

Northwest-Progresso-Flagler Heights Community Redevelopment Agency



5-Year Program

October 2013

About the Program

The purpose of developing a 5-year program for the Northwest-Progresso-Flagler Heights Community Redevelopment Area is to create a transparent spending program tied to the objectives of the existing redevelopment plan.



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INTRODUCTION

The Northwest-Progresso-Flagler Heights Community Redevelopment Agency (NPF CRA) was created in 1995 to eliminate slum and blighting conditions in the areas near downtown Fort Lauderdale and northwest Fort Lauderdale. The NPF CRA is a 30-year community redevelopment program set to expire in 2025.



Both the near downtown area and the northwest Fort Lauderdale district have been the focus of a number of studies and planning efforts since the 1960's. A variety of charrettes and workshops have been held to discuss community needs and help create a vision for the area to further refine and guide planning and development. Historical issues that have been identified throughout the entire redevelopment area include:

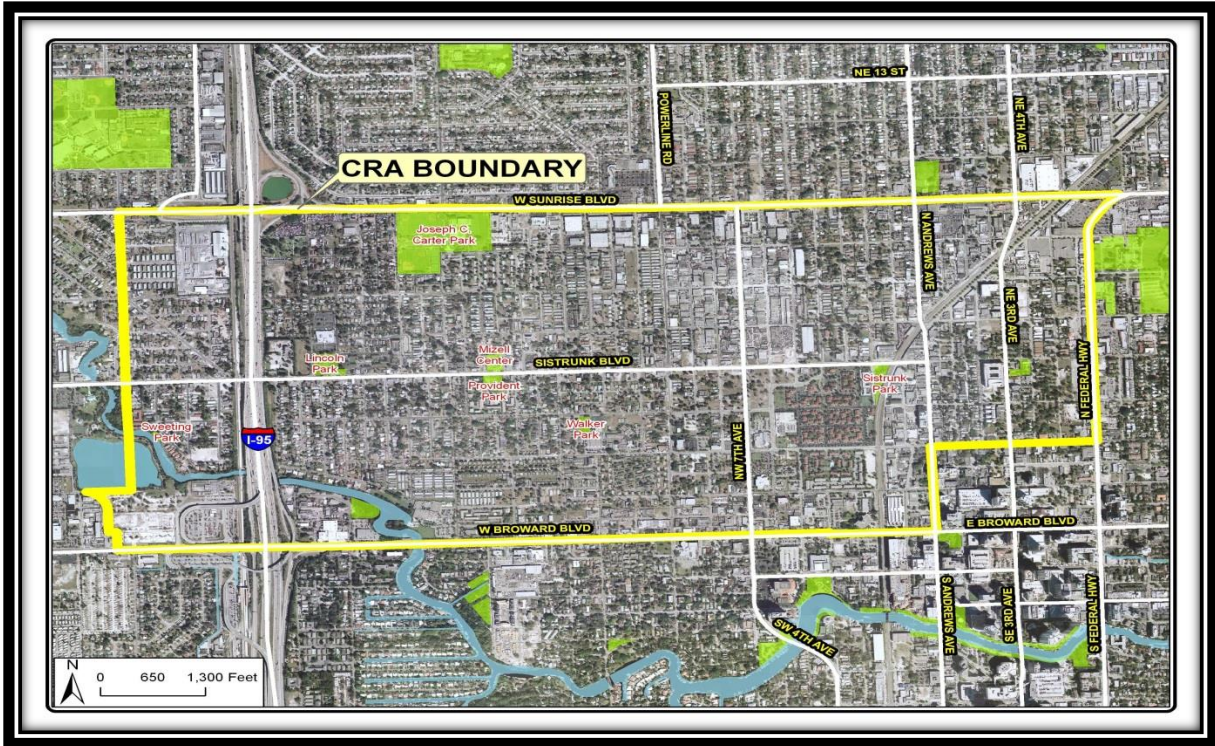
- Unemployment higher than the Broward County average;
- Lack of private capital investment;
- Need for improved development regulations;
- Lack of property maintenance;
- Deferment of maintenance by absentee owners; and
- The need for improved streetscapes

In large part since the NPF CRA was created in 1995, many of the issues identified above are being addressed through active project development or by regulatory enforcement. Several new businesses have opened and existing businesses have expanded and hundreds of new housing units have been constructed or rehabilitated throughout the redevelopment area. However, the benefits of redevelopment have not touched all sectors of the target area and there is still visual evidence of slum and blight that needs to be eradicated.



The development of a 5-year program for the NPF CRA will create a transparent and simple framework to prioritize our efforts and chart a course for success. The NPF CRA 5-Year Program developed outlines a clear vision and mission for the NPF CRA over the next 5-years. The program also includes a set of core strategic objectives and development goals that will maintain priorities and also utilize performance measurement to evaluate our progress.

PROGRAM FRAMEWORK



PROGRAM FRAMEWORK

Consistency with Other City Plans & Initiatives

The five-year plan has been created for the Northwest-Progresso-Flagler Heights Community Redevelopment area (NPF CRA) to provide a long-term sustainable development framework that will have immediate, short-term impacts on the target area and on the lives of the residents who live there. The intent of the NPF CRA Plan is consistent with the recently developed 2035 Vision Plan. The 2035 Vision Plan is an inspirational view of the future and what our community wants to become and is a fusion of the collective values and aspirations that have been expressed by a diverse cross-section of our neighbors. The NPF CRA redevelopment plan is also a key component in the success of the Business Development Cylinder of Excellence. The projects identified in the five-year program are in furtherance of the adopted redevelopment plan.



Vision Statement

The Northwest-Progresso-Flagler Heights Community Redevelopment area will be identified as a model tax increment funded redevelopment district in Broward County and a public-sector industry leader with regard to the utilization of tax increment resources in Broward County, the State of the Florida and the entire United States.



Strategic Objectives, Goals and Measurements

- Make changes to the Urban Land Development Regulations (ULDR) to eliminate obnoxious uses, make the parking requirements more compatible with development goals and eliminate inconsistencies in the project development review process by creating area-wide design guidelines and standards.
 - *Agency Goal – Create an environment where private and public sector investments in redevelopment projects area of high quality, sustainable and enhance the long-term viability of the area.*
 - *Measure – success related to this goal will be measured based on the business development scorecard initiative focused on making zoning changes to promote new business, develop design guidelines and standards unique for the redevelopment area.*
- Continue to promote home ownership opportunities by utilizing vacant, residential lots for in-fill housing.
 - *Agency Goal – increase the number of newly constructed or renovated housing units by 20%*
 - *Measure – success of this goal will be determined by the number of units constructed or rehabilitated each year*

- Aggressively pursue the redevelopment of all vacant properties at the intersection of Sistrunk Boulevard and NW 7th Avenue for large-scale development.

- Agency Goal – To facilitate new development opportunities at all development sites at the intersection of Sistrunk and NW 7th Avenue.
- Measure – success of this goal will be measured based on the business development scorecard initiative focused on identifying and cultivating emerging business interest for specific geographic areas.



- Target and attract specific businesses, retail users and industries to establish a presence in the redevelopment area and create jobs for area residents.

- Agency Goal – Utilize NPF CRA resources to help create a minimum of 20 new jobs in the redevelopment area each year for the next 5 years.
- Measure – success will be determined by the number of new jobs directly created with NPF CRA assistance or a measure tied to the ECR Business Development Program.



- Strategically redevelop all vacant, underutilized sites to be compatible with the overall vision of the CRA.

- Agency Goal – Dispose of 20% of city-owned and CRA-owned properties within the NPF CRA each year.
- Measure – success to be measured by the number of properties disposed of with CRA Board or City

Commission approval

- Invest in development projects that improve the overall quality of life, create job opportunities for area residents, promote sustainability, promote public/private partnerships, and enhance tax increment revenues for redistribution and investment in the redevelopment area.

- Agency Goal – Commit up to 60% of annual tax increment revenue to capital and public incentive programs each fiscal year for projects
- Measure – success to be measured by the % of tax increment revenue committed each year on capital projects and incentive programs



The NPF CRA will monitor and measure a return on these investments by annually observing a variety of economic indexes such as, per capita income, median household income, increases in total taxable value and increases in tax increment revenue.

FUNDING THE PROGRAM



FUNDING THE PROGRAM

5-Year Revenue Projection (FY 2014-2018)

The CRA was created to provide the City of Fort Lauderdale with the ability to use tax increment financing (TIF) to make investments in public infrastructure, such as streetscapes, parks, and parking, to support private development. TIF revenues have been the primary resource of revenue for operations and capital expenses for the NPF CRA. In the early years, the CRA used some funding from the Community Development Block Grant program, but funds from this source have become less available in recent years due to funding cuts at the federal program level.

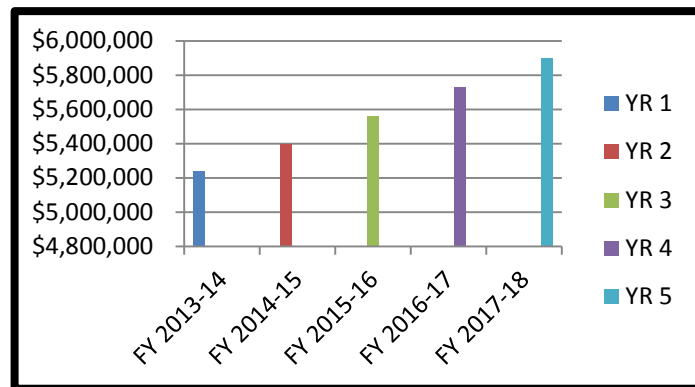
TIF revenues have been steady for the past few years and careful planning is needed should ensure that reserve funds are available to cover any shortfalls in operating or capital project budgets in future years.



In 2004 the NPF CRA issued bonds in the amount of \$17,579,984 have allowed annual revenues to be complemented by providing much needed upfront funding for capital projects in Sweeting Estates, Dorsey Riverbend, Flagler Village and the Midtown Business District. The largest allocation of funding thru was utilized on the infrastructure improvements associated with narrowing Sistrunk Blvd from 4-lanes to 3-lanes. The 2004 Bonds will be retired in September 2013, relieving the NPF CRA of the annual debt

service payment associated with this borrowing.

Tax increment revenue based on the June 1 projected FY 2013-14 property values resulted in a revenue estimate of \$5,242,800; the next 4 years of tax increment revenues are as follows (revenues increase by 3%). A chart illustrating the TIF growth trend has been provided below.



- FY 2014-15 - \$5,400,084
- FY 2015-16 - \$5,562,087
- FY 2016-17 - \$5,728,949
- FY 2017-18 - \$5,900,818

Altogether, the combined the NPF CRA revenue projected over the next five years, minus operating expenses of approximately \$2M per annum, is \$17,834,678. Based on the 3% annual incremental

increase NPF CRA is projected to generate approximately \$89M in tax increment revenue before the agency expires in 2025.

5-Year Spending Plan (FY 2014-2018)

Based on the project balances report development by the Finance Department dated April 2013 the NPF CRA has funding available in unencumbered projects and undesignated tax increment revenue. Additionally, unspent funds are available after the retirement of the 2004A/B Bond funds, remaining CDBG funds from repayment to HUD, and monies recovered as a credit from the streetscape project. When combined with the expected revenues over the next five years, minus operating expenses, the budget for the next five years can be formed around a beginning balance of approximately \$25M.

Current Balances

Unencumbered TIF Project Balances	\$	2,732,787
Unappropriated TIF Trust Fund Balance	\$	2,022,745
2004A Bonds (Projects)	\$	732,785
2004B Bonds (Acquisitions & Demolitions)	\$	1,130,147
CDBG Line of Credit	\$	300,000
Sistrunk Project (Change Order & Release of Encumbrance)	\$	580,000
Available Funds (CIP/Expected Revenue FY 2014 to FY 2018)	\$	<u>17,834,678</u>
Beginning Balance	\$	25,333,141

Potential/Proposed Projects

Projected Expenditure

The Pearl (Streetscape Grant) - Approved by CRA Board 8/20/13	\$	451,707
NW Gardens II, III & IV (Streetscape Grant)	\$	326,730
Henry Square <i>pending approval</i> (Street Grant)	\$	450,000
Shoppes on Arts Avenue Phase I - Streetscape Grant/Phase II - Utility Line Relocation	\$	600,000
Flagler Arts and Technology Village (F.A.T. Village) Streetscape Enhancements	\$	600,000
Wireless Surveillance Cameras/Public Wireless Access Point (Wi-Fi) (4yrs of maint)	\$	700,000
Carter Park Senior Center	\$	2,000,000
Mizell Center Upgrades	\$	1,000,000
NW 9th Avenue Enhancement Project	\$	1,000,000
NW Neighborhood Enhancement Project (Phases II & III)	\$	600,000
Progresso Village Enhancement Project	\$	570,000
Wave Contribution	\$	500,000
Sistrunk Lighting Upgrade	\$	250,000
Sistrunk Enhancement - Phase II (Undergrounding Utilities) NW 7th Ave to Andrews Ave	\$	750,000
Flagler Village Monument Sign/Street Sign Matching Funds	\$	107,500
Sistrunk Corridor Business Development Initiative	\$	7,000,000
Flagler Village Train Station Transit Oriented Development Program	\$	7,000,000
Total Potential/Proposed Project Expenditures	\$	23,905,937
Unprogrammed	\$	1,427,204

The projects listed above are a list of known or anticipated commitments for NPF CRA funding for the near future. Further discussion with the NPF CRA Advisory Board and CRA Board is needed to discuss the allocation of remaining NPF CRA funds and offer a list of additional projects that should be the focus of a 5-year spending plan.

IMPLEMENTING THE PROGRAM



IMPLEMENTING THE PROGRAM

Economic and Community Reinvestment Division Organizational Structure & Benefit

The newly created Economic and Community Reinvestment Division includes the staff experience and expertise in a cross-section of disciplines that will enhance our ability to implement policy initiatives focused on community



and economic development. The new division consists of Economic Development, Housing and Community Development and the Fort Lauderdale Community Redevelopment Agency. The 30 administrative and professional staff positions within these existing resources will provide the ability to efficiently delegate major projects and initiatives by assigning a lead project manager and using resources within the Department of Sustainable Development or as a joint effort with another city department. The distinctive legal and unique funding sources associated with each program will remain intact and no co-mingling of funds will occur under this arrangement. The benefit of the new organizational structure will permit a more collaborative internal approach to project management and resource allocation to get projects completed on-time.

Secondly, the management focus of the city with tools such as Clear Point and FLSTAT² provide the project management and measurement framework that will be utilized to track progress and dictate accountability.

Capital Projects - \$2,282,406

Streetscape Improvement Projects

- **The Pearl** - The Morgan Group, a Houston-based developer, proposes developing a seven-story, 330-unit rental building called The Pearl at Flagler Village. The total cost, including land, is \$70 million. Occupancy estimates in the summer of 2014. The streetscape improvements include new pedestrian-oriented sidewalks, lighting, landscaping, and on-street parking. The funding request is for \$451,707.
- **NW Gardens II & IV** - The Northwest Gardens II (128 units) and IV (128 units) projects are new apartment projects being constructed in the Durrs and Home Beautiful neighborhoods just north of the Sistrunk corridor between NW 10th Terrace, NW 8th Street, NW 7th Street, and NW 14th Avenue. In total, the Northwest Gardens II and IV projects will cause the construction of 266 additional units, consisting of units ranging from 1 to 5 bedrooms, with an overall capital investment of over \$57M. After Northwest Gardens II and IV are completed the overall impact of the development partnership between the Housing Authority of Fort Lauderdale and Carlisle Development within the City of Fort Lauderdale

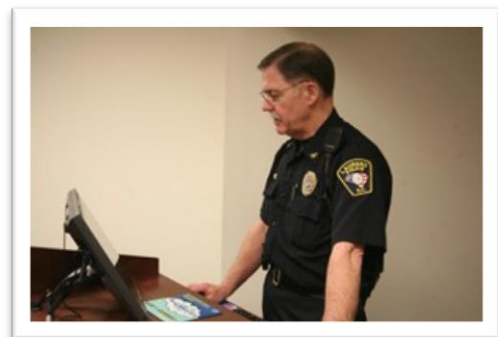
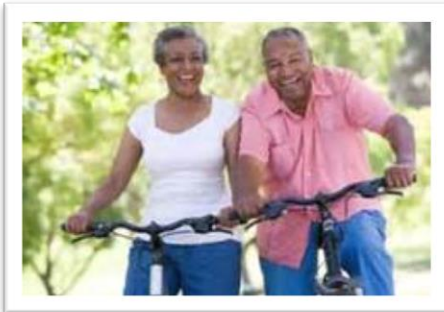
will have resulted in the total reconstruction and renovation of 935 affordable multi-family housing units. The streetscape improvements include new pedestrian-oriented sidewalks, lighting, landscaping, and on-street parking. The funding request is for \$326,730.

- **Henry Square** - The Related Group, an award winning company well known in South Florida and Fort Lauderdale is constructing its Flagler Village footprint on 5.3 acres just north of The Pearl. The project will be constructed with a six-story concrete building wrapping a six-story concrete parking garage. The project will have nine unit types, which includes 30 studios, 105 one-bedrooms, 50 one-bedroom plus den, 177 two bedrooms and 28 three bedrooms, and approximately 25,000 square feet of retail space. The streetscape improvements include new pedestrian-oriented sidewalks, lighting, landscaping, and on-street parking. The funding request is anticipated for \$450,000.
- **Shoppes on Arts Avenue (Streetscape and FPL Overhead Utility Relocation)** – The Milton Jones Corporation, a local development company, has constructed the first phase of the Shoppes on Arts Avenue; a 35,190 square foot commercial shopping center at the intersection of Sistrunk and NW 7th Avenue. All of the major tenants, Save A Lot, Family Dollar and Bank of America, have opened at the plaza. Occupancy by these three tenants bring total shopping center occupancy to approximately 76% and leaves about 8,000 square feet of remaining space left for other tenants. The streetscape improvements included new pedestrian-oriented sidewalks, lighting, landscaping, and on-street parking. The streetscape funding reimbursement half of the amount spent by the developer - \$150,106. Phase II of the project, a mixed-use project, includes the relocation of an overhead utility line to assist with the development is estimated to be an additional \$400,000.
- **FAT Village Streetscape Enhancements** – In an effort to define the local art and creative industry that is growing within the NPF CRA staff proposes a number of improvements including new streetscape improvements designed to fit the character of the area and changing the name of NW 1st Ave between 5th and 6th Streets to "FAT Avenue".

- **Wireless Camera System and Public Wi-Fi** – Wireless camera and internet access point infrastructure is being proposed to provide a unique business development resource and bridge the digital divide for one of the most economically depressed areas within

the City of Fort Lauderdale. It is anticipated that the installation

of a wireless camera and public Wi-Fi system will have the ability to help promote city initiatives, similar to Channel 78, but may also provide a competitive advantage for business



recruitment and retention. Estimated budget for this project is \$700,000

- **Carter Park Senior Center** – A new facility is proposed to be constructed on property acquired by the NPF CRA as a result of a land swap with the Fort Lauderdale Housing Authority. The new facility will be used to provide programs and services to senior residents within the City of Fort Lauderdale at a location that where the services can be leveraged with wellness facilities and parking at Carter Park. The estimated budget for this project is \$2M
- **Mizell Center Upgrades** – The Von D. Mizell Building is a 32,000 square foot city-owned building in the heart of the Sistrunk corridor. The site of the former Provident Hospital and a former Broward County library site, the Mizell Center was renovated by the City of Fort Lauderdale in 1980 and has been the home of the City of Fort Lauderdale Housing and Community Development Division, the Irma Hunter Wesley Child Care Center and local non-profit organizations such as the Fort Lauderdale Branch of the NAACP and Sickle Cell of Broward County. Current tenants include employees with the city’s Parks and Recreation Department, the Sickle Cell and the Irma Wesley child care operation. The building is still used to host community meetings. Much of the building is vacant due to the relocation of the NAACP and Housing and Community Development. It is recommended that the building be re-purposed to be a part of the redevelopment plan for the Sistrunk corridor. Several interested private and non-profit entities have expressed interest in leasing the building that may bring more diverse programming and resources to the area. A preliminary building inspection by Public Works identified a number maintenance and life-safety issues that need to be addressed as a part of any re-use program. It is estimated that it will take approximately \$1M to make the needed repairs and modernize the building to be used as a resource in the redevelopment area.



- **NW 9th Avenue Enhancement Project** – The City and CRA have received an enhancement grant from the Broward Metropolitan Planning Organization to make improvements to NW 9th Avenue from Broward Blvd to Sistrunk Blvd. The estimated budget for the project is approximately \$2M; the NPF CRA has committed \$1M as the local match for the project.
- **NW Neighborhood Enhancement Project (Phases II & III)** - The City and CRA has received enhancement grants from the Broward Metropolitan Planning Organization to make improvements to the roadways in the Durrs and Home Beautiful neighborhoods. Two grants, totaling \$600,000 have been awarded and it estimated that it will cost \$600,000 to install the improvements. The NPF CRA has committed \$600,000 has the local match for the project.
- **Progresso Village Enhancement Project** - The City and CRA have received an enhancement grant from the Broward Metropolitan Planning Organization to make neighborhood improvements in the Progresso Village neighborhood. The grant award is for \$300,000 and the estimated budget for this project is in excess of the original projected budget of \$600,000; now the project costs are almost

\$1M. The project is currently being designed; the NPF CRA has committed \$300,000 to the project. CRA staff recommends utilizing another \$300,000 in NPF CRA funds and \$200,000 in storm water funds to support this project.



- **Sistrunk Lighting Upgrade - \$250,000** - City and CRA staff has received several comments and concerns about the level of illumination along the Sistrunk corridor from the new lighting that has been installed as part of the NE 6th/Sistrunk Blvd Streetscape project. It is recommended that we address these concerns by increasing the wattage of the existing street lights. The cost to raise the wattage of the existing street lights is projected to be approximately \$250,000.
- **Sistrunk Enhancement (Phase II – Undergrounding Utilities) – \$750,00** - Originally considered when the streetscape project was being discussed in the late 1990's, bury the overhead utility lines between NW 9th Ave and Andrews Avenue was removed from the project because the costs made the project budget out of reach based on the funding sources available at that time. The work involved should be coordinated with the utility line relocation associated with Phase II of the Milton Jones Development Project. Because the work will occur in the area between the curb and property line, construction is expected to have minimal impact on the newly constructed streetscape improvements.
- **Flagler Village Street Signs/Monument - \$132,000** - The Flagler Village Improvement Association (FVIA) has requested for the NPF CRA to provide the remaining matching funds needed to install decorative street signs at various locations throughout the neighborhood. The project has been partially funded as part of a Business Capital Improvement Program grant award and the FVIA have been working with the Department of Neighborhood Support on designing and installing the street signs. Staff projects \$132,000 in NPF CRA funds will utilized to install these improvements.

Business and Real Estate Development Programming (\$7M)

The NW CRA has utilized incentives through a variety of programs that were created back in 2001. A list of the available incentives includes;

- Commercial Façade Renovation Program
- Housing Investment Program
- Flagler Heights Strategic Investment Streetscape Program
- Midtown Strategic Investment Program
- Low-Interest Loan Program
- Business Relocation and Incentive Program
- Real Estate Investment Accelerator Program (Tax Rebate Program)



The objectives of the incentive programs need to be continuously reviewed and amended to ensure optimal return on investment and desired community impact. There is a need to reduce the number of existing incentive programs and provide a simpler menu of basic incentive programs to encourage private capital investment. The following four incentive programs and beginning funding balances are recommended to be utilized over the next 5 years;

- Commercial Façade Renovation Program - \$500,000
- Streetscape Grant Program - \$1.5M
- Tax Increment Projection (TIP) Rebate Program - \$500,000
- Property and Business Investment Program (PBIP) - \$4.5M



It is also recommended that we explore capitalizing two other initiatives; one is a small business loan fund, the other is an infill housing fund. The strategy behind developing and capitalizing the loan fund is to create a strategic partnership with local banks or investment resource organizations to use as leverage and reduce the risk of making NPF CRA funds available for loans focused on small business start-ups, working capital or machinery and equipment. The strategy behind capitalizing the infill housing fund is to provide a pool of funds that can be used to ensure that quality architectural design and the utilization of sustainable building practices are included in all future infill projects.

Additional public finance opportunities should continue to be part of the strategy to maximize the use of state and federal resources. The NW CRA should annually review its opportunities to seek special purpose grants and government loans such as:

- Federal, State and County Grant Programs for things such as neighborhood improvements, local streets, public space, and parking; and
- Community Development Block Grant and HUD 108 Loan
- State Enterprise Zone Program
- Florida Housing Finance Corporation and Broward County Housing Finance Authority
- Federal Home Loan Bank Economic Development & Growth Enhancement Program (EDGE Loan)

An annual appropriation of \$1.4M is recommended to be budgeted each year over the next 5 years to meet the \$7M budget established for this program.



Commercial Façade Renovation Grant Program - \$500,000

It is recommended that the existing Commercial Façade Renovation Grant Program be revised. The existing program caps the maximum façade grant at \$20,000 and limits this amount to the Sistrunk corridor. A \$7,500 façade grant is available for all other areas within the redevelopment district. In both cases the grants funds up to 80% of the costs of façade renovation program and is paid upon partial or total completion of the project.

It is further recommended that the façade program cap be increased **from \$20,000 to \$40,000** along the for the NE 6th Street/Sistrunk corridor; and **from \$7,500 to \$15,000** in other areas of the redevelopment district. All other program requirements would remain in place including but not limited to fund disbursement and final approval by city staff.

Streetscape Grant Program - \$1.5M

It is recommended that the existing Flagler Heights Strategic Streetscape program be simplified and revised. The streetscape program initially developed predicted that only large scale projects would be constructed in the Flagler Village area, however since 2005 there are significant developments that impacted the surrounding streets throughout the entire NPF CRA.

The Streetscape Grant Program proposed would provide a grant reimbursing developer for the public right-of-way improvements that include sustainable building practices, including LED lighting, environmentally sensitive landscaping materials, and other practices that are consistent with sustainability practices endorsed by the City of Fort Lauderdale. Applications must be submitted prior to starting construction to be considered for this grant opportunity. The maximum grant amount per application is recommended at \$500,000 – not to exceed 50% of the total costs of the streetscape improvements. The grant will be awarded based on demonstrated and verified project costs and applicability with sustainability standards. Projects that do generate tax increment revenue will be limited to a recommended grant of \$250,000 – not to exceed 40% of the total costs of the streetscape improvements.



Tax Increment Projection (TIP) Rebate Program - \$500,000

Sometime in redevelopment areas there are project that find it difficult to obtain financing or do not provide enough return on investment for the developer to execute a development plan. One method used commonly across the country in tax increment areas to help meet short-term capital project needs is to provide a rebate of tax increment revenue back to a developer based on

taxes paid for a number of years after the project is placed into service. This approach can be limited by the number of years or by a target repayment number but is acceptable to many developers because it provides a stream of payments to them that can be borrowed against to fill a project funding gap.

It is recommended that the former Redevelopment Accelerator Development Program be revised and be recast as a Tax Increment Projection Rebate Program. The program would limit rebates to five years and set a maximum rebate at 90% of the taxes paid with the rebate decreasing in 5% increments annually; the maximum rebate in year five would be 70% of the taxes paid. Only tax increment resources would be used for repayment.

Proposed Rebate Schedule

1. Year 1 – 95% of Taxes Rebated
2. Year 2 – 90% of Taxes Rebated
3. Year 3 – 85% of Taxes Rebated
4. Year 4 – 80 of Taxes Rebated
5. Year 5 – 75% of Taxes Rebated

Property and Business Investment Program - \$4.5M

Articles and professional advice offered by trade organizations such as the International Economic Development Council (IEDC) and in the trade publication Shopping Centers Today (SCT) identify the need for local government sponsored incentives to remain competitive for real estate development, business recruitment and job growth. Site selection decision-makers and entrepreneurs looking for the investment opportunities generally contact government officials and economic development organizations to inquire about the availability of incentives. Incentives are important piece of any redevelopment program because of the ability to provide a capital cushion or offer a well-coordinated regulatory approval process. Access to capital and well defined development rules can be accelerants for redevelopment, and we an incentive program that is fair, transparent and easily to understand is combined with a good regulatory process, the impact on the local economy can be exponential. When the proposed zoning amendments for the NW Regional Activity Center are combined with well-crafted financial incentives, development interest in the area is expected to explode.



Background

The Property and Business Investment Program is a financial incentive program that features a public sector real estate investment strategy that reducing the capital needs of viable projects and enhancing the tax base with quality projects. Utilizing a scoring matrix developed for a similar program used by the City of Durham, North Carolina the Property and Business Investment Program (PBIP) would be a competitively funded economic incentive program that would permit eligible property and business owners the opportunity to apply for funding from the NPF CRA.

The PBIP would permit funds to be used for interior and exterior improvements for mixed-use or commercial projects within the NPF CRA. The intent of the program is to encourage property owners and small business owners to consider new construction or undertake a substantial rehabilitation of their property; minor repairs or routine building maintenance is not eligible for funding under this program. The program will help property owners in the area recruit tenants to the area by enabling lease agreements that are financially feasible by providing an aggressive public investment program that will help make entrepreneurial opportunities financially feasible.



The primary goal of the incentive program is to position the 6th Street corridor within the NPF CRA as one of the prime commercial destinations within Fort Lauderdale. A secondary goal of the program is to support investment in the remainder of the redevelopment district.

Eligible Areas

The program will be available for properties within the NPF CRA. The two areas are categorized as primary and secondary areas.

- *Primary Area* - NE/NW 6th Street/Sistrunk corridor from Federal Highway to NW 19th Avenue.
- *Secondary Area* – Other legally zoned commercial corridors or properties within the NPF CRA



The secondary area would include NW 7th Avenue, NE 3rd Avenue, Andrews Avenue, Broward Boulevard and Sunrise Boulevard.

Preferred Uses

The 2008 NPF CRA Implementation Plan identified a list of uses that are in demand for the area such as;

- A neighborhood grocery store
- drug store

- clothing stores
- general merchandise stores (Dollar General, Family Dollar, Big Lots)
- Family-oriented restaurants.

It is further recommended that we target other businesses such as

- ice cream shops
- coffee shops
- newspaper/magazine stand
- destination retail
- art studios
- creative arts businesses
- micro-breweries; and
- professional services
- small theater for movies and live performances
- fish market



- fitness facility

Non-Permitted Uses

Liquor stores, convenience stores, pawn shops and gas stations were listed as being in overabundance in the 2008 Implementation Plan. Uses that are considered in over-supply and are not permitted in the zoning code are not eligible for funding.

Program Guidelines

An applicant for the PBIP incentive program may apply for funding in the Primary Area for the costs to construct, engineering, architectural design, interior and exterior improvements for an amount not to exceed \$200,000 or 40% of the total project capital investment, whichever is less.

Applications for sites in the Secondary Area may apply for funding in support of construction, engineering, architectural design, interior and exterior improvements for an amount not to exceed \$100,000 or 20% of the total project capital investment, whichever is less.

Applicants are encouraged to utilize industry recognized sustainable technologies as a part of their construction program.

A summary of eligible program expenses and other program highlights are outlined below:

- Eligible expenses - HVAC, Security, Plumbing, Electrical, Drywall, Painting, Framing, Flooring, Windows, Landscaping, Parking and Signage.

- Forgivable Loan - forgiven over a maximum of 7 years
- Projects must be completed no later than 14 months after CRA Board approval
- Funds would be secured by a subordinate mortgage on the property
- Leasing and re-leasing compliance or funds become payable as a traditional loan on the property
- Funds may be recaptured if property is sold or refinanced

Scoring criteria were established to objectively determine the merits of any application. Funding for applicants under the PBIP program will be provided until funds are no longer available. Once a score is established for each project the list of scores will be forwarded to the NPF CRA advisory board with a staff analysis for each application. The NPF CRA advisory board will review the applications, scores provided and staff analysis for each application and provide a recommendation for funding to the CRA Board. A third party will be hired to provide analysis related to financial viability and need for incentives. It is recommended that a project must have a minimum score of 70% to be considered for funding. It is further recommended that a score less than 100% of the points allowed will be awarded a proportional incentive amount with respect to the \$200,000 maximum award limit.

In an attempt to provide a fair and open process for this funding opportunity, applications will only be accepted in response to a public submittal process with a hard deadline. The deadline will allow staff, advisory board members and the CRA Board the opportunity to evaluate the submissions and award funding to applicants that are most ready to move forward. The CRA advisory board or another approved group may be designated as the evaluation committee. Upon approval of the PBIP program by the CRA Board a public notice announcing the program and the availability of funds will be placed in the local newspapers. Additionally, we will mail notices to all property owners on the 6th Street corridor, as well as, send notices to all of the business organizations and civic associations within Fort Lauderdale. The public notice will also establish an open and closing date for all PBIP applications. It is anticipated that the PBIP application period will be between 45 to 60 days from the date of the public notice.

Flagler Village Train Station Transit Oriented Development Program and WAVE Contribution - \$7M

The funding plan for the Fort Lauderdale WAVE project consists of the following pieces;

- Federal dollars specifically programmed for transit projects across the U.S.
- Specifically programmed State funds for mass transit projects across the State of Florida.
- Broward Metropolitan Planning Organization funds specifically programmed for transit projects in the County.
- Special assessment district of the benefitting property owners.
- A capital cash contribution from the City of Fort Lauderdale, City land donation for the Maintenance & Storage Facility, or a combination of both.

NPF CRA dollars are projected to be used as part of the capital contribution on behalf of the City of Fort Lauderdale. In order to make a contribution to the contribution the CRA Board will need to make a finding that the contribution is in furtherance of the CRA Plan. The value of the land contemplated to be donated may not generate enough value t It will have 10 stations reflective of the character of the specific area, which will be solar powered and will feature real time information (technology that communicates when the next vehicle will be arriving at the station) and informational kiosks displaying destinations/attractions in the downtown, as well as upcoming community events.



Each station will substantiate a significant public investment to encourage riders and help the transit option fit into the overall architectural and fit into the urban framework of downtown Fort Lauderdale. To meet the expectations of the downtown Fort Lauderdale community there will be streetscape improvements around the stations, to include pedestrian crosswalks, shade trees, lighting, and improved sidewalks. It is anticipated that NPF CRA funds would be utilized to fund a portion of these improvements and cover a portion of the capital cash contribution on behalf of the City of Fort Lauderdale. According to the WAVE project website, over 65% of the capital funding has been secured and 100% of the operational funding for the full 2.7 mile project.

The WAVE Streetcar route is 2.7 miles and approximately 0.744 miles of the system is within the boundary of the NPF CRA. The length of the system within the NPF CRA represents 27.6% of the entire length of the system, and can be quantified as the maximum amount of NPF CRA funds that can be contributed to the project. Depending on the value of the city property that is part of the contribution, it is assumed that a portion, not to exceed 27.6%, of the \$7M of NPF CRA funds can be identified utilized as part of the city's contribution and for the overall development of the transit hub area. An annual appropriation of \$1.4M is recommended to be budgeted each year over the next 5 years to meet the \$7M budget established for this program.

Other Key Initiatives

Development Services Consultants

To help implement many of the projects listed above that may require additional technical review CRA staff recommends entering into contracts with a pool of professionals for related professional development services. Consultants would be solicited to the purchasing rules of the City of Fort Lauderdale. The selected consultants would be available to the City of Fort Lauderdale and the Fort Lauderdale Community Redevelopment Agency ("CRA") is seeking proposals to provide services associated with business development and redevelopment projects: fiscal analysis, market analysis, pro forma analysis, marketing and public relations and related services on a continuing contract basis. The targeted projects and initiatives are expected to be associated with the City of Fort Lauderdale

Community Redevelopment Plan(s), and related Economic Development and Neighborhood Plans. Depending upon the qualifications of the firms, the City of Fort Lauderdale and the CRA would enter into contracts with up to five consultants for project development review services. Subject to approval by the City Commission and the CRA Board, the term of each contract with each firm may be for one three year term, with an option for up to three one year extensions, subject to annual budgeting and appropriations.

Depending upon the project, the consultants are anticipated to provide the following services:

- A. Financial Review and Analysis - Assist in evaluating proposed projects and responses to proposals in areas such as projected fiscal benefits, impacts of contingencies delineated by developer, impacts of phasing, reasonable certainty of development cash flow, “payback” schedule of public assistance (if any), analyze proposed financial structure, review developer’s financial statements and pro forma, to help determine if the proposed project is economically feasible.
- B. Project Negotiation Review - Assist in negotiating Developer Agreements for proposed public/private partnerships, and assist in drafting/reviewing agreements to ensure project will achieve the development objectives for the City and CRA.
- C. Conduct Market Studies – Analyze the demand for planned commercial and residential projects, and identify uses that will be most marketable.
- D. Financing Options – Assist staff in calculating total property tax creation and tax increment financing (“TIF”), and other revenue projections. Additionally, the consultant may be asked to develop alternative financing options for the public sector commitments. The intent of these options is to allow staff to review all options for the financing instrument(s) and make sound recommendations that will support the strong financial reputations of the City and CRA without impacting future obligations for operating or capital funding.
- E. Retail and Business Recruitment – Assist city staff by utilizing market data, proprietary data, past business relationships, membership in trade organizations to facilitate the retail and general business recruitment for specific business uses and help encourage entrepreneurs to invest in areas targeted for development.
- F. Marketing and Public Relations – assist city staff in the development of specific marketing initiatives or campaigns focused around special events, projects, initiatives or programs in targeted development areas. A NPF CRA marketing strategy will highlight the entire redevelopment area benefits of the area to potential developers, residents, entrepreneurs and small business owners. An initial strategy would be to use existing market information to present data to highlight the untapped purchasing power that exists in an underserved market and explain why the CRA is good location to do business. Due to the diversity of the many neighborhoods and demographics information included in the NW CRA area, the marketing approach will include strategic and practical targeted approaches to take advantage of all the variety of hidden assets that the entire CRA has to offer.
- G. Other Services – Provide other services such as business plan writing/review, and other technical, analytical or financial review, as needed, in support of implementing the City of Fort Lauderdale Economic Development Strategy and Community Redevelopment Plan(s).

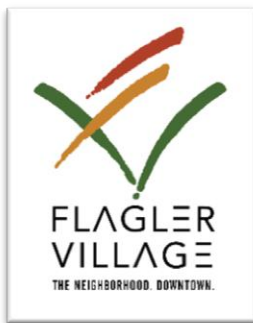
Cultural Development and Creation of an Arts District

The impact of the arts on the local economy is well documented and it is becoming even more apparent with the emergence of the F.A.T. Village as an Arts District in the heart of Fort Lauderdale. It is recommended that a strategic focus by the NPF CRA be placed on embracing the “creative class” by officially designating the F.A.T. Village area as an Arts District in Fort Lauderdale.

A recent national study of the nonprofit, arts and cultural industry by Americans for the Arts highlights the enormous impact of arts and culture on the U.S. economy. The study is considered to be the most comprehensive study of its kind ever conducted, and it provides a quantifiable economic impact of nonprofit arts and culture organizations and their audiences. Using findings from 182 regions, including various Florida cities and counties, an input-output economic model was created to deliver national estimates.

The study revealed the following findings:

- The arts industry generated \$135.2B of economic activity and \$61.1B was generated by the nation's nonprofit arts and culture organizations.



- This economic activity supports 4.13 million full-time jobs and generates \$86.68 B in resident household income.
- The arts and culture industry also generates \$22.3B in revenue to local, state, and federal governments every year a yield well beyond their collective \$4B in arts allocations.



Marketing

The NW CRA is in a unique, yet prime location within the City of Fort Lauderdale. The analysis conducted during the exploratory phase of the implementation plan has confirmed the untapped potential in creating linkages to the adjacent market areas and opportunities that border the target area. Since its inception the agency has used its funds strategically to market certain projects, programs or initiatives.



The utilization of CRA funds for marketing is specifically highlighted as an eligible use of redevelopment funds in the NPF CRA redevelopment plan. Over the past several years CRA marketing has consisted of a contribution to the Flagler Village marketing initiative, upgrades to the agency website, a revamped newsletter and increased signage to

highlight CRA development opportunities along the Sistrunk Blvd corridor.

CRA/City Property Disposition and In-Fill Housing Development

The City and CRA owns approximately fifty (50) developable residential and commercial sites within the NPF CRA district.

The city-owned properties primarily consist of vacant, residential properties scattered throughout the redevelopment area. The NPF CRA owned properties primarily consist of vacant properties fronting or adjacent to the Sistrunk corridor. It is recommended that the City and CRA aggressively dispose of properties within the redevelopment area that can be immediately utilized to facilitate home ownership opportunities, private investment, job creation, business development and enhance the tax base. In some instances the opportunity to dispose of property and goals of the redevelopment program may require a discussion by the City Commission to determine how to resolve these types of public policy issues.



The advancement of these two activities should come with the appropriate direction to encourage redevelopment projects that are consistent with the goals of the NPF CRA. The projects must be consistent with the existing NPF CRA plan and the zoning code revisions being developed for the Northwest Regional Activity Center that will address permitted uses, design guidelines – including height and density, and expedited regulatory review. Until the zoning code revisions are adopted, it is also

recommended that the disposition of any publicly-owned land within the NPF CRA be subject to a review that the project is consistent with the proposed permitted uses and design guidelines currently under discussion.