



If any person decides to appeal any decision made by the Board with respect to any matter considered at this meeting, that person will need a record of the proceedings, and that, for such purpose, the person may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.

GOAL SETTING WORKSHOP MEETING MINUTES
Thursday, March 28, 2017 11:30 a.m.
 City Hall 1st Floor Conference Room
 100 NW 1st Avenue, Delray Beach, FL 33444

STAFF PRESENT:

Jeff Costello	Kristyn Cox	D. J. Lee	Susan Shaw
Elizabeth Burrows	Renee Roberts	John Morgan	
Lori Hayward	Kevin Matthews	Krista Walker	

OTHERS PRESENT:

Jane Smith	Jim Chard	Chuck Ridley
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1. Call to Order

Chairman Cox called the meeting to order at 11:40.

Present: Reggie Cox, Cathy Balestriere, Joe Bernadel, Herman Stevens, Paul Zacks, Dedrick Straghn

Absent: Daniel Rose

2. Approval of Agenda

Mr. Zacks made a motion to approve the Agenda. Mr. Straghn seconded the motion which passed unanimously.

Discussion:

3. Presentation Current Budget FY 2016-17 – CRA Team

a. Project Status Current Budget FY 2016-17

b. Anticipated Projects for FY 2017-18

Executive Director Jeff Costello opened the discussion and gave an overview of the status of current and anticipated projects. He stated there will be some economic development initiatives presented as well as an update on the status of the Goals from 2016 which were not included in the Board Packet. He reported the CRA has made quite a few acquisitions this year, with more negotiations ongoing, and he reviewed the Property Acquisitions Map. He then went over the Plan Update on projects. He noted that on the Gateway Feature Signage project, consideration is being given to wrapping that project in with the Wayfinder Signage RFP. Mr. Costello mentioned as an aside that the Board might want to consider taking over the right-of-way

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responsibility from FDOT for West Atlantic from A1A to I-95 which would give the City control of the right-of-ways. He noted that on the Downtown Trolleys, staff has been meeting with City staff, the DDA and the DBMC to consider various advertising options to supplement the cost of funding the Trolleys (100% funded by the CRA). He said staff hopes to have an agenda item for the Board's consideration in a couple of months regarding the advertising. Environmental Services Director John Morgan added that the City is looking at adding more trolleys and different types of vehicles for public transportation and are also looking at taking the routes outside of the CRA district. He said that over the next few years there will be an expanding network of public transportation for Delray Beach.

Mr. Costello continued updating the Board on the Work Plan projects. Mr. Cox inquired about the delay on the NE 3rd Street improvements. Mr. Costello stated City staff is working with adjacent homeowners on obtaining construction easements. Mr. Morgan said that the City Attorney's office is reviewing the easement agreements for any potential liabilities as well as clarifying issues regarding the City constructing on private property and who will do the long term maintenance. Mr. Cox asked the status of the Pompey Park RFQ. Mr. Morgan said staff is working on the scope for the RFQ. He added that the City has asked for about \$4 million from the legislature for this project and if that funding is granted then the funds would be available July 1st which could move the project along faster. Mr. Costello stated that the Pompey Park Project work may not occur in this fiscal year. He reported that the NW 5th Avenue alley project is moving forward well, although there is one alley with some right-of-way issues but work is continuing on the other two alleys.

After the overview on CRA Projects, Mr. Costello reviewed the budget allocations for the CIP Projects for 2016-2017 which total \$6,401,000, noting that some of them may not begin this fiscal year. He reviewed the City Financed Infrastructure Projects where the CRA will pay the debt service. Mr. Bernadel asked about the criteria for funding once a future project has been identified within the CRA district. Mr. Costello stated it is a matter of prioritization of projects from the Development Plans adopted by the City along with the Redevelopment Plan which provide the guidelines. On the City CIP Projects, the CRA provides the funding and sometimes implementation but the City takes the lead on Project Management. Mr. Morgan added that the City Commission sets their Goals & Priorities and then Environmental Services filters that information by consulting the Comprehensive Plan and Neighborhood Plans. He said the City Commission has asked for "complete neighborhoods" by looking at all the improvements that need to be done within a neighborhood rather than working smaller projects. He noted that these are more comprehensive but once implemented then the all the neighborhood improvements are completed. He reported that Osceola will be the first "complete neighborhood" project to be rolled out, with the NW/SW Neighborhoods following that next year. Mr. Costello added that the CRA is continuing with the "transitional projects" that were in the works like the alleys and sidewalks in order to avoid further delays. He said that at the last Joint Workshop it was decided by both the CRA Board and the City Commission that the CRA would assist where needed in order to keep projects moving forward. Mr. Cox added that the CRA advocated for the alleys and sidewalks improvements and to include the NW/SW Neighborhoods as part of the complete neighborhood improvements and these projects are moving forward. He said however with the transitional projects for the next fiscal year it would help to identify where the CRA can assist. A list of these projects can be identified for the CRA

to facilitate in The Set. Mr. Costello stated that currently nine alleys are in the design phase for next year and the CRA needs to work with City staff on those projects and others to determine which will be part of a "complete neighborhood". Mr. Cox asked about the schedule for the two alleys east of Pompey Park, and Mr. Costello responded they are not on the schedule yet. Mr. Morgan said they will do those alleys next to the west of Pompey Park and he would advocate doing the alleys to the east as a phase within the "Complete Neighborhood" project. Mr. Costello said it can be done in two ways and the phased approach may be better. Mr. Costello finished by reporting on future projects.

Mr. Stevens asked about economic incentives for individuals who lack the ability to pay on the front end for improvements to their businesses. His desire is to find a tool that is not based totally on a reimbursement basis. The Workshop discussion moved into the evolving Economic Development portion. West Atlantic Redevelopment Director Kristyn Cox gave a presentation on the strategies evolving around economic development opportunities within The Set, primarily addressing wealth building opportunities, "growing our own" business enterprises, building talent and filling gaps, and business retention. She updated the Board regarding the Focus on Fifth Initiative which began last year, noting that the CRA owns eight properties in that corridor. In addition, there are civic and privately owned properties where staff can offer assistance with activation. Ms. Cox suggested utilizing a consultant to study some of the built and vacant privately owned properties and how to best assist them with improvements and activation. Mr. Bernadel asked if the CRA was working with a homeowner who sold their property midway through the process, would the new homeowner be required to resume the negotiations with the CRA. Ms. Cox noted that to date the CRA has not encountered that situation. Economic Development Manager Elizabeth Burrows noted that in the past when a property had been identified as one where improvements would benefit the neighborhood and community, staff would try to work with them and make them aware of the tools available but could not make them use the tools. Ms. Cox stated staff is looking at creative ways to engage property owners to improve their property in keeping with the activation without acquisition strategy as well as helping property owners within The Set to build their wealth and help "grow our own."

Ms. Cox noted that one in five residents of Delray live in The Set, and presented some statistics. They indicated that 94% of the residents work outside of The Set while 92% of those who work in The Set live outside of it, that only 9% are self-employed versus 12% Citywide, and that 37% of residents in The Set have home-based businesses. Ms. Burrows stated the CRA currently has nothing to facilitate small scale redevelopment and that a new incentive or a better way to work with those property owners is needed. She said also that the better the CRA can connect employers with those seeking employment, the better the CRA will be able to help distribute the wealth within The Set. She added that The Career Cottage at 186 NW 5th Avenue will be the pilot project for that. She reported that three proposals have been submitted to lease space in the Cottage (two for-profit entities and one not-for-profit entity) and the not-for-profit was from Career Source. There is a possibility that all three could be housed in the Cottage. She stated those proposals would come before the Board in April for consideration and direction. Ms. Balestriere asked if staff was working with the Chamber of Commerce since they have a database of Delray Beach businesses. Ms. Burrows replied not yet primarily because Career Source is not yet located in the area. Additionally residents need to be educated about the resources available through Career Source. Mr. Bernadel inquired about the availability of

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bilingual personnel at Career Source. Ms. Burrows said that yes, they are equipped to work with job seekers of various nationalities. She reported that Career Source will focus on specific industry training in the technology and construction fields. A capacity building program is being developed which is different than any tool the CRA currently offers, and it will help to leverage dollars and partner collaborations. Ms. Burrows then discussed some of staff's business retention strategies including getting involved with at-risk businesses. She concluded her presentation by reviewing the existing grant tools, all of which were set up in the '90's although there have been modifications over the years. She noted they were developed as attraction tools and are not geared to retention. She stated staff is seeking Board support for further studying the tools in the context of the current environment and the needs of the community as well as in consideration of the current CRA priorities. Staff compiled a list of fifteen CRA's in the state with a variety of Grant Programs that have some different payment options and creative clawback inclusions to be used to develop new incentives. The Board was supportive of staff further studying different types of grant programs for consideration for use at the CRA. Ms. Cox clarified that there would be two studies needed – one focused on strategic properties using one of the CRA Planning Consultants and one for researching different grant tools. The modification of the grant tools requires knowing any technical barriers involving the properties, so they need to be undertaken at the same time. In the interim, there are temporary measures that can be taken to move forward with different grant options to better assist small businesses. Mr. Zacks said that if there are strategic properties identified those should be prioritized. He had a bit of concern with the 'at risk' business assistance because of the difficulty in ascertaining why they are 'at risk' means – is it because the business is poorly run, do they have a bad product, etc. and he added that getting accurate data can also be problematic. Ms. Burrows said the CRA's growing relationship with the SBDC provides an opportunity to be able to mandate business counseling since not all 'at risk' businesses merit CRA intervention. Mr. Cox congratulated staff for a thorough, well researched and informative presentation.

4. CRA Goals/Priorities for FY 2018-20

Mr. Costello reviewed the status of the previous goals:

- Adopt and implement Phase II OSS Improvement Plan Project – accomplished; next phase full scale design and construction
- NW/SW Neighborhood Alleys – a continuation, a work in process with construction of eleven alleys scheduled for this fiscal year
- Parking Management System - Developing a Fee Based Parking System – City is installing meters in City garages and new meters on the beach but have not implemented a full scale fee based system and the plan includes the Wayfinder Signs which CRA is working on with City
- Clean and Safe Program – some changes have been made with the Clean component being handled by Community Improvement and the Safe component handled by the Police Department
- The City took the lead on the Caring Kitchen – The City seeking grant funding to improve the old train station and are contracting with an architect for interior & exterior renovation; No conversation to date regarding the CRA acquiring the current Caring Kitchen property

- Evaluation and updates to the West Atlantic Redevelopment Plans – consolidating into one Plan for The Set Redevelopment Plan
- The Veteran’s Park project was put on hold by the City

Mr. Zacks remarked that three of the eight goals were out of the CRA’s control and progress has been made on the other five goals so that is a compliment to the Board and staff. He noted that the budget reflects that of approximately \$14.5 million that has been spent, \$12.5 million has been spent in the West Atlantic and NW/SW area in keeping with the Board priority. He felt continuing to purchase properties in those areas where redevelopment is critical is high priority. Mr. Stevens brought up establishing a policy regarding the payment of closing costs when purchasing properties. Mr. Costello responded that there is no current policy and that it was decided to include closing costs with purchase agreements on a case-by-case basis. Mr. Zacks clarified that Mr. Stevens was suggesting there should be a policy that the CRA does not pay closing costs except in exceptional circumstances.

Ms. Balestriere agreed with Mr. Zacks about the majority of CRA dollars being spent in the West Atlantic area and also felt the Parking Management needs to continue being a goal and priority for next year. She said there is a huge impact on the beach side, while meters are being installed, some of the street side parking is lost. She referenced adding a deck to the Sandoway Parking Lot. Mr. Costello noted the Sandoway is outside the CRA district but he has had conversations with the City about that. He said within the CRA’s district the best opportunity to augment beachside parking would be working on a partnership agreement with the Residence Inn. Mr. Zacks commented that parking is a city wide issue and extends down Atlantic Avenue to I-95. Mr. Straghn suggested dropping the Caring Kitchen and Veterans Park as continuing goals since the CRA has no control over those projects. Ms. Cox noted on April 4th the City Commission will be discussing moving forward with the Caring Kitchen relocation (which is outside the CRA district). Mr. Costello stated Veteran’s Park would be a part of the CIP so may not really be a goal. Board consensus was to remove those two items from the list of CRA goals for 2017-18.

Mr. Cox stated that he would like the CRA to be in a position to provide resources for accomplishing the economic initiatives presented earlier by staff. He referenced capacity building, implementation of The Set Redevelopment Plan, identifying any components that come out of the Master Plan, a line item for the branding initiative in The Set, continuing to look at and identify transitional project opportunities, and spending allocated funds rather than rolling them over. Mr. Zacks also felt it is important for the CRA to continue to prioritize and manage some projects toward completion. Mr. Cox said perhaps staff can formulate some goals with that information to bring back to the Board. Mr. Zacks said he believes the goals of the board members have coalesced and that the Board is all on the same page. Mr. Stevens suggested changing the time of year that the goal setting workshops are held so that newly appointed board members can get a good understanding of what is occurring at the CRA. Mr. Zacks suggested that since June is budget season perhaps a meeting to review the goals in October would be helpful. Mr. Straghn wanted to make sure going forward that reports submitted to the CRA for the programs the CRA funds are substantial and that people are being held accountable. Mr. Costello noted the CRA is managing the Master Plan design at Old School Square and updates to the Osceola Park Plan will be needed. Mr. Costello also indicated that

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the City will be looking for the CRA to fund the Master Plan and the Osceola Park Plan updates. Board consensus was for the CRA to take the lead on both of those projects.

5. Public Comments

Chuck Ridley, 210 NW 2nd Avenue, felt the Board is doing a good job, and encouraged commissioners to attend the upcoming community input meeting. He noted the west is not a poor neighborhood and that there is wealth that can be built on by changing the framing of the community narrative. He added that the CRA needs to be positioned to resist any attack from the State level as well as local.

6. Closing Remarks - None

Commissioner Comments:

Mr. Cox stated he has seen the Board evolve over the years and said The Set Redevelopment is as much a part of the CRA as anything else. He referenced some of the challenges over the years and the competition for resources. He said there are statewide challenges for resources with CRAs, and there are brick & mortar priorities versus promotions conversations around the state. He feels both are needed. He noted many CRAs are moving toward redeveloping the working class neighborhood initiatives. He applauded Mr. Costello and staff for their presentations.

Staff Comments - None

Adjournment:

There being no further business the Workshop was adjourned at 2:06.

Jeff Costello, Executive Director

Reginald Cox, Board Chair