

**Minutes**  
**Town of Lake Park, Florida**  
**Community Redevelopment Agency Board Workshop**  
**Wednesday, April 11, 2012, 6:30 p.m.**  
**Town Commission Chamber, 535 Park Avenue**

The Community Redevelopment Agency Board met on Wednesday, April 11, 2012 at 6:35 p.m. Present were Chair James DuBois, Vice-Chair Kendall Rumsey, Board Members Steven Hockman, Jeanine Longtin, Sue-Ellen Mosler, Interim Executive Director Jamie Titcomb, and Agency Clerk Vivian Lemley. Board Member Christiane Francois was absent and Board Member Stevens arrived at 6:49 p.m..

Vice-Chair Rumsey led the Pledge of Allegiance.  
 Agency Clerk Vivian Lemley performed the Roll Call.

**ADDITIONS/DELETIONS/APPROVAL OF AGENDA**

One presenter change will be made during item F, CRA Management Firm Presentation.

**Motion: A motion was made by Board member Hockman to approve the Agenda as amended; Vice-Chair Rumsey made the second.**

Vote on Motion:

| Board Member                     | Aye | Nay | Other                |
|----------------------------------|-----|-----|----------------------|
| Board Member Sue-Ellen Mosler    | X   |     |                      |
| Board Member Christiane Francois |     |     | Absent               |
| Board Member Steve Hockman       | X   |     |                      |
| Board Member Jeanine Longtin     | X   |     |                      |
| Board Member Tim Stevens         |     |     | Arrived at 6:49 p.m. |
| Vice-Chair Kendall Rumsey        | X   |     |                      |
| Chair James DuBois               | X   |     |                      |

Motion passed 5-0

**Special Invitation Spokespersons:**

**Ed Chase – CEO Northern Palm Beach Chamber**

Interim Town Manager Jamie Titcomb explained that the purpose of the Workshop was to provide the Board with the state of the CRA and an overview from staff as well as

other assorted government partners. He introduced Ed Chase as the CEO and President of the Northern Palm Beach County Chamber of Commerce.

Mr. Chase introduced himself and thanked the Board for the invitation to come and speak before them. He thanked Chair DuBois, Vice-Chair Rumsey, and Economic Development Director Jennifer Spicer for being active members in the Chamber, as the Town had not been active for many years. He explained that by being active with the Chamber it has allowed the CRA to interact with members from the Economic Development Board as well as the Business Development Board (BDB) where best practice measures are shared and better business relationships are formed. He explained what a business friendly Town means to the Chamber and how sharing ideas with other municipalities establishes a business friendly relationship. He stated that there are times when saying no to the Chamber is best for that municipality and sharing different alternatives can be a benefit. He compared the BDB to CRA's and stated that there are limited resources to use as well as financing. He explained how the BDB has been successful by paying close attention to detail and making every business that they interact with feel as though their business is the most important. He stated that by outsourcing the CRA some history and detail can be missed. He explained that to have a successful CRA the relationships with the Chamber and other entities must be solid and currently they are solid. He stated that the Chamber is available to assist in any way they can and opened the discuss for questions.

Board Member Mosler asked how can the different entities get involved with the Town business. She explained that most small businesses have deadlines that are difficult to meet and how helpful it would be to have an experienced person assist with the process.

Mr. Chase explained that when the elected officials or staff attends the Chamber meetings best practice ideas are shared and therefore they can bring that information back to the Town and implement it.

Vice-Chair Rumsey agreed that the history and knowledge base of staff of the CRA is important, but can also see the flip side of it. He gave an example of how if an outsource company is working for multiple CRA and a business owner is looking to locate a spot for their business, the outsource company can assist the business in placing that business in the best spot possible because of the relationships it has with other CRA's. He wanted to know if an outsource company could learn the CRA as well as staff.

Mr. Chase explained that an outsource company can learn all there is to know about the CRA, but more importantly, he felt was the relationship with other CRA's in the area.

Vice-Chair Rumsey thanked Mr. Chase for attending the meeting and for speaking to the Board.

Chair DuBois explained that at a recent CRA Board meeting he had identified the Chamber and the BDB as stakeholders to the CRA because of the regional impact and concern for the economic well being of municipalities in their region.

Mr. Chase thanked everyone on the Board.

**Shawn E. Rowan, Assistant Vice-President, Business Development Board (BDB)**

Interim Town Manager Titcomb introduced Shawn Rowan of the BDB and stated that the BDB is contracted with Palm Beach County as the point contact for marketing, bundling economic development opportunities with small to large businesses to assist companies with find locations and incentives for their businesses.

Mr. Rowan thanked the Board for inviting him and for being an active participant in the BDB. He stated that the relationship between the BDB and the CRA is well valued. He stated that a key to the BDB's success is not only customer service but the relationships with municipalities and CRA's throughout the County. He stated that he wanted to provide information on the type of companies that the BDB works with and provide additional information for the Board to consider when evaluating improvements and changes to the CRA. He stated that the primary mission of the BDB is to grow and diversify the economy of Palm Beach County through the relocation, retention and expansion of businesses into Palm Beach County. He stated that they work with businesses in targeted industries such as aviation/aerospace engineering, life sciences, IT communications, business financial services, headquarters, clean energy and manufacturing. He stated what the companies are looking for is space. He stated that the BDB was able to identify 17 commercial/industrial use buildings in Lake Park that has available space and out the 17 buildings only 2 have 5,000 or more square feet, but none have 10,000. He stated that Lake Park does not have the opportunities available that most of the companies that the BDB work with require. He explained that Lake Park does not have any class A or class B office space which is also prohibitive to attracting the types of companies the BDB works with. He stated that one of the drivers for companies to relocate or expand is the available space. He stated that fortunately the Town does have two shovel ready sites within the Town. He stated however due to the availability of already built space most companies are not looking to build on raw land and those who are interested there is unusually and incentive that is needed. He stated that the CRA may want to evaluate some business incentive programs such as tenant lease grants, façade grants, and other incentives to attract businesses to the CRA.

Vice-Chair Rumsey stated that the Town is within the Bioscience Overlay and that one of the things he keeps hearing is that Biosciences is never going to come out this far that the Town is at the very edge of it and that the Town is not convenient for these companies.

Mr. Rowan stated that there is some validity to that statement, but not totally. He stated that most of the life sciences companies are working to come to the area closer to Scripps. He stated that he thinks that the issue is not the distance, but the availability of already built space.

Chair DuBois stated that he is surprised at the few amount of qualified properties in Lake Park. He stated that this is an opportunity to look at what the CRA has and what redevelopment would be appropriate and when. He stated that some of the buildings in the Town are older and that maybe the world has moved on from the purposes for which they were built. He stated that he is aware of the shovel ready properties and wondered if the Town and the BDB could work together by contacting the property owners and ask them to apply to be a part of the inventory of available property.

Mr. Rowan stated that he would agree and that it would benefit the CRA and the BDB. He stated that the list of available space that the BDB has may not be a complete listing of available space in the Town. As an example the space has only been advertised in the window of the building and not with a listing service.

Vice-Chair Rumsey asked how the CRA gets that space into the BDB database.

Mr. Rowen stated that the BDB is adding a feature on their website that allows entities to search for available buildings and land within Palm Beach County. He stated the BDB is asking for broker, property owners and listing agents to contact the BDB and provide information for the database. He stated that launch of this program is expected within the next few weeks.

Chair DuBois stated that providing the BDB with information about available space in the CRA should be one of the goals that the Board sets and creating an inventory of shovel ready properties and space over 10,000 square feet. He stated that there is a substantial industrial area in the CRA. He stated that the industrial area is heavy in the automotive area, but there is also aeronautic, medical supply and medical industry uses. He stated that he feels that it is important to identify these spaces to the BDB so that the BDB can market these spaces on behalf of the Town.

Mr. Rowen stated that he agreed and that space is the primary obstacle to having companies come to Palm Beach County.

Chair DuBois stated that the Town's proximity to I-95, Florida Turnpike and US1 make the Town ideally situated for businesses. He stated improvements on Old Dixie Highway and the improvement of Silver Beach Road between Dixie Highway and Congress Avenue are important to attracting business. He stated a good infrastructure is key.

Vice-Chair Rumsey asked where the smaller shovel ready property is located.

Economic Development Director Spicer stated that the smaller shovel ready property is one acre and is located on Water Tower Road and 15<sup>th</sup> Street on the south side of the street.

Board Member Mosler asked if these properties are for sale.

Mr. Rowen stated that the properties are for sale and are represented by Applefield. He explained in order for a property to be considered shovel ready the property must be for sale or for long term lease.

Chair DuBois asked about the absorption rate of commercial property in Palm Beach County.

Mr. Rowen stated that available built space is what companies are looking for right now and there are a lot of deals to be had. He stated that for this fiscal year for the companies that the BDB has announced over 700,000 square feet in existing commercial space will

have been absorbed. He stated that in the last fiscal year over 500,000 square feet was absorbed. He explained that recently companies have expressed interest in raw land for new construction of commercial space.

Chair DuBois stated that the CRA's challenge is putting together lots for redevelopment.

Mr. Rowen stated that when a company is looking for cleared or vacant land versus redevelopment it depends on the type of company and their specific needs and the cost associated. He stated that it is early for development on clear or vacant land or redevelopment to occur, but the BDB is expecting to see this type of development and redevelopment to start happening again in five years on a larger scale. He stated that until the existing commercial space is absorbed there is more activity in these types of properties because they require minimal improvements or build-out.

Interim Executive Director Titcomb stated that two other tools available to the Board that bring together the business community and intergovernmental partners are the Palm Beach County Economic Council and the Six Pillars Program. He stated that the Palm Beach County Economic Council is working on a Streamlined Regulatory Process which has brought together businesses and intergovernmental partners to look at ways to streamline the various permit processes and regulatory agency approvals to make the process easier and more cost effective. He explained that the Six Pillars Program is attempting to do the same thing as the Streamline Regulatory Process, but on a State-wide scale.

Chair DuBois asked if the CRA has indentified a Pillar that the CRA is most concerned with.

Interim Executive Director Titcomb stated "no", but all six Pillars are considered important in the development and redevelopment of the CRA. He stated that all the Pillars needs to be considered when looking at development and redevelopment within the CRA.

Chair DuBois stated that it is hard to put resources to all six Pillars, but if the Board could identify just one as a central core concern for the CRA.

Interim Executive Director Titcomb stated that the Board could identify one Pillar and determine where to best leverage the CRA's resources.

**Sherry Howard, Director, Palm Beach County Department of Economic Sustainability**

Interim Executive Director Titcomb introduced Sherry Howard, Director, Palm Beach County Department of Economic Sustainability.

Sherry Howard, Director, Palm Beach County Department of Economic Sustainability stated that the Department is a newly formed Department that combines business assistance, housing assistance and community development assistance because they are all important component of economic development and sustainability. She stated the

reason the departments were combined was to streamline the funding sources and efforts in these areas. She stated that the Department has worked with the Town in all of these categories. She stated that 10 of 11 businesses have received assistance through the Develop Regions Grant which assists with the expansion of businesses and facades. She stated that approximately 20 low interest mortgages have been awarded to single family homes in the community. She explained that additionally there are programs through Community Development Block Grant (CDBG) such as the drainage on Flagler Boulevard and the improvements at Bert Bostrom Park. She stated that from the business prospective the Department has a number of programs. She explained the Section 108 Loan Program, which are low interest long term loan for established businesses, three years or more of financials, and that two businesses in the CRA are in this loan process currently. She explained the Energy Loan Program which is a low interest loan for businesses to retrofit toward green initiatives. She explained that the Department also handles the Industrial Revenue Bond Program, Ad Valorem Tax Exemptions, Enterprise Zones and Urban Job Tax Credits. She stated that the CRA is eligible for the Urban Job Tax Credits which is a \$1,500.00 per job incentive program and is a lucrative incentive to offer businesses through the Technical Enterprise and Development Center (TED) Center. She stated that the Department handles a lot of the Federal and County funding for start-up businesses. She explained the services offered to start-up businesses throughout the County. She explained the resources and partnerships that the Department has available that would be available for businesses within the CRA to utilize. She stated that industrial leasing has been up 40% over the last year. She stated that employment has been the highest in the County in healthcare, hospitality, tourism, professional business and finance services. She stated the County's star cluster industries, which are industries with a higher concentration in Palm Beach County than nationally, are aerospace, hospitality, business and financial services and agricultural products. She stated that it sounds like Lake Park is right on the industries that are growing in the County. She stated that a new economic tool is the Palm Beach Interactive. She explained the Palm Beach Interactive is a partnership between the Property Appraiser's Office, County Planning and Zoning Department, GIS Department, and the Department of Economic Sustainability in the creation of a real time tool that provides various information regarding properties within the County. She stated that she is currently working with the municipalities to include their zoning and land use information.

Vice-Chair Rumsey asked about the TED Center.

Ms. Howard stated that the TED Center is the Technical Enterprise and Development Center. She explained that the Center provides services to start-up companies.

Vice-Chair Rumsey stated that if a space in the CRA was to have a business incubator would the TED Center be able to provide services.

Ms. Howard explained that the TED Center has space within its facility; however they are looking for additional incubation space.

Vice-Chair Rumsey stated that he thinks that incubators are one of the best things the Board could look at for the community. He stated that businesses that start in incubators will often stay on the community that they started in. He stated that if the CRA can be a

welcoming location to start off some of these businesses when they have the desire to move outside of the incubator they will stay in Lake Park and if the Board can create that kind of sustainability it will be a benefit to the community.

Chair DuBois stated that the Town does not have GIS capability currently, but the Town is affiliated with Seacoast Utility Authority that does and suggested pursuing with Seacoast Utility Authority to provide this information to the County for the Palm Beach County Interactive.

Board Member Stevens asked about making Lake Park's available spaces more attractive does the CRA have competitive advantages over other areas that the CRA should be highlighting or advertising.

Ms. Howard stated that the small town feel is an advantage and attractive. She stated to keep all the tools and be knowledgeable about them that will create an advantage when talking to the business.

Board Member Stevens asked if there is any anchor business or industry that the CRA should be focusing on to attract similar business to the CRA.

Ms. Howard stated that industries such as aerospace want to be close to other companies within the industry and if the CRA already has companies within that industry in the CRA then it might be a good place to focus.

Board Member Longtin stated that the Department of Economic Sustainability offers a lot of programs to the CRA and businesses. She asked if the Board decided to outsource the management of the CRA to an outside firm will the Department of Economic Sustainability work with that entity.

Ms. Howard stated "yes".

#### **CRA Management Firms Presentations:**

Interim Executive Director Titcomb stated that CRA Management Firms are present to make presentation to the Board.

Chair DuBois introduced State Representative Mack Bernard and stated that the Board is very happy to have State Representative Bernard at the meeting.

Economic Development Director Spicer stated that per the Board's direction she arranged for two companies to attend the workshop and make a presentation to the Board. She introduced Jeff Oris from Planning and Redevelopment Consultants, Inc.

#### **Jeff Oris, Planning and Redevelopment Consultants, Inc.**

Jeff Oris stated that the company is based in Coconut Creek, Florida. He stated that he will provide an overview of the company, answer the questions that were provided and answer any other questions. He explained that the firm is three years old and he started

the company after leaving Martin County. He stated he was the Community Development Director for Martin County and he had responsibilities for economic development, affordable housing, CDBG and other grants, and oversight of the seven CRA districts in the County. He started this firm because there was a demand to provide services particularly to CRAs. He stated that he was the CRA Director for the City of Margate, Florida. He explained that the firm has three associates and all have experience working with CRAs. He stated that the firm has experience with various CRAs throughout the State of Florida as a consultant or a staff member. He stated that his firm has experience in writing redevelopment plans and studies. He stated that three members of the firm are Certified Planners and that he is a Certified Economic Developer. He answered the questions provided by the Town:

- What type of services do you offer?

He stated that his firm can provide planning services, GIS services, redevelopment, economic development services, annexation studies, and market studies.

- What municipalities have you assisted and currently assisting?

He stated that the firm is currently assisting Tamarac, Satellite Beach and Miami Springs, as a sub consultant.

- Are your fees based on the number of acres?

He stated that fees are not based on the number of acres in the CRA. He stated that the cost is based on the amount of time spent working for the CRA either of a set rate per project or on an hourly rate whichever works best.

- What are your areas of expertise?

He stated that the firms expertise are in Planning, Economics and Economic Development, and CDBG grant programs.

- How do you handle staffing and in what capacities?

He stated that there is himself and three associate members in the firm. He explained that the associates come in a contractual basis based on the project. He stated keeping everybody on staff does not work. He stated that each member of the firm has assigned responsibilities and are assigned to each project by contract for a fee. He stated that this allows the firm to bring in specific expertise as needed.

- What is the company's overview of project and challenges?

He stated that the firm is working as a sub consultant administering a CRA, and work with non-profit organizations.

He stated that all the members of his firm work with the Florida Redevelopment Association and that he is a Past President of the Association. He stated that he is the trainer for the CRA Basic course offered through the Florida Redevelopment Association's certification program. He stated that it is important that the project and programs that the CRA moves forward with are a part of the CRA Plan. He stated that one of biggest problems he has seen across the State is that the CRA is not following their plan. He stated that the CRA Plan is essential to the work plan and that the CRA cannot undertake activities not described in the CRA Plan. He suggested before starting

any project or program to make sure that it can be justified in the CRA Plan. He stated that it is not difficult to amend the Plan.

Interim Executive Director Titcomb stated that the Plan that the CRA is using is the 2010 CRA Plan, copies are available and it is also online.

Mr. Oris suggested having the justification for the project or program included in the material for the agenda. He stated that CRAs are receiving more and more scrutiny on following their Plan.

Board Member Mosler asked what happens if the CRA does something that is not in the Plan.

Mr. Oris explained that there are no penalties for not following the Plan. He stated that in most instances what will happen is an affected party can sue the CRA for money to be paid back. He stated in the past the penalty has been the negative newspaper article.

Board Member Hockman asked if Mr. Oris reviewed the CRA and the budget.

Mr. Oris stated he review the budget, the plan and drove around the CRA.

Board Member Hockman asked how many other CRAs has he dealt with that are similar to the Lake Park CRA.

Mr. Oris explained that he has worked with a number of CRAs of this size, but outside the State of Florida. He stated the CRA that is about the same size is in the City of Calloway, Florida. He stated that he did their blight study and wrote a redevelopment plan for that City.

Board Member Hockman asked if Mr. Oris see growth that can happen in a small CRA.

Mr. Oris stated yes in the industrial zone. He stated that the hot industries relative to redevelopment are multi-family and industrial. He stated that the CRA has vacant and underutilized space in the industrial area.

Board Member Hockman asked if Mr. Oris has seen a CRA focus on an Art District and prosper.

Mr. Oris stated that if the CRA has a focus and an appropriate marketing tool it can happen. He stated that recently the economic market has hurt almost everybody. He explained that the most important thing a CRA can do right now is plan so when it is time to redevelop it is ready to redevelop.

Vice-Chair Rumsey asked Mr. Oris what in the budget jumps out.

Mr. Oris stated that the CRA is spending too much on administration.

Vice-Chair Rumsey asked if that was from the CRA putting department's percentages into the CRA or is that individual spending.

Mr. Oris stated that he thinks it is from the percentages and his questions were how where the percentages justified and how where they calculated.

Vice-Chair Rumsey stated that one of the things that the Board continues to hear and believe is that the financial situation for the CRA Tax Increment Financing (TIF) funding will not be rebounding anytime soon and it will probably get worse before it gets better and asked Mr. Oris how much longer does he think it will be.

Mr. Oris stated that the downturn in TIF will last 2 more years. He stated that the bigger problem will be how the legislator has artificially capped the way municipalities raise taxes. He stated that the requirement to have a super majority vote in order to raise taxes over the previous year's roll-back rate will cause the increment to grow extremely slowly.

Vice-Chair Rumsey asked Mr. Oris if he can work with the budget.

Mr. Oris stated "yes".

Vice-Chair Rumsey stated that Mr. Oris stated that the industrial area is one of the CRA's most potentially positive areas. He asked what Mr. Oris thought of "live work redevelopment" as far as the industrial buildings in the CRA.

Mr. Oris stated that it depends on where the buildings are situated and how it works. He stated that housing needs to be in a place that makes sense to have people living, not if the housing is dead smack in the industrial zone. He explained that if the housing is closer to a residential type area and there is commercial that can be walked to for living necessities it can potentially work.

Vice-Chair Rumsey stated that he has seen in other communities where old factories were turned into live work spaces and it developed into a nice area of the community. The area was primarily filled with home businesses and artists and has wondered if that concept would work in the Lake Park Industrial District.

Mr. Oris stated that he thinks it is possible as long as there is an opportunity to have other amenities not too far away.

Board Member Longtin asked how Mr. Oris found out about the opportunity to come and speak before the Board.

Mr. Oris stated that Economic Development Director Jennifer Spicer contacted him, asked him if he does this type of work and sent the questions to him and invited him to come and participate.

Board Member Longtin asked what the procedure is for outsourcing the management of the CRA.

Mr. Oris stated that there are two ways to do it, the first is through a Request for Proposals (RFP); the second is the CRA can choose a firm to do it. He stated that generally the services that he would provide to the CRA are not covered under the Consultants Competitive Negotiation Act (CCNA) so the CRA could choose to negotiate with a firm and proceed from there.

Board Member Longtin stated that she hears people in government talk about creating of jobs and that government does not create jobs. She stated that she believes in the private sector and the private sector can do its job if government gets out of the way. She asked how Mr. Oris would suggest that the CRA get out of the way to allow businesses to come in. She explained that she believes in incentives, however she does not believe in grants and loans. She stated that incentives such as making the permit process easier, and asked Mr. Oris for his recommendations.

Mr. Oris stated that most important thing is to put yourself in the shoes of the business owner and determine if what the business owner is being asked to do makes sense.

Board Member Longtin asked if Mr. Oris has made recommendations to the municipalities he has worked for regarding their code.

Mr. Oris stated "yes".

Board Member Longtin asked about the Audit General's report and where it can be found.

Mr. Oris explained that the State Auditor General reviewed a number of CRAs and he thinks that it is still on the Auditor General's website. He stated he has a copy and he would provide it to Economic Development Director Spicer if the Board so desired.

Chair DuBois stated that right now the TIF is set at the year 1996 rate and that is just far enough back that the current recession values are probably not below the values in 1996. He asked if Mr. Oris has found other CRAs that are hitting rock bottom due to the current economic situation.

Mr. Oris stated that because of the relationship between the taxable value and what the CRA is collecting that a CRA created after 2000 is seeing incredible pressure and some may not have a TIF anymore. He stated that a CRA that borrowed heavily against the TIF are having difficulty making debt payments.

Chair DuBois asked if these problems are common.

Mr. Oris stated that it is more common than anyone wants to admit. He stated that it is not wide spread, but there are a number of CRAs that their debt service is a problem.

Chair DuBois asked what are the remedies.

Mr. Oris stated that what he has seen is debt restricting or finance stop gap. He stated that in a lot of instances the CRA is borrowing from the parent government which is the municipality and spreading the debt out over a longer period of time.

Board Member Longtin felt that the Board has not had a true financial picture of the CRA in the last four years and would like for someone to come in and go through and tell the Board what the true situation is. She stated that to look at the CRA and base it on the base year could be worse, to say the CRA is losing money every years well it is not. She stated that the CRA cannot lose money it never had, it is not as bad a picture as sometimes painted. She asked if the Board were to outsource the management of the CRA through an RFP/RFQ what exactly do the firms submit and what is the Board asking for to be included in the submittals.

Mr. Oris stated that the RFP/RFQ would be much the same as any other service or product the Board would be buying. He stated that the RFP/RFQ would outline what the Board is seeking in a consultant and the respondents would contain information that would show that the firm has the experience and expertise to provide the services requested. He stated that the CRA can asked the Redevelopment Association to assist the Town in finding someone to write the RFP/RFQ for the CRA.

**Kim Briesemeister, Principal, Redevelopment Management Associates (RMA)**

Economic Development Director Spicer introduced Kim Briesemeister.

Kim Briesemeister introduced herself and provided a brief history of the firm and her expertise.

Interim Executive Director Titcomb asked Ms. Briesemeister if she is the substitute for Mr. Chris Brown.

Ms. Briesemeister stated no, that she is the other principal of RMA and that herself and Chris Brown are partners. She also introduced at the meeting is Ms. McCormick, Vice President of Marketing. She stated that she will be speaking on behalf of RMA. She stated that RMA is a collaborative between herself and Chris Brown. She explained that her experience is mainly in the public sector working for redevelopment entities and agencies with over 25 years in CRAs in the United States. She stated that Mr. Brown's experience is from the real estate business where he was in charge of construction and development of private sector projects and he is most well known for the work he did in Delray where he was the CRA Director. She stated that today the Delray CRA is one of the premier examples of what good redevelopment can do. She explained that RMA has two principals and eleven employees and is a full service redevelopment firm. She stated of the eleven employees eight are full time and three are part time. She stated that the staff is well diversified and can offer a number of services. She explained that the firm has a Marketing Professional, Urban Planner, two project managers, construction manager, project coordinator who specializes in incentives and preparing incentive programs, three part time employees who do miscellaneous things associated with redevelopment. She stated that one thing that is important is that each CRA is very different and what RMA often does is look for other associates depending on what the

CRA needs and bring them in to provide that service as an employee or on a contractual basis. She stated that it is important for the firm to come in and evaluate the CRA needs and bring together the right team for that particular CRA. She answered the questions provided by staff.

- What type of services do you offer?

She stated that RMA provides full service for all the redevelopment needs of the CRA. She stated that RMA specializes in government management and consulting. She stated in some CRA's RMA comes in as serves as the staff and noted that RMA provides that service to the City of Pompano Beach. She stated that herself and Chris Brown serve as Co-Executive Directors of the Pompano Beach CRA and have RMA staff that function as the CRA staff. She stated that the reason that it works well is because redevelopment is not static, it changes and what a redevelopment agency might need one year, might not need the next year and so by having an outside firm there is an ability to fluidly be able to move staff in and out as needed. She stated that RMA does consulting work for some clients depending on what they need. She stated that RMA specializes in a few consulting areas such as strategic finance plans, and marketing and special events. She stated that RMA's 5-year strategic finance plans have been very successful at laying out the strategic plan not only for what the CRA is going to do, but how it will be paid for. She stated that it provides a road map to the private sector on where the CRA is going, but it also provides the CRA with the comfort that they have thought through their financial strategy and how the programming will be funded. She stated that marketing and special events are Ms. McCormick's (Vice President of Marketing) specialty. She stated that Ms. McCormick identified the brand for the Northwood Area in West Palm Beach and it has lead to successful redevelopment in that area.

- What municipalities have you assisted and currently assisting?

She stated that RMA manages West Palm Beach CRA, Pompano Beach CRA, Dania Beach as a consultant, Naples, Oakland Park, Winter Park, Homestead, Lauderdale by the Sea, and Delray Beach. She noted that Lauderdale by the Sea is very similar to the Lake Park CRA.

- Are your fees based on the number of acres?

She stated that fees are either project based or hourly. She stated that if it is a management situation then it is a case by case basis depending on how and what a particular CRA needs. She stated that acreage does not have much to do with the fees.

- What are your areas of expertise?

She stated that she covered RMA's expertise in her introduction. She stated that it is important to make sure the right package is put together to serve the needs of the CRA. She stated that RMA has won awards through the CRAs that they have worked with, including the International Council of Shopping Centers, International Downtown Association, and the Florida Redevelopment Association. She stated that there is a brokerage firm within RMA and can provide real estate services such as listing properties and acting as an agent for leasing at no charge. She stated that Mr. Brown is a contractor and RMA provides construction management services.

- How do you handle staffing and in what capacities?

She stated that staffing is handled on a case by case basis.

- What is the company's overview of projects and challenges?

She stated the tough economy and that she is seeing the rise in TIF this year based on preliminary numbers. She stated that it is important for the CRA to have a vision. She explained that the private sector is scared of uncertainty and if the CRA can have a good vision of what it wants in the CRA and how they will get there then the private sector will generally respond in a positive manner.

Vice-Chair Rumsey asked if Ms. Briesemeister had reviewed the CRA budget.

Ms. Briesemeister stated "yes".

Vice-Chair Rumsey asked what jumped out in the budget to her.

Ms Briesemeister stated that she agreed with Mr. Oris regarding the administration, but that her thought was about the type of administration is being charged to the CRA. She questioned the charge for the Sheriff line item and whether it was a part of the CRA Plan. She stated that one thing a CRA has to be careful with is that they are not supposed to replace what the regular services would pay for. She stated that it is not clear whether or not the percentage going to special events and activities what percentage that is in relation to what the CRA plans and goals are.

Vice-Chair Rumsey asked if RMA prefers to answer directly to the Board or to the Town Manager who serves as the Executive Director.

Ms. Briesemeister stated that normally RMA prefers to go straight to the Board. She stated that it is a policy call. She stated the usually the successful and efficient CRAs, as an example Pompano Beach, a member of the firm serves as the Executive Director. She stated that RMA has a very good, close working relationship with the City Manager and that is important.

Vice-Mayor Rumsey stated that Mr. Chase commented that the in-house staff has a better relationship because of history and knowledge and asked how RMA combats that.

Ms. Briesemeister stated that she would refer to the City's where RMA is the management firm and that staff walks, talks and acts like City employees. She stated that when people walk in the door that they recognize that the CRA is managed by a company and not City employees. She stated that as long as the right people are put into place they will act like any new employee they will become and assimilate and gain knowledge like another new employee.

Board Member Stevens asked if vision comes before budget or budget comes before vision.

Ms. Briesemeister stated that a good express is "plan your work then work your plan". She stated that the Board has to know where it is going and used Northwood in West

Palm Beach as an example. She explained that they knew what was wrong in Northwood and what had to be put in place to fix it and that is the plan and the vision. She stated that once the plan and vision were identified that it was easy to put money towards that to make it happen. She stated it is done at the same time, but that a budget cannot be developed unless the Board knows where it is going.

Board Member Stevens stated that he has always thought that you need to know where the CRA is before the Board can know where the CRA can go, basically what the limitations are. He stated that he knows that the Town is in the process of hiring a new Finance Director and together a CRA austerity budget given the economic concerns. He stated that the list of projects that RMA has worked on is impressive and asked what the advantage of hiring an outside management firm versus the use of in-house staff and what would RMA be able to offer.

Ms. Briesemeister stated that the most important thing is that RMA staff do this for a living and have been in the business a long time and know the business and regulations inside and out. She stated that RMA knows the pitfalls and how to avoid them and they understand financing and budget. She stated that analyzing the finances and where the CRA is at is the first thing to do. She stated it is the expertise that the Board really wants to make sure is at the table in some form or fashion as in-house or as a consultant. She stated that when a CRA does not have the right expertise is usually when the CRA do not thrive the way that others do.

Chair DuBois stated that he spoke with Jim Hill, a former partner of Chris Brown at the time the CRA Plan was drafted. He stated that RMA has some familiarity with the Plan and that the Plan is very thorough. He stated that he is surprised how closely to the Plan the CRA finds its self. He stated that one thing that the Board has been discussing recently is how to expand the scope of the visioning around the PADD, 10<sup>th</sup> Avenue and Park Avenue areas into the more industrial areas. He asked how to recreate some of the improvement in the Park Avenue and 10<sup>th</sup> Avenue areas in the industrial area.

Ms. Briesemeister stated that the best example is the West Palm Beach CRA Plan. She explained that the CRA District was segmented geographically and defined what the plan was for each area and what needed to happen in that area. She stated that the Northwood District, an arts and entertainment district, abuts an industrial district and the keys is the plan being implemented with a focus on each areas needs and using the right tools to achieve the desired result for that part of the CRA.

Chair DuBois stated that there are seven districts identified in the CRA plan.

Ms. Briesemeister stated that a plan inside a plan is needed for each district.

Interim Executive Director Titcomb stated that the next four sections of the agenda are encompassed in the PowerPoint presentation. (Exhibit "A")

## **CRA Boundary Map and Zoning Description:**

Community Redevelopment Director, Nadia DiTommaso provided a brief overview of the boundaries and zoning of the CRA. (Exhibit "A" page 2)

Vice-Chair Rumsey asked why the CRA was not extended to Northlake Boulevard on 10<sup>th</sup> Street.

Community Redevelopment Director DiTommaso stated she did not know why. She stated that when the determination of need was done it was only extended to Northern and she was not a part of that process. She stated that the CRA could be extended to Northlake Boulevard, but a revision to the finding of necessity would have to be done.

Economic Director Spicer provided an overview of each of the districts within the CRA. The Districts are the Arts District, Commerce District and Hometown District. (Exhibit "A" pages 3-7)

## **CRA Overview**

### **Lake Park CRA Facts**

Economic Development Director Spicer reviewed the facts of the CRA. (Exhibit "A" page 8)

### **Vision and Focus Areas**

Economic Development Director Spicer provided an overview of the vision and focus areas of the CRA. She stated that the primary focus areas are Park Avenue and 10<sup>th</sup> Street and the secondary focus areas are the industrial and residential areas. She provided an overview of the Economic Development Director responsibilities.

Vice-Chair Rumsey stated that one of the speakers mentioned that it was important for CRA Directors to work with each other and asked who Economic Development Director Spicer talks to.

Economic Development Director Spicer stated that she has worked with Delray, RMA, Fort Lauderdale CRA and Northwood Village. She stated that she does surveys of other CRAs on a regular basis.

Vice-Chair Rumsey asked if the CRA has ever looked at doing broker events.

Economic Development Director Spicer stated that she suggested doing broker events last year and it was not contemplated any further. She stated that she wanted to do an open house and invite them to the Downtown and throughout all of 10<sup>th</sup> Street and the industrial area. She stated that she started communicating more with brokers and they are coming to see Park Avenue, 10<sup>th</sup> Street and the industrial area.

Vice-Chair Rumsey commented that he thought that broker events would be valuable to the CRA and stated they are not costly.

Economic Development Director Spicer agreed. She provided an overview of her responsibilities in the industrial area. She stated that the Army Reserve Center that neighbors the CRA industrial areas will be built soon and it is anticipated to enhance the CRA industrial area. She explained that an application for a proposed Charter School will come forward in the near future and it will also enhance the industrial area.

Board Member Mosler asked what the Army Reserve Center need will be in terms of hotel or other services and is there any way the CRA can promote those kinds of things in the CRA.

Community Development Director DiTommaso stated that she will contact the Army. She stated in the early discussion between the Army and the Town the Army advised that they would use all of the services that the Town and neighboring communities have to offer. She stated that the Army would definitely need a hotel and would use the Town's restaurants and shop in the area stores.

Board Member Stevens stated that the Reservists would only be here a set period of time for training.

Community Development Director DiTommaso stated "yes" and the anticipated schedule for Reservists to be at the facility is twice a months for a few days at a time.

Board Member Mosler asked if the Reservists stay at the property.

Vice-Chair Rumsey stated "no" that the Reservists stay at local hotels, if they stay for long than a day. He stated that the Reservists are not going to be doing fine dining, but will more than likely frequent the fast food restaurants in the area and going to the big box store retail to pick up things quickly.

Economic Development Director Spicer provided an overview of the two properties in the industrial area that are shovel ready. She stated that both properties have been approved by the BDB and are available for redevelopment. She provided an overview of the warehouse space available. She provided an overview of the advertising activities.

Vice-Chair Rumsey asked how many people receive the CRA Business Newsletter.

Economic Development Director Spicer stated that between 1,400 and 1,500 people receive the newsletter.

Vice-Chair Rumsey asked how many hits there are on the CRA website.

Economic Development Director Spicer stated that she does not have that information and is something she will look into.

Chair DuBois asked if there was a way to link the newsletter to any of the Chamber functions or other associations.

Economic Development Director Spicer stated that she will look into that.

Vice-Chair Rumsey asked if Constant Contact is used and if the CRA is paying for that service.

Economic Development Director Spicer stated that yes the CRA uses Constant Contact.

Chair DuBois asked for an explanation of Constant Contact.

Vice-Chair Rumsey explained that Constant Contact is a company that creates e-newsletter and they provide users with format to use in order to make the newsletter creation easier.

Board Member Hockman asked how often the newsletter is sent out.

Economic Development Director Spicer stated that it depends on the activities in the CRA.

Vice-Chair Rumsey stated that one of the things that they do in the Palm Beach Gardens Downtown is go to every single business, every single week and find out what they have going on and put that in the e-newsletter every single week. He stated that one of the problems with the newsletter is that there has not been a frequency with it. He stated that the e-newsletter needs to be expanded.

Board Member Hockman asked if the businesses in the industrial area have been contacted to participate in the newsletter.

Economic Development Director Spicer stated that the industrial area has not been involved because she was directed to do the Park Avenue and 10<sup>th</sup> Street area. She stated that she does communicate with the businesses in the industrial area and she is now integrated her focus into the industrial area. She provided an overview of her coordination with the Community Development Department.

Board Member Mosler asked what comments business owners are providing regarding the permitting process.

Economic Development Director Spicer stated that the business owners are commenting that the process is getting easier and that they appreciate the assistance that she and the Community Development Department are providing.

Board Member Mosler asked how to increase the number of people who receive the newsletter and how people can get on the list.

Economic Development Director Spicer stated that she adds people through networking and she adds e-mail addresses that she receives through her CRA e-mail account.

Vice-Chair Rumsey suggested adding a link on the CRA website for people to click for additional information and that the e-mail address is captured and automatically added to the database.

Economic Development Director Spicer stated that she will look into providing that link on the CRA website. She provided an overview of façade improvements and signage, façade and incentives and grants and loans. She stated that currently the CRA does not have grants or loans to offer and that she works in conjunction with other entities that provide loan and grants.

### **CRA Updates**

Economic Development Director Spicer provided an overview of the status of businesses and projects within the CRA.

Vice-Chair Rumsey asked why the opening of Pho Hot Pot is going to take until the Summer 2012 to open.

Economic Development Director Spicer advised that the grease trap was installed improperly and a new grease trap has been approved by the Seacoast Utility Authority and there were other building issues that are being addressed.

Vice-Chair Rumsey asked if the proper grease trap is now installed.

Economic Development Director Spicer stated “yes”.

Vice-Chair Rumsey stated that Pho Hot Pot was given a grant in December, 2010 and asked why the business will not be open until Summer 2012.

Economic Development Director Spicer stated that the hold up has been numerous things including inspections and corrections required to be made based on those inspections. She stated that plans were lost on three occasions which delayed the processing of the permits. She stated that the property owner did not receive any of the grant funds until June, 2011 and used personal funds prior to receiving the grant funding.

Board Member Mosler asked for clarification that the grant was approved in December 2010, but funds were not withdrawn from the grant until June, 2011.

Economic Development Director Spicer stated “yes”

Board Member Hockman asked for clarification that the building is complete and approval is waiting on the grease trap and the final.

Economic Development Director Spicer stated that the grease trap needs a final and that the Fire Department will not do a final on it until Seacoast Utility Authority does the final of the grease trap.

Board Member Hockman asked when Seacoast Utility will come to do the final on the grease trap.

Economic Development Director Spicer stated that she received an e-mail today that there were a couple of things missing for the grease trap and the issues of a final approval have been delayed until the issues are rectified.

Chair DuBois asked if the space is a retrofit space that was never a restaurant before.

Economic Development Director Spicer stated that the space was never a restaurant and the interior had to be gutted and plumbing need to be done and it needed a lot of work.

Vice-Chair Rumsey asked how this grease trap is different than any other grease trap.

Economic Development Director Spicer stated that the old grease traps were concrete and would have needed a 1,200 gallon grease trap. The new grease trap is not concrete and is only required to be 150 gallons. She stated the issue with concrete grease traps is that they are installed underground and must be removed every five years for inspection because they crack. She stated that the alternative is a tank that is above ground and is more efficient.

Vice-Chair Rumsey stated that if the CRA is to provide grants or loans in the future dates and plans must be provided and tracked before the grant is approved. He stated that he has a hard time believing anything that is being told about this project and thinks that it is ridiculous that it is taking a year and a half to get this project complete since the funds were approved. He asked Chair DuBois if there was anything he could do since he serves on the Board for the Seacoast Utility Authority.

Chair DuBois stated he could make a call, but that he was unsure what he could do since it is a regulatory issue.

Board Member Longtin questioned that the business owner is doing the work and that the plumber is having an issue installing the grease trap.

Economic Development Director Spicer stated that the business owner is serving as the general contractor and hiring qualified contractors to perform the work. She stated that this is a new style of grease trap and that there have been issues installing this style grease trap and Seacoast Utility Authority inspection and approval.

Board Member Hockman stated that the CRA should do whatever it can do to push this project along. He stated that this type of project should have been completed quicker.

Economic Development Director Spicer provided an overview (Exhibit "A" page 30) of One Park Place located at 801 Park Avenue. She provided an overview of 918 Park Avenue and that the same investor is involved with the One Park Place property.

Vice-Chair Rumsey stated that it is his understanding that 918 Park Avenue will be brought back to historic standards.

Economic Development Director Spicer stated “yes” and that is the only way the property owners can precede as it is designated as a historical property. She provided an overview of the 754 Park Avenue property. (Exhibit “A” page 32)

Board Member Mosler stated that she visited the property and that worms are being grown inside the building and asked if that was permitted per code.

Economic Development Director Spicer stated that the business owner is attempting to do a science museum to attract schools.

Community Development Director DiTommaso stated that for the record she has not approved this use and will have a conversation with the business owner.

Chair DuBois stated the business owner was provided a grant and repayment of the grant is predicated on a certificate of occupancy. He stated that this has been an ongoing issue for several years.

Economic Development Director Spicer stated that the business owner was supposed to create job opportunities when the building was expanded and there were issues and the business was not opened.

Interim Executive Director Titcomb recommended a letter be sent to the property owner to require the business owner to articulate their plans and have it reviewed by Community Development Department Director DiTommaso.

Vice-Chair Rumsey stated that he thinks that Community Development Department Director DiTommaso should go and see what is happening at the property and if it does not meet the Code to send the property owner a cease and assist letter.

Economic Development Director Spicer provided an overview of the Art on Park Gallery and stated that the Request for Qualifications (RFQ) was in progress. (Exhibit “A” page 33)

Interim Executive Director Titcomb stated that the RFQ for this project was review at the last CRA meeting, all the corrections that the Board directed have been made and it is currently being review by the Town Attorney for legal sufficiency and continuity.

Economic Development Director Spicer provided an overview of (Exhibit “A” page 34) 933, 935 and 937 Park Avenue. She stated that is slated to be Baja Cantina & Tequila Bar “Don Ramon” and a lease has been signed, however there were some discrepancies and concerns and the changes are being reviewed.

Board Member Stevens asked if there is a timeline on the “Don Ramon” grant.

Economic Development Director Spicer stated “no” and that the timeline was discussed after the grant was approved.

Interim Executive Director Titcomb stated that it is his understanding that the grant funds have not been lent and there are further delays. He stated that this may be one of the conditions that the Board may want to scrutinize more closely.

Vice-Chair Rumsey asked for clarification regarding the issues involved with the "Don Ramon" project.

Economic Development Director Spicer stated that when the business owner was presented with the lease agreement it contained a clause that in the event that the building was sold that the business has 60 days to move out and that clause did not make sense. She stated that she would doubt any business person would sign a lease with that clause. She stated that the clause was then extended to 160 days and the business owner refused to sign the lease. She stated that she intervened on behalf of "Don Ramon" and spoke to the property owner regarding the lease agreement.

Vice-Chair Rumsey asked how long ago the lease was revision put through.

Economic Development Director Spicer stated last week.

Vice-Chair Rumsey stated that staff's concerns is not with the tenant, but with the owner of the building.

Economic Development Director Spicer stated "yes" and stated that the tenant has looked at other locations and one location is next to Hot Pot.

Chair DuBois stated that this block has been identified as one of the most important areas in the CRA and to him if there is anything that the CRA can do to get someone into this location would be a benefit to the CRA.

Vice-Chair Rumsey stated that if people see things happening on Park Avenue that will bring in new business.

Economic Development Director Spicer provided an overview of 936 Park Avenue. (Exhibit "A" page 35)

Board Member Longtin asked for clarification on the meaning of a specialty store.

Economic Development Director Spicer stated something like "Whole Foods" with produce, other products and kitchen or prepared food. She stated that there will also be outdoor seating. She stated that when the business owners originally were looking for a location they were looking at a space on Northlake Boulevard and when she told them about the revitalization of the area they decided on 936 Park Avenue. She provided an overview of 838 and 846 Park Avenue (Exhibit "A" page 36). She stated that Casper on Park is in the preliminary stages of evaluating an expansion and that if that does happen these spaces may be utilized by other business that transfer to allow for the expansion of Casper on Park.

## **Challenges facing the CRA**

Economic Development Director Spicer provided an overview of the challenges facing the CRA. (Exhibit "A" pages 36-37)

CRA Project Manager Richard Pittman provided an overview of the challenges on 10<sup>th</sup> Street and other infrastructure in the CRA. (Exhibit "A" pages 36-37)

Board Member Mosler asked who responsible for the sidewalk on private property.

Bill Oneska advised that he is a property owner of 10<sup>th</sup> Street and his property has sidewalks. He stated that his property ends before the sidewalk and the sidewalk is maintained by Lake Park.

Interim Executive Director Titcomb stated that generally speaking the sidewalk is part of the infrastructure.

Board Member Mosler asked if the property of 10<sup>th</sup> Street (see far left picture on page 39 of exhibit "A") is for sale.

CRA Project Manager Pittman stated he does not know and that he has not seen a for sale sign on the property.

Vice-Chair Rumsey asked if staff knows the owner of the property.

CRA Project Manager Pittman stated that he knows the property owner according to the Property Appraiser's website.

Board Member Hockman asked about the Town owned property on 10<sup>th</sup> Street.

CRA Project Manager Pittman stated that the Town owns the property that the Fire Station is on and it abuts the extension of Evergreen Drive.

Board Member Hockman asked how long the Town has owned that property and asked if it was bought to be used as a Tri-Rail station.

CRA Project Manager Pittman stated that according to the property records it was acquired in the 90's. He stated he does not know the reason it was purchased, but the property has been identified as a potential Tri-Rail station if Tri-Rail service is expanded.

Board Member Hockman stated that there has been a lot of talk about Tri-Rail. He stated if you look at other Tri-Rail stations they do not have businesses around them. He stated that people come in and ride the Tri-Rail and they go. He stated the other problem he sees with that being a Tri-Rail station is that it will put a tremendous amount on traffic on 10<sup>th</sup> Street, Park Avenue and Silver Beach Road which cannot handle a heavy amount of traffic.

Chair DuBois stated that the Commission has adopted a resolution in support of a commuter rail stop at this location. He explained the current discussions and activities

regarding providing commuter rail in this part of Palm Beach County. He stated his support for commuter rail and the benefits a commuter rail stop in Lake Park could provide to the CRA. He stated that the Plan documents the favorable impact a commuter rail station would have on the CRA and the Town in general. He stated that the improvement of 10<sup>th</sup> Street at the same time as the construction of a commuter rail station is crucial as a commuter rail station in a blighted area would be beneficial to the CRA.

Chair DuBois asked if the cost of planning, resurfacing, and curbing the roads within the CRA can be developed.

CRA Project Manager Pittman stated he put together preliminary numbers in 2008-2009 for the purpose of applying for grants and those numbers were in the range of \$800,000 to \$1,000,000 to make the necessary improvements on 10<sup>th</sup> Street from Park Avenue to Silver Beach Road. He stated that the other consideration is the Seacoast Utility Authority and opined that if the CRA or Town were to replace the roads that the Seacoast Utility Authority would also ask for the water and sewer lines to be replaced and does not have an estimate for that cost.

Economic Development Director Spicer provided an overview of the CRA wish list of improvements for beautification in the CRA. (Exhibit "A" pages 38-39)

Chair DuBois asked if there were any opportunities with Palm Tran to place bus shelters at the bus stops along 10<sup>th</sup> Street.

Economic Development Director Spicer advised that she will contact Palm Tran.

### **CRA Financial Status**

Assistant to the Finance Director Deborah Dorion provided an overview the CRA financial status (Exhibit "A" pages 40-41). She explained that expenses are less because there has been no allocation for a Recreation Director since October 2011 and that the Grants Writer has been out.

### **CRA Advisory Committee**

Community Redevelopment Director DiTommaso stated that the purpose of this item is to open a general discussion with the Board in order to get direction and input before bringing back a formal item for the Board to take action on. She stated that staff needs to define the various criteria that would make up the Committee such as membership, role of the Committee and appointment procedures.

Chair DuBois stated that this Committee could be a seedling of a more developed privately operated merchants association and this Committee does not have to continue in perpetuity by the CRA. He stated that it could be a goal of the Board that once the Committee is up and running to turn it over to the merchants to have a merchant association.

Vice-Chair Rumsey stated that having a merchant association as a goal is one thing that would be worthwhile to the community. He stated his recommendation would be to table

Vice-Chair Rumsey stated that having a merchant association as a goal is one thing that would be worthwhile to the community. He stated his recommendation would be to table the formation of a Committee at this time until the Board decides where it is going with the CRA. He stated that the formation of the Committee could be a goal of the Board within the next year once the Board determines if management of the CRA will be done by a consultant or in-house staff.

Chair DuBois stated that is fine with him but he would rather use postpone or continue to a later date might be a better term.

Interim Executive Director Titcomb explained to the Board if the Committee is an advisory committee to the CRA Board it would be subject to all the Sunshine, Ethics and State Statutes of all other Boards and Committees. He stated that is a different model than a private merchant association.

Board Member Hockman stated that he thinks it would be great to get the businesses in the CRA involved because they are the ones who are going to make the CRA.

The Board reached consensus to postpone the item.

**Public Comments:**

None

**COMMENTS BY BOARD MEMBERS AND EXECUTIVE DIRECTOR**

**Board Member Mosler** stated that she received a letter from Community Development Director DiTommaso regarding deliveries on Park Avenue to businesses are not long allowed. She stated that she thinks it is wonderful, but that it should not include UPS or Federal Express.

Economic Development Director Spicer stated that the intent was not to include UPS or Federal Express in this prohibition it was intended for larger trucks such as Coca-Cola, Pepsi and product delivery trucks.

Chair DuBois requested that another letter be sent that UPS, Federal Express and USPS mail delivery is not included and that these companies can deliver to the front of the stores.

**Board Member Hockman** stated that the workshop has been interesting and thanked everyone that came, but was hoping for more from the workshop.

**Board Member Longtin** asked if all the properties within the CRA were notified of the workshop.

Economic Development Director Spicer advised notification as sent out through the e-newsletter.

Board Member Longtin stated that it would have been nice if the people giving presentation would have provided handouts. She stated that she has heard that Lake Park is the second highest tax rate in Palm Beach County and during the upcoming budget to remember that information. She stated that having high taxes are not going to bring businesses and residents to the Town. She stated during the 2000 Census there was about 1,500 more people than the 2010 Census. She stated that she agreed with Vice-Chair Rumsey regarding e-marketing. She stated that if the Board does start the CRA Committee that the Board has to be willing to listen to what they have to say. She stated that it is very important to get the real budget numbers. She stated that the Board has to be willing to ask questions in the future when numbers are not adding up. She stated that she is interested in outsourcing the management of the CRA. She stated that she thinks the CRA needs some fresh eyes and new blood and new ideas. She thanked everyone for coming out and participating.

**Board Member Stevens** stated that he agreed with Board Member Longtin regarding lowering the millage rate. He thanked the businesses and residents for coming out and participating. He stated that he thinks the Board needs the financial figures for 2013 and hoped the TIF is on an upswing. He stated that once the Board has the figures to do visioning a determine what the Board really wants the CRA to be and determine how to proceed with outsourced or in-house CRA management. He suggested that the CRA create a database similar to the database that the BDB is creating. He discussed outreach and increasing the social media presence. He talked about incentives and other opportunities.

**Vice-Chair Rumsey** thanked the public and the businesses for coming out and participating. He thanked the professionals and business leaders who participated in the workshop. He thanked staff for putting together the workshop and presentation. He stated that he thinks that the Board is on the right track in determining what the next steps are for management of the CRA and is positive about the process. He stated he was one of the three votes that voted in the affirmative to lower the millage rate for this fiscal year.

**Chair DuBois** thanked the CRA management firms, professionals and staff for their hard work and participation in the workshop. He stated that indentifying inventory of 10,000 square foot spaces and shovel ready properties within the CRA is important. He stated that PBC interactive program will be an nice enhancement and asked for staff to get an information that is needed for the CRA and to get with the CRA's partners and provide the information. He suggested that agenda items be identified if the item is part of the CRA Master Plan. He stated that the expansion of the focus of the CRA to include the industrial area was a consensus of the Board. He suggested that a 5 year plan be developed.

**Interim Executive Director Titcomb** thanked everyone for participating. He stated that the minutes will embody the comments made at the workshop and will be coupled with the PowerPoint presentation. He stated that finance is the key to moving forward. He stated that a lot of good ideas where shared that will be discussed internally and with each

of the members. He stated that it is intended to bring back the best practices discussed to upcoming CRA meetings.

**ADJOURNMENT**

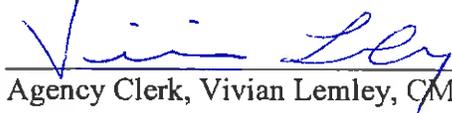
There being no further business to come before the CRA Board and after a motion to adjourn by Vice-Chair Rumsey and seconded by Board Member Stevens, and by unanimous vote, the meeting adjourned at 10:30 p.m.



Chair, James DuBois



Deputy Agency Clerk, Shari Canada, CMC



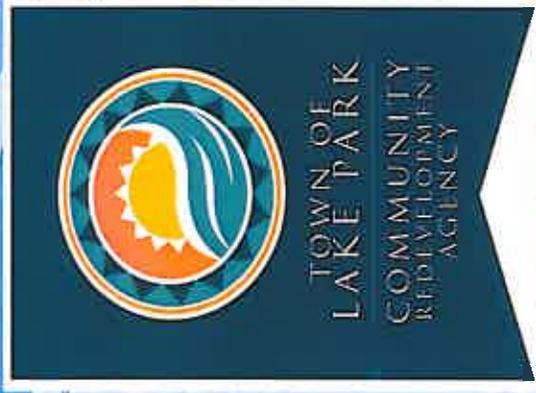
Agency Clerk, Vivian Lemley, CMC



FLORIDA

Approved on this 2 of May, 2012

Exhibit "A"



# TOWN OF LAKE PARK

## CRA

## WORKSHOP

April 11, 2012

Prepared by: Jennifer Spicer  
Economic Development Director



# Town of Lake Park CRA Boundary Map





## *Where are Lake Park's CRA areas?*

Existing land uses in the CRA follow patterns in the original 1919 Kelsey City Plan, when it was promoted as the “first zoned city in Florida.” There are about 308 acres in the Town's CRA, or about 20% of the Town's total area, and are parceled into three districts:

- **Arts District**
- **Commerce District**
- **Hometown District**



# CRA - Three Districts





## **CRA – Three Districts cont.**



### **ARTS DISTRICT**

The Arts District runs through the historic heart of downtown on Park Avenue between 7th Street and 10th Street. The CRA is promoting visual, audio, performing, graphic and culinary arts to complement the area's existing ballet and dance schools, art supplies dealer, and restaurants, and the coming artists' co-op and wine bar.



## **CRA – Three Districts cont.**



## **COMMERCE DISTRICT**

The Commerce District consists of 4 corridors: 10th Street, from Silver Beach Road to Northern Drive; Old Dixie Highway and FEC Railway areas; Newman Road area; and Watertower Road area. The District ranges from light to heavy commercial and industrial uses, with room for growth.



## **CRA – Three Districts cont.**



### **HOMETOWN DISTRICT**

The Hometown District is totally residential and serves as a transition between the commercial uses along the 10th Street corridor and the single-family neighborhood to the east. The CRA intends to create better integration of residential with commercial by promoting mixed-use properties.



## CRA Facts

- 1996- CRA Finding of Necessity
- 1999- Redevelopment Trust Fund was established
- 2007- Original CRA Plan Revisited
- CRA covers an area of approximately 308 acres
- Current population per 2010 Census – 8,155



# CRA Vision and Focus Areas

## Primary Focus

- Park Avenue & 10<sup>th</sup> Street
  - Promote and support the redevelopment
  - Allow for mixed used development
  - Supply Parking
  - Green Spaces for pedestrian amenities

## Secondary Focus

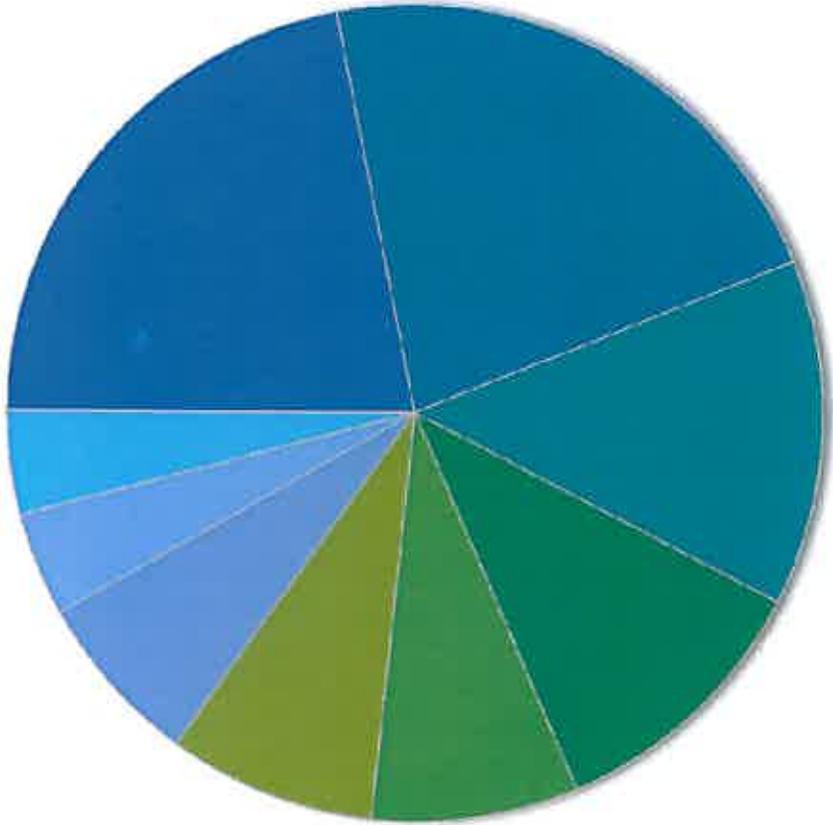
- Industrial & Residential
  - Promote the shovel ready properties
  - Assist residential property owners with beautification efforts/grants/loans



# Economic Development Director

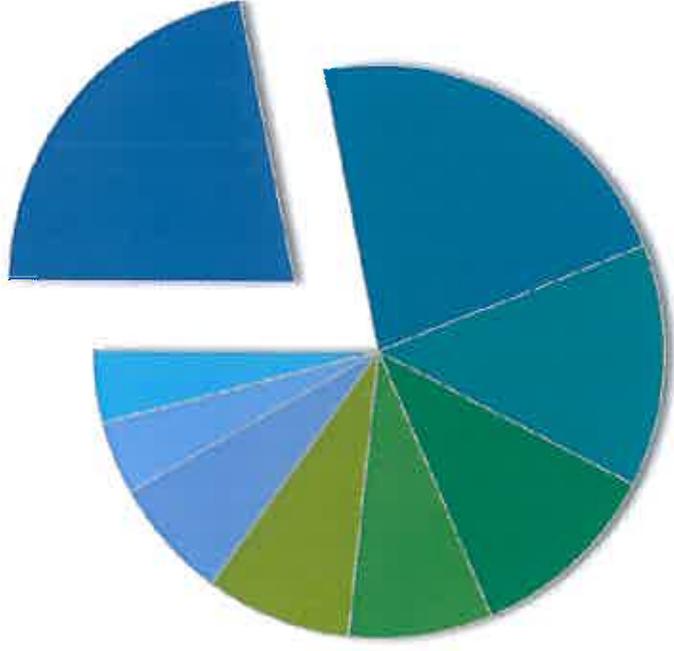
## Responsibilities

- Business Outreach
- Networking
- Business Marketing
- Industrial Area
- Special Events
- Advertising
- Permits & Zoning
- Façade Improvements
- Grants/Loans



# Business Outreach

- Identify and solicits appropriate businesses to relocate/establish within the CRA by:
  - ✓ Frequenting businesses in other municipalities in search of new opportunities
  - ✓ Utilizing database resources to find business relocation interests
  - ✓ Communicating with Real Estate agents and sharing store front availabilities
  - ✓ Participating in BDB and Chamber meetings/events
  - ✓ Negotiating sales and leases with prospective tenants

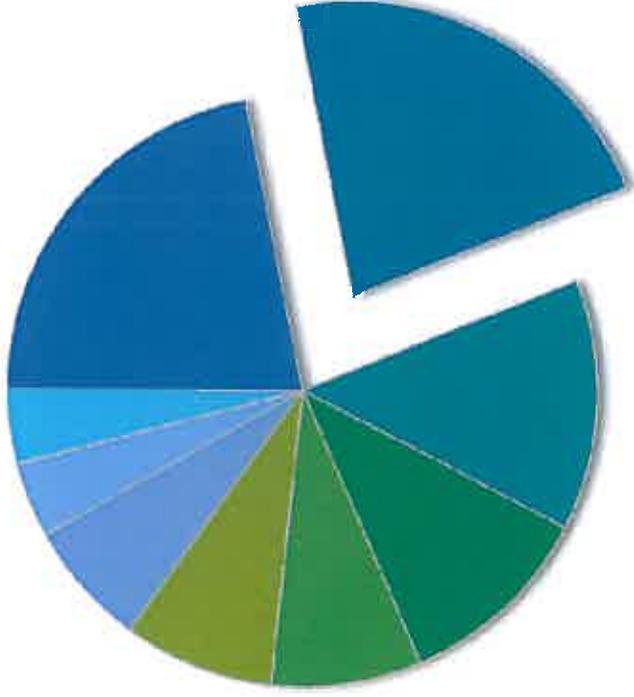




# Networking

▪ Interacting with various agencies, sharing and distributing ongoing CRA updates and efforts with:

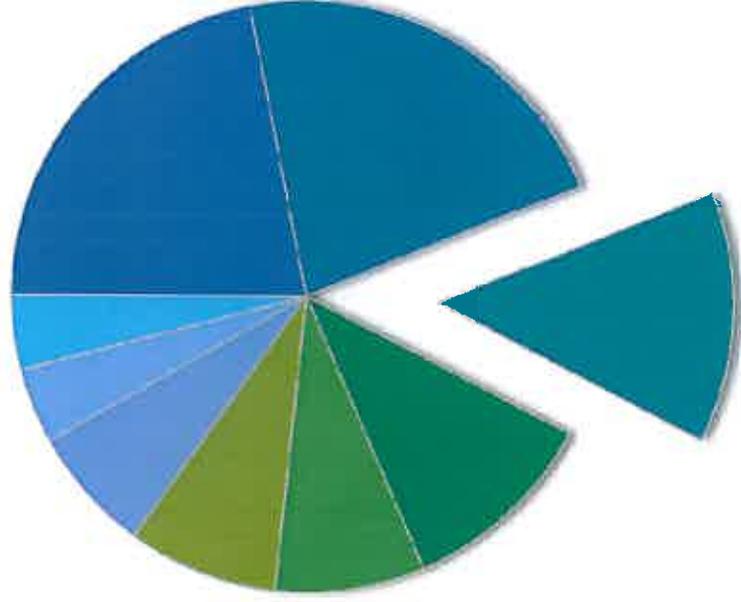
- ✓ North Palm Beach Chamber
- ✓ Business Development Board
- ✓ Florida Redevelopment Association
- ✓ Palm Beach County Board of County Commissioners





# Business Marketing

▪ Assisting merchants with a range of marketing and promotional materials including:



✓ Design

✓ Printing

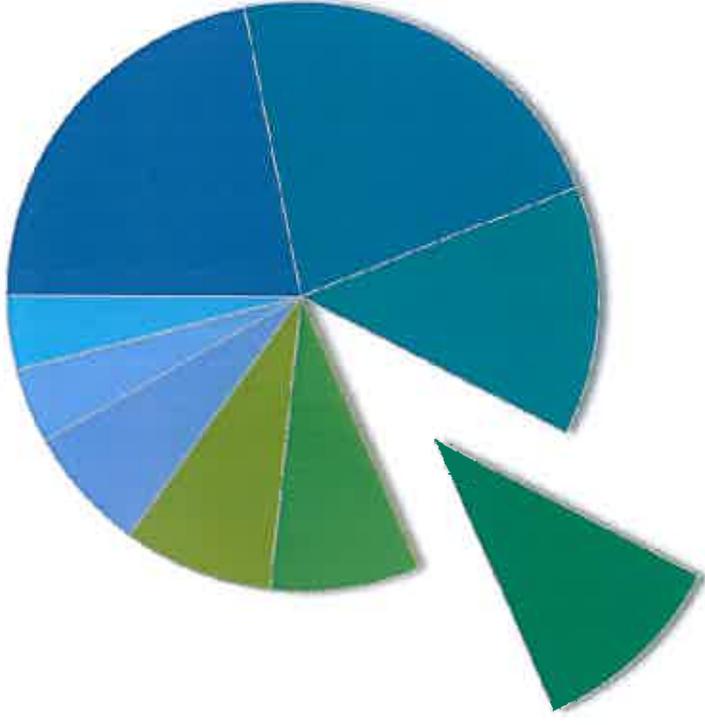
✓ Distribution

✓ Website and other media



# Industrial Area

- Identifying shovel ready land for future businesses
- Currently two properties have been registered with the BDB
- Additional outreach efforts to other vacant property owners





# Industrial-Shovel Ready

**1 Acre/ 10.55 Acres**

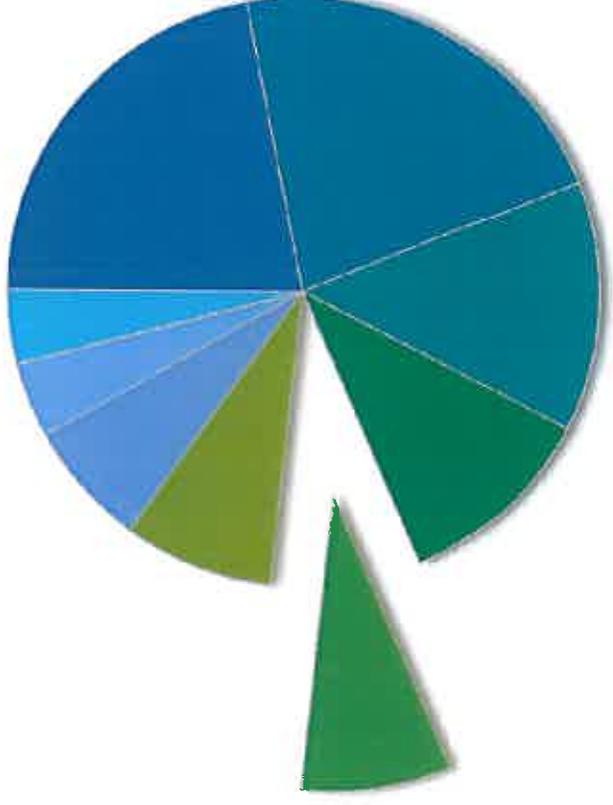


# Industrial Area



# Special Events

- Coordinate events to increase traffic and exposure to Downtown businesses as well as available store fronts
- Solicit sponsorship to assist with the CRA event budget/expenditures
- Special events can be a key component to attracting attention to any redevelopment program



# Events/Exposure



Town exposure/ traffic increase



Family oriented



Sponsorship support

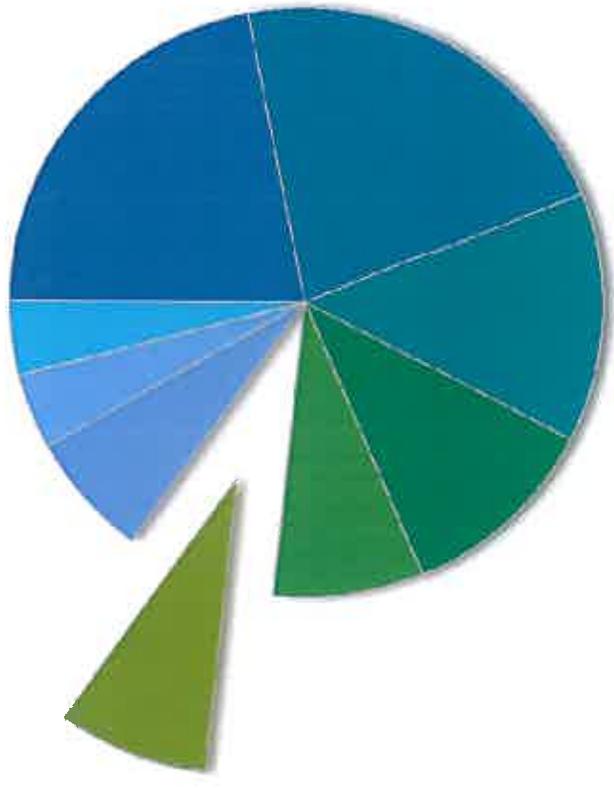


Local Businesses participation/ support



# Advertising

- Organize Media interviews and advertising for new and existing businesses on a regular basis
- Promote all CRA sponsored events on many levels
- Publicize current available store fronts via print and web resources



# Advertising cont.

The collage consists of five overlapping screenshots from various websites:

- Top Left:** A screenshot of a news article titled "Park hopes Seafood Festival will lead to a green market". It features a photo of a seafood market stall.
- Top Right:** A screenshot of a restaurant review page for "ACTIVATION NEW DINING". It includes a photo of a chef and a list of restaurant reviews with star ratings.
- Middle Left:** A screenshot of a news article titled "It's no ordinary sandwich at Lake Park's Brown Bagger". It features a photo of a sandwich.
- Middle Right:** A screenshot of a news article titled "Space the docker at Lake Park 'cove shack'". It features a photo of a boat docked.
- Bottom Left:** A screenshot of a news article titled "Over Lake Park: North Palm Beach Mayor's bid aims to visit 'DOWNTOWN'". It features a photo of a boat docked.
- Bottom Right:** A screenshot of a news article titled "Lake Park Harbor Marina". It features a photo of a boat docked.

**LAKE PARK** — With a low-interest loan from the town's Community Redevelopment Agency, Casper's on Park joined a dining-related business along Park Avenue when it opened recently.

Owners Giuseppe Cianfrone and Alex Urrutia, whose eatery serves Western European fare such as panini sandwiches, pizza and pasta, received a 2 percent loan from the CRA.

"The CRA gave me the loan to start, and I put the business plan together and opened the restaurant," said Cianfrone, who named the eatery after his 7-year-old rat terrier, Casper. "I wanted to have a very nice place."

Lake Park's CRA was adopted in 1996 in an effort to revitalize areas suffering from economic, environmental and social decline through business development, job creation, housing rehabilitation and financial assistance.

When money is available, the CRA distributes loans and grants

## CRA loan helps launch eatery

**By BOB WASSER**  
*Lake Park Post Staff Writer*

LAKE PARK — With a low-interest loan from the town's Community Redevelopment Agency, Casper's on Park joined a dining-related business along Park Avenue when it opened recently.

Owners Giuseppe Cianfrone and Alex Urrutia, whose eatery serves Western European fare such as panini sandwiches, pizza and pasta, received a 2 percent loan from the CRA.

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When money is available, the CRA distributes loans and grants

...cent > FloridaGoGo

**Over Lake Park: North Palm Beach Mayor's bid aims to visit 'DOWNTOWN'**

n city wants you to visit

**Lake Park Harbor Marina.**

**By JANIS FONTAINE**  
*Lake Park Post Staff Writer*

Updated: 8:00 p.m. Tuesday, Sept. 20, 2011  
Posted: 5:53 p.m. Tuesday, Sept. 20, 2011

Photo courtesy of Lake Park Community Redevelopment Agency

**Lake Park Harbor Marina.**

**By JANIS FONTAINE**  
*Lake Park Post Staff Writer*

Updated: 8:00 p.m. Tuesday, Sept. 20, 2011  
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Photo courtesy of Lake Park Community Redevelopment Agency

**It's no ordinary sandwich at Lake Park's Brown Bagger**

...ent > FloridaGoGo

**Space the docker at Lake Park 'cove shack'**

...ent > FloridaGoGo

**Space the docker at Lake Park 'cove shack'**

...ent > FloridaGoGo

**Park hopes Seafood Festival will lead to a green market**

...ent > FloridaGoGo

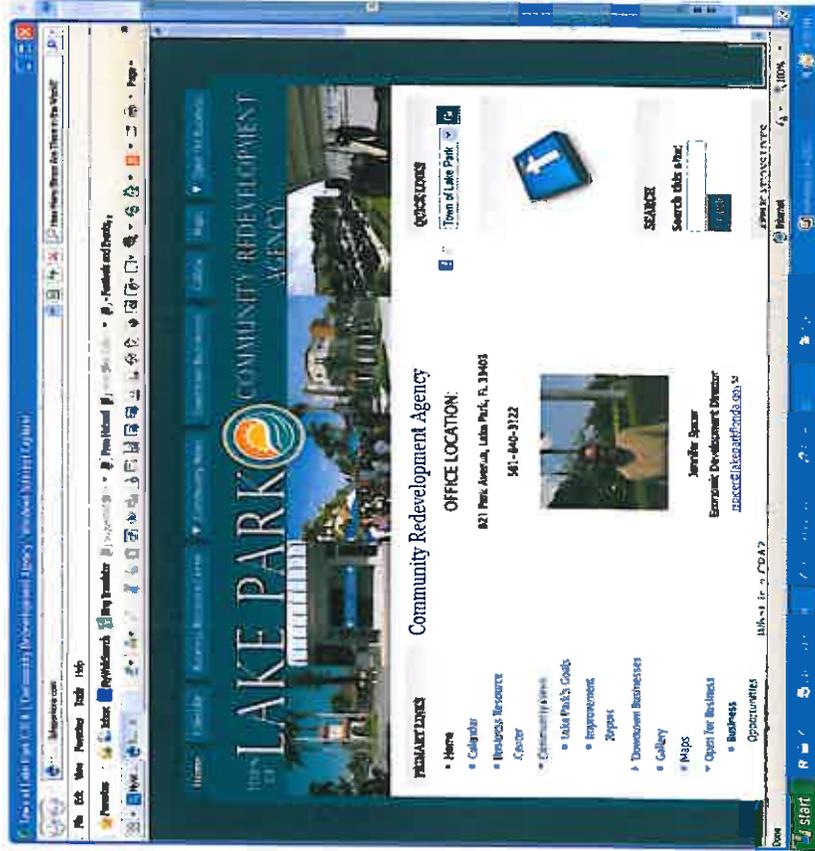
**Restaurant reviews**

...ent > FloridaGoGo

**Restaurant reviews**

...ent > FloridaGoGo

# Advertising cont.



CRA Website  
[www.lakeparkcra.com](http://www.lakeparkcra.com)

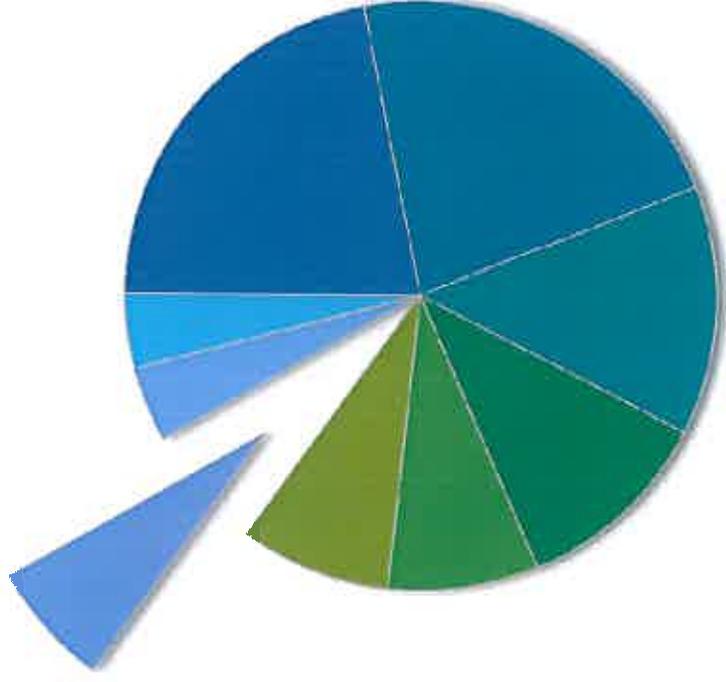


CRA Business Newsletter



# Permits/Zoning/Finance

- Work closely with the Community Development Director to identify all necessary building/zoning and signage permits



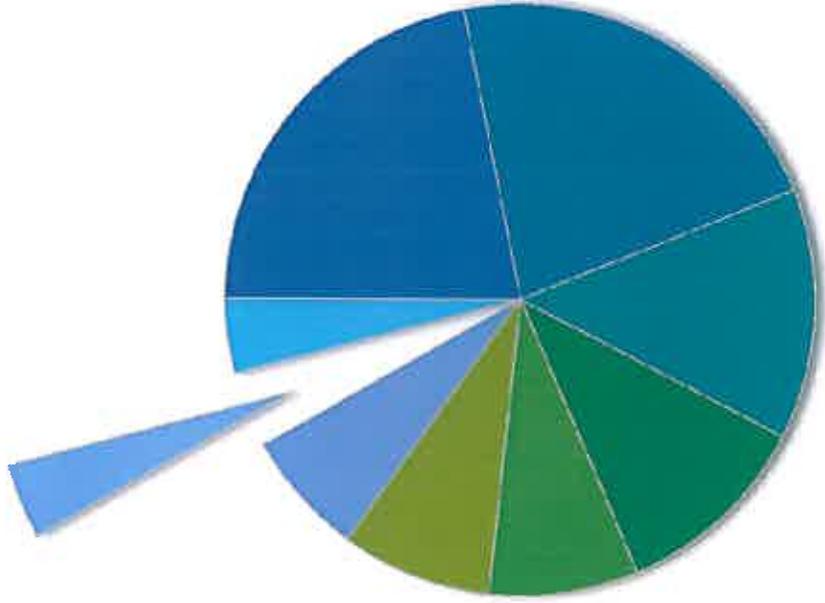
# Permits/Zoning/Finance



- Submits plans and permit applications, ensuring an expedited process for current and prospective business owners
- Submits grant/loan applications to the finance department for processing
- Assists Finance Dept. with outstanding matters



# Façade Improvements



- Assist Business owners with building improvement projects
- ✓ Connect Lake Park businesses with local vendors for any improvement/renovation efforts

# Signage/ Façade/ Incentives

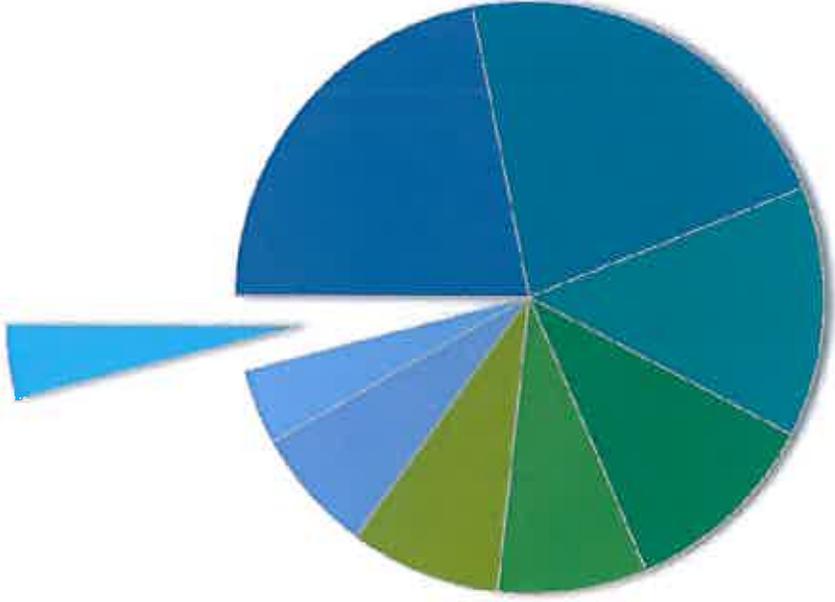
- Assisting merchants with signage companies for an easier permit process/affordable and installation process





# Grants & Loans

- Inform current merchants and new businesses of grant/loan programs
- Help coordinate and expedite the grant application through the originating agency
- Maintain an open line of communication with Palm Beach County Redevelopment Department in an attempt to refer new and current businesses for grant/loan opportunities





# CRA - Updates

- **Pho Hot Pot- 826 Park Avenue**
  - **Interior Build-out** - Has been completed, tables and chairs have been delivered. Final Fire department inspections are pending.
  - **Exterior** – Pending on final inspections\* from Seacoast utilities and the Fire Department. Building exterior painting has been completed.
  - **Opening** – Summer 2012\*

# CRA- Updates cont.

Pho Hot Pot Restaurant  
826 Park Avenue





# **CRA – Updates cont.**

## **Pho Hot Pot Restaurant**

### **Exterior Painting**

**BEFORE**



**AFTER**



# CRA – Updates cont.



## **One Park Place 801 Park Avenue ( Approx. 34,000 sq. ft. )**

- Proposal for purchase was submitted to the bank on 1/12
- Proposal amended and re-submitted on 2/27- Pending response



# CRA - Updates cont.



## 918 Park Avenue

**Historical Building**  
( Approx. 5,000 sq. ft. )

- Contract for purchase has been approved by the Financial Institution
- Proposed usage of 4 residential units over 4 ground floor retail units



# CRA - Updates cont.



## 754 Park Avenue

( Approx. 5,500 sq. ft. )

- Status/ Vacant
- Currently working with building owner for a possible future business



# CRA – Updates cont.



## 801 Park Avenue Art On Park Gallery

(Approx. 2,200 sq ft.)

➤ RFQ in progress



# CRA - Updates cont.

**933 – 935- 937**

**Park Avenue Restaurant  
( Approx. 2,300 sq. ft. )**

**Baja Cantina & Tequila Bar  
“ Don Ramon ”**

- Lease has been submitted for revision ( corrections )





# CRA – Updates cont.



## 936 Park Avenue (Approx. 6,000 sq. ft)

- This location has been targeted for a future Specialty Store
- A lease agreement has been submitted to the client's attorney for revision



# CRA – Updates cont.

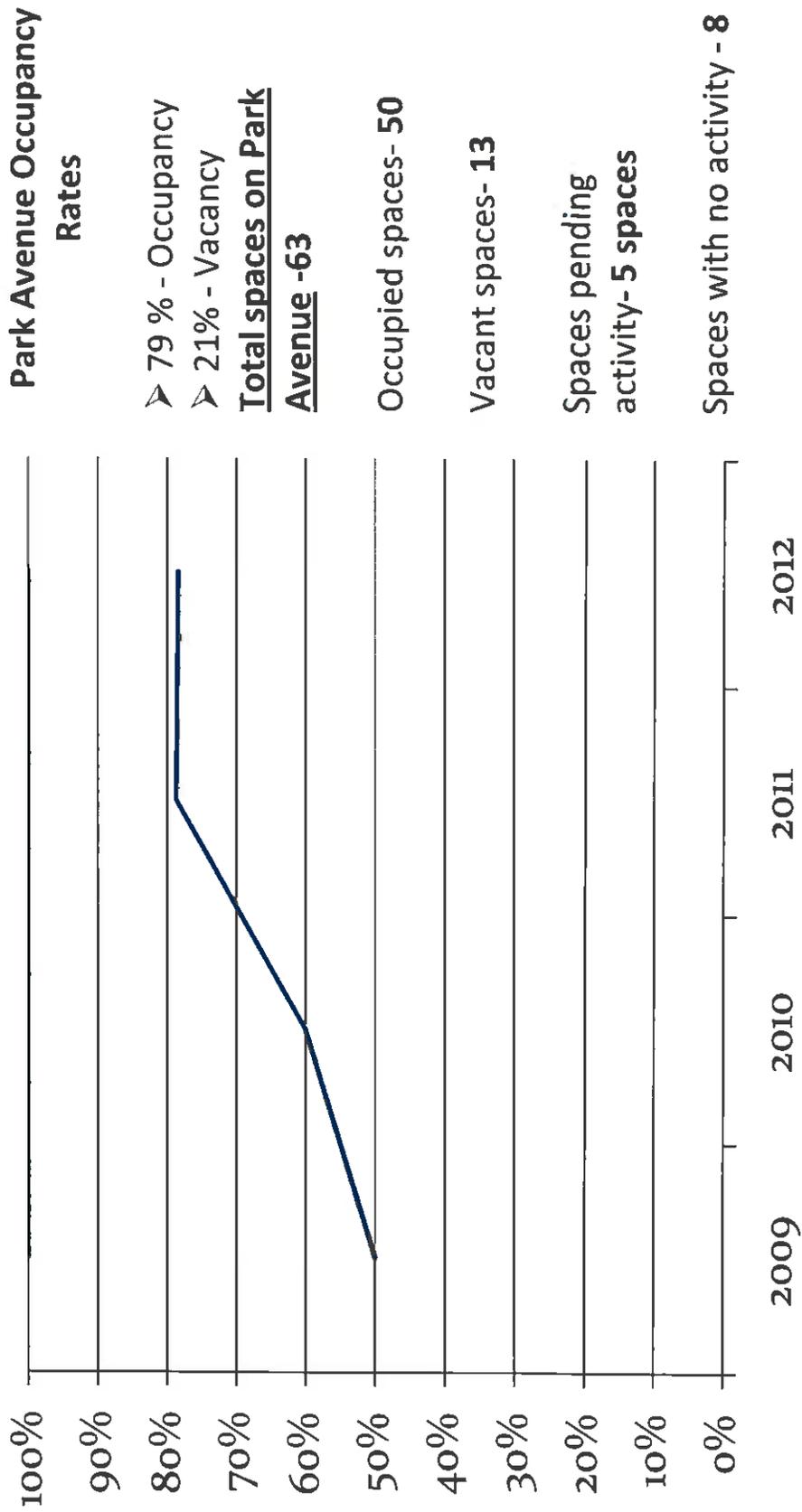


## 838 and 846 Park Avenue

( Approx. 800- 900 sq. ft. )

- Advertising store fronts with the CRA's contact information available 7 days a week

# CRA - Updates cont.





# Challenges

- **Lack of available funding**
- **Limited anchors to attract established businesses**
- **Dated buildings in need of updates**
- **10<sup>th</sup> Street Road- In need of repair/landscape**



# CHALLENGES

## 10<sup>th</sup> Street





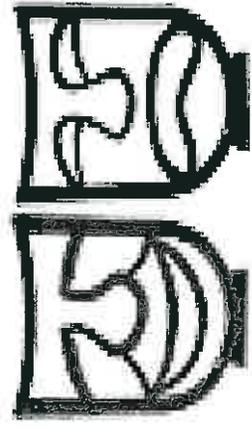
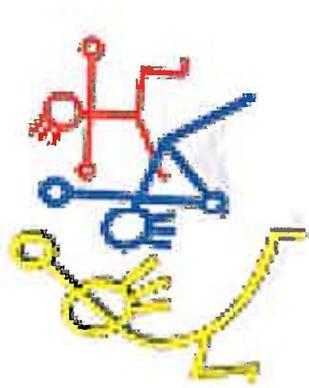
# CRA Wish List

- Improvements desired:
  - Signage- Store Fronts
  - Parking improvements
  - 10<sup>th</sup> Street road – repair/landscape
  - 10<sup>th</sup> Street pole banners installation
  - Artsy bike racks for Park Avenue
  - Bus stop benches for 10<sup>th</sup> Street



# Wish List cont.

**Bike Racks for the  
Downtown District**



**Banners for  
10<sup>th</sup> Street**



**Bus Stop Benches  
for 10<sup>th</sup> Street**



# CRA Financial Status FY 2012

## REVENUES

| Description        | Original   | Budget Revised | Actual     | %   | Net        |
|--------------------|------------|----------------|------------|-----|------------|
| TOTAL CRA REVENUES | 999,885.00 | 999,885.00     | 420,840.09 | 42% | 579,044.91 |

## EXPENSE ALLOCATIONS

|                         |            |            |            |     |            |
|-------------------------|------------|------------|------------|-----|------------|
| Total Personal Services | 258,235.00 | 258,235.00 | 109,197.34 | 42% | 149,037.66 |
| Total Operating         | 355,995.00 | 360,495.00 | 197,718.86 | 77% | 84,381.26  |

Data: March 2012



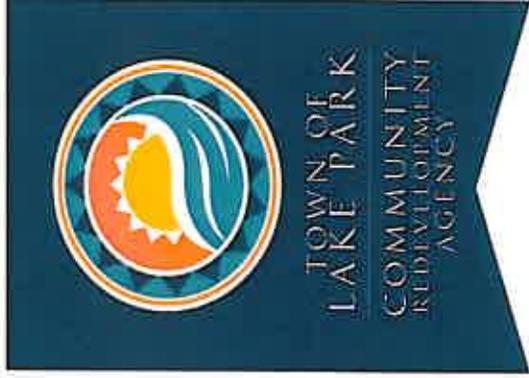
# Personnel Recap

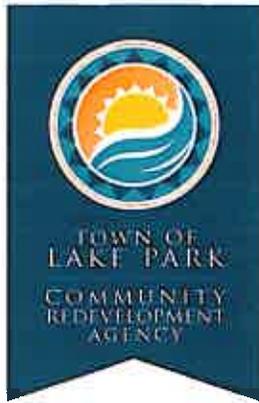
CRA Proportion of town funded positions

- Economic Development Director- 100%
- Community Development Director- 20%
- Recreation Director- 50%
- Project Manager (25 hrs/week)- PT
- Grants Writer- 50%
- Planner- 10%
- Code Officer- 10%



*Thank You for your attention!*  
**Questions?**





# AGENDA

Community Redevelopment Agency Workshop  
 Wednesday, April 11, 2012, 6:30 pm  
 Lake Park Town Hall  
 535 Park Avenue

|   |   |                                   |
|---|---|-----------------------------------|
| <b>James DuBois</b>                         | — | <b>Chair</b>                      |
| <b>Kendall Rumsey</b>                       | — | <b>Vice-Chair</b>                 |
| <b>Christiane Francois</b>                  | — | <b>Board Member</b>               |
| <b>Steven Hockman</b>                       | — | <b>Board Member</b>               |
| <b>Jeanine Longtin</b>                      | — | <b>Board Member</b>               |
| <b>Sue-Ellen Mosler</b>                     | — | <b>Board Member</b>               |
| <b>Tim Stevens</b>                          | — | <b>Board Member</b>               |
| <hr style="border-top: 1px dashed black;"/> |   |                                   |
| <b>Jaime Titcomb</b>                        | — | <b>Interim Executive Director</b> |
| <b>Thomas J. Baird, Esq.</b>                | — | <b>Agency Attorney</b>            |
| <b>Vivian Mendez Lemley , CMC</b>           | — | <b>Agency Clerk</b>               |

PLEASE TAKE NOTICE AND BE ADVISED, that if any interested person desires to appeal any decision of the Town Commission, with respect to any matter considered at this meeting, such interested person will need a record of the proceedings, and for such purpose, 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. *Persons with disabilities requiring accommodations in order to participate in the meeting should contact the Town Clerk's office by calling 881-3311 at least 48 hours in advance to request accommodations.*

**A. CALL TO ORDER**

**B. PLEDGE OF ALLEGIANCE**

**C. ROLL CALL**

**D. ADDITIONS/DELETIONS - APPROVAL OF AGENDA**

**E. SPECIAL INVITATION SPOKESPERSONS:**

- Ed Chase – CEO Northern Palm Beach Chamber
- Shawn E. Rowan – Assistant Vice President, Business Development Board
- Sherry Howard – Director, Palm Beach County Department of Economic Sustainability

- F. CRA MANAGEMENT FIRMS PRESENTATIONS:**
- Jeff Oris – PAR Consultants, Inc.
  - Christopher J. Brown – Principal, Redevelopment Management Associates (RMA)
  - Kim Briesemeister – Principal, Redevelopment Management Associates (RMA)
- G. CRA BOUNDARY MAP AND ZONING DESCRIPTION:**
- Nadia DiTommaso – Community Development Director
- H. CRA OVERVIEW;**
- Lake Park CRA Facts
  - The Vision and Focus Areas
  - Required, Ongoing Responsibilities for CRA Completion
- I. CRA PRESENTATION:**
- Update and Overview on Existing Projects, Properties and Agreements
  - Challenges Facing our CRA
  - Public Infrastructure Road Conditions/Drainage/Lighting – Richard Pittman
  - CRA Financial Status – Deborah Dorion
  - A “Wish List” of Resources and Partners to Improve Our CRA Outcomes
- J. CRA Advisory Committee:**
- Nadia DiTommaso – Community Development Director
- K. PUBLIC COMMENT:**
- L. BOARD MEMBER COMMENTS AND EXECUTIVE DIRECTOR COMMENTS**
- M. ADJOURNMENT**