



CITY OF FORT LAUDERDALE

APPROVED
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.

[Minutes prepared by K. McGuire, Prototype, Inc.]