

City of Fort Lauderdale

*City Hall
100 North Andrews Avenue
Fort Lauderdale, FL 33301
www.fortlauderdale.gov*



Meeting Minutes

Tuesday, April 2, 2019

12:00 PM

Joint Workshop with Northwest-Progresso-Flagler Heights

Redevelopment Advisory Board

City Commission Conference Room

CITY COMMISSION WORKSHOP

FORT LAUDERDALE CITY COMMISSION

***DEAN J. TRANTALIS Mayor - Commissioner
BEN SORENSEN Vice Mayor - Commissioner - District IV
HEATHER MORAITIS Commissioner - District I
STEVEN GLASSMAN Commissioner - District II
ROBERT L. McKINZIE Commissioner - District III***

***CHRIS LAGERBLOOM, City Manager
JOHN HERBST, City Auditor
JEFFREY A. MODARELLI, City Clerk
ALAIN E. BOILEAU, Interim City Attorney***

CALL TO ORDER

Mayor Trantalis called the meeting to order at 12:12 p.m.

ROLL CALL

Commission Members Present: Commissioner Heather Moraitis, Commissioner Steven Glassman, Commissioner Robert L. McKinzie, Vice Mayor Ben Sorensen, and Mayor Dean J. Trantalis

**Northwest-Progresso-Flagler Heights Community
Redevelopment Agency (NWPFH CRA) Advisory Board Present:**

Present: Chair Rhoda Glasco Foderingham, Vice Chair Dylan Lagi (Arrived at 12:18 P.M.), Leann Barber, Sonya Burrows, Kenneth Calhoun, Lisa Crawford, Alan L. Gabriel, Esq., John D. Hooper (Arrived at 12:20 P.M.), Michael Lewin, Steffen Lue, Christopher Murphy, Michelle Nunziata, Diane Randolph

Not Present: John P. Wilkes, Esq., Tina Teague

QUORUM ESTABLISHED

Also Present: City Manager Chris Lagerbloom, City Clerk Jeffrey A. Modarelli, City Attorney Alain E. Boileau and City Auditor John Herbst

OLD/NEW BUSINESS**BUS-1** [19-0374](#)**Incentives Discussion**

1. Job Creation
2. Area of Focus
3. Training Programs

Mayor Trantalis reviewed the purpose and goals of the meeting. Chair Rhoda Glasco Foderingham commented on the need for discussion regarding the Northwest-Progresso-Flagler Heights Community Redevelopment Agency (NWPFH CRA) direction and goals moving forward. This includes housing, building development, job creation, training programs, transit concerns, WAVE reimbursement and the NWPFH CRA's sunseting timeline.

Mayor Trantalis commented on incentivizing job creation development goals through redevelopment, expounding on details. He also noted the need to identify priorities in anticipation of the NWPFH CRA sunseting.

Chair Foderingham commented on the need to inform neighbors of development projects, expounding on public relation details that would include announcement signage.

Mayor Trantalis recognized Clarence Woods, Area Manager for the NWPFH CRA. Mr. Woods acknowledged Chair Foderingham's comments, confirming that marketing of development projects would be addressed. Commissioner McKinzie said that all new development in the NWPFH CRA should be implemented in a robust manner to include CRA project branding.

Mayor Trantalis commented on the need for residents to be connected and involved in a tangible manner, i.e., ribbon cutting ceremonies. Chair Foderingham discussed the need to notify and involve NWPFH CRA neighbors throughout the process. Mr. Woods concurred.

Commissioner Glassman cited examples of how this topic is addressed within the Beach CRA. It includes "wrapping" the project site with conceptual drawings and additional pertinent information. Commissioner McKinzie concurred with Chair Foderingham's comments, stating that going forward project sites should have similar visibility.

In response to Mayor Trantalis' question, Mr. Woods discussed interaction with the Advisory Board regarding job creation opportunities. Job opportunities include temporary construction development and permanent employment, expounding on details and the availability of talent within the community to staff mandated job creation positions required for development project approval. Mr. Woods said developers are being requested to provide training for specific skill sets, expounding on details and related language contained in the current development agreement. The Advisory Board would like this language to be guaranteed, not aspirational. Mayor Trantalis commented on the need for developers to address training and education resources for residents within the NWPFH CRA. Further discussion ensued.

Vice Mayor Sorensen recommended working with Broward College to address job training programs for local residents, commenting on the efforts of its *Broward Up Program*. Board Member Alan Gabriel confirmed that the Advisory Board is focused on this topic and is working towards having developers make a job training commitment. Discussions ensued on Staff follow-through. Further discussion ensued on the process and the NWPFH CRA's expectations for projects recommended for approval.

Board Member Leann Barber commented on the difficulty surrounding employment monitoring and management. She discussed the following strategic approach and related details: 1) moving towards developing partnerships with employers to create training programs; 2) grantee/employers bearing this responsibility and monitoring; and 3) training programs and apprenticeship programs that could be incentivized as part of a grant.

Mr. Woods concurred with Vice Mayor Sorensen's comments regarding training programs for local residents, stating he would partner with other entities who are currently working with Broward College. He also commented on monitoring employer training programs, recommending third-party monitoring. In response to Mayor Trantalis' question, Mr. Woods expounded on Staff's ability to address monitoring. Further comment ensued.

Commissioner McKinzie commented on the revised process for incentive programs. He discussed development agreement recommendations addressing training compliance to ensure goals are met prior to funding reimbursements. Detailed language regarding training should be included in development agreements. Further comments ensued on developers who have agreed to training in the hospitality industry and communicating those results to stakeholders.

In response to Commissioner Glassman's question about how incentive dollars are paid, Mayor Trantalis confirmed there is a schedule. Commissioner Glassman commented on grantees submitting a detailed compliance report. Commissioner McKinzie commented on the current funding process. Further comment and discussion ensued on efforts by NWPFH CRA Staff to address this topic.

In response to Chair Foderingham's question regarding additional Commission priorities, Vice Mayor Sorensen said Affordable Housing is an important component.

Mayor Trantalis commented on details contained in the CRA Ordinance which dove-tails with the Affordable Housing component, noting additional incentive programs within the NWPFH CRA to address other needs.

Commissioner McKinzie discussed Triangle Services, commenting on its reduction in initial employment projections. Mr. Woods said Triangle Services is in operation and NWPFH CRA Staff is working to provide talent for their aviation services personnel at Fort Lauderdale Executive

Airport (FXE). He noted the high-level of screening for positions at FXE. Mayor Trantalis commented on the expectations of Triangle Services that includes training. Further comment and discussion ensued.

Mayor Trantalis confirmed job creation as a goal along with methodologies to ensure compliance. Commissioner Moraitis discussed the importance of adequate transportation and child care to supplement job-related needs. Mayor Trantalis commented on the ability to use NWPFH CRA funds to facilitate residents' transportation needs for jobs located outside the NWPFH CRA. Commissioner Moraitis explained a successful program in another area of the country that addresses transportation and child care needs for individuals with good paying job opportunities outside the CRA area. She discussed her support of exploring appropriate training for high-paying job opportunities both within and outside the NWPFH CRA. Commissioner Moraitis expounded on the need to consider and address job training and the workforce skills gap within the NWPFH CRA at all levels of education.

BUS-2 [19-0375](#)**Marketing Discussion - Technical Assistance Panel (TAP) Report**

In response to Mayor Trantalis' question, Mr. Woods explained that the 2015 Technical Assistance Panel (TAP) document is the footprint for the NWPFH CRA development through 2020. Mayor Trantalis requested an Executive Report on successes to date and what could be done to achieve TAP expectations.

Commissioner McKinzie discussed the success of a shared space project on Ninth Avenue. He suggested that the Advisory Board visit the project as an example of what type of industry could be attracted to other areas of the NWPFH CRA, expounding on advantages of this type of project which provides local small business opportunities.

BUS-3 [19-0376](#)**Projects, Scale and Program Discussion**

1. Village of the Arts - Transmission Lines Relocation
2. Sistrunk Cultural and Entertainment District
3. Transit Mobility Master Plan Study

Mr. Woods updated attendees on the development of the *Village of the Arts* that includes the relocation of transmission lines and will ensure the viability of three parcels. Discussions ensued on costs. Commissioner McKinzie commented on the importance of this project and related details.

Mr. Woods updated attendees on the status of the *Sistrunk Cultural and Entertainment District* (District). The goal is for the District (Sistrunk

Boulevard from 9th Avenue to 15th Avenue) to be recognized as a cultural tourism and entertainment destination. The District would have special event related codification to ensure best practices. In response to Mayor Trantalis, Mr. Woods confirmed Staff's request for the Advisory Board to undertake and conceptualize the direction, components and recommendations for the District. This would be followed by involvement and input from District stakeholders. The goal is for a consensus from all stakeholders.

Board Member Sonya Burrows commented on previous efforts and the framework for attracting visitors from Port Everglades (Port) to the District, noting the need to move forward. Commissioner McKinzie concurred with Ms. Burrows comments. He discussed the creation of Cultural Entertainment Districts in other areas, progress moving forward and activity addressing the evolution of entertainment and cultural business development in the NWPFH CRA. He commented that creation of an Entertainment District could impede other uses. Further comment and discussion ensued on this topic and mixed use.

Commissioner Glassman commented on the rich cultural history of this area. He inquired if Mr. Woods had considered what the National Trust for Historic Preservation could offer through its *Main Street Program*, noting the associated opportunities. Mayor Trantalis concurred with this recommendation.

Mayor Trantalis recognized Karen Warfel, Program Manager, Department of Transportation and Mobility (TAM). Ms. Warfel gave an update regarding the NWPFH CRA Transit Mobility Master Plan Study (Study) and efforts to address challenges and prioritization. In response to Mayor Trantalis' question regarding the timeline for completion of the Study, Ms. Warfel confirmed the Study would be complete by the end of 2019. She commented on stakeholder meetings and interviews, community outreach and surveys. The next meeting scheduled on April 17, 2019 will illustrate the results of TAM data collection efforts and community outreach to date. Final prioritization will occur prior to the end of 2019. In response to Mayor Trantalis, Ms. Warfel confirmed several meetings with the NWPFH CRA Advisory Board as a whole, as well as one-on-one meetings with members. Mayor Trantalis requested accelerating the process for completing the Study.

In response to Commissioner Moraitis' question regarding TAM looking at new modes of transportation and a comparison to what already exists, Ms. Warfel confirmed TAM is looking at all available transportation options.

Mayor Trantalis requested an update from City Manager Lagerbloom regarding the status of the WAVE refund to the NWPFH CRA. City Manager Lagerbloom explained what has occurred to date, noting a determination has not yet been made. Commissioner McKinzie noted the need to revisit this topic, expounding on details related to how those funds were expended. Mayor Trantalis concurred. Chair Foderingham confirmed Commissioner McKinzie's statement is the position of the Advisory Board. Mayor Trantalis commented on the recommendation from the previous City Manager. Mayor Trantalis confirmed the amount owed to the NWPFH CRA refund is \$8,000,000.

Commissioner Moraitis inquired about the NWPFH CRA investing in 5G infrastructure to develop into a *smart* area. Further comment ensued. Mayor Trantalis noted that this is targeted for the downtown area.

PRESENTATIONS

PRES- [19-0377](#)

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Leverage Opportunities

James Carras, Principal, Carras Community Investment, Inc.

Mayor Trantalis recognized James Carras. Mr. Carras reviewed his background and experience in community and economic development. He narrated the slide presentation that included current CRA challenges, an overview of implementation tools and related details to leverage capital resources for funding CRA projects.

A copy of the presentation is attached to these minutes.

In response to Board Member Michelle Nunziata's question regarding the State of Florida's lack of progress regarding these opportunities, Mr. Carras explained it is due to capacity and the fractionalization of forms of government, commenting on specific examples. In South Florida, there are over 150 forms of government (local, county and CRA's) all with some CRA responsibility. He noted challenges and resistance to approaching CRA projects in a regional manner. Mr. Carras also commented on capacity. He explained that CRA community development and redevelopment have been stationed in different forms of government which have remained in a programmed manner, expounding on details. Consideration of leveraging opportunities have not been considered.

Mayor Trantalis discussed *Opportunity Zones*. He confirmed that the private sector has actively participated and numerous projects are being presented. Mayor Trantalis noted the need for Board discussions on the other leveraging opportunities, commenting on related details. Further

comment and discussion ensued on sources of capital.

In response to Mayor Trantalis' question regarding sources of capital funding, Mr. Carras confirmed they would be primarily from the private sector, expounding on details related to tax credits and tax incentives.

In response to Commissioner Glassman's question regarding the applicability of these leveraging opportunities throughout the City currently and following the sunset of CRAs, Mr. Carras said *Opportunity Zones* will be limited to those respective identified areas. Tax credits would be limited to economically distressed census tracts, not the entire City and would be similar to Community Development Block Grant (CDBG) Census Tracts. Economic Development Corporations (EDC) can go beyond the bounds of the CRAs. An EDC can be a partner organization with the City. Mr. Carras explained previous work with the Newark EDC, a private sector partnership with the City of Newark, New Jersey, to implement private development. This type of partnership is common around the country and spearheads many of the other incentives listed in the presentation.

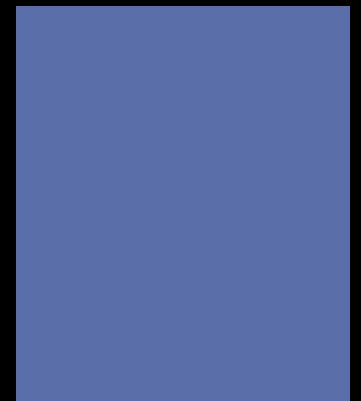
Commissioner Glassman commented that this is an additional avenue that needs to be pursued. Chair Foderingham asked if there was a consensus to pursue recommendations in Mr. Carras' presentation. Further comment and discussion ensued. Mayor Trantalis confirmed a consensus to move forward following a determination regarding the next steps in the process. Mayor Trantalis noted the need to enhance EDC efforts and the need to actively pursue these leveraging opportunities, expounding on details.

ADJOURNMENT

Mayor Trantalis adjourned the meeting at 1:30 p.m.

Fort Lauderdale Community Redevelopment Agency: *Creating and Enhancing a Development Finance System*

James Carras
April 2, 2019



Development Finance Toolkit

Economic Development Corporation (501 c3)

Community Development Financial Institution (CDFI)

New Markets Tax Credits - Community Development
Entity (CDE)

Opportunity Zones

Other tools:

Business Improvement Districts (BID)

Brownfield Areas

Goal

Leverage federal and other capital resources
to assist in implementing the CRA's vision
and plan.



Challenges

- CRA Sunset
- County reluctance to extend CRAs
- Limited CRA capital resources for development and business incentives
- Limited use of existing federal and other leveraging tools

"Development arm" for the CRA.

Potential activities may include:

- Housing and mixed-use development.
- Development of commercial/office/retail uses including business incubators.
- Serve as an organizational umbrella to other tools (CDFI, CDE, Opportunity Zone Fund, BID)

Economic
Development
Corporation

Community Development Financial Institutions (CDFI)

CDFIs are community-based financial institutions with missions to promote community development through the provision of capital lending and investing for housing or economic development purposes.

Certified by the U.S. Department of Treasury CDFI Fund which also provides financial assistance awards for capitalization and technical assistance purposes.

Certification also helps leverage private sector (e.g. banks) loans and investments to grow the capital base of the institution.

New Markets Tax Credits – Community Development Entities (CDE)

- CDEs are corporations with missions to promote community development through the deployment of capital to businesses and real estate projects.
- Capital is raised from private investors (e.g. banks, insurance companies) in exchange for tax credits valued at 39% over seven years allocated by the U.S. Treasury Department CDFI Fund.
- Effective subsidy to end borrower (e.g. developer or business) is approximately 20%.
- Largest federal economic development program with a budget of \$3.5 billion per year and is being considered for permanent extension.

Opportunity Zones

Part of Tax Cut Act of 2017

Offers tax deferrals to those investors with capital gains subject to taxation

Taxes are deferred for five, seven or ten years with new investment gains reduced or eliminated

Opportunity Zone Funds are now being created to make equity investments in designated Opportunity Zones (3 in CRA)

Investment Prospectus to attract investors/OZ Funds to CRA.

Additional Tools for Consideration

- Business Improvement Districts (BID)
 - Similar to Fort Lauderdale Beach BID
- State of Florida Brownfield Areas
 - Existing tool

Next Steps

Conduct

Conduct a series of workshops to educate stakeholders on the Development Finance Toolkit



Prepare

Prepare background materials on feasibility for each tool.



Prepare

Prepare an Implementation Plan on creating entities and/or mechanisms to access tools.



Prepare

Prepare an Opportunity Zone Investment Prospectus for the three Opportunity Zones located in Fort Lauderdale CRA.

James Carras

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QUESTIONS