



CITY OF FORT LAUDERDALE

DRAFT

**ECONOMIC DEVELOPMENT ADVISORY BOARD (EDAB)
MEETING MINUTES
CITY OF FORT LAUDERDALE
100 NORTH ANDREWS AVENUE
8TH FLOOR CONFERENCE ROOM
WEDNESDAY, SEPTEMBER 12, 2018 – 3:45 P.M.**

January-December

<u>Board Member</u>	<u>Attendance</u>	<u>Present</u>	<u>Absent</u>
Jason Crush, Chair	A	5	2
Steven Buckingham	P	4	3
Keith Costello	A	3	4
Christopher “Kit” Denison	P	1	2
Mick Erlandson	P	6	1
PJ Espinal	A	2	2
Bernice Lee	A	0	2
Lonnie Maier	A	4	3
David Neal	P	4	3
Dustin Robinson	P	4	3
Jordan Yates	A	6	1

Staff

Michael Chen, City Liaison, Economic and Business Development Manager
Lutecia Florencio, Economic Development Program Aide
Suzy Joseph, Economic Development Program Aide
Nancy Krakower, Recording Secretary, Prototype, Inc.

Communications to the City Commission

None.

I. Call to Order & Determination of Quorum

Mr. Chen called the meeting to order at 4:00 p.m. It was noted a quorum was not present.

II. Approval of August 8, 2018 Meeting Minutes

In the absence of a quorum, minutes could not be approved at this time.

III. Staff Updates

Mr. Chen provided the members with a tracking report on the values of building permits, which shows the City is on pace with its highest-performing months of the past five years. He estimated that approximately 26,500 building permits will be issued during fiscal year (FY) 2018. The City anticipates the addition of \$1.4 billion in value from these buildings.

Mr. Chen briefly addressed the business pipeline report, stating that he has met with Broward College to discuss a formal collaborative partnership with the City's Business Engagement Assistance and Mentorship (BEAMs) program. He added that the City was an exhibitor at the International Council of Shopping Centers' (ICSC's) statewide conference in Orlando. The City will also attend the ICSC conference in New York, which is scheduled for December 2018.

Mr. Chen continued that while there may be a perception of declining retail, this applies primarily to B and C class retail establishments, such as "big box" stores. High-end retail centers such as the Galleria Mall, which seek to provide an entertainment experience, are growing within the retail market. Properties such as strip centers and big box zones are not performing as well.

Mr. Chen asserted that retail continues to thrive in Fort Lauderdale, with more than \$7 billion in retail and restaurant sales within the City. The Fort Lauderdale-Hollywood International Airport (FLL) is the fastest-growing hub airport in the United States, and more than 4 million passengers came through the Port Everglades cruise port.

The City's population continues to grow and generate jobs. Colliers International has identified the migration of residents fleeing high-tax states following the 2017 tax changes. While there are concerns regarding the end of the current real estate cycle, Colliers feels Fort Lauderdale and Broward County may experience an extended cycle.

Mr. Erlandson expressed concern with the City's infrastructure in light of this growth. Mr. Chen replied that the City's elected officials are aware of the necessity of investment in infrastructure. He advised that the new Mayor and new members of the City Commission are likely to have different priorities from previous elected officials.

IV. Discussion – the following topics were discussed at the August EDAB meeting as potential subjects for the upcoming joint EDAB / City Commission meeting. These topics and any additional ideas need to be concluded at the September EDAB meeting and delivered to the City Commission so everyone is prepared.

- **Please provide some clarification on the Commission's position on near-term growth in Fort Lauderdale. How do you expect this position to impact:**
 - **Residents / population?**
 - **Commercial development?**
 - **Cultural resources / facilities?**

- **How do you expect your growth position to impact:**
 - Land use regulations?
 - Plan review procedures?
 - Zoning hearings?
- **What do you want/expect of the EDAB?**
- **How would you like EDAB to work?**
- **Is there a “reciprocal responsibility” relationship between EDAB and the City Commission?**
- **What do you want / expect of Economic & Community Investment (economic development)?**

Add 1: The EDAB / Commission should discuss the City’s international initiatives, including target countries, objectives, Sister Cities’ role, and ECI’s role.

Add 2: A subject raised in the draft Comp Plan update is the idea to “update and formally adopt an economic development action plan.” This would give ECI a policy to operate under, rather than an ongoing undefined role.

I have contacted the Alliance and requested a copy of the Uptown “Incubator Zone” study that Karen Reese mentioned. They have advised that the referenced plan is at least 10-12 years old (or older) and has long ago been declared non-viable. They don’t know where to find a copy in their archives. However, there is some recollection that the Envision Uptown Plan took into account the findings of the report.

The desired deliverable from the upcoming joint meeting is a set of updated priorities and/or additional clarification of the existing, mutually agreed upon priorities. Current priorities are:

- 1. Message and branding**
- 2. Expansion of BEAMS program**
- 3. Incubator / accelerator / pipeline / entrepreneurship programs, and how to do business with the City / business readiness training**
- 4. Involvement with CRAs**
- 5. Explore using existing City resources to create pipelines for economic development**

EDAB members should be prepared to discuss these topics and any other ideas they may have thought about at the September EDAB meeting.

Mr. Chen emphasized the importance of a strategic action plan for economic development, which is mentioned in the current draft of the City's Comprehensive Plan. The action plan should be formally drafted and adopted. There has been no such plan for the last few years, which presents a challenge in determining expectations for economic development. A strategic action plan, known as the Economic Development Action Framework, was written in 2015, but will need to be updated before its formal adoption.

Mr. Chen continued that the Mayor and City Commission appear to have higher ambitions for Fort Lauderdale's international profile. He advised that a better definition of the City's objectives, its international outreach activity, and the role of the Sister Cities program will be key factors of this discussion.

At a previous joint meeting with the City Commission in November 2017, the Board determined five priorities for economic development:

- Create an economic development pipeline
- Assist and work with Community Reinvestment Agencies (CRAs)
- Work with business development and incubators
- Expand the BEAMS program
- Create a branding image for the City in the context of business

While these were effective broad activities, Mr. Chen noted that the Board may also wish to determine more specific goals. He did not feel the City Commission had any objections to these past priorities, although he suggested that the Board may wish to bring more specificity to these priorities. He noted that today's Agenda includes a summary of what was discussed in this context at the August 2018 meeting.

Mr. Robinson commented that he met with Mayor Dean Trantalis to discuss the Board's role. One of the Mayor's primary concerns was attracting technological industries to the area, as well as addressing the City's homelessness issue and moving homeless individuals into jobs. Another key area of interest was the City's marine industry.

Mr. Chen commented that these concerns could benefit from clearer definitions. He emphasized the importance of an economic development context, including where the City Commission sees the role of economic development in addressing homelessness and other issues. There are multiple industries in Fort Lauderdale that could benefit from an increase in the labor force, including the construction, hospitality, and marine industries. Mr. Robinson advised that at least one shelter within the City seeks to match individuals to jobs as a requirement of their stay; however, it is difficult for individuals without an address or a telephone to seek a job.

Mr. Chen stated that there are 19 CRAs throughout Broward County with their own tax increment financing (TIF) revenue districts. The County has declared they will take half the revenue upon termination of these TIFs and place this money into a fund to develop affordable housing. He encouraged the Board members to discuss this further with the

City Commission, with an emphasis on the role economic and community investment (ECI) can play in addressing this issue.

Mr. Buckingham reported that at 7:30 a.m. on Wednesday, September 26, 2018, the Fort Lauderdale Forum will host a panel discussion on homelessness, with panelists including the Vice Mayor, representatives of the United Way, and others. The discussion is free of charge and will be held at the Fort Lauderdale Women's Club.

The members discussed possible ways of matching homeless persons with appropriate jobs, including the role the City might play in this process. Mr. Chen pointed out that Career Source Broward provides a database of available jobs and partners with individuals to pair them with work opportunities. While this service is not specifically geared toward the homeless population, it may be possible for this and similar agencies to work with homeless individuals. Career Source is a statewide agency that implements state-sponsored workforce training incentives. Businesses may access this service online to seek potential workers or individuals with a specific skill set. Career Source can create a customized training program so workers can develop these skills.

Mr. Chen advised that if there is no role for ECI to play in addressing homelessness, there are multiple initiatives within the City and County that focus on working with the homeless population. He briefly described some of the programs available through Career Source Broward, concluding that this agency provides multiple services to meet the needs of workers and businesses. Other channels may be available for other specific industries, such as the marine industry. Most economic development programs throughout the United States include a workforce training element.

Mr. Buckingham commented that the recent election reflected a desire from residents to slow down development within the City, as voters may have felt too many projects were being approved too quickly, with insufficient concern for traffic and infrastructure. He felt the meeting with the new Commission should determine what the Commissioners see as an appropriate balance between quality of life and preservation of the City's neighborhoods with continued economic development. Mr. Robinson noted that the Mayor had alluded to a balance between these aspects as well.

Mr. Chen advised that economic development is different for every city's or community's unique needs and characteristics: for example, in Fort Lauderdale, there has been little effort to secure real estate investments. While he agreed that the Commissioners are cognizant of their respective campaigns regarding the impact of economic growth, he did not feel this was the same as reducing activities related to the City's economic development. The new City Commission may choose to focus on economic development aspects such as job creation, business support, and expansion of the City's profile as an international business hub, rather than development of more large or high-rise buildings.

Mr. Buckingham pointed out that the number of building permits issued is a measurement of economic development. Mr. Chen characterized this as a sign of the City's overall economy rather than of economic development, although he acknowledged that this is not a distinction that the average taxpayer might make.

Mr. Chen continued that none of the ideas or objectives discussed by Commissioners during their campaigns are currently reflected in any of the City's land use documents or zoning Code. These changes may take a year or more to be reflected in those documents so developers will be aware of the new Commission's priorities.

Mr. Buckingham recommended revisiting the priorities determined in the last joint meeting between the Board and the City Commission, as well as discussion of the need for a strategic action plan, the City's international profile, how to address the issue of homelessness, and the role of ECI.

As the Board was unable to take a vote in the absence of a quorum, Mr. Chen requested consensus from the members regarding how to proceed with an agenda for the joint meeting. The members agreed by consensus that Mr. Chen would draft a summary based on Mr. Buckingham's above recommendation and circulate it to the members in advance of the meeting. It was requested that an emphasis on technology be added to this summary.

Mr. Robinson left the meeting at 5:05 p.m.

V. Old Business

Mr. Chen concluded that the Board's joint meeting with the City Commission is scheduled for Wednesday, October 17, 2018. He recalled that in the past, the joint meeting has replaced the Board's regular monthly meeting. This suggestion would be circulated to the members along with the summary so they may determine whether to hold a regular meeting or allow the joint meeting to replace it.

VI. New Business

There being no further business to come before the Board at this time, the meeting was adjourned at 5:10 p.m.

Any written public comments made 48 hours prior to the meeting regarding items discussed during the proceedings have been attached hereto.

Economic Development Advisory Board
FY 2019 (YTD) Building Permit Activity

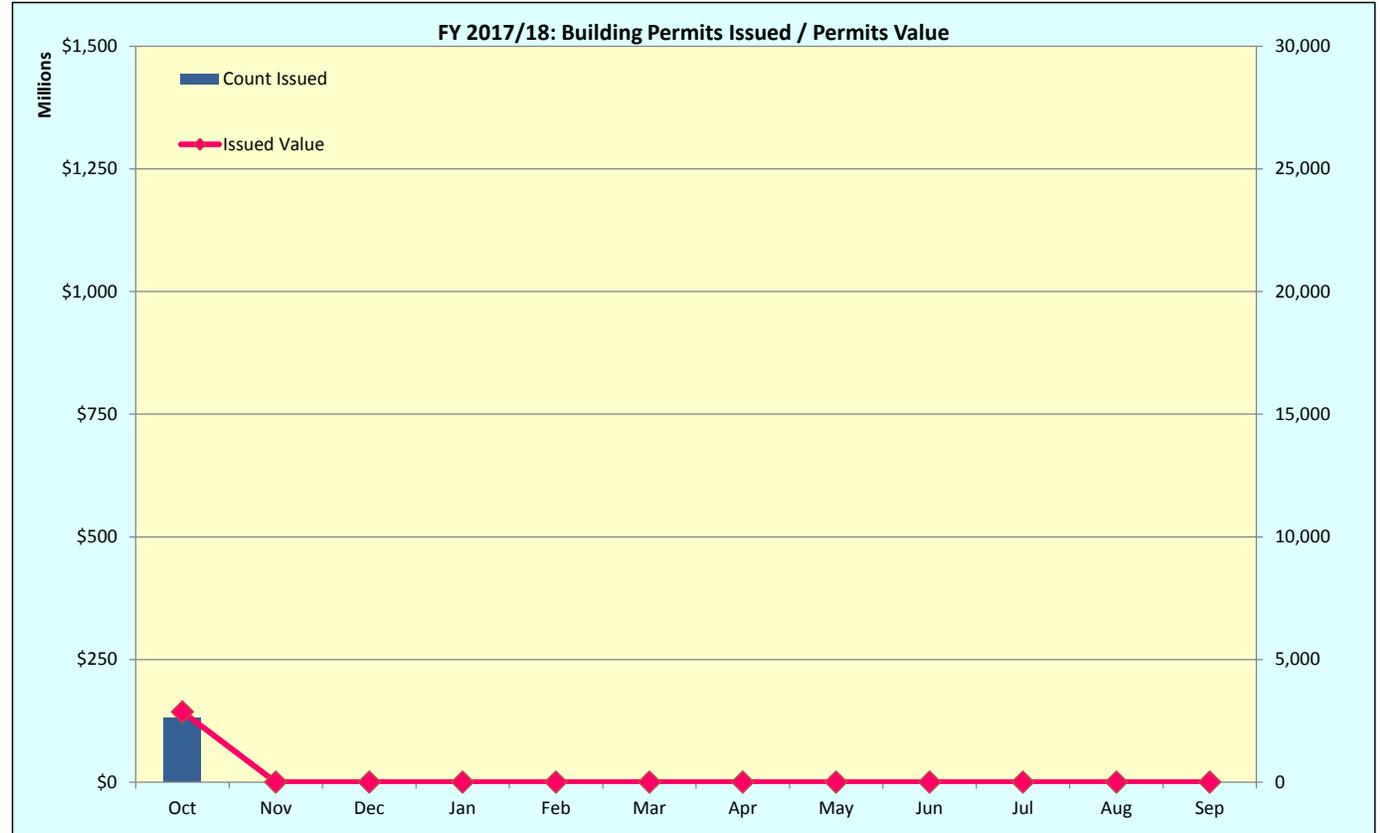
Month	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Year-To-Date
Count Issued	2,636												2,636
Value	\$143,253,753												\$143,253,753
Cumulative													
Count Issued	2,636												
Value	\$143,253,753												

NOTE: The data that comprise the totals in this summary is constantly being updated. Therefore, these total do not necessarily match the total from the monthly data.

FY 2019 YTD Permits Issued by Trade		
Trade	Issued	Value
Building	12,015	\$797,602,890
Electrical	5,532	\$99,584,215
Engineering	977	\$7,239,022
Flood	16	\$4,807,102
Landscaping	560	\$2,736,883
Mechanical	3,168	\$61,988,515
Plumbing	4,887	\$84,075,279
Permit by Affidavit	20	\$258,480,743
Grand Total	27,175	\$1,316,514,649

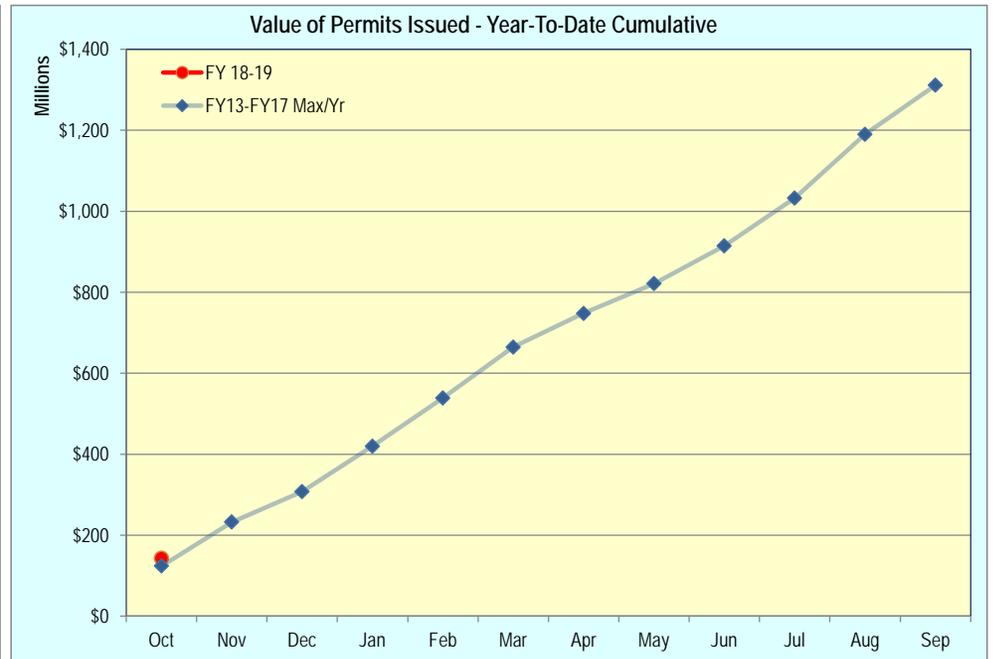
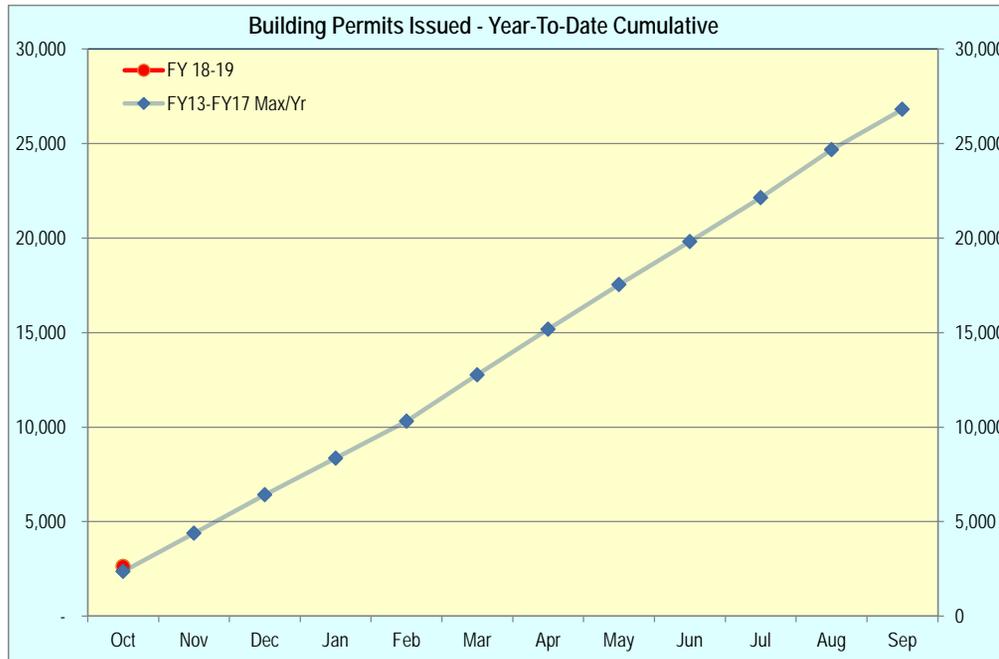
Peak Building Permit Activity: FY05/06
 Applications: 35,681
 Permits Issued: 31,870
 Permit Value: \$1,446,456,647

NOTE: Hurricane Wilma hit in Oct of 2005. This caused an abnormally high volume of permit applications and permits issued.



**Economic Development Advisory Board
Building Permit Activity - Year To Year Comparison**

Monthly	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	YTD
Permits FY 18-19	2,636												2,636
Permits FY 17-18	2,335	2,050	2,043	1,436	2,187	2,610	2,324	2,550	2,265	2,340	2,446	2,221	26,807
Permits FY 16-17	2,029	2,050	2,198	1,933	1,831	2,554	2,074	2,567	2,572	2,244	2,622	1,485	26,159
Permits FY 15-16	2,364	1,913	2,144	1,934	1,895	2,011	2,152	1,979	2,411	2,166	2,684	2,151	25,804
Permits FY 14-15	2,320	1,720	2,165	1,928	2,182	2,454	2,404	1,969	2,359	2,352	2,282	2,207	26,342
Permits FY 13-14	2,158	1,671	1,693	1,886	1,783	2,042	2,078	2,065	2,028	2,222	1,912	2,043	23,581
Value FY 18-19	\$143,253,753												\$143,253,753
Value FY 17-18	\$55,661,618	\$152,958,665	\$59,740,113	\$104,002,784	\$166,456,881	\$125,893,691	\$83,165,944	\$73,267,651	\$93,544,442	\$118,108,562	\$157,473,439	\$121,357,825	\$1,311,631,615
Value FY 16-17	\$123,921,353	\$108,563,274	\$75,270,124	\$112,116,500	\$94,746,424	\$122,726,209	\$64,674,735	\$93,242,310	\$74,129,480	\$150,244,475	\$111,698,782	\$142,682,256	\$1,274,015,922
Value FY 15-16	\$67,511,481	\$41,287,431	\$55,726,954	\$51,741,512	\$117,489,505	\$63,955,076	\$60,652,318	\$108,422,328	\$98,494,053	\$95,107,284	\$52,612,981	\$56,908,667	\$869,909,590
Value FY 14-15	\$62,631,335	\$44,325,918	\$66,895,725	\$37,769,253	\$134,708,176	\$53,122,983	\$40,303,422	\$88,610,251	\$104,410,391	\$85,687,521	\$43,890,285	\$58,245,665	\$820,600,925
Value FY 13-14	\$49,569,089	\$57,617,057	\$49,464,796	\$38,609,216	\$80,585,113	\$50,258,813	\$67,893,253	\$69,968,615	\$41,056,018	\$101,347,490	\$77,109,091	\$54,555,381	\$738,033,932
Y-T-D Cumulative	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
Permits FY 17-18	2,335	4,385	6,428	7,864	10,051	12,661	14,985	17,535	19,800	22,140	24,586	26,807	
Permits FY 16-17	2,029	4,079	6,277	8,210	10,041	12,595	14,669	17,236	19,808	22,052	24,674	26,159	
Permits FY 15-16	2,364	4,277	6,421	8,355	10,250	12,261	14,413	16,392	18,803	20,969	23,653	25,804	
Permits FY 14-15	2,320	4,040	6,205	8,133	10,315	12,769	15,173	17,142	19,501	21,853	24,135	26,342	
Permits FY 13-14	2,158	3,829	5,522	7,408	9,191	11,233	13,311	15,376	17,404	19,626	21,538	23,581	
FY13-FY17 Max/Yr	2,364	4,385	6,428	8,355	10,315	12,769	15,173	17,535	19,808	22,140	24,674	26,807	
Value FY 17-18	\$55,661,618	\$208,620,283	\$268,360,396	\$372,363,180	\$538,820,061	\$664,713,752	\$747,879,696	\$821,147,347	\$914,691,789	\$1,032,800,351	\$1,190,273,790	\$1,311,631,615	
Value FY 16-17	\$123,921,353	\$232,484,627	\$307,754,751	\$419,871,251	\$514,617,675	\$637,343,884	\$702,018,619	\$795,260,929	\$869,390,409	\$1,019,634,884	\$1,131,333,666	\$1,274,015,922	
Value FY 15-16	\$67,511,481	\$108,798,912	\$164,525,866	\$216,267,378	\$333,756,883	\$397,711,959	\$458,364,277	\$566,786,605	\$665,280,658	\$760,387,942	\$813,000,923	\$869,909,590	
Value FY 14-15	\$62,631,335	\$106,957,253	\$173,852,978	\$211,622,231	\$346,330,407	\$399,453,390	\$439,756,812	\$528,367,063	\$632,777,454	\$718,464,975	\$762,355,260	\$820,600,925	
Value FY 13-14	\$49,569,089	\$107,186,146	\$156,650,942	\$195,260,158	\$275,845,271	\$326,104,084	\$393,997,337	\$463,965,952	\$505,021,970	\$606,369,460	\$683,478,551	\$738,033,932	
FY13-FY17 Max	\$123,921,353	\$232,484,627	\$307,754,751	\$419,871,251	\$538,820,061	\$664,713,752	\$747,879,696	\$821,147,347	\$914,691,789	\$1,032,800,351	\$1,190,273,790	\$1,311,631,615	



NOTE: For the purpose of comparison, each value represented for FY13 through FY17 is the highest monthly value recorded for any given year during the period.

Q. How are the chair and vice chair elected and how long is the term of office?

A. Unless provided in the originating ordinance/resolution, the chair and vice chair are elected from amongst the membership of their board or committee by a majority vote. The election of the chair and vice chair are scheduled on the agenda annually, generally the first meeting of the board or committee's new term. There are no term limits for being designated as a chair or vice chair.

Q. Can a board or committee create a subcommittee?

A. Any board or committee seeking to create a subcommittee by obtaining a majority vote of the board or committee must first obtain approval from the city commission. The request will be placed before the city commission at a conference meeting. The staff liaison will bring it to the attention of their department director. Subcommittees are subject to all of the rules applicable to boards and committees (i.e., public notice, minutes, open to the public, etc.).

Q. Can a board or committee authorize just two of its members to meet separately?

A. Any meeting of two or more board or committee members regarding City business would be considered a subcommittee and a "sunshine meeting". It would require city commission approval, public notice and minutes. Abbreviated minutes will be taken by the staff liaison. Although formal approval of the minutes will be unnecessary, the staff liaison will provide them to the full board or committee and to the city clerk's office.

Staff Liaisons

Q. Who assigns the staff liaison? What is the role of the staff liaison?

A. Staff is not directed by the board or committee. Staff liaison is a city staff member assigned by the city manager and department director to a board or committee who acts as a link and a communicator between the board, the City Commission and the City Manager. The staff liaison works closely with the minutes secretary or minutes contractor and the chair. When designated, the staff liaison will prepare board minutes.

Q. What are the duties of the staff liaison?

- A.**
1. Reserve the meeting room and notify minutes contractor of the date/time if applicable.
 2. Boards and committees that use the city's minutes contractor service will make arrangements directly with them.
 3. Set up the meeting room and ensure that the digital audio recording system is operable; prepared and trained to operate the system; coordinate the audio recording with the minutes secretary or minutes contractor; turn on the television broadcasting on the government community channel (if their board is designated for broadcasting and ensure the meeting is recorded). Staff liaisons should schedule training with the city clerk's office if training is needed for any of the above duties.
 4. Prepare the agenda and agenda backup materials and transmit copies to all members.



1. a board or committee member is absent from three consecutive regular meetings during a term year;
2. a board or committee member is absent from four regular meetings during a term year; or from one-third of the total regular meetings in a term year, whichever is greater

The resignation is automatic. There are no excused absences provided in the regulation.

Q. Are there any exceptions?

A. If there are extenuating circumstances for a board or committee member's absences from meetings, the city commission may reinstate the individual to the board or committee. The staff liaison keeps a record of absences and a running tally is reflected on the first page of the minutes. When the maximum number of absences has been reached based on Resolution 08-12 (Appendix G), the staff liaison writes to the absent board or committee member requesting a statement of reason for absences and reinstatement wishes. The staff liaison then provides this information to the board or committee and to the city clerk's office for distribution to the city commission. The city commission makes a decision whether to reinstate the member upon recommendation of the board or committee's chair.

If a regularly scheduled meeting is continued to another date, the continued meeting is treated as a special meeting for attendance recording keeping purposes.

Role of the Chair and Vice Chair

Q. What is the role of the chair or vice chair?

A. What is the role of the chair or vice chair? The chair is elected by the board or committee and shall preside at all board/committee meetings. In the absence of a chair, the vice chair or other person elected by the board/committee shall preside. Boards and committees should refer to the originating ordinance/resolution for specific provisions for the chair or vice chair. Generally, the chair has no special powers over and beyond the power of any other board or committee member unless otherwise provided in the originating ordinance/resolution.

Please refer to the chair's duties on page 23

In parliamentary terms, the chair does not make motions in order to remain impartial and run an orderly meeting. It is good practice for the chair to hand over the gavel when he or she wishes to make a motion. This ensures the chair will not have two jobs at that time, 1) advocating the motion, and 2) running the meeting.

Q. How is the chair and vice chair selected and what are their terms?

A. The chair and vice chair are elected by each respective board or committee. The originating ordinance/resolution may provide a specific month for the election of a chair and vice chair. If a month is not specified, the chair usually sits for a one-year period. Therefore, elections should be held on an annual basis.



CITY COMMISSION WORKSHOP

Joint Workshop with Economic Development Advisory Board
Wednesday, October 17, 2018 - 12:00 PM

Overall, the objective meeting is to determine through collaborative consensus:

1. The short- and mid-term goals for economic development in Fort Lauderdale.
2. The roles the Economic and Community Investment Division (ECI) should play in pursuing those goals.
3. The role/relationship between the EDAB and the Commission.
4. The roles/relationships between ECI, EDAB, Sister Cities, and the Commission

Per discussions at the last two EDAB meetings, topics to explore with the City Commission include:

- Review existing ECI priorities established by the EDAB on November 8, 2017 and mutually agreed upon by the Commission:
 1. Message and branding
 2. Expansion of BEAMS program
 3. Incubator/accelerator/pipeline/entrepreneurship programs, and how to do business with in the City/business readiness training
 4. Involvement with CRAs
 5. Explore using existing City resources to create pipelines for economic development
- Drafting and formally adopting an economic development strategic plan. This would give ECI a policy to operate under, rather than an ongoing undefined role. An Economic Development Action Framework was drafted in April 2016, but not adopted.
- The City's increasing interest in international initiatives, including target countries and objectives. Discuss Sister Cities' role and ECI's role in these activities.
- Provide some clarification on the Commission's position on near-term growth in Fort Lauderdale.
- Strategies to enhance our attraction of high tech businesses into the City.
- Strategies to deal with the homeless issues. Any ECI role in these strategies?

The desired deliverable from the upcoming joint meeting is a set of updated priorities and/or additional clarification of the existing, mutually agreed upon priorities.

Discussion Points

- Start sub-committee(s): Sister Cities, Incubator, Arts, CRA, Tech, Healthcare, Infrastructure
 - Look for new Sister Cities, e.g. Dubai
 - Public Art (policy?), Cultural Impacts
- How to Start a Business in Ft Lauderdale – manual, technical assistance, concierge services
- Incubator Development
- Economic Development / Education interaction – Aviation Prep School (FXE)
- Update / Adopt an ED Plan
- ED Brand / Message, professional PowerPoint Presentations