

APPROVED
CITY OF FORT LAUDERDALE
VISIONING COMMITTEE MEETING
4:00 P.M., TUESDAY, MARCH 9, 2010
CITY HALL, 100 NORTH ANDREWS AVENUE
8TH FLOOR, FORT LAUDERDALE, FL

MEMBER		CUMULATIVE	
		FEB 2010/JAN 2011	
		Present	Absent
Tim Smith, Chair	P	2	0
Stanley Eichelbaum, Vice Chair	P	2	0
Peg Buchan (left at 5:56)	P	2	0
Alan L. Gabriel	P	2	0
Desorae Giles-Smith (arrived 4:16)	P	2	0
Gloria Katz	P	2	0
Charles B. Ladd (arrived 4:16)	P	2	0
Dan Lindblade (left at 5:56)	P	2	0
Gary T. Sieger	P	2	0
Wiley D. Thompson, III	P	1	1
Randall Vitale	P	2	0

Staff

Ted Lawson, Assistant City Manager of Operations
Steve Kinsey, Assistant Chief of Operations, Police Department
Chief Eric Pologruto, Assistant Fire Chief, Fire Rescue
Amy Aiken, Emergency Manager
Stephen Scott, Economic Development Director
Don Morris, Beach CRA
Alfred Battle, CRA
Todd Hiteshow, Environmental Services Manager, Public Works Department
Kathleen Gunn, Grants and Legislative Affairs
Shannon Vezina, Staff Liaison, Public Information Office
Liz Davila, Recording Secretary, Prototype, Inc.

I. Call to Order / Roll Call

Chair Smith called the meeting to order at 4:00 p.m. Ms. Vezina read the opening statement, as of this date there were eleven appointed members to the Committee, which means six would constitute a quorum. Following a roll call it was determined that a quorum was present.

Introduction of New Member

Chair Smith asked Mr. Thompson to introduce himself, as he was not present at the last meeting.

Mr. Thompson stated that he is a five-year resident of Fort Lauderdale. He gave a brief overview of his background and said that he looks forward to serving on this Committee.

At this time, Chair Smith acknowledged the many special guests attending the meeting, noting that there were too many to introduce individually.

II. Approval of Minutes

Motion made by Ms. Katz, seconded by Mr. Eichelbaum, to approve minutes of February 9, 2010, meeting. The following correction was noted by Ms. Vezina: on page 3, under the vote for Chair and Vice Chair elections, "Mr. Lindblade" should be deleted from the following: "Those in favor of Stanley Eichelbaum were Mr. Eichelbaum, Ms. Katz, Mr. Sieger and Mr. Lindblade. " In a voice vote, the **motion** passed unanimously.

Chair Smith noted that there are nine disciplines that the City was prepared to cover at the meeting. He suggested that three minutes be given for questions after each presentation so that the speakers could return to other obligations.

III. New Business

Overview - Ted Lawson, Assistant City Manager of Operations

Mr. Lawson remarked that staff was at the meeting to provide information to the Committee. He brought several master plans and related documents for reference. All this information is on the web site, and can be provided by Ms. Vezina. He provided his contact information.

Education – Maureen Dinnen, Member, Broward County School Board, District 3

Ms. Dinnen explained that Mr. Ben Williams also represents schools in the district.

There are 18,000 students in ten schools within the city limits, including charter schools. There are three high schools, 4 middle schools and 17 elementary schools.

Ms. Dinnen would like to foster a stronger relationship between the City and the School District. She asked the Committee to provide feedback to the Board on the schools. She invited the Committee to visit the schools; they are the sixth largest district in America and one of the five best urban districts in America. The District has won the Broad Prize for Urban Education two years in a row; the Top Finance Award in America, and the second place Governance Award.

Education – Dr. George Hanbury, President-Elect Board of Trustees, NOVA Southeastern University

Dr. Hanbury noted that he had been a city manager for various cities including Fort Lauderdale. He has always felt that education should be the highest priority in any strategic planning exercise.

The Florida Chamber of Commerce has just published a document stating that education is its number one pillar. Education is essential for economic development as well as the future of the State. Some key points from the document he noted were:

- Only 76 of 100 students today will graduate from high school; 51 of those will attend college; 32 will earn a baccalaureate degree within 6 years
- Only half of those receiving degrees science will stay in the State more than eight years after graduation
- Every student who does not graduate from college costs the State an additional \$6M in lifetime economic output

The nonprofits and public institutions in Florida need to collaborate more than ever before. He noted that Nova University has been at its present location since 1967 and is the sixth largest private not-for-profit university.

He urged that Fort Lauderdale needs to build quality education programs and convey to businesses that they do not have to send their employees to other cities to get higher degrees; there are opportunities right here. Dr. Hanbury concluded by offering his assistance to the Committee.

Education – Chuck Nagele, President of the Art Institute

The Art Institute has been in the City about 41 years and has approximately 3,000 students who prepare for careers in design, media, culinary, and fashion. The two fastest growing programs are fashion and culinary. The average student age is 24 and 1/3 of the students come right out of high school, while many of the others are looking for a career change.

The school values access to art and design in the City. The art museum and galleries have opportunities for students; culinary students work in local restaurants, fashion merchandisers work in local malls; photography students take advantage of the beach and parks for photo shoots.

The Institute does a lot of things in the local community. There is an honors program that provides graphic design support for nonprofits such as the Ronald McDonald House and Swimming Hall of Fame. Culinary is involved with many activities in the City, and Fashion does a lot with the Boys and Girls Club, Cystic Fibrosis and Salvation Army. The graphic arts students have done PSAs for some nonprofits as well. There is a facility at the school where nonprofits can get assistance in graphic arts and design.

Chair Smith thanked the presenters and asked for questions.

Mr. Eichelbaum commented that the Committee wants to hear issues that are stopping the City from being state-of-the-art, in addition to program details.

Mr. Ladd wondered what could be said 20 years from now that this Committee did as far as schools are concerned. He believed that is type of thinking the Committee is looking for from these various disciplines.

Mr. Eichelbaum wondered if anybody could identify matrixes of how Fort Lauderdale services stand up versus other cities.

Chair Smith asked Ms. Dinnen if there were any school closures expected next year.

Ms. Dinnen replied that there would not be any closures next year, but she is worried about the following year. In the past 3 years, the District has lost \$135M; and they have \$90M of unfunded mandates on top of that.

Ms. Dinnen continued that the District is trying not to let the financial debacle stop their vision, and she is glad to share any information she has, as she believes the cities should be involved in the process. People in Florida are using Broward County as a model for much of what they do, so she will share their visions with the Committee.

Mr. Vitale noted that, by his account, there are 24 public schools located in the City, and he asked Ms. Dinnen how many of those are Title I schools.

Ms. Dinnen replied that they have just reconfigured the Title I designation list, so those numbers are not available, but the percentage for free and reduced lunch is 40%, while it used to be 50%. As a County, there are more free and reduced lunch students than ever before (well over 50%).

Mr. Vitale asked how the grades were. Ms. Dinnen answered that the grades are pretty good; 86% of Broward County Schools are either A or B, and Bayview is the number one school in the County.

Chair Smith thanked the education speakers for coming.

Public Safety – Steve Kinsey, Assistant Chief of Operations, Police Department

Mr. Kinsey stated that the goals for the Police Department are to reduce crime and reduce fear of crime; and to deliver outstanding customer service.

The Department has 511 sworn officers; of those, 217 are assigned to the patrol division. Chief Kinsey noted that he runs the Patrol Division, but there are two other assistant chiefs; one is in charge of investigations and one is in charge of staff support.

There were over 208,000 calls for service last year, and they are one of the biggest Police Departments in the State. The Investigation Division, under Assistant Chief Russell Hanstein, has 135 sworn detectives and is broken up into 2 separate divisions: special investigations (narcotics, vice enforcement, drug trafficking) and criminal investigations (homicide, rape, robberies). The other Bureau, Staff Support, is under Assistant Chief Tom Harrington and handles budgeting, training and recruiting.

One of the Department's crime reduction strategies is a weekly meeting with the command staff, when they review crimes in the City. They find out where the crimes are and then send resources to those areas to try to eliminate and prevent crime. He stressed it is not a reactive department as it was in the 1970s, but is proactive.

Police Chief Adderley developed a 40-man street crimes unit, which made over 3,000 arrests in 2009 and has reduced crime.

Public Safety - Chief Eric Pologruto, Assistant Fire Chief for Fire Rescue

Chief Pologruto reported that the Department has been providing fire services for the City since 1912; there are 460 personnel, including 385 certified fire fighters and 39 ocean rescue lifeguards. In 2009, they received 41,000 calls. Their FY 2009 /2010, budget is \$66M, including \$860,000 in overtime.

Chief Pologruto outlined the composition of the Department:

- 11 stations
- 13 advanced life support rescuers to transport persons to hospitals
- 12 advanced life support fire engines
- 3 advanced life support ladder trucks
- 1 airport crash fire truck on the grounds of Executive Airport
- 1 hazardous materials unit
- 1 air light and support unit
- 1 division chief command unit
- 3 battalion chief command units
- 1 EMS supervisor
- 1 fire boat
- 1 MCIWMD treatment trailer (weapons of mass destruction response)

The main divisions:

- Operations Division – provides fire protection and EMS services
 - Special operations
 - Technical rescue (high angle, confined space, trench emergencies)
 - Dive rescue
 - Crash services at Executive Airport
 - Hazardous materials response
 - SWAT medics (accompany police on criminal apprehensions)

- Administration
 - Ocean rescue, 20 lifeguard towers
 - EMS Bureau
 - Fire prevention
 - Support services
 - Communications
 - Training
 - Financial management
 - Emergency preparedness (including C.E.R.T.)
 - Technology
 - Grants

In 2004, a \$40M fire bond was passed that authorized the construction of new fire stations. Three stations are now complete: 53, 47 and 29. Station 49 and 3 are under construction. Stations 46, 13, 35 and 54 are ending construction.

Public Safety - Amy Aiken, Emergency Manager

Ms. Aiken explained that her job is to ensure that Fort Lauderdale is prepared for, can respond to, recover from, and mitigate any type of citywide disaster. Emergency management is a cyclical process with four phases. Right now the City is in phase one, preparation. She is making sure all departments are prepared.

She stated that recovery is the most difficult and longest process. Mitigation involves building things better than what was previously destroyed in a disaster. There are mitigation projects going on all over the City; some are results of previous disasters and some are proactive, such as projects in low-lying areas.

Ms. Aiken said she also works on the community rating system, which is a FEMA program. The City is working hard to maintain a good CRS rating so residents can benefit from discounted flood insurance rates.

She is also part of the County's Local Mitigation Strategy and oversees the City's Community Emergency Response Team, which works closely with Fire, Police and other entities. There is a very active CERT team in the City. The training is free and she encouraged everyone to take it to learn basic disaster response.

Chair Smith commented for first-time attendees that the Committee had agreed they should have a working knowledge of what is happening in the City. He asked Chief Kinsey what he would change to alleviate issues of concern.

Chief Kinsey responded that he does not make policy decisions, they just put the cops they have in the places they need to be. They are using new software to help allocate resources and address budgeting issues. They are actively seeking grants to purchase new equipment or hire additional manpower.

Mr. Ladd asked what areas need improvement in Police, EMS, Fire and whether it is plant-related or manpower. He acknowledged that the police station is old; there is speculation about closing the jail and expanding feeding centers.

Ms. Aiken stated that in regard to emergency management, personal responsibility is paramount. With every disaster, there are opportunities to learn what did not work. The most difficult thing for an emergency manager is making sure that every resident is prepared. There is a problem with "hurricane fatigue." When it is over, residents relax and do not worry about being prepared.

Chief Pologruto identified training as a challenge. There is so much new information for paramedics and firefighters; it is difficult to get all the mandatory continuing education for recertification, while still delivering emergency 9-1-1 services. They have turned to online programs in place of face-to-face training.

Chief Kinsey stated that the greatest need for police is greater cooperation with the court system. He said that after police make an arrest and testify in court, the courts do not mete out the punishment they feel is necessary for the community. The greatest problem in that regard is the juvenile justice system. Some of the juveniles need help, but some need punishment. He added they need a new police station.

Chair Smith asked if they needed a municipal jail.

Mr. Ladd remarked that the Committee is trying to discover where the City can improve.

Chief Kinsey responded that they do what they can with the old police station but that is not a decision for them to make.

Mr. Eichelbaum noted that he heard some impressive numbers regarding crime, but wonders where growth is of concern, whether it is with homelessness or the economy. He was curious what the City will need to examine in the long-term and what mitigation the speakers might see.

Chief Kinsey replied that the homeless issue is ongoing, and they have a focus group working on that. As for the other issues, the police department is trying to do things smarter and better instead of just being reactive.

Mr. Gabriel asked if the police station roof was still leaking and if the elevators were working? Chief Kinsey said they got a new roof, and the elevators are working.

Mr. Gabriel was curious if they needed a new facility in the future, or if the current facility could be rehabilitated, or if substations would work better for them.

Chief Kinsey commented that the physical location of the building was fine; he said that he is not sure substations would work.

Ms. Giles-Smith enquired about the ISO rating for fire. Chief Pologruto replied that the ISO rating is a three. They recently concluded an examination and are waiting for the final designation.

Ms. Giles-Smith noted that after the last hurricane, water and electrical were down. She wondered if anything had been done to mitigate that so it would not happen in the future. Ms. Aiken responded that the City has a plan in place, and there are tanker trucks for water distribution.

Ms. Giles-Smith asked if the problem before was that they didn't have generators, or fuel. Ms. Aiken could not provide an answer, as she was not here. She commented, that the City has purchased a number of generators that could go to the pump stations.

Albert Carbon, Public Works Director, added that during 'Wilma' the problem was that the power went out, and pressure was lost at the water treatment plants. FP&L relies on the City's water pressure to cool their generators, so the City did not have water, and FP&L could not turn on the power plant. What the City has done is buy new generators that are oil-cooled, rather than water-cooled like the previous ones. The system can now be pressurized and kept running.

Economic Development – Stephen Scott, Economic Development Director

Mr. Scott began with an overview of the Department, which governs the incentive programs. The department tries to partner with agencies throughout the County and State, including the Chamber of Commerce, Broward County Economic Development, the Broward Alliance, and other entities. Mr. Scott outlined his responsibilities:

- Liaison to the business community
- Point of contact for the City on certain major events such as the Super Bowl
- Supervision of the Beach Business Improvement District
- Supervision of the Fort Lauderdale Beach CRA
- Supervision of the City's Real Estate Division

Next, Mr. Scott detailed a few projects his Department has been working on to encourage expansion and relocations to Fort Lauderdale with companies such as: Bank Atlantic, Kaplan University, Home Diagnostics and Citrix.

They worked with the Broward Alliance to create 100 jobs and reduced the requisite number of jobs to attract smaller corporations in the future. He also oversees a Business Retention and Expansion program, which involves surveying Fort Lauderdale businesses and visiting corporations of various sizes and in various Commission districts. The final report should be done in late April. They will take the information, make recommendations, and then follow through.

Mr. Scott noted that he meets with GMs of the major Fort Lauderdale Beach hotels, serves on the Board of Governors of the Downtown Council, works with the Convention and Visitor's Bureau and the Las Olas Merchant's association, he is also the primary contact for the Marine Industry Association and is working with them to create a host committee for the Boat Show similar to that of the Super Bowl; the Boat Show is crucial in maintaining the marine industry. He is also the liaison to the City's Economic Development Advisory Board and is working to review the sign ordinance.

Economic Development and Waterways and Beaches– Don Morris, Community Redevelopment Agency (CRA)

Mr. Morris stated that the CRA was established in 1989 and will sunset in 2019. The boundaries are Bahia Mar to Alhambra, the Atlantic Ocean, and the Intercoastal Waterway. Last year's budget was \$7M, and they anticipate less this year. The major projects they are working include:

- Fort Lauderdale Beach parking lot, a \$5.2M project
- Turtle-compliant lighting
- Sign system for the beach to identify points of interest, including parking
- Central Beach Master Plan
- Spring break initiative

One of the biggest challenges his Dept. faces is complying with turtle season regulations while trying to light and clean the beach. The CRA uses GPS and GIS technology to detect turtle nests so the Parks Dept can clean the areas, which is very important for the tourist industry. The CRA also manages a hurricane placard program on the beach so that after an event, property managers can come back, evaluate their property and help provide accommodations to emergency workers if necessary.

Economic Development – Alfred Battle, NW Progresso Flagler Heights CRA

Mr. Battle stated that the agency was established in 1995 to redevelop the area, which is 1400 acres. The boundaries are Sunrise Boulevard, Broward Boulevard, NW 24th Avenue, and Andrews Avenue and Federal Highway. He noted there is no commingling of funds between different CRA areas.

Mr. Battle manages 8 staff members and works with a 15-member advisory board. Project areas include Flagler village, Progresso Village, Dorsey Riverbend, River Gardens Sweeting Estates, City View Town Homes, Regal Trace, Durrs and Home Beautiful Civic Association. The program generates about \$6M annually in tax revenue, \$2M for operating expenses and \$4M for debt service and initiatives.

The CRA focuses on creating housing opportunities, business growth development, and investments in infrastructure improvements. The current redevelopment strategy was reframed in 2007 with creation of the NW CRA implementation plan. The department also runs the City's Enterprise program which provides state-funded incentive programs

in the categories of tax refunds and credits to a 7.93 square mile area that encompasses the CRA, portions of downtown and portions of the City that are west and south of the CRA boundaries. Individuals apply for this program through the CRA office and the office submits their applications to the State. Projects completed in the past year include:

- Multi-family projects in Flagler Village
- Riverbend Corporate Park on Broward Boulevard
- Small business initiatives along Sistrunk Boulevard

Ms. Giles-Smith asked about the staff size of the beach CRA. Mr. Morris answered that the Beach CRA has four employees.

Mr. Ladd asked Mr. Battle about the timing of the Sistrunk Project. Mr. Battle said that they hope to go to bid in less than 60 days, and start construction shortly thereafter. Their target date is June; this is a reconstruction of Sistrunk Blvd from Federal Highway to northwest of 24th Avenue.

Mr. Thompson enquired about the status of the project on Sistrunk and 7th Avenue. Mr. Battle responded that the City Commission supported the request of the developer to amend the existing agreement to allow Sav-A-Lot to be the grocery store of choice, and CRA is working on those amendments.

Mr. Gabriel was curious what attributes staff identifies as positives when talking to new businesses, what can be done better to help bring them in, and what can be done to keep the ones that are already here. Mr. Scott answered that a lot of businesses are looking for quality of life and the City has that. The word just needs to get out; working with other agencies with the same goals would be a good strategy.

Mr. Eichelbaum wondered if assessments are being done to compare Fort Lauderdale to other cities. Mr. Scott replied that they are not working on any.

Mr. Eichelbaum asked how big Mr. Scott's staff is and how it compares to other cities of comparable size with growth potential. Mr. Scott does not know about other cities, but there is one professional other than himself and one clerical staff.

Ms. Katz wondered if permitting has come up as an issue with businesses moving to Fort Lauderdale. Mr. Scott answered that the City needs to constantly evaluate their regulatory processes, not just permitting.

Mr. Ladd asked where the ideas come from in City Management to take on the next big steps. Mr. Scott replied that Strategic Planning decisions go to the City Manager, who, in turn, presents them to the City Commission.

Mr. Morris mentioned that the beach has a master plan, which not only identifies public improvement, but also how the area should be redeveloped. Half of that study area lies within the CRA, so when looking at new projects, they consider the master plan.

Mr. Eichelbaum wondered what the barricades are in reference to faltering of riverfront and beachfront areas.

Mr. Lindblade remarked that there are significant limitations and he wondered how that issue should be addressed.

Ms. Giles-Smith was curious where the ideas are coming from for the NW CRA area. She also wondered how to make sure that the benefit from events like the Super Bowl is dispersed; or, how events are brought in for those other underserved areas.

Mr. Battle commented that the NW CRA has an implementation strategy. In terms of spreading the wealth, their advisory board met weeks before the Super Bowl; they asked Mr. Scott to come by and update them on what was happening. This information sharing was a step toward wealth sharing.

Governmental Relations – Kathleen Gunn, Grants and Legislative Affairs

Ms. Gunn works in the City Manager's office, handling governmental relations and grants. Regarding legislative affairs, she tracks what is going on at the County, State and Federal government. Grant funding is extremely competitive at this time. In her office, she handles research, writing grants, providing technical assistance to the departments, and providing training about compliance, recovery act funding. Last year the City received \$8M in recovery act funding. They manage about \$31M in grants. They are now monitoring the state legislative session. There are two lobbyists who assist with that. On the federal level, they completed their appropriations request, where they take city projects and ask Congress to get line items in the budget.

Mr. Sieger was curious if this was new? Ms. Gunn answered the City has been doing this since 2004. Mr. Sieger asked if she knew how much money the City had written in grants and how much had been received since 2004. Ms. Gunn said she does not have the answer, but they have implemented a tracking system, which captures that kind of data. Mr. Sieger asked if she could have that available in next meeting.

Mr. Lindblade wondered if the City had lobbyists at the federal level, and Ms. Gunn answered no; at one point the City did, but they were eliminated due to budget cuts.

Chair Smith asked if there were any shovel-ready projects for the stimulus. Ms. Gunn replied that the City was fortunate to receive a \$3M police grant through the Department of Justice to hire 12 officers; \$2M from the Department of Energy; and money for NW neighborhood improvements. Chair Smith asked if she could send that information to

Ms. Vezina to pass along to the committee. She agreed and also pointed the Committee to the City website under "Recovery."

Mr. Ladd asked if there are any Downtown Development Authority (DDA) originated grants. She said no, although they work very closely with the DDA and have collaborated on a grant application for construction of the WAVE. Mr. Ladd asked if the Dept has been working with DDA? She said they have, she also works with the TMA.

Mr. Lawson commented that he is the City/County point liaison and he and his counterpart talk regularly and so far it has been a successful collaboration. One of the major benefits is the pace at which they are getting the new courthouse project through.

Ms. Gunn added that the City received \$20M in bond recovery; \$12M for private entities, and \$8M for the City to use for infrastructure. The Commission voted to provide the \$8M to the County to work on the courthouse project

Green Initiative – Todd Hiteshew, Environmental Services Manager, Public Works Department

Mr. Hiteshew remarked that one of the biggest catalysts for sustainability is the energy and efficiency conservation block grant from the DOE as part of the stimulus money, the City received \$2M. The first thing his Department did was hire a consultant to work on the application process, which involved energy efficiency and conservation strategy, a greenhouse gas inventory, and a sustainability action plan. This will be a 20-year document. As part of the grant, they will implement a program for incentives, rebates and revolving loans to enhance energy efficiency into homes. There is a component for hybrid technology to upgrade the vehicle fleet; several capital improvement projects

There are two green teams in the City: a staff green team that meets weekly and a citizen sustainability green committee, which meets monthly.

Chair Smith asked what portion of the fleet is energy efficient. Mr. Todd did not have the figures; he noted, however, that they do have some hybrid vehicles and some E-80 vehicles that can use ethanol.

Ms. Giles-Smith asked when incentives for energy efficiency in neighborhoods would be implemented. Mr. Hiteshew mentioned that they are working on the details. A plan has been submitted to the federal government and they have not received approval yet.

Ms. Gunn added that the City made a concerted effort to make that money available to homeowners, not to just keep the money for its own projects.

Chair Smith thanked the speakers who have presented so far.

[Ms. Buchan and Mr. Lindblade left at 5:56 p.m.]

[There was a short break, and the meeting resumed at 6:05 p.m.]

Ms. Katz mentioned that she had asked two people to come before this Committee because they have extensive experience with visioning. Sam Poole is present; but Chuck Bohl, who is a professor at the University of Miami, is unable to be here today due to a death in his family. Ms. Katz reminded the Committee that Mr. Poole's resume was sent to them.

Quality of Life – Tabled

Infrastructure and Transportation – Tabled

Visioning Process – External Presentation, Sam Poole

Mr. Poole pointed out he has a Master's Degree in Planning and spent six years as a planner for Miami Dade County. For the last 20 years he has been involved in planning and resource management

His two main themes were achieving the consensus vision and making it come to pass. He noted that Fort Lauderdale has had a number of visioning efforts over the years. He worked on the Rio Vista Civic Association and the most recent downtown plan, which had a lot of momentum and then died. He paraphrased the words of Daniel Burnham, the famed Chicago planner, "You don't want to make small plans; you have to have plans that inspire people to do something."

He proceeded to discuss two examples of planning- the first of which was Kendall, a suburb in an unincorporated part of Dade County. The South Bay Chamber of Commerce realized Kendall's potential and an effort was organized with the County, business and civic community.

They began by finding out everything about the location through base maps, zoning, and build-out expectations under the land development regulations. Then they prepared new base maps; they invited everyone who had an interest in the site; and they had a meeting in which consultants presented principles of urban design, identified issues, and answered questions from the audience. They conducted stakeholder interviews. They sat down at tables with base maps, trace paper overlays and instructed the attendees to talk about the issues and draw solutions to come up with designs that answer the identified problems. Each table had a good cross-section of the interest groups in the room. Then they presented their proposals and began to build consensus about the plans.

Then staff took the plans and worked on them in areas that were accessible to the public and finally, the design staff presented the plans back to the group. Finally there was interaction with the audience about the solutions.

The result of that process led to a vision that became known as downtown Kendall. He instructed the Committee to imagine what the area can be in the future, not what it looks like now.

After this visioning exercise, the technical team converted it into land development regulations, into code. The downtown Kendall regulations are now part of Chapter 33 of the Miami-Dade code.

Mr. Poole continued with another part of the process, which was to identify the code and set aside 10-15% of the area as open space. Developers were allowed to go lot line to lot line in exchange for donating land to create green space.

The community vision was adopted at a public hearing into the land development regulations, and now a developer knows what the city wants. The process began in 1997; the code was adopted in 1999. In the ten years since the code was adopted, the area has seen development that reflects the community vision.

Mr. Poole then talked about South Miami, a town founded in the early 1900s that was primarily a citrus town. Over time, Main Street became Sunset Drive, a commuting corridor. One of the problems for South Miami was the main street, which went from 2 lanes to 6, then back to 5. In 1991, they started the same process used in Kendall.

Chair Smith asked Mr. Poole to open the floor to questions about the processes he used in these communities.

Mr. Ladd commented that what Mr. Poole laid out is a master planning exercise, and Fort Lauderdale spent 20 years on its master plan and succeeded in reaching consensus. The first few buildings built under that master plan are successes. He wondered how that process would be different from visioning. He stated that he does not think the Committee will get down to that level of detail.

Mr. Poole replied that the problem is the level of detail in the plan. Both South Miami and downtown Kendall were able to get a code adopted by the Dade County Commission that was very specific about the development process and procedure, and that is what is missing in this community.

Chair Smith pointed out that every area has a master plan. This Committee is going out to the entire citizenry and people in different areas will have different viewpoints. He does not think the Committee can get into the minutia of how the streets look. This has to be a broader look at the whole matter.

Mr. Eichelbaum offered that there is a semantics problem about what visioning is; the Committee is charged with visioning the entire community's economic and social basis. The process starts with economists and sociologists coming up with community needs. Discussion of infrastructure is a later phase of specific areas of the prime projects that

Mr. Ladd refers to on a regular basis. Mr. Eichelbaum continued that he believes that the “bones” of this community are good. There is a great opportunity with an excellent master plan, wonderful intellect all around the table of individual disciplines, from security to transportation. He suggested dividing up the Committee into different areas. He further suggested bringing in experts from around the country, raising the money for their travel, and have symposiums on each sector for a day.

Chair Smith asked for an example of an expert, the topic, where it would be and who would be invited. Mr. Eichelbaum recommended that in the area of development planning, there could be residential, office, public sector and many dynamics worldwide; for example, they could learn about the college campus at Dubai and what is happening with Education City.

Chair Smith wondered how to reach out to 33 square miles of Fort Lauderdale. Mr. Eichelbaum would like to see the Committee reach out to an expert panel. He heard a figure of \$75K, and he thought that was not enough.

Chair Smith asked Mr. Poole what he thought this effort cost for Miami. Mr. Poole said it was \$80-90K in 1992 dollars from beginning to end.

Mr. Eichelbaum continued that he thinks the Committee can reach out to the Brookings Institute for social, economic and design work. Chair Smith questioned how this would be paid for. Mr. Eichelbaum responded that the money would be raised. Chair Smith wondered if the Committee would raise the money and if the City would pitch in.

Mr. Eichelbaum replied that some other cities have done so; perhaps there could be participation of stakeholders because the end product would be worthwhile.

Mr. Vitale commented that on Thursday, the City of Miami is having a “Making of a World-Class City” seminar put on by the Greater Miami Chamber of Commerce. Multi-disciplinary speakers will be there from around the country, and he encouraged members to attend.

Chair Smith asked him to bring back a report for them.

Mr. Eichelbaum continued that the Committee would then be operating from a base of knowledge. The Committee could get everything on the table and then consult with an economic advisor. He added that one of his greatest concerns is the Committee’s deadline.

Mr. Ladd commented that he would be interested in hearing about best practices from other groups infields including parks and education.

Chair Smith wondered what the Committee would do with the information they gathered.

Mr. Eichelbaum offered that the Committee would gather the best visions and refine them during public input sessions.

Mr. Ladd suggested that the Committee approach other cities, get a list of the “ten big things” they have implemented, and use those as inspiration.

Chair Smith noted the Committee has to figure out how to get into the community with a reasonable product. They need to decide how to go, when to go, who goes, and what is the timetable. He noted that Ms. Buchan has already written an RFP for a consultant that the Committee needs to discuss. He mentioned that Marilyn Momano was present and is one of the local experts on existing resources like the World Café or American Assembly.

Mr. Ladd commented that a lot of what comes out of the sessions depends on what you present going into those sessions.

Mr. Poole added that the views of the Rio Vista Civic Association were dismissed, and not incorporated in the master plan. That is the problem he encounters when trying to take a development project forward; someone can interpret a plan one way, and city staff another. He noted that a master plan does not have the force and effect of a law.

The Chair recognized Marilyn Momano, who stated that she is in favor of small plans because they have the advantage of being available to more people. The idea of seeing what is occurring in the rest of the world is wonderful, but the guy on the street does not really care about that; he cares about what is happening on his street and in his community. The process she recommends is going to the City website, clicking on “Planning and Zoning,” and clicking on the “Comprehensive Plan.” She noted that the Comprehensive Plan was not included in the stack of documents brought into the room. She stated there is an officially adopted vision that is “chock full of visions, policies, and objectives”; she recommends starting there and working back to the people.

Chair Smith agreed that they have to get to the people; that is the Committee’s charge.

Ms. Katz thought that the group should first agree on about five major issues that have to be tackled; secondly, what questions does the Committee want answered; thirdly, what outcomes does the Committee want to see. Then the Committee can give those answers to the consultant, who will know how to proceed. She thinks the consultant, not the Committee, should go out and get information from all the different community sectors. The charge of the Committee is to determine the method, make sure the consultants report back, and ensure every area in the city feels it has a say. She emphasized that the Committee cannot touch on 25 different topics.

Chair Smith asked Mr. Vitale to read the Committee’s charge, which he did.

Mr. Sieger remarked the Committee has to devise a plan to go out into several areas of the City, whether or not it is done through an RFP or consultant.

Chair Smith asked Mr. Sieger who he thought should pay for the consultant.

Mr. Sieger replied that the City ought to pay for that. They have charged the Committee to come up with a vision, and there are tools needed to acquire that vision. He commented that he does not see anything wrong with asking people on the west side of town what they want at the beach. His biggest concern is how to turn that feedback into something this City Commission and the next Commission will implement.

Other Matters of Interest

Chair Smith discussed the items for the next agenda, including the remaining staff presentations and Ms. Buchan's proposal. Ms. Vezina put together a comprehensive mailing list; it will be a wonderful resource for reaching out into the community.

Ms. Katz requested an agenda item to ask the Commission for money for a consultant, adding that they need to consider the amount. She noted that Ms. Buchan had suggested \$75K, as that is what the Centennial Committee received; several people commented that was way too low.

Chair Smith asked the Committee if they want to raise any money. Ms. Vezina asked if the Committee would like to hear from someone to explain the RFP process or their recommendations for the RFP? The members agreed they are not ready for that yet.

Chair Smith informed the Committee that people keep giving him ideas for the vision, they range from a tunnel under Commercial Park or Oakland Park to enhance pedestrian safety; a skateboard park; shops on the Riverwalk; a House of Blues; making all City vehicles energy-efficient.

Motion made by Mr. Eichelbaum, seconded by Ms. Katz to adjourn the meeting at 6:58 p.m. In a voice vote, the **motion** passed unanimously.