



TO: CRA Chairman & Board of Directors
Fort Lauderdale Community Redevelopment Agency

FROM: Lee R. Feldman, ICMA-CM, Executive Director

DATE: October 15, 2013

TITLE: CRA Meeting – Northwest Progresso Flagler Heights Community
Redevelopment Five-Year Strategic Program (2014 – 2018)

Background

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 has a thirty-year redevelopment window and the redevelopment trust fund is set to expire in 2025.

In large part since the creation of the NPF CRA 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.

A five-year strategic program for the NPF CRA has been developed to create a transparent and simple framework to prioritize our efforts and chart a course for success. The NPF CRA Five-Year Strategic Program outlines an organized approach to spend NPF CRA funds over the next five years. The strategic program also includes a set of core strategic performance measurement goals that are proposed to evaluate our progress.

Executive Summary of Five-Year Program

In alignment with the initiatives identified in the fiscal year 2014 Commission Annual Action Plan, the program was developed to create a long-term sustainable development framework that will have immediate, short-term results and long term impacts on the target area and on the lives of the residents who live in the redevelopment area. We believe the five-year strategic program aligns with the recently adopted 2035 Vision Plan for the City of Fort Lauderdale and will continue to function as a key component in

the success of the Business Development Cylinder of Excellence in the City's Strategic Plan. Key performance data will also be measured with the completion of certain projects and keeping a close eye on certain market trends such as number of housing units constructed, commercial vacancy rate, creation of a business development program, and the annual increase in tax increment revenue.

The NPF CRA Five-Year Strategic Program can be funded based on a historical trend of positive tax increment growth for the last 5 years. With continued positive tax increment growth it is assumed that when combined with existing NPF CRA assets that approximately \$25M will be available to spend over the next five years. Projects identified in the five-year spending plan are located throughout the redevelopment area and can be categorized as investments in infrastructure, quality of life upgrades, and strategic redevelopment investments that will have long-term development impacts. A list of the targeted investments is below:

- The Pearl (Streetscape Grant) - **Approved by CRA Board 8/20/13**
- NW Gardens II, III & IV (Streetscape Grant)
- Henry Square (Street Grant)
- Shoppes on Arts Avenue Phase I - Streetscape Grant/Phase II - Utility Line Relocation
- Flagler Arts and Technology Village (F.A.T. Village) Streetscape Enhancements
- Wireless Surveillance Cameras/Public Wireless Access Point (Wi-Fi) (4yrs of maintenance)
- Carter Park Senior Center
- Mizell Center Upgrades
- NW 9th Avenue Enhancement Project
- NW Neighborhood Enhancement Project (Phases II & III)
- Progresso Village Enhancement Project
- NPF CRA Business Development Initiative
- Flagler Village Train Station Transit Oriented Development Program
- Wave Streetcar Contribution
- Sistrunk Lighting Upgrade
- Flagler Village Monument Sign/Street Sign Matching Funds

So far, city staff has identified approximately \$23M for investment allocation, leaving a little over \$2M for further fund allocation. More details on the investment allocation and the projects identified in the list above is provided within the NPF CRA Five-Year Strategic Program document attached to this memorandum as **Exhibit 1**. Additionally, a copy of the proposed program guidelines and evaluation criteria for the NPF CRA Business Development Initiative is attached as **Exhibit 2**.

Northwest Progresso Flagler Heights CRA Advisory Board Discussion

The NPF CRA Advisory Board reviewed a substantial draft version of the five-year program at the September 25, 2013 advisory board meeting. The feedback from the advisory board included the following concerns:

- Develop very detailed and thorough evaluation criteria for the property and business development program.
- Utilize incentive programs on substantial projects; do not fund minor or “cost of business” improvements with tax increment funds; and
- Incorporate sustainable development practices in future development projects and programs where CRA funds are utilized.

Staff seeks feedback and direction from the CRA Board on the five-year spending program as presented. No formal action is requested at this time; final approval of the spending program is anticipated at a future CRA meeting.

Upon initiation of the program, staff is committed to providing regular updates at bi-monthly CRA Board meetings to identify progress and receive feedback and input.

Resource Impact:

There is no budgetary impact at this time.

Attachment:

Exhibit 1 – NPF CRA Five-Year Strategic Program

Exhibit 2 – Program Guidelines for NPF CRA Business Development Initiative

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Department Director: Greg Brewton, Department of Sustainable Development