Maria Carrillo**

**Board Member Andrea Negrin**

**Board Member Jennifer Graham**

**Board Member Patrick Kemmache**

**Board Member Charlie Leonard**

**Board Member Fidel Garcia**

**Board Member Francisco Fernandez**

**Board Member Jorge Santin**

**And former Board Members:**

**The late Michael Finney**

**Max Milam**

**Nihal Perera**

**Jean-Marc Troillard**

**Jorge Guerra**

**December 12**

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**On behalf of the “Task Force”**

**Thank you.**



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# Recommendation Summary

As of the first Task Force meeting held on September 2, 2021 until the last meeting held on November 16, 2022 the Task Force has provided a variety of well-intended recommendations for the Council to consider.

**Please find Included in this report the final survey results along with the final report memo's and supporting documentation.**

The Task Force Members have reviewed and prioritized the following top recommendations from the list (Please refer to final report page numbers and agenda item letter):

- 1.) **NW 36th Street Improvements** – Pg. 8-B – Supporting documentation pg. 9-12
  - a.) Pursuit of Annexation – Pg. 17
- 2.) **Discussion on improving and increasing parking in the CBD** – Pg. 3-A - Supporting documentation pg. 4-6
- 3.) **Update on Main Street America** – Pg. 8-D
- 4.) **Recommendation on public parking** – Pg. 1-D – Supporting documentation on pg. 2
- 5.) **Events that draw visitors, resident and neighbors** – Pg. 3-D

All Board Members have worked diligently to collaborate with each of their professional experiences, skills and qualifications to complete their assigned duty despite the obstacles they've faced throughout their times serving.

On behalf of the Task Force, we would like to extend a warm thank you all for your support. We look forward to seeing our recommendations considered and implemented so our wonderful City may continue to support old businesses while attracting new businesses.

Respectfully,  
The Business & Economic Development Task Force



**CITY OF MIAMI SPRINGS  
OFFICE OF THE CITY CLERK**

201 Westward Drive  
Miami Springs, FL 33166-5259  
Phone: 305.805.5006  
Fax: 305.805.5028

**TO:** Erika Gonzalez-Santamaria, MMC, City Clerk  
**VIA:** Sandra Duarte, Assistant to the City Clerk  
**FROM:** Business and Economic Development Task Force  
**DATE:** February 17<sup>th</sup>, 2022  
**SUBJECT:** Recommendations from the February 3, 2022 regular meeting

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Agenda Items:

4. Old Business

B) Recommendation on improving the City's Code to benefit local businesses

**Board Member Perera moved to recommend the City Council to review the current code for the color palette, the previous signage recommendations made by the Architectural Board during 2009, 2010 & 2011 and to add public art in certain areas of the districts. Board Member Milam seconded the motion which passed unanimously 7-0 on rollcall vote. The rollcall vote was as follows: Board Member Milam, Board Member Perera, Board Member Garcia, Board Member Leonard, Board Member Fernandez, Board Member Kemmache & Vice Chair Carillo voted YES.**

C) Small business incentive programs

**Board Member Leonard motioned to recommend the City of Miami Springs Administration to research incentive programs that would benefit businesses. Board Member Perera seconded the motion which passed unanimously 7-0 on rollcall vote. The rollcall vote was as follows: Board Member Milam, Board Member Perera, Board Member Garcia, Board Member Leonard, Board Member Fernandez, Board Member Kemmache & Vice Chair Carillo voted YES.**

D) Recommendation on public parking See page 2

**Board Member Perera motioned to recommend for the City Council in a timely manner to take steps to make improvements to the first two blocks of Westward Drive from the Circle to Park Street providing for additional public on-street parking and sidewalk widening. Board Member Leonard seconded the motion which passed unanimously 7-0 on rollcall vote. The rollcall vote was as follows: Board Member Milam, Board Member Perera, Board Member Garcia, Board Member Leonard, Board Member Fernandez, Board Member Kemmache & Vice Chair Carillo voted YES.**

**A RECOMMENDATION OF THE BUSINESS AND ECONOMIC DEVELOPMENT TASK FORCE OF THE CITY OF MIAMI SPRINGS, FLORIDA, REQUESTING THE CITY COUNCIL IN A TIMELY MANNER TO TAKE STEPS TO MAKE IMPROVEMENTS TO THE FIRST TWO BLOCKS OF WESTWARD DRIVE FROM THE CIRCLE TO PARK STREET PROVIDING FOR ADDITIONAL PUBLIC ON-STREET PARKING AND SIDEWALK WIDENING**

**WHEREAS**, the City of Miami Springs (the “City”) Council passed and adopted Resolution No. 2021-3918 on the 14<sup>th</sup> day of June, 2021, that established the Business and Economic Development Task Force (the “Task Force”) for the purpose of studying, advising, and making recommendations to the City Council with regard to marketing the City, attracting new businesses, supporting existing businesses, and providing a vision for the City future economic and business development; and

**WHEREAS**, commencing September 2021, the Task Force has held monthly public meetings with notice of such meetings provided as required by Florida law; and

**WHEREAS**, the Task Force believes that the Central Business District (“CBD”) is significantly underserved in public parking spaces that are necessary to serve those businesses operating within the CBD that lack on-premises parking; and

**WHEREAS**, the Task Force believes the City Council needs to take immediate actions to create additional public parking spaces that are in close proximity to the businesses operating within the CBD; and

**WHEREAS**, the Task Force believes, that with respect to the CBD specifically Westward Drive, the City needs to evolve with the current times, as many other south Florida municipalities have already done, to develop wider sidewalks that encourage enhanced outdoor pedestrian activities and seating that provide a more welcoming experience for outdoor dining and create more space for pedestrians to safely and comfortably walk. Widening sidewalks around shopping and dining areas allows more window-shopping to view store advertisements, which leads to increased customers for local businesses. Wider sidewalks promote opportunities for citizens to actively connect with their communities, create safer pedestrian environments, and produce healthier neighborhoods; and

**WHEREAS**, the Task Force believes the proposed sidewalk widening, reducing Westward Drive to one lane each way, and creating angled parking as denoted on Exhibit “A” on Westward Drive from the Traffic Circle to Park Street attached hereto, will provide a much needed seventy five (75) parking spaces to support local businesses, promote outdoor dining and pedestrian activities, support and attract new businesses within the CBD, and increase property values; and

**WHEREAS**, the Task Force finds that this recommendation is in the best interest and welfare of the residents of the City.

**NOW, THEREFORE, BE IT RESOLVED BY THE BUSINESS AND ECONOMIC DEVELOPMENT TASK FORCE OF THE CITY OF MIAMI SPRINGS, FLORIDA, AS FOLLOWS:**

**Section 1. Recitals.** The above recitals are confirmed, adopted, and incorporated herein and made a part hereof by reference.

**Section 2. Approval.** The Task Force hereby approves the sidewalk and parking improvements in substantially the form attached hereto on Exhibit “A” on Westward Drive from the Traffic Circle to Park Street.

**Section 3. City Council.** This recommendation shall be presented to the City Council for immediate consideration and action.

The foregoing recommendation was offered by Board Member Captain Nihal Perera who moved its adoption. The motion was seconded by Board Member Max Milam and upon being put to a vote, the vote was UNANIMOUS!!!



**CITY OF MIAMI SPRINGS  
OFFICE OF THE CITY CLERK**

201 Westward Drive  
Miami Springs, FL 33166-5259  
Phone: 305.805.5006  
Fax: 305.805.5028

**TO:** Erika Gonzalez-Santamaria, MMC, City Clerk  
**VIA:** Sandra Duarte, Assistant to the City Clerk  
**FROM:** Business and Economic Development Task Force  
**DATE:** May 6, 2022  
**SUBJECT:** Recommendations from the May 5, 2022 regular meeting

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Agenda Items:

6. New Business

A) Discussion on improving and increasing parking in the CBD See page 4 through 6

**Board Member Perera moved to recommend the City Council to take actions to both improve and increase parking within the CBD. Board Member Leonard seconded the motion which passed unanimously 6-0 on voice vote.**

B) Discussion on modifying the Code of Ordinances for commercial trash enclosures See page 7

**Board Member Perera moved to recommend the City Council to take action to modify the Code of Ordinances for commercial trash enclosures and trash collection frequency within the CBD and the 36<sup>th</sup> Street corridor. Board Member Santin seconded the motion which passed unanimously 6-0 on voice vote.**

D) Events that draw visitors, resident and neighbors

**Board Member Santin motioned to recommend that the City engages in the services of Main Street America in order to enhance the redevelopment process. Board Member Graham seconded the motion which passed unanimously on 6-0 by voice vote.**

**A RECOMMENDATION OF THE BUSINESS AND ECONOMIC DEVELOPMENT  
TASK FORCE OF THE CITY OF MIAMI SPRINGS, FLORIDA, APPROVING A  
RECOMMENDATION TO THE CITY COUNCIL TO TAKE ACTIONS BOTH  
IMPROVE AND INCREASE PARKING WITHIN THE CBD**

**WHEREAS**, the City of Miami Springs (the “City”) Council passed and adopted Resolution No. 2021-3918 on the 14<sup>th</sup> day of June, 2021, that established the Business and Economic Development Task Force (the “Task Force”) for the purpose of studying, advising, and making recommendations to the City Council with regard to marketing the City, attracting new businesses, supporting existing businesses, and providing a vision for the City future economic and business development; and

**WHEREAS**, commencing September 2021, the Task Force has held monthly public meetings with notice of such meetings provided as required by Florida law; and

**WHEREAS**, the current Code of Ordinances with respect to the Central Business District (“CBD”) does not require additional off-street parking from what is currently in existence despite any change of use that might intensify the parking requirements of a building—the parking for all existing buildings are grandfathered; and

**WHEREAS**, the CBD is significantly underserved in both on-street and off-street parking to meet the needs of businesses operating in the CBD that lack or have no off-street parking (see attached Parking Analyses incorporated and made a part hereof); and

**WHEREAS**, the Miami Springs Town Center located at 1 Curtiss Parkway, a mixed-use development comprised of 51 residential units and 23,500 square feet of retail, is underserved in off-street parking spaces from 95 to 252 parking spaces based upon the Code of Ordinances for the CBD (depending upon the intensity of use of retail tenants), that will further exacerbate existing parking problems within the CBD after the development is completed in late 2022; and

**WHEREAS**, the Task Force recognizes that parking within the CBD is inadequate and the Code of Ordinances with respect to parking in the CBD should be modified, as noted below:

- Code Section 150-070(E) Parking standards and requirements—adding the following to the Code subsection extending the types of circumstances that do not allow an exception or provide grandfathering to meeting the off-street parking requirements:
  - 5. (f) When an existing building is subdivided (e.g., from one use to two or more uses; or from two uses to three or more uses, and so forth).
  - 5. (g) No parking variances shall be allowed with respect to any building/business meeting any of Section 150-070(E)(a)-(f) above; and

**WHEREAS**, the Task Force believes that the City should have an independent traffic/parking study (the “Study”) completed for the CBD, that should include, but not be limited to the following:

- The Study area needs to be well defined and limited to businesses located at the core of the CBD
- The Study should include parking spaces for recreational opportunity of the inner Circle, memorials and walking paths
- The Study should identify areas within the CBD that might be underutilized or overutilized for parking



- The Study should include both traffic and parking within the CBD and focus on location, use and adequacy of existing parking
- The assumptions/parameters for the Study, prior to being contracted, should include feedback from the City Council and businesses leaders in the City (or the Board Members comprising the Economic Development Task Force) and include:
  - On-site counts during different time periods and days such as Wednesday (weekday) and Saturday (weekend)—8-11 am, 11-2 pm, 2-5 pm, 5-8 pm to evaluate peak parking/traffic generation during such periods of time when schools are in session (i.e., not Summer months)
  - The Study should subdivide the CBD into 4 – 6 areas and determine the parking demand by area so that the City can properly identify “hot spots” and the need for more parking in specific areas of the CBD
  - The Study should be performed on ‘typical’ days—no special events and weather is fair
  - The Study should document the length of time (duration) vehicles occupy public parking spaces and further document outliers (spaces specifically occupied for longer than 2 hours suggesting usage by residential or employee parking)
  - The Study should capture license plate data to provide accurate and practical data and record occupancy and duration results, by location, time of day and day of week
  - The Study should include interviews of persons utilizing public parking spaces (origin and destination, trip purpose, and trip frequency)
  - The Study should include interviewing stakeholders (local businesses)
  - The Study should give consideration to intended uses (both current and expected) of buildings within the CBD in determining parking demand
  - The Study should ensure assumptions are representative of Miami Springs, such as mass transit
  - The Study should properly document and exclude private parking (off-street parking) unless a shared parking arrangement exists or a parking easement is present
  - The Study should include impacts/parking required for surrounding multi-family residential units within the CBD that occupy/use public parking spaces
  - The Study should include impacts/recommendations of future development (whether new construction/development or renovation of existing “grandfathered” vacant building) within the CBD on parking/traffic
- The study should include provisions to be “updated” a minimum of six months after completion of the Miami Springs Town Center, located at 1 Curtiss Parkway, and a certificate of occupancy has been issued for its intended uses.

**WHEREAS**, the City needs to take immediate steps to improve on-street parking conditions/public parking and availability within the CBD, including, but not limited to, the following actions:

- Enhancing lot lighting of public parking within city owned lots/alleys, including lighting at entrances and access streets to public parking lots
- Increasing police patrols of city owned lots to enhance safety/security especially during evening hours (after dusk).

- Enhancing the physical appearance of city owned lots/alleys by requiring (a) dumpsters to be enclosed and out of public view, (b) improved landscape maintenance and daily removal of trash/debris, and (c) better signage and parking lot striping.
- Establishment of trolley service at selected pre-determined stops within the CBD (every 10 minutes) to an established remote parking facility.
- Overnight parking in on-street/public parking spaces should not be allowed with such violations being ticketed/fined—this will help discourage residents parking in on-street public parking spaces during daytime hours when such spaces are needed by businesses within the CBD.
- Establish controlled parking zones for all on-street parking within the CBD limiting parking time to no more than two hours. Significantly increase signage with respect to such controlled parking zones and create methods for enforcement/ticketing to discourage long-term parking. Consider utilization of Smart Parking system in key on-street parking areas to achieve controlled parking time limits.
- Creating initiatives to encourage employees of businesses within the CBD to use parking within public parking lots as opposed to on-street parking; and

**WHEREAS**, the Task Force believes the City Council needs to take actions to improve parking conditions and availability within the CBD; and

**WHEREAS**, the Task Force finds that this Recommendation is in the best interest and welfare of the residents of the City.

**NOW, THEREFORE, BE IT RESOLVED BY THE BUSINESS AND ECONOMIC DEVELOPMENT TASK FORCE OF THE CITY OF MIAMI SPRINGS, FLORIDA, AS FOLLOWS:**

**Section 1. Recitals.** The above recitals are confirmed, adopted, and incorporated herein and made a part hereof by reference.

**Section 2. Approval.** The Task Force hereby approves these recommendations of improving public parking and increasing public parking within the CBD.

**Section 3. City Council.** This Recommendation shall be presented to the City Council for consideration and action.



**A RECOMMENDATION OF THE BUSINESS AND ECONOMIC DEVELOPMENT TASK FORCE OF THE CITY OF MIAMI SPRINGS, FLORIDA, APPROVING A RECOMMENDATION TO THE CITY COUNCIL TO TAKE ACTION TO MODIFY THE CODE OF ORDINANCES FOR COMMERCIAL TRASH ENCLOSURES AND TRASH COLLECTION FREQUENCY WITHIN THE CBD & 36<sup>TH</sup> STREET CORRIDOR**

**WHEREAS**, the City of Miami Springs (the “City”) Council passed and adopted Resolution No. 2021-3918 on the 14<sup>th</sup> day of June, 2021, that established the Business and Economic Development Task Force (the “Task Force”) for the purpose of studying, advising, and making recommendations to the City Council with regard to marketing the City, attracting new businesses, supporting existing businesses, and providing a vision for the City future economic and business development; and

**WHEREAS**, commencing September 2021, the Task Force has held monthly public meetings with notice of such meetings provided as required by Florida law; and

**WHEREAS**, the Task Force believes that the Central Business District (“CBD”) and the 36<sup>th</sup> street corridor needs to modify and improve its Code of Ordinances with respect to the frequency of commercial garbage/trash collection, the placement of dumpsters within gated/fenced enclosures, and charging penalties (fines) with respect to illegal dumping within the CBD and the 36<sup>th</sup> street corridor (collectively the “Trash Collection Improvements”), as noted below:

- Commercial dumpsters to be located within gated/fenced enclosures screened from view (all existing non-complying to be given sunset date to meet compliance)—including dumpsters located within alleys.
- Dumpster gates shall be required to stay closed at all times. Lids on dumpsters to remain closed.
- Minimum trash collection of no less than twice per week, with exception of restaurants or food preparation establishments with collection of no less than four (4) days per week.
- To curb illegal dumping within the CBD and the 36<sup>th</sup> street corridor, establish fines starting at \$1,000 for those caught/ticketed illegally dumping—post signs within public areas/alleys regarding illegal dumping/fines; and

**WHEREAS**, the Task Force believes the City Council needs to take actions to improve the appearance within the CBD and the 36<sup>th</sup> street corridor and to reduce odors within the CBD and the 36<sup>th</sup> street corridor; and

**WHEREAS**, the Task Force finds that this recommendation is in the best interest and welfare of the residents of the City.

**NOW, THEREFORE, BE IT RESOLVED BY THE BUSINESS AND ECONOMIC DEVELOPMENT TASK FORCE OF THE CITY OF MIAMI SPRINGS, FLORIDA, AS FOLLOWS:**

**Section 1. Recitals.** The above recitals are confirmed, adopted, and incorporated herein and made a part hereof by reference.

**Section 2. Approval.** The Task Force hereby approves these recommendations of Trash Collection Improvements for commercial establishments within the CBD and the 36<sup>th</sup> street corridor.

**Section 3. City Council.** This Recommendation shall be presented to the City Council for consideration and action.



**CITY OF MIAMI SPRINGS  
OFFICE OF THE CITY CLERK**

201 Westward Drive  
Miami Springs, FL 33166-5259  
Phone: 305.805.5006  
Fax: 305.805.5028

**TO:** Erika Gonzalez-Santamaria, MMC, City Clerk  
**VIA:** Sandra Duarte, Assistant to the City Clerk  
**FROM:** Business and Economic Development Task Force  
**DATE:** July 1, 2022  
**SUBJECT:** Recommendations from the June 30, 2022 regular meeting

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Agenda Items:

5. Old Business

A) Thoughts on implementing a Pay to Park system

**Board Member Garcia motioned to recommend for the City to further explore a pay to park system. Vice Chair Carrillo seconded the motion which passed 6-0 on voice vote.**

B) NW 36th Street Improvements See pages 9 through 12

**Board Member Santin motioned to adopt the code change recommendations provided by Board Member Garcia. Vice Chair seconded the motion which passed 5-1 on voice vote. Vice Chair Carrillo, Board Member Negrin, Board Member Leonard, Board Member Santin and Chair Trowbridge voted: Yes. Board Member Garcia voted: No.**

D) Update on Main Street America

Amended 10/6/22:  
"to include for the City to integrate a Marketing approach to the code changes."

**Board Member Santin motioned to recommend that that the city hires a full time administrator or form an advisory board to help with the efforts of revitalization. Board Member Garcia seconded the motion which passed 6-0 on voice vote.**

Amended 8/2/22:  
"of marketing and-"

“Sec. 150-164. - Northwest 36th Street [District]”

The mild interest of investors on NW 36th Street may be directly linked to outdated and over-restrictive zoning codes. These restrictive Zoning Codes are easy to access online and may be acting as a deterrent to investors, eliminating the opportunity for Miami Springs to be presented with new projects for NW 36th Street.

The following sections of the Zoning Code I believe must be revised, and time is of the essence. I also believe several departments in the city must have a Sales approach, we must market the city as a product and have the staff ready to attend to leads, focusing on closing the deals that are beneficial to the residents, city, businesses, and visitors alike.

*(A)Purpose. The purpose of the NW 36th Street District is to provide for successful commercial operations that enhance the District, provide architectural features that support historic Miami Springs design standards and enhance overall commercial revitalization.*

The current architectural features and current developments in the Central Business District are no longer those of the past, for example: Pueblo style. Therefore, the NW 36th Street District should be in no obligation to support historic Miami Springs design standards. I propose to revise this sentence. *“historic Miami Springs design standards”*.

*(E)Height limitations.(1)Structures located within 150 feet from adjoining residential districts shall not exceed four stories or a height of 55 feet.*

*(2)Structures or portions of structures located more than 150 feet from adjoining residential districts shall not exceed a height of 120 feet.*

Limiting the height of the building will restrict the Return on Investment of the investor, specially in today’s high price market, which may mark the site and area as a bad location.

“Sec. 150-164. - Northwest 36th Street [District]”

(G) Specific architectural design standards.

(1) General requirements. The general requirements outlined in this section are minimum aesthetic standards for all site development, buildings, structures, remodeling and renovations for the NW 36th Street District.

(2) Architectural design. It is required that all new site development, structures, buildings, remodeling and renovations show proper architectural design concepts and be appropriate to their surroundings. All remodeling and renovation of existing buildings and structures within the District shall exhibit the Pueblo/Mission Revival or Streamline/Depression Moderne architectural design standards. All new construction shall exhibit Streamline/Depression Moderne architectural design standards. Examples of these styles will be available through the Office of the City Planner.

Here we see once again the restriction on design standards.

(g) Mixed-use development of residential uses (up to 20 dwelling units per acre as limited in the City Charter) on upper floors above retail, office, and related uses. Buildings that include residential uses must be built on the northern half of the property if the property is adjacent to NW 36th Street.

Allow building to be built with more flexibility, a possibility of variance or else.

(h) All uses identified as permitted uses within a building with other permitted uses but not as a stand alone uses provided in Code § 150-164(B)(2)(d), with the express condition and limitation that the aforesaid uses are permitted as principal uses only in already existing buildings.

I propose removal.



“Sec. 150-164. - Northwest 36th Street [District]”

(j) Other enterprises or businesses which are similar to enterprises or businesses enumerated herein, which have been approved by the City Council upon application and hearing.

Presenting before City Council is time-consuming for investors. I propose to allow City Manager or Designee to approve if possible.

(d) The following uses are permitted within a building with other permitted uses but not as a stand alone use:

1. Restaurants.

2. Medical and veterinary clinics; boarding for veterinary services only.

3. Clinical laboratory.

4. Agencies for travel and insurance and similar services.

7. Retail stores.

16. Pharmacy.

I propose removal of the items above. Item 7 is blocking investors like Target. Item 16 is blocking a potential CVS or Walgreens.

(c) Access drives are allowed along the adjacent minor street frontage and shall be located and designed in a manner which will insure smooth flow of vehicular and pedestrian circulation. Is this possible for a short distance?

For this restriction, I propose Deceleration Lanes in certain areas of NW 36th st. This will also allow investors to build more beautiful buildings and safer passage for incoming and outgoing traffic from buildings.



“Sec. 150-164. - Northwest 36th Street [District]”

(D)Setbacks, lot coverage, and floor area.(1)Minimum setbacks.(a)Front yard setbacks shall be a minimum and ten feet from the property line. No off-street parking shall be allowed between the property line and the buildings.

I propose removal.

(f)Architectural elements such as canopies or a port cochere may encroach five feet into the front setback.

Allow to property line if possible.

(2)Architectural design. It is required that all new site development, structures, buildings, remodeling and renovations show proper architectural design concepts and be appropriate to their surroundings. All remodeling and renovation of existing buildings and structures within the District shall exhibit the Pueblo/Mission Revival or Streamline/Depression Moderne architectural design standards. All new construction shall exhibit Streamline/Depression Moderne architectural design standards. Examples of these styles will be available through the Office of the City Planner.

Here we see once again the restriction on design standards.

((f)Any onsite pedestrian/bike paths must have decorative pavers.

I propose removal.

Direct link to Sec. 150-164. - Northwest 36th Street [District] - Miami Springs Zoning Code.

[https://library.municode.com/fl/miami\\_springs/codes/code\\_of\\_ordinances?nodeId=TITXVLAUS\\_CH150ZOCO\\_ARTXVLASCCODEDI\\_SS150-154--150-163RE](https://library.municode.com/fl/miami_springs/codes/code_of_ordinances?nodeId=TITXVLAUS_CH150ZOCO_ARTXVLASCCODEDI_SS150-154--150-163RE)





**CITY OF MIAMI SPRINGS  
OFFICE OF THE CITY CLERK**

201 Westward Drive  
Miami Springs, FL 33166-5259  
Phone: 305.805.5006  
Fax: 305.805.5028

**TO:** Erika Gonzalez-Santamaria, MMC, City Clerk  
**VIA:** Sandra Duarte, Assistant to the City Clerk  
**FROM:** Business and Economic Development Task Force  
**DATE:** August 4, 2022  
**SUBJECT:** Recommendations from the August 02, 2022 regular meeting

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Agenda Items:

6. New Business

A) Changes to the Municipal Code for the business districts

**Board Member Santin moved to recommend for the City to prioritize the additional code changes provided by Board Member Garcia. Board Member Garcia seconded the motion which passed 7-0 on voice vote.**

C) Circle park and Central Business District improvements

**Board Member Santin moved for the City to explore the concept of a City Park on the Circle. Board Member Negrin seconded the motion which passed 7-0 on voice vote.**

D) Community benefit plan See page 8 for amendment

**Board Member Negrin moved to amend the June 30, 2022 recommendation 5-D to include marketing which will now read to recommend that that the City hires a full time administrator or form an advisory board to help with the efforts of marketing and revitalization. Vice Chair Carrillo seconded the motion which passed 6-0 on voice vote.**



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201 Westward Drive  
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Fax: 305.805.5028

**TO:** Erika Gonzalez-Santamaria, MMC, City Clerk  
**VIA:** Sandra Duarte, Assistant to the City Clerk  
**FROM:** Business and Economic Development Task Force  
**DATE:** October 10, 2022  
**SUBJECT:** Recommendations from the October 06, 2022 regular meeting

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Agenda Items:

**5. OLD BUSINESS**

A) Final report for Council

**Board Member Leonard motioned for the Council to do an assertive outreach to the Conventions and Visitors Bureau. Vice Chair Carrillo seconded the motion which passed 7-0 on voice vote.**

**6. NEW BUSINESS**

a. Integrating a sales approach to certain positions within the City

**Board Member Garcia motioned to amend the previous June 30, 2022 “NW 36<sup>th</sup> ST improvements” recommendation to include for the City to integrated a Marketing approach to the Code changes. Vice Chair Carrillo seconded the motion which passed 7-0 on voice vote. See page 8 for amendment**

**Board Member Santin motioned to for the City to integrated the tools and techniques approach to certain positions within the City. Board Member Garcia seconded the motion which passed 7-0 on voice vote. See page 15 & 16**

## RECOMMENDATION TO INTEGRATE A SALES APPROACH IN CERTAIN POSITIONS WITHIN THE CITY.

In order for the city of Miami Springs to become more effective at attracting potential investors, developers, and new projects in general, the city must rethink its traditional ways of operating. I suggest that certain positions within the city should integrate a sales approach and an open door policy. After this new approach is implemented, two marketing campaigns should take place. The city officials selected should train to use tools and techniques of modern sales team before any marketing campaign is launched.

These are some of tools and techniques that should be considered:

1. Email signatures that will include full contact information and link to book an appointment with the city official in a few clicks. ex: [calendly.com](https://calendly.com).
2. Allow booked meetings to take place online in platforms like Google Meet or Zoom.
3. City website already includes contact information of personnel, but should also include a Calendly link or similar tool to quickly book meetings with city officials in a few clicks.
4. Integrate a Chat in the official city website. This chat will include a robot pre-configured with questions and answers. This robot will be able to route the visitor to the right information or show it. This tool will also be very effective if it allows to book appointments with the city officials with a few clicks. ex: [intercom.com](https://www.intercom.com), [tidio.com](https://www.tidio.com)
5. Set time limit goals for selected city officials to reply to emails and return missed calls.

Marketing campaign before Zoning Code changes:

This marketing plan's goal is to create momentum, in this initial phase the city will announce its upcoming changes in Zoning and its new open doors policy in the selected positions that will integrate the new sales approach. In addition, we should mention completed, undergoing and upcoming revitalization projects to communicate progress. The goal is to overcome the existent reputation of low flexibility and restrictive zoning codes, this is a clear call for people to come to the city today and present their ideas, even when variances those that may require a variance.

Marketing campaign after Zoning Code changes:

Once momentum is gained with the initial campaign, the city will announce its new changes in Zoning and once again mention completed, undergoing and upcoming revitalization projects. This is a confirmation and second invitation for people to reach over and present their ideas. Depending on the medium, and where possible, we must include full contact information of the city officials that will be handling the new leads. In addition, general information like city website and social networks must also be included.

The marketing plan must considerate several mediums, for example:

City Mediums: Website, Social Media, Email Blast.

Local Newspapers: Miami Herald, River Cities Gazette, MiamiSprings.com

Magazines: Ocean Drive, Miami New Times.

Radio Stations: 100.7FM, NPR.

TV News Channels: Local 10, CBS Miami.

In summary, we should see an increase of new projects pitches to the city officials selected to be part of this new sales approach. Some project pitches will be great and beneficial to the city and the community, some projects will have to be turned down. Nevertheless, the goal is to increase the amount of interest in Miami Springs, allowing great projects to be built and great ideas to flourish.



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**TO:** Erika Gonzalez-Santamaria, MMC, City Clerk  
**VIA:** Sandra Duarte, Assistant to the City Clerk  
**FROM:** Business and Economic Development Task Force  
**DATE:** November 17, 2022  
**SUBJECT:** Recommendations from the November 16, 2022 regular meeting

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Agenda Items:

**5. OLD BUSINESS**

A) Final report for Council

**Board Member Leonard motioned for the Council to continue to pursue the Annexation process. Board Member Graham seconded the motion which passed 7-0 on voice vote.**

1) Are you a resident of Miami Springs? If so, for how long have you been a resident?

	Total
I am not a resident of Miami Springs	34
Less than 5 years	46
Between 5 – 10 years	58
Over 10 years	286

2) Do you own a business in Miami Springs? If so, for how long have you been a business owner in Miami Springs?

	Total
I am not a business owner in Miami Springs	373
Less than 5 years	8
Between 5 – 10 years	10
Over 10 years	30

3) As a business owner, did you take out or participate in any of the following during the Covid19

	Total
I am not a business owner in Miami Springs	337
PPP	22
EIDL	10
Cares Act	2
A Business Loan	3
None	44
Other:	7

Other Results	
Grant	1

4) As a consumer, please select the top 3 items you believe are the most important qualities of the City of Miami Springs:

	Total
Commute	153
Parking	167
Business days/hours	53
Wait times	59
Quality of goods/services provided	285
Quality of facility/infrastructure	179
Locally owned/operated business	238
Other:	65

Other Results	
Ammenities	11
Events	5
Central Location	7
Small Town feel	11
Safety	8
Walkability/ Bike path	3
Convineince	1
Greenery	9



5) What 3 locations do you visit the most when you leave the City of Miami Springs?

	Total
Restaurants	320
Shopping – Clothing	170
Shopping – Groceries	263
Health Specialty	158
Beauty Business	48
Entertainment (Movies, Bars, Etc.)	197
Churches	40
Other:	41

Other Results	
Pharmacy	1
Sporting Events	2
Dry Cleaner	1
Gym	3
Art/Culture Events	1
Sporting Goods	1
Hardware Store	2
Parks	3
Other Citys	2

6) Choose 3 improvements you would like to see in the Central Business Districts along the Circle and Westward Drive:

	Total
Lighting	137
Parking	270
Building facade	261
Widened sidewalks	112
More foliage/greenery	176
Cleanliness	130
Other:	99

Other Results	
Business Variety	10
Modern Façade	1
Historic Façade	2
Connect walkways from Circle to main streets	1
Safety	1
Drainage	1
Signage	1
Traffic	8

7) What 3 uses would you like to see more of in the Central Business District along the Circle and Westward Drive?

	Total
Restaurants	372
Multifamily Buildings	45
A pharmacy	268
Retail stores	324
Office Buildings	56
Other:	105

Other Results

Grocery	2
Bank	1
Pet Shop	1
Entertainment	2

8) Choose 3 improvements you would like to see in the NW 36th Street Corridor and Fairway Drive Business Districts:

	Total
Safety barriers	254
Pedestrian Wayfinding signage	169
Traffic calming	303
Historic Entrance	219
Other:	128

Other Results

Bldg Repair/clean	5
Business Variety	7
Cleanliness	1
Greenery	3
Lighting	1
Parking	2
Safety	3

9) What 3 uses would you like to see more of in the NW 36th Street Corridor and Fairway Drive Business District?

	Total
Restaurants	330
Multifamily Buildings	93
A pharmacy	210
Retail stores	265
Office Buildings	155
Other:	58

Other Results

	Total
Grocery	2
Medical Office	1
Entertainment	3

10) Would you agree to implement a Paid Parking system with certain exceptions?

	Total
Yes	137
No	284

11) Would you support a statue/memorial to Glenn H. Curtiss (The City Founder)?

	Total
Yes	286
No	109

If yes, where should it be placed?

Circle Park	15
Curtiss Mansion	8
Curtiss Parkway	13
Curtiss by Golf	1
Entry Bridge	1
N Royal Poinciana	2

12) Do you think the City's wayfinding signage is adequate?

	Total
Yes	279
No	121

If no, why not or where can it be improved?

Senior Center	1
Too Small	3
City Walkways	1
Circle	1
Too Big	2
Bridges	1
Mansion	1

13) List three types of business that you would like to have in Miami Springs: (Top 10)

	Total
1 Restaurant	194
2 Pharmacy	184
3 Retail Store	77
4 Grocery/Supermkt	64
5 Gym/ Fitness	50
6 Entertainment	46
7 Bar/ brewery	40
8 Movie Theater	33
9 Boutique/Clothing	27
10 Ice Cream Shop	27

14) Name three things that you like most about Miami Springs: (Top 10)

	Total
1 Safe/Quiet	191
2 Greenery/ Canopy	135
3 Small Town feel	134
4 Community	84
5 Central location	57
6 Walkways/ Bike paths	39
7 Nice homes	34
8 Traffic (low)	33
9 Ammenities	27
10 Parks	23

15) Name three things that can be improved about Miami Springs: (Top 10)

	Total
1 Traffic	93
2 Parking	92
3 Street maint./ repair	58
4 Business Variety	55
5 Safety	44
6 Greenery	38
7 Building Maint./Facade	33
8 Cleanliness	29
9 Restaurants	27
10 Sidewalks repair/maint.	27

16) Please accept our sincerest thanks for completing this survey! Were there any topics we missed or suggestions you have? Please write them below (Optional):

(Top 5 suggestions)

	Total
Improve Code Enforcment	12
More Events	7
Historic Preservation	6
Install Speed Bumps	5
Install Toll by plate	5