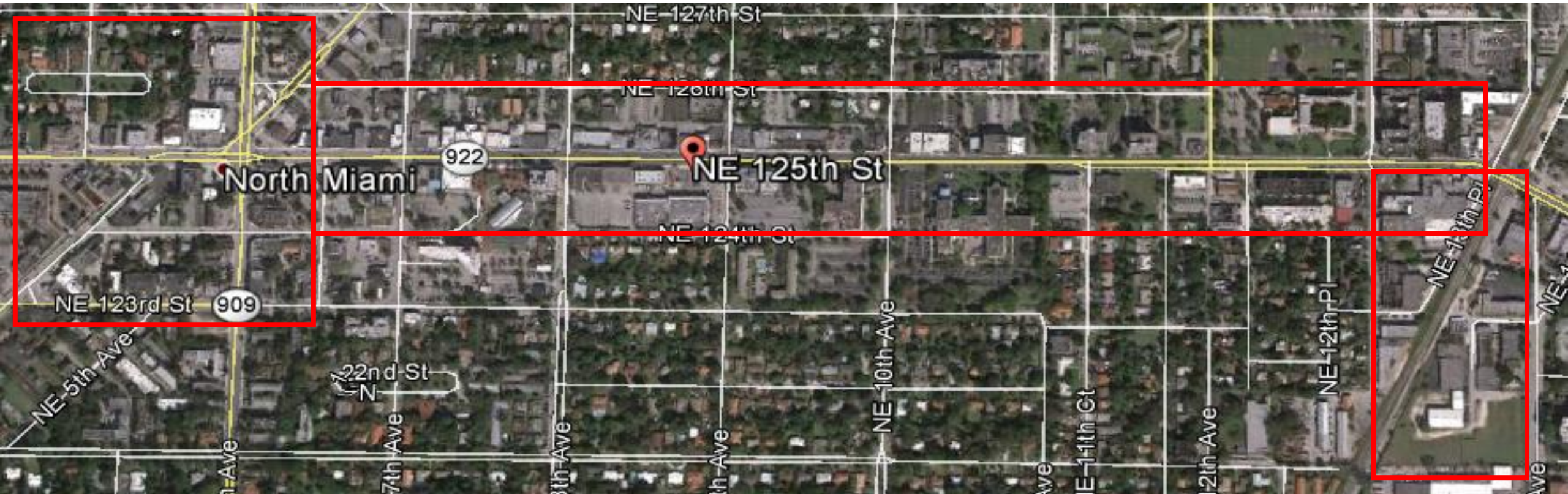


Strategic Marketing Plan

The Study Area **Downtown NoMi**



NORTH MIAMI CRA
COMMUNITY REDEVELOPMENT AGENCY



The Marketing Plan Process



Intercept Survey



76% reported that they would consider moving to Downtown NoMi if there were residential options available.

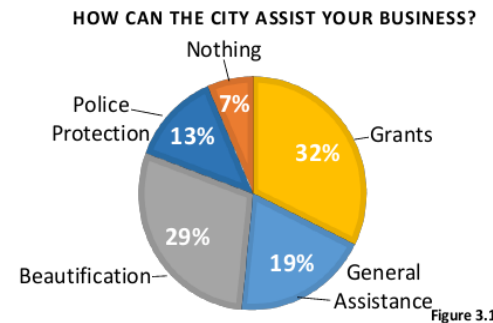


Word of Mouth was the most common way that event attendees heard about events



Most responded that they would like to see **restaurants**/cafes and bar/lounges open in the NoMi downtown

Merchant Survey



Community Survey & Public Input

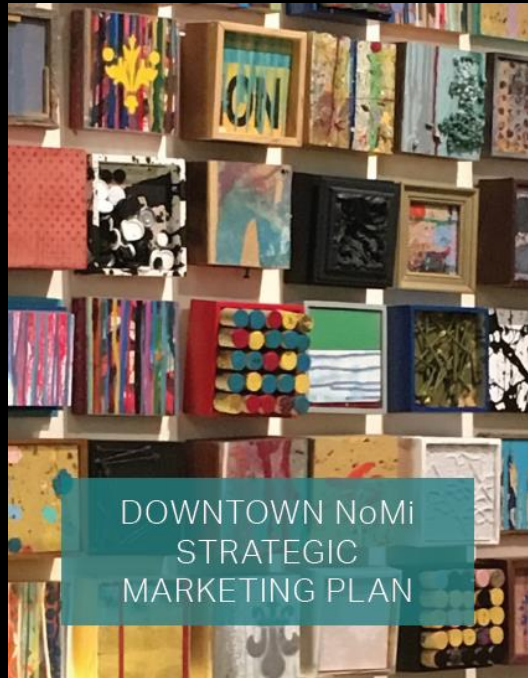
Like **MOST** about Downtown NoMi...

- Art
- Restaurants
- Stores (Vintage shops)
- Parking
- Convenient

Like **LEAST** about Downtown NoMi...

- Parking
- Lack of Restaurants
- Lacking aesthetic/look
- Traffic signage
- Stores

CRA Goals = Marketing Plan Objectives, Strategies, Tactics & Budget



DOWNTOWN NoMI STRATEGIC MARKETING PLAN

VI. PROBLEM/OPPORTUNITY/OBJECTIVES

Problem/Opportunity/Goals	Objectives
1. Identity/Branding Downtown NoMI and North Miami in general does not have a brand or strong identity and it is viewed as a thoroughfare from I95 to Biscayne Boulevard and the beach. There is a cluster of mid-century modern shops within the downtown core along with a few restaurants and other various retail. MoCA is an iconic destination that has been riddled with controversy but appears to be overcoming this set-back with robust programming and special events. Digital searches indicate there is little or no online presence and even the county's convention and visitor's bureau lists the North Miami Area rather than the city. Most searches return sites directing to North Miami Beach and even shops online are listed as North Miami Beach. Every plan reviewed recommends branding the downtown including the recently adopted Amendment to the CRA plan. <u>Goal #5 of the CRA Plan</u> Reposition the North Miami market through Branding & Marketing Initiatives to attract new targeted uses/industries, retain existing businesses and improve the quality of life within the North Miami CRA.	1.1 Develop an identifiable, distinguishable downtown brand 1.2 Create a comprehensive campaign message to be used exclusively across all media channels

Problem/Opportunity/Goals	Objectives
2. Business Attraction/Retention and Communications There are approximately 2500 licensed businesses in North Miami and approximately 16% of those businesses operate in the target area. Thirty-seven (37) downtown businesses participated in the merchant survey that was conducted between February and April, 2016. The main reason cited for opening their business in Miami was community ties and retail need. Just behind those two categories was affordability. Ninety-one (91%) of merchant survey respondents said they would participate in a small business development workshop and 94% said they would participate in a business roundtable. In the 2011 survey, 32% indicated that they had participated in merchant meetings. Most of those that did not participate indicated that they were unaware of the meetings or did not have enough notice to plan to attend. Grants (32%), loan/financing (29%), general assistance (19%) and police protection (17%) were all mentioned as ways the city could assist their businesses. The targeted risks for existing first floor available space in food and beverage, live music/entertainment venues, arts, fashion—and home accessories galleries, and one-of-a-kind retail (e.g., men's and women's clothing and accessories). Merchant survey responses indicated the desire for restaurants and almost three times more than any other use. Additionally, 5% of merchant survey respondents indicated that they travel more than 15 minutes to the city and 79% reported they travel more than 15 minutes for entertainment, 65% for night life and for furniture and home accessories. Some of the businesses currently located in the downtown target areas, but appear run-down, old and tired and are in need of renovation, as well as exterior renovations. <u>Goal #4 of the CRA Plan</u> Work with the City of North Miami to support and recruit 1 commercial, cultural and light industrial uses/industries in the CRA.	2.1 To attract 10 new target businesses to Downtown NoMI 2.2 To create and launch a restaurant incubator program 2.3 To establish and launch a merchant assistance interior grant program for existing target businesses 2.4 To establish or enhance efficient and regular communications with downtown business and property owners
Problem/Opportunity/Goals	Objectives
3. Customer Base/Special Events/Cultural Assets/Advertising Attracting new business and retaining existing businesses means attracting new customers and encouraging repeat visits by existing customers. Seventy-three percent (73%) and 24% of merchant survey respondents indicated that they were extremely likely or likely, respectively, to return to Downtown again. This data highlights the opportunity to engage an existing customer base and position downtown businesses and events as their "must-see" for economic growth. Statistics show that 60% of business sales come from about 20% of their customer base. Giving people reasons to return to downtown often is a critical component of business attraction and retention, quality of life for current and future residents and the overall vibrancy of "Miami." Downtown NoMI is already positioned to be a social gathering place for residents and visitors with the MoCA plaza as the center gathering space. With the opening of Café Cienega on the plaza and other business attraction efforts underway, enhancing Downtown NoMI's cultural assets, existing and future events, business mix and available opportunities will be the focus of a robust special event, cross promotional and	3.1 Launch a monthly strolling event downtown 3.2 Enhance the jazz at MoCA event and WOMADIC Art Walk event 3.3 Capitalize on each MoCA exhibit opening or event to showcase all of Downtown NoMI 3.4 Establish a grant program to support special events produced by Downtown businesses 3.5 Establish a Downtown Neighborhood Ambassador program 3.6 Launch a Downtown NoMI cross-promotional advertising campaign
Problem/Opportunity/Goals	Objectives
4. Physical Environment/Exterior Condition of Buildings / Parking/Wayfinding The Amendment to the CRA Plan specifically addresses each of these areas through the following: <ul style="list-style-type: none">Public/Private Partnership DevelopmentCommercial Rehabilitation/Reactivation GrantsCommercial Clean Team/Code Enforcement/Community Policing (see 5 below)Streetscape ProjectsOpen Space/Community Enhancements (see 6 below)Wayfinding and Gateway SignageBicycle Friendly InitiativesPublic Parking Development/Shared Parking Strategies Consistent comments and extensive discussion at all three public input meetings regarding the need for physical, pedestrian friendly improvements to the Downtown. Many of the projects outlined in the Downtown Development Major Corridor and Master Plan and addressed in the Amendment to the CRA Plan will launch in FY2016/17. The most important aspect for the purposes of this plan will be to spread the word/whether it be communications with downtown businesses and residents about construction or promoting the City and CRA's investment and commitment to the goals established in the CRA plan about these projects and to facilitate 1 of additional wayfinding directing traffic pedestrian wayfinding to help direct it to parking and shops. <u>Goal #1 of the CRA Plan</u> Downtown NoMI 5.1.2 Commercial Rehabilitation/Reactivation <u>Goal #6 of the CRA Plan</u> Public Improvements 5.6.1 Streetscape Projects 5.6.3 Wayfinding and Gateway Signage	4.1 To communicate the status of redevelopment projects with local businesses and residents 4.2 To communicate the CRA's progress with local and national journalists (when appropriate) 4.3 To communicate with business and property owners (promoted) regarding the available grants 4.4 To increase and facilitate the development and installation of Downtown branded wayfinding signs 4.5 To launch a time sensitive mini-facade grant program
Problem/Opportunity/Goals	Objectives
5. Clean & Safe Merchant surveys, comments during public input meetings, community survey respondents and the Amendment to the CRA plan all address cleanliness and/or safety as issues that must be addressed. The digital search indicated that on a scale of 1 to 100, North Miami ranks as a 5, meaning that online, North Miami is safer than only 5% of any other city in the US. Clean and safe programs exist in numerous downtown districts with clean and safe teams working as ambassadors making a visible difference in the area. Some of the ways clean and safe teams help improve a district and enhance a sense of place is through not only beautification (e.g., trash or debris for example), but also by working alongside law enforcement to provide an additional layer of safety and security and simply acting as "downtown hosts," greeting people, offering directions, helping someone with packages to their car or handing out district maps.	5.1 To conduct an analysis to determine what elements of a clean and safe program should be implemented in the downtown (CIT/CE) 5.2 To improve the perception of Downtown NoMI and position it as a safe place to live, work, visit and enjoy
Problem/Opportunity/Goals	Objectives
6. Murals/Community Enhancement/Art in Public Places When asked how the City can assist your business, 29% of merchants surveyed said "beautification." Murals in public places and "urban acupuncture" described as "transformations of urbanism—people, people, and initiatives that shape through communities to uplift city life" by Jaime Lerner and defined by Wolskel as a socio-environmental theory that combines contemporary urban design with traditional Chinese acupuncture using small-scale interventions to transform the larger urban context. Sites are selected through analysis of aggregate social, economic and ecological factors and are developed through a dialogue between designers and the community. Just as the practice of acupuncture is aimed at relieving stress in the human body, the goal of urban acupuncture is to relieve stress in the built environment. Urban acupuncture is intended to produce small-scale but socially catalytic interventions in the urban fabric. See example below: The	6.1 To develop and implement projects (such as murals and urban acupuncture) that beautify and/or enhance an unexpected area of the downtown 6.2 To implement the utility box art wrap program currently under review with design director/ focus to support the downtown brand
<u>Goal #4 of the CRA Plan</u> Incorporate the Cultural Arts as a critical component of Economic Development. <u>Goal #6 of the CRA Plan</u> Public Improvements 5.6.2 Open Space/Community Enhancements – Art in Public Places	

Identity & Branding Positioning for Growth



Rasha Soray-Cameau, MBA
Community Redevelopment Agency Director

12340 NE 8 Avenue
North Miami, Florida 33161-572
P: 305.895.9839 | F: 305.891.8100
rsoraycameau@northmiamifl.gov | NorthMiamiCRA.org



Avenue, North Miami, Florida 33161 | P: 305.895.9839 | F: 305.891.8100 | NorthMiamiCRA.org

