

MINUTES OF WORKSHOP MEETING  
CITY OF DANIA BEACH  
COMMUNITY REDEVELOPMENT AGENCY  
WEDNESDAY, DECEMBER 3, 2014 – 5:00 P.M.

1. Call to Order/Roll Call

Chairman Salvino called the meeting to order at 5:00 p.m.

Present:

Chairman:	Marco A. Salvino, Sr.
Vice-Chairman:	Bobbie H. Grace
Board Members:	Chickie Brandimarte Walter B. Duke, III Albert C. Jones
CRA Executive Director:	Jeremy Earle
City Attorney:	Thomas Ansbro
CRA Secretary:	Tom Schneider

2. Dania Beach CRA Review

Director Earle reviewed the PowerPoint presentation that was included in the agenda packet.

Vice-Chairman Grace agreed some tremendous things have been done in the last five years; however, there are some things that should have been implemented, but were not: the wraps for the boxes on Phippen Waiters Road, and in the area of the fork leading to 6<sup>th</sup> Avenue; residents' requests for the Estates of Fort Lauderdale; a bus bench on NW 10<sup>th</sup> Court and 1<sup>st</sup> Avenue, including a rain shelter, and trash bins at the benches; speed humps on Dania Beach Boulevard; an Arts & Seafood Festival that is open and friendly to City residents and business owners, which encourages their participation as vendors; and asking prospective businesses and developers coming into Dania Beach to come before the residents in a workshop setting in order to determine whether there will be job opportunities available.

Director Earle addressed the Art & Seafood Festival: fees are actually lower than those of other festivals, locally and across the state; letters were sent to every single restaurant and business in the City, and they did not want to participate due to staffing logistics; a call was sent out to artists throughout the City, but for whatever reason, they have not responded in droves; and, although an atmosphere as inclusive as possible is provided, people cannot be forced to take part. Regarding speed humps on West Dania Beach Boulevard, Director Earle said the CRA worked with the City Engineer to install a speed hump, which was thought to be sufficient. He explained Broward County's guidelines and standards, and noted the speed hump was designed to code.

Colin Donnelly, Assistant City Manager, spoke of additional speed humps having been approved by the City Commission, and noted staff is in the process of getting more installed.

Director Earle noted he will work with City administration on the bus benches.

Dan Murphy, Economic Development Manager, advised that the Creative Arts Council recently selected the 10 boxes they want to wrap, which includes those mentioned by Vice-Chairman Grace. The Creative Arts Council will come to the City Commission for approval of the budget for the new boxes.

Director Earle noted he brings proposals for large developments to the Board early on, and he will continue to do this so that the Board can provide input.

Board Member Jones asked if we can require a certain percentage of Dania Beach residents be hired.

City Attorney Ansbro responded concessions and voluntary commitments could be obtained from developers.

Board Member Jones said he favors asking for a certain percentage from developers. He spoke of being on the Board that decided to hire Director Earle, and of the Commission at the time having the foresight to ensure this CRA can act and operate; meaning dollars were committed to the CRA. He added this is how we have the CRA that we have today and feels Director Earle has done a great job. He said this is a City effort and not the CRA versus City; it is the City and CRA together. If the CRA goes away, everything that has been done falls into the City's lap; therefore, this CRA needs to continue moving forward bringing in economic development, redevelopment, and development. The CRA has accomplished many great things and major development is coming on board.

Chairman Salvino said he is happy with what Director Earle is doing, and the progress in Dania Beach is going to go well in his hands, along with the City administration who is working with him.

Board Member Brandimarte commented she hopes there are developers out there watching and that they realize the Commission is behind the CRA. She noted the message is that Dania Beach is open for business; it is open for quality development that enhances the City, in a timely manner. Safety for our residents is foremost, but we are pro development and the Commission is solidly behind the CRA.

Vice-Chairman Grace said even though she brought her list forward tonight, we have to be out front. Because we have received three awards, people are looking to us as their lead. She noted there was discussion a few years ago regarding signage to identify each section of Dania Beach, and this has not happened. She felt there is a long list of things we did do, but there is also a long list of things we did not do, and we can do better.

Director Earle emphasized that redevelopment occurs over a long period of time; what we have done so far is seeds for further redevelopment. The things Vice-Chairman Grace mentioned are coming.

### 3. Redevelopment 101 – RMA – Redevelopment Management Associates

Kim Briesemeister, Principal, Redevelopment Management Associates, gave a PowerPoint presentation, a copy of which is attached to and incorporated in these minutes.

Board Member Jones questioned CRA administrative expenses, and existing and current debt.

Ms. Briesemeister explained these items have to do with percentage of budget, and how much is being invested and how much of what the CRA does is being administered. She noted the importance of ensuring that all of the administrative expenses going to the CRA are strongly leveraged and are not getting watered down in any way. She spoke of the five-year strategic finance plan and City TIF, which at some point will allow the CRA to leverage and issue debt of its own. She added that leverage is one of the strongest tools the CRA has.

Board Member Jones spoke of the County pushback on TIFs and how they intend to not renew CRAs.

Ms. Briesemeister said since 1999, the County has taken on the goal of eliminating TIF, and has been successful at changing state legislation regarding TIF. She noted the strongest things cities can do is band together and send a strong message to the County Commission about everything their CRA has done, which has benefitted the County.

### 4. Public/Private Partnerships Primer

Kevin Crowder, Redevelopment Management Associates, gave a PowerPoint presentation, a copy of which is attached to and incorporated in these minutes.

Board Member Grace asked whether the City parking garage would be successful in the next five to six years, and Director Earle explained its long-term purpose as a tool for redevelopment.

Mr. Crowder concluded the presentation.

### 5. City Center Development Update – Weiss Serota

This item was withdrawn from the agenda.

### 6. Economic Development Update – Dan Murphy

Dan Murphy, Economic Development Manager, gave an update on attracting Pro Marine, a boat manufacturer, to Dania Beach, which could potentially build a 60,000 square foot facility and employ 35 people.

Director Earle noted a huge part of our economic development plan is to attract new businesses in order to increase our commercial, manufacturing and industrial bases.

Economic Development Manager Murphy spoke of an engineering-type company, project code name Restraint, which the CRA is trying to assist through a Qualified Target Industry incentive. He noted he helped them find a different property on which to expand since they have outgrown their currently leased space.

Economic Development Manager Murphy commented on the quarterly Merchant Meetings, noting 30 people attended the last meeting. The merchants were concerned about the amount of traffic and their businesses in the downtown area, and how to change it to make it better. In response to this, a group of about 30 merchants was formed, and he felt real progress would be made in 2015 on moving along our vision of a prosperous downtown area.

Director Earle spoke about the project code name Restraint and retaining this business in Dania Beach.

Director Earle noted there will be kids' events, music and food at City Hall to encourage downtown businesses to take part in the next Arts & Seafood festival; we would like to use the parking garage as a parking area for the festival, and people would be shuttled to the event.

Mayor Salvino said he has learned a lot tonight, and is looking forward to the redevelopment of Dania Beach.

7. Adjournment

Chairman Salvino adjourned the meeting at 6:51 p.m.

ATTEST:

  
\_\_\_\_\_  
LOUISE STILSON, CMC  
CRA SECRETARY

COMMUNITY REDEVELOPMENT  
AGENCY

  
\_\_\_\_\_  
MARCO A. SALVINO, SR.  
CHAIRMAN – CRA

Approved: February 4, 2015



**DANIA BEACH**  
COMMUNITY REDEVELOPMENT AGENCY

# **CRA Governance**

**Dania Beach CRA  
December 3, 2014**

**Kim Briesemeister  
MetroStrategies Inc./RMA**

# Organizing and Managing a CRA

## 7 Considerations

1. Organizational Structure
2. Governing Documents
3. Strategic Planning
4. Real Estate = DEALS-DEALS-DEALS
5. Financing Redevelopment
6. Marketing & Communication
7. Incentives and Financial Tools

# What Can a CRA Do?

- Acquire and hold property
- Demolish buildings
- Dispose of property at FAIR VALUE
- To develop property (including affordable housing)
- Install, construct, and repair
  - Streets
  - Parks
  - Utilities
  - Playgrounds
  - Other public improvements
- Carry out a voluntary or compulsory repair and rehab of buildings (Code Enforcement)

# A CRA CAN ...

- Enter property or buildings to make inspections, surveys, appraisals, etc.
- Solicit proposals for redevelopment (Developer RFP's)
- Invest Funds if not needed immediately
- Borrow money or accept funds/grants from any source (borrowing subject to approval of GB)
- Prepare surveys, plans and other studies necessary to carry out the CRP
- Close, vacate, plan, re-plan streets, sidewalks, other places
- Develop and implement community policing innovations
- Enter into contracts and agree to appropriate conditions

# THE REDEVELOPMENT TRUST FUND

Money in the Trust Fund may be expended for projects and programs pursuant to an adopted CRP including:

- Administrative expenses
- Plans, financial analysis, surveys
- Acquisition of property in the CRA
- Site preparation and relocation of occupants
- Repayment of borrowed funds
- Development of affordable housing
- Development of community policing innovations

# **BUT EVEN IF ALLOWED BY THE STATUTE**

**Any project or program a CRA wishes to undertake must be  
outlined in the Community Redevelopment Plan (CRP)**

**IF IT IS NOT IN THE PLAN  
YOU CAN'T DO IT !!!!!**

# WHAT IS NOT APPROPRIATE UNDER F.S. 163 PART III

- Construction or expansion of administrative buildings for public bodies or police or fire buildings (unless all taxing authorities agree)
- Installation, construction, repair or alteration of any publicly owned capital improvements if the projects are normally funded by the governing body or user fees or if the project would be funded within 3 years under any existing CIP or Funding Plan
- General government operating expenses unrelated to planning and carrying out the CRP

# A CRA CAN'T....

- Suddenly start paying for something the City/County has always paid for
- Build a fire station (unless all ok)
- Refurbish City Hall
- Undertake a project in another public entities Capital Improvement Program unless specifically mentioned as a funding source
- Repair utilities usually paid by a user fee
- Reimburse City/County for expenses unless fully documented
- Pay for any project or program outside of the Redevelopment Area
- Pay Board Members/Commissioners for their service as a CRA Board member

# THE NEW REALITY - TAXES

- Watch your existing debt – current and future payments
- Review plan timelines and workloads and scale back ambitious programs
- Review cost/benefit of programs – property improvements, incentives
- Review your administrative expenses
- Avoid maintenance and other recurring expenses
- USE OPM – grants, matches, allocations

# THE NEW REALITY- DEPENDENCE

More often CRA's are being administered by Coordinators instead of Executive Directors and more CRA Boards are the Governing Body leading to:

- Dependence on Governing Body
- Control by City/County Managers
- CRAs with no "in-house" advocate
- Greater illegal use of Increment Revenue on projects not allowed by Statute or an adopted CRP

# THE NEW REALITY – AG's INTERPRETATIONS

The Florida Auditor General's Office has been interpreting F.S. 163 Part III more and creating findings that show there should be:

- Limited promotional activity by CRAs
- Clear decision making by CRA Board
- Greater detail of projects in CRPs
- Clear delineation of time spent on CRA activities by those whose job encompass more than the CRA responsibilities
- Need for structure of grants to outside agencies

# THE NEW REALITY – KELO CASE

The need to find new ways of land assembly

- **Public inducement to Owner Participation**
  - **Direct incentive**
    - **Land Contribution**
    - **Cash**
  - **Indirect incentive**
    - **Development of RFP**
    - **Creation of legal documents**
    - **Relocation assistance**
    - **Development bonuses**

# **MONEY IN THE TRUST FUND AT END OF THE FISCAL YEAR**

**Funds left over at the end of the fiscal year shall be:**

- **Returned to the taxing authorities**
- **Used to reduce debt**
- **Deposited in an escrow account for reducing debt later**
- **Appropriated to a specific project that will be completed within three (3) years**

# IT'S IMPORTANT TO...

- Look for projects that are highly visible with major impact or minimal cost
  - Development Projects (PPP)
  - Landscaping
  - Entrance signage
  - Façade improvement programs
- Seek other people's money
  - FDOT Highway Beautification
  - Expanding other entities roadway projects
  - Community Development Block Grants (CDBG)
  - Recreation Grants
  - Other innovative sources

# IT'S ALSO IMPORTANT TO...

- Promote accomplishments
  - Take credit !!
- Network, Network, Network
  - International Council of Shopping Centers
  - Urban Land Institute
  - Local Chamber of Commerce
  - Builders Association
  - Realtors Association

# Elected Officials & City Management Should...

Learn about what it takes to implement the projects you want

- Real estate
- Developer RFP's
- What attracts businesses/developers
- What the real project costs are
- What businesses are viable
- When are roadway projects scheduled and who is in charge
- Median/landscape design standards

**BUT MOST IMPORTANT OF ALL...**

**Send a strong, consistent message, that your serious about attracting private investment and that your CRA is open for business!!!**

**(But make sure it in the Plan!)**

Dania Beach CRA  
December 3, 2014  
Public Private Partnerships  
Kevin S. Crowder, CEcD



Economic Development is inevitable. Where it occurs is not.  
**We Know Why.**



# Economic Development Philosophy

Cash Flow is King.

The most important incentive is the market.

Local government is an obstacle to economic development, no matter how hard it tries not to be.

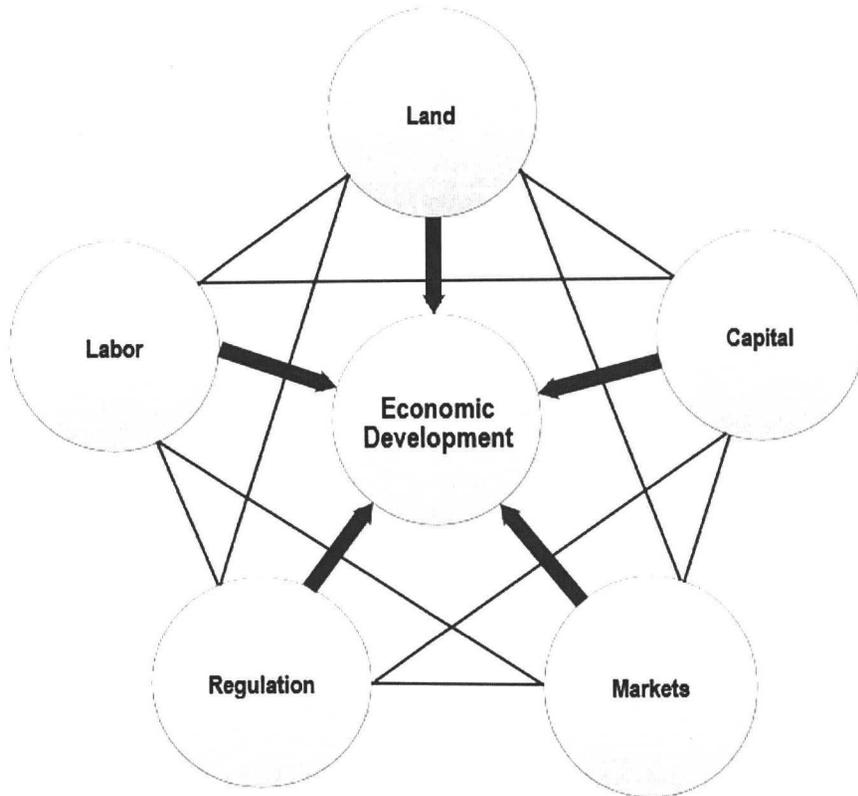
Economic development is inevitable; where it occurs is not.

**Credibility**

**Customer Service**

**Cash Flow**

# Economic Development Drivers



---

# Economic Development Values

Responsiveness

Information

Certainty



---

## Economic Development Bottom Line

Cash flow (customers) is the key to business self sufficiency and success.

Only two things can improve Cash Flow:

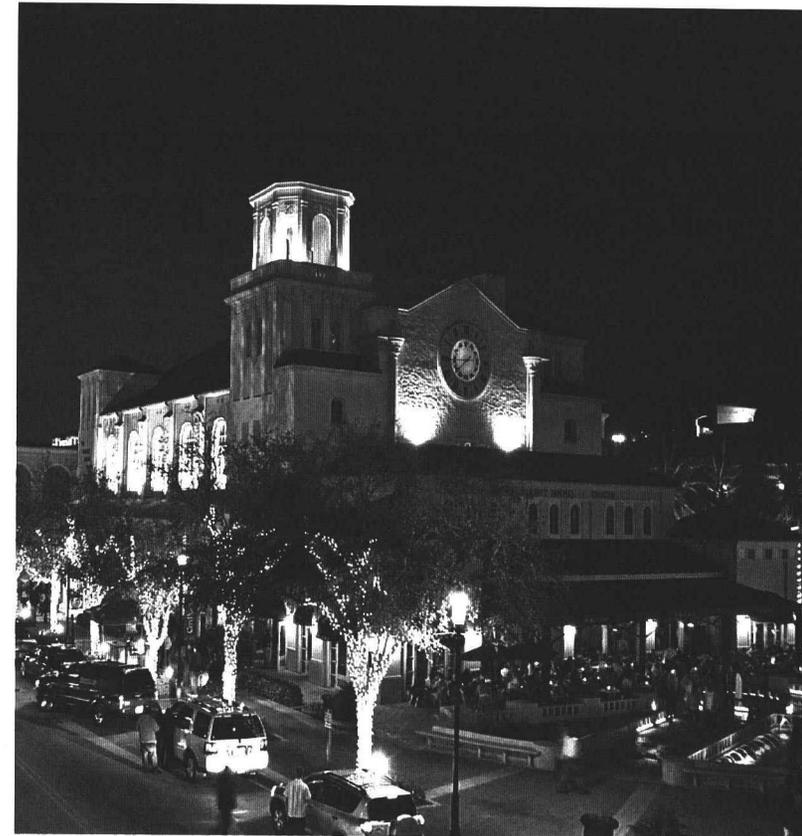
**Increased Revenues**

**Reduced Expenses**



## P3 Guidance

- Evaluate and select projects carefully
- Engage third-party consultants for the project
- Make a commitment to a P3 before engaging potential partners
- Provide as much information as possible in a clear solicitation
- Don't change the rules once the process starts

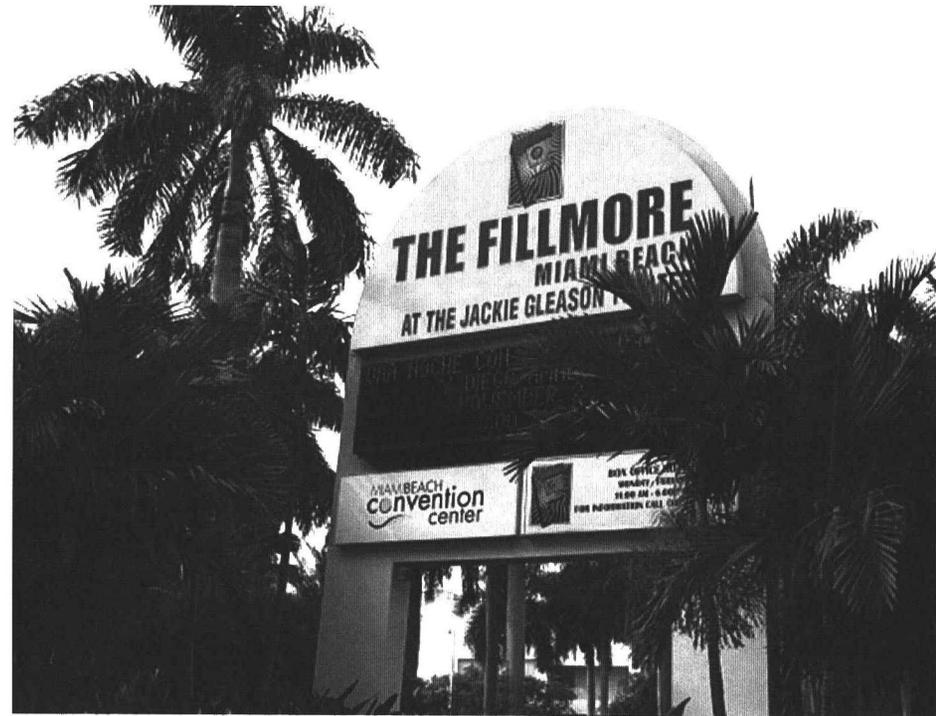
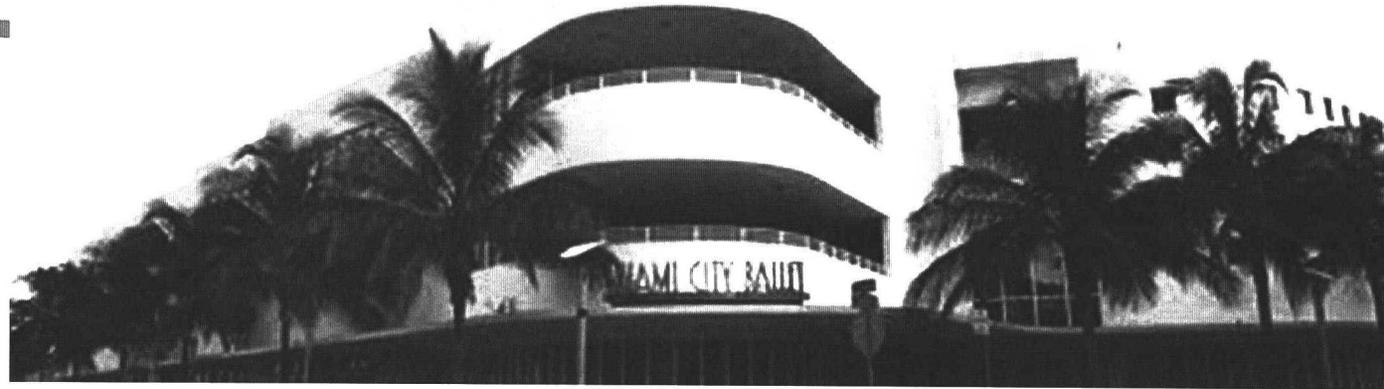


# Parking



---

# Culture



---

# Residential



---

# Hotel



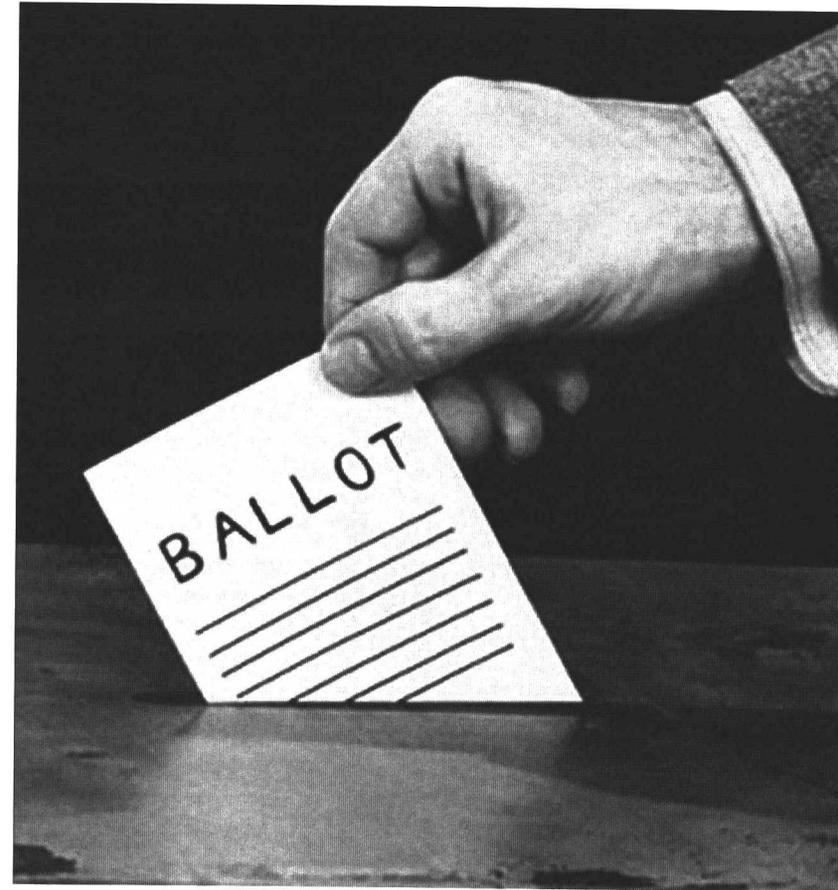
---

# Office



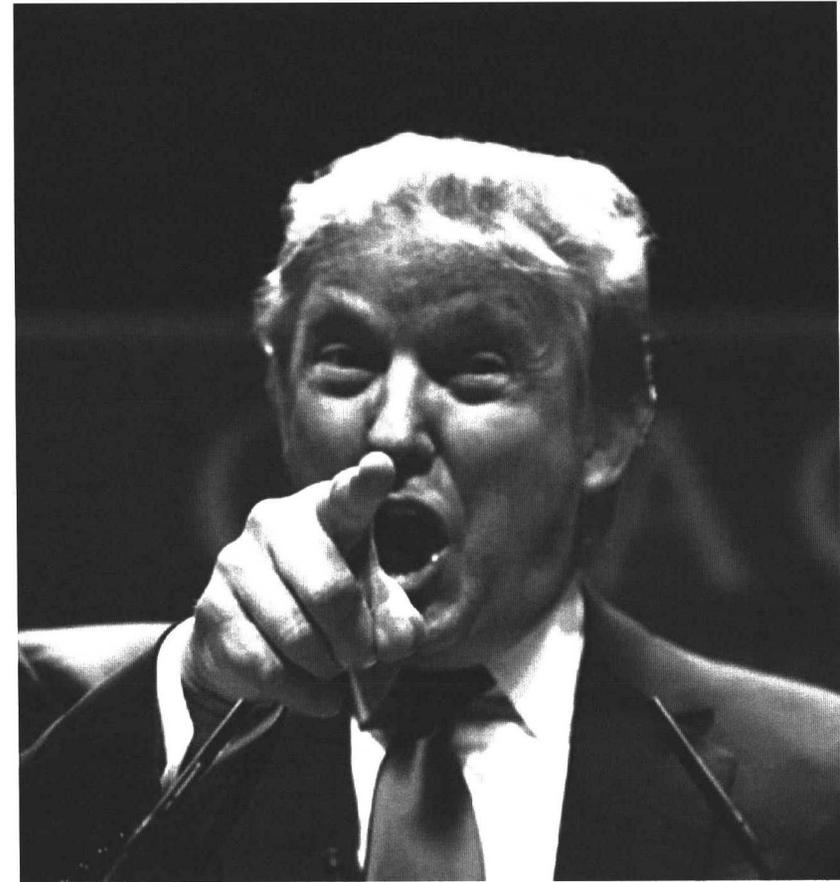
## Public Sector Considerations

- Define regulatory vs. proprietary roles;
- Elected official pain threshold;
- Deal breakers, there are certain things the public sector can't do;
- Maintain credibility. Understand what the private partners need;
- Politics, upsetting the status quo.



## Dealing with Developers

- Impact of funding source requirements;
- Predictability and fairness;
- Developers understand their world far better than you;
- Guided by ROI and marketplace feasibility;
- **“I’ll Try”= “I Promise”**



# Project Cost Calculations

## Traditional vs. P3

Costs	Traditional	P3
Capital expenditures	✓	✓
Design & construction	✓	✓
Maintenance & operations	Sometimes	✓
Utilities & energy	Sometimes	✓
Lifecycle refurbishment	Sometimes	✓
Risk	Rarely	✓

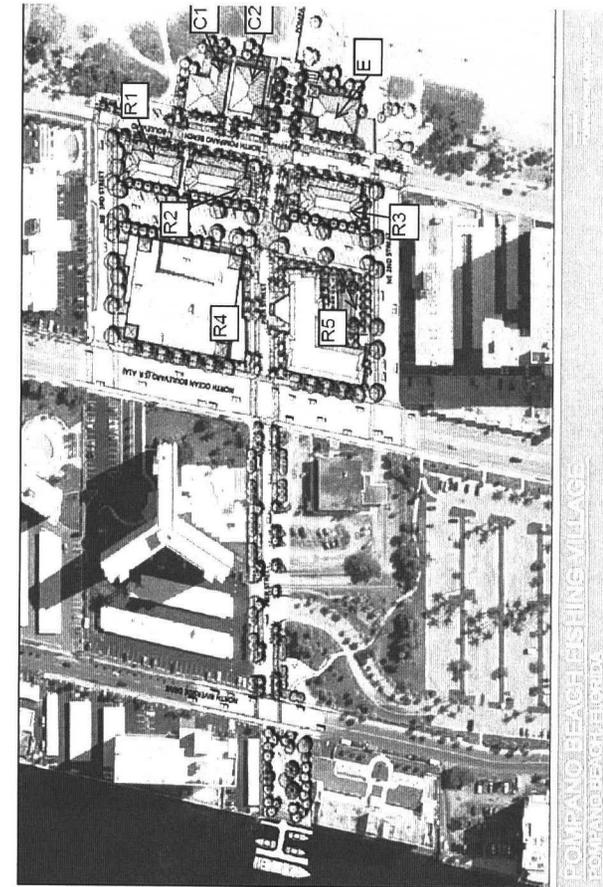
## Possible P3 Pitfalls

- Insufficient public sector understanding
- Political risk
- No project champion
- Misconception that P3's are free



## Benefits of a P3

- Access to New Sources of Capital
- Expedited Project Completion
- Leverage Private Expertise
- Transfer Risk
- Promote economic development with private sector investment opportunities that are catalysts.



## How to do a P3

- Request for Proposals
- Unsolicited Proposals
- Targeted Sites
  
- Development Agreements
- Ground Leases
- Real Estate Transactions
- Management Agreements
- Right of Way Agreements
- Concession Agreements



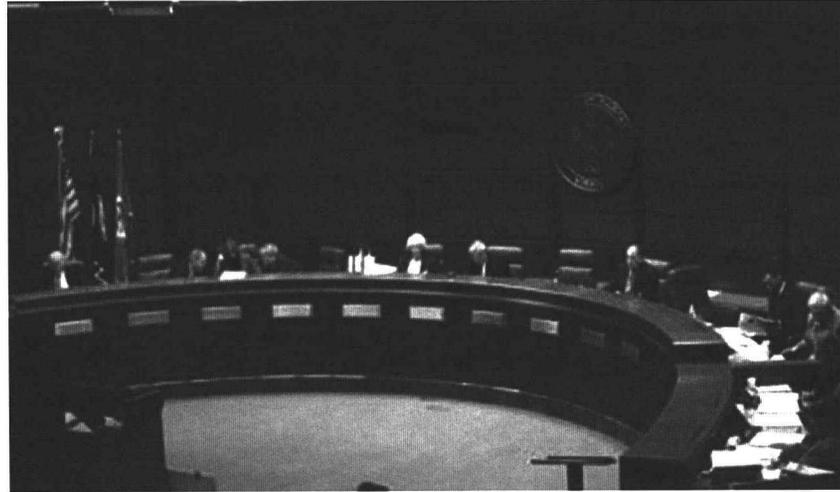
## Why do a P3?

- Public Benefit
- Limited or No Public Funding
- Resistance to tax increases and public debt
- Revenue Source with Profit Potential



## Local Government Real Estate Roles

- Regulator
- Facilitator
- Participant



Dania Beach CRA  
December 3, 2014  
Public Private Partnerships  
Kevin S. Crowder, CEcD



Economic Development is inevitable. Where it occurs is not.  
**We Know Why.**

