

SUMMARY MINUTES

REGULAR COMMUNITY REDEVELOPMENT AGENCY ADVISORY COMMITTEE MEETING

July 6, 2006

A regular meeting of the Chairman and Members of the Community Redevelopment Agency Advisory Committee (CRAAC) was held in the North Miami CRA Offices on Thursday, July 6, 2006, beginning at 6:05 p.m.

(Phonetic spelling of each speaker's name may be used throughout the minutes unless correct spelling is known.)

ROLL CALL

	Absent/ Present	Cumulative From 2/9/2006	
		(P)	(A)
Blanca Cobo	P	5	0
Inez Couch (arrived 7:05)	P	5	0
Judy Feldman	P	3	2
Bruce Gibson	P	4	0
Dr. Smith Joseph (arrived 6:12)	P	5	0
Michael McDearmaid (arrived 6:30)	P	5	0
Jesus Remon	P	2	0
Clark Reynolds	P	4	1
Bill Valentine	P	5	0
Duke Sorey	P	5	0

APPROVAL OF MINUTES:

Regular Meetings – May 4, 2006 and May 17, 2006, approved by Committee.

ITEMS FOR REVIEW AND/OR DISCUSSION

1. INTRODUCTION

Chair Clark Reynolds opened the meeting and called on Executive Director Tony E. Crapp, Sr. The Executive Director expressed his gratitude to all Advisory Committee members for being

there and for the opportunity of meeting with each of them on a one-to-one basis in the past few weeks.

2. DISCUSSION ON THE MEMO BY THE EXECUTIVE DIRECTOR DATED JUNE 22, 2006 TO THE CRA BOARD FOR THEIR MEETING ON JUNE 27, 2006

The memorandum is a report on the Executive Director's assessments and recommendations from his first few weeks on the job, to give a sense of what his perspective is and outline his suggestions for the future of the CRA. The Executive Director highlighted key issues from the report:

Organizational Structure and Staff Capacity

- Until now many functions of the CRA have been carried out by outside consultants. It is therefore recommended that more full-time direct employees be hired with the skills to implement CRA projects. A staffing structure will be proposed in the next 30 days, with the goal of having some of this staff on board by October 1.
- The CRA will begin looking for new office space to accommodate future needs and CRAAC meetings.
- The website contained inaccuracies and omissions which have been corrected and new procedures are now in place to ensure the quality of the site.
- Personnel and procurement policies will be established in the next 60-90 days.

Financial Reporting and Fiscal Accountability

- Included in the memo is a preliminary recap of revenues and expenditures for the fiscal year up to May 30, 2006. A more formal statement will be prepared to cover the period of October 1, 2005 to June 30, 2006, and will be presented quarterly in the future.
- It is recommended that the CRA secure 501(c)(3) status to enable us to pursue different funding opportunities.
- Auditing services will be secured by issuing an RFP.

FY 2005-06 Projects, Programs and Activities

- The Executive Director reviewed a table showing the CRA Projects, Services and Programs, with columns showing a comparison between the Adopted 2005-06 Budget and Amended 2005-06 Budget.
- The CRA will be developing a monthly update on all projects to be posted on the website and presented at meetings.
- Ruck's Park
 - CRA Staff and the CRA Attorney are working diligently to conclude negotiations on the development agreement with North Miami Housing (NMH).
 - The CRA is contacting providers of homebuyer training and qualification, plus looking at State programs and other resources to leverage CRA funds. This work will lead to a comprehensive affordability strategy to be discussed at future meetings.
 - The request to amend the 2005-06 budget and issue the Line of Credit for Ruck's Park is moving forward, as it was favorably considered by the June 14 TIF Committee meeting. CRA Staff will work in coordination with County staff next take

the amended budget to the Community Empowerment and Economic Revitalization Committee and finally to the Miami-Dade Board of County Commissioners for anticipated approval prior to September 30, 2006.

- Commercial Façade and Redevelopment Grant Program
 - A matrix was distributed to CRAAC members that compares the City, County and other programs in the region. The CRA's Program will be a syntheses of these programs, taking the best of each while maintaining maximum flexibility.
 - One of the parameters considered is the Program Requirements for each program. The idea is to eliminate some burdensome federal requirements while selectively adding requirements that will lead to better results, such as requiring maintenance of improvements.
 - From the Program Description comparison, once can see that the CRA plan is to create a program to assist all those in the CRA, not necessarily downtown or in the CDBG area.
 - In terms of Eligibility, look to the City's existing façade program for the facade part of the CRA program and use the Downtown Improvement Program eligibility requirements for other types of assistance.
 - The key is to design a flexible program where businesses and long term tenants as well as owners can apply. Please note that this is just a draft –further discussions with City staff are necessary before coming back to the Committee and the Board with a more polished program.
 - DISCUSSION

Questions were raised by committee members as to the role of CDBG funds in carrying out the CRA's programs. The Executive Director explained that those funds would only be used if they would leverage CRA funds and did not negatively impact the flexibility of the CRA's program. The CDBG money is only one tool in the CRA's toolbox. A member of the public suggested that some applications are intimidating for a small business owner. The Executive Director responded that there are programs specifically aimed at small business that they can pursue, such as Micro-enterprise loans or the County's Mom & Pop program. Dr. Joseph asked if serving on the CRAAC disqualified someone from applying for the redevelopment grants. The CRA Attorney, Steve Zelkowitz said the answer is no, but they would have to recuse themselves from voting on an item that specifically referred to their application.

Clark Reynolds thanked the Executive Director for laying out a program in a clear way so that he and the Committee can have a good feel for the programs being considered by the CRA.

Downtown Improvement Program Initiative

The Executive Director went over another memo that was handed out at the meeting titled: *Proposed Downtown Improvement Program Initiative*. The key to the success of these programs is in partnering with the City. The CRA's primary function will be to coordinate and fund the initiatives, while taking advantage of each City department's expertise and administrative capabilities to implement the programs. The lead departments have all been identified and they will be coming back with Scope of Work descriptions and cost estimates by late July. The Executive Di-

rector has met with the City Manager, and Deputy City Manager, and then with the leaders of all Departments involved. The following table is reproduced from the memo:

Lead Department (as of 6/22/06)	Program Components/Tasks
Public Works/P&R	Pressure Cleaning of Sidewalks
Public Works/P&R	Litter Control
Public Information	Banners
Public Works	Waste Containers
P&R	Trees
Public Works	Fountain Repair (6 th Avenue/Dixie Hwy)
Public Works	Removal of Concrete Furniture
Public Works	Code Enforcement Enhancement
City Manager's Office/Community Planning and Development (CPD)/CRA	Downtown Incentive Program
CPD/CRA	Commercial Façade Program

One of the first questions that needed to be addressed was what the initial boundaries should be, and the following is what was suggested:

N.E. 125th Street from NE 6th Avenue on the West to NE 10 Avenue on the East; and West Dixie Highway from approximately NE 123rd Street on the South to approximately 127th Street on the North.

The departments will base their scopes of work on this *initial* boundary for the programs they are taking the lead on. The key is to make a meaningful, visible change to the area, and then the area can be expanded.

The Executive Director next reviewed Section III of the memo which outlines a suggested approach for the City/CRA partnership for implementing the program. Basically, each lead department researches the needs and specifications, and then prepares a scope of work which would include unit costs whenever possible, and they would deliver these proposals to the City Manager's office. The CRA will then review these proposals and present them to various stakeholder groups such as this Committee, the CRA Board, Chambers of Commerce and others. Lastly the CRA sits down with the City to negotiate terms for our agreements, to determine their levels of service and our contribution.

Lastly the Executive Director reviewed the fairly aggressive timeline to get all this done, with the goal of beginning the implementation of many programs before the end of the current fiscal year at the end of September.

DISCUSSION

Bruce Gibson offered his support for using the City's expertise in various areas, but wants to be sure to delineate capital expenditures vs. maintenance costs. He is concerned the City may want to use our funds for services they should be already providing. Pressure cleaning is the type of service he is concerned about. The Executive Director explained that he has made it clear to the

City that the CRA is not going to be a substitute funder for their services, but will only contribute when it is an enhancement to an existing service or an increase in the level of service that the City provides. Any expenditure would have to pass the test of State redevelopment statutes as an eligible expense from the CRA's Trust Fund.

Jesus Remon asked whether the CRA can invest money that it doesn't expend in a particular year. The Executive Director said that we will have a capital investment program that will address all our revenues. Money received during a year does not necessarily have to be spent but needs to be allocated to specific programs via the capital program. Bill Valentine added that it is the job of the Committee and the CRA to make sure that the money that is coming in is spent in the proper fashion and prioritized, not simply that it is expended.

When asked about the timetable, the Executive Director explained that he has followed up with the department heads to keep on schedule with the programs. The Deputy City Manager reiterated to the department heads the importance of getting the scopes done expeditiously. July 20 is the next big deadline when the departments are to submit their recommended Scope of Work Descriptions and Cost Estimates to the City Manager's Office for transmittal to the CRA.

FY 2006-07 Budget Priorities

Page 5 of the June 22, 2006 memorandum contains information about FY 2006-07 budget priorities that will be further discussed with the CRA Board on July 11. The main priorities are:

Continued funding for the homebuyer training and pre-qualification program, the Commercial Façade Program, the Downtown Improvement Program, and initial funding for a Downtown Development Master plan that would include NW 7th Avenue.

On the Downtown Improvement program the Executive Director suggested bringing back the idea of a CRA-funded code enforcement officer dedicated to the Downtown Business district, which was taken out of this years' budget. Clark Reynolds expressed strong agreement that code enforcement be a priority. Bruce Gibson asked if the downtown district was enough for a full-time officer, and Mike MacDearmaid asked if it's possible to just pay for part of the code enforcement officer's time. Bill Valentine suggested that the CRA boundary is more than large enough to give a full-time officer enough duties. Mike MacDearmaid explained that there are existing *Commercial* code enforcement officers who are already overwhelmed, and perhaps we could designate officers to specific Commercial Corridors. Clark Reynolds stated that as downtown land owner, it would be great to be able to call someone in City Hall by name that would be familiar with that corridor's needs.

On the funding of a Downtown Development Master Plan, Jesus Remon supported the idea and urged CRA Staff to examine the Johnson & Wales Master Plan, which came before the Planning Commission. He said the Plan is exhaustive, and the CRA should consider building from that (provided a contact at Johnson & Wales, Loreen Chant). The Executive Director mentioned that he already is meeting with people from the School and will investigate the suggestion further.

Clark Reynolds urged the Master Planning process to start *now*, as it will take a considerable amount of time to create and needs to be in place by the time funds become available for plan implementation. Don't wait until the money needs to be spent and rush into things. He also said

it's important to clarify the different nature of the Comprehensive Plan, the Land Development Regulations and the proposed Master Plan, as some already ask him why does a Master Plan need to be done at all. Bruce Gibson recommended that CRA Staff ensure that consultants hired to create the plan, *not* benefit from the implementation of the plan as this may lead to problems that are being experienced with other City projects.

3. FY 2006-07 BUDGET PRIORITIES

The Executive Director explained that the budget included in the Agenda Packet is preliminary, and for discussion purposes only (Item IV, Exhibits 1 & 2). The figures are preliminary as the County has not yet provided the tax roll information, nor the adopted tentative millage rate. The following discussion will be about the undesignated portion of the budget or \$855 thousand out of the total budget of \$3.2 million for 2006-07.

The Executive Director and Chief-of-Staff Chuck Adams reviewed Exhibit 2 that contained various spreadsheets analyzing the Sources and Uses of Funds for current and future budget periods in terms of the Capital Projects Fund, Operating Fund, and Debt Service Fund. As mentioned, the projections are for discussion purposes and can change considerably once revenue numbers are more certain. The current estimates are conservative. In response to a question from the general public, the Executive Director stated that the unallocated funds are just that, and do not need to be spent on programs that are listed in the memo as "continuing." The Chief-of-Staff explained that the committee and others should not focus on the \$855,000 number, but discuss in terms of priorities for spending and magnitude.

Community Policing

A member of the public asked about the possibility of funding for additional police presence, specifically for NE 125th Street and 14th Avenue, near the railroad tracks. Chair Clark asked about the possibility of spending on Community Policing to help problem areas. Mike MacDearmaid explained that it costs in total about \$100,000 to hire a policeman, so it must not be taken lightly. Duke Sorey said that it is possible to get police action to solve problems by simply getting together with elected officials and the police leadership and explain what is needed. This many not require additional personnel, just more focused attention.

The Executive Director clarified that to be an eligible activity, there must be a Community Policing element in the Redevelopment Plan. In addition, the difficulty is in demonstrating that the CRA funding is for enhancement of a level of service, and not a substitution.

Further Discussion

Jesus Remon suggested that we don't create new programs, and that money is better spent supplementing ongoing programs. Bruce asked about the acquisition of land and whether some of the line of credit be spent on that. He felt that land should be acquired prior to changes to the land development codes which are currently being worked on, as their enactment can greatly increase land costs.

Infrastructure Spending

Judy Feldman reminded the Committee that the infrastructure is in a deteriorated state, and Mr. Remon added that he hasn't seen any discussion about infrastructure in other City planning efforts. He thinks this is a potentially serious problem especially as the CRA supports increased density, height, and mixed use, and that businesses will not locate here if they feel the infrastructure is inadequate. Affordable housing with no jobs doesn't work.

Mike McDearmaid said this was addressed during general obligation bond discussions and reiterated that staff has warned him that the infrastructure is being "held together with chewing gum and wire." Jesus Remon asked all to consider, what other opportunity will the city ever have again to have significant funds for something like this? Inez Couch warned that if there is a sewer leak and it pollutes the Oleta River, the City could be fined millions of dollars – it is therefore financially prudent to improve the infrastructure.

The Executive Director said that in the Redevelopment Plan there is money allocated for infrastructure, but we need to decide on the timing of these expenditures and the proportion of the expenses that the CRA will fund. He has already begun conversations on this subject with the City Manager, Deputy City Manager, Budget Director and Public Works Director. This will become more important when the CRA has the ability to issue bonds, around the 2008-09 period. The CRA must first show the County and financial institutions that it has the ability to repay based on the TIF revenue stream and use this money effectively – that is the CRA must have a proven track record.

Jesus Remon urged that the CRA's resources be focused on a limited number of programs, preferably those already in existence, and see them through. Then after a while the market will take over and money can be reallocated. The Executive Director agreed and gave the Commercial Façade Grant and Downtown Improvement programs as examples of efforts started by the City that the CRA will continue to support or enhance.

4. PROPOSED CONCEPT FOR SERVICES AND AFFILIATE AGENCY AGREEMENTS

The Executive Director said that at this time, the Affiliate Agency status is not ready for discussion, but he explained that the agreement would allow CRA Staff to be covered under various City programs, such as health insurance and pension plan, greatly reducing costs. He will return next month with details.

On the Services Interlocal Agreement and related resolution, the Executive Director explained that the document serves to set the parameters for future negotiations with the City for specific services. The memo describes the budget allocation process for both parties and helps establish a framework for establishing how labor costs are reimbursed.

Jesus Remon commented that while this makes sense, he wonders "who's the boss?" If the CRA is using a person 20% of the time, the person who controls the other 80% will command more attention. The Executive Director explained that we will be "purchasing" services from the City and they will have to show that the work is being done to agreed upon specifications. The CRA Attorney added that it simply allows us to get a service, such as doing the background checks on

the Committee members, without having to find, hire, and supervise someone. The Executive Director added that, however, we will only do this if it makes sense as we are capable of contracting private parties as well – it's just another tool.

5. PROPOSED LICENSE AGREEMENT TO PERMIT NORTH MIAMI HOUSING TO ACCESS RUCK'S PARK

The CRA Attorney explained that this license agreement allows work on Ruck's Park to go forward while the developer's agreement is still being negotiated. It protects the CRA while allowing NMH and its subcontractors to enter the site and continue their due diligence work, such as completing the Phase II Environmental Review.

Chair Reynolds mentioned that he would like to hold a special workshop or a background paper on Ruck's Park, because he just didn't have a good feel for how it all came about. A discussion ensued and no final recommendation was made.

MOTION #1

Motion made by Mike McDearmaid, seconded by Duke Sorey, Sr.

The advisory committee recommends that the CRA Board accept the License Agreement on Ruck's Park.

Motion passed unanimously 12 to 0.

Bruce Gibson asked if there are any contingency plans for local residents for environmental accidents related to the development of Ruck's Park. The CRA Attorney explained that Miami-Dade County's Water and Sewer Department and the Department of Environmental Resources Management will have to approve any work which may have an environmental impact. The CRA is not the governmental authority with jurisdiction over these matters.

Next Mr. Gibson expressed concern over the timing for building permits and the creation of condominium documents. He thought that this could seriously set back completion of the project and make an August 2006 groundbreaking difficult. The Executive Director said that he is working diligently with NMH to ensure work is going forward as planned, and will forward to the Committee a timeline prior to the next meeting. The CRA Attorney said that each of the items on the timeline is being discussed as the developer's agreement is being negotiated, and that the Development Agreement will be presented to the CRAAC for review.

Bruce Gibson said he heard that the development fee would be paid at the end of the project. The CRA Attorney said there may have been verbal statements to that effect but current negotiations indicate that the development fee will be paid on a monthly basis following closing of the construction loan subject to a 50% retainage.

6. OLD/NEW BUSINESS

Acknowledgement of CRAAC Resolutions by CRA Board

Mr. Gibson summarized his comments at the City Council meeting of June 27, 2006, and started a discussion on how the CRA Board should acknowledge motions made by the CRAAC. He rec-

ommended that a motion be made whereby the CRA Board must make CRAAC recommendations and motions a part of the active agenda so that they can be discussed in public.

The Executive Director stated that during all future CRA Board meetings he will review the discussions and resolutions from the previous CRAAC meeting during the Executive Director Report. Furthermore, the minutes would be included in the CRA Board Agenda packet as the timing of the CRAAC meetings and CRA Board meetings will be in sync. The Executive Director committed to making sure there is effective communication between the CRAAC and CRA Board, but urged Committee members to provide feedback to the CRA Board Members that appointed them as well. After the discussion, no motion was made.

Jesus Remon then asked the Executive Director what he felt the role of the CRAAC should be. The Executive Director stated that first and foremost, you participate by attending the CRAAC meetings, so that you can be used as a resource to help create and guide programs. Make sure that what the CRA is doing the right thing at the right time. The Committee should serve as a sounding board for ideas and help shape policies. The Executive Director added that the CRAAC and CRA Board must work together, and the Committee must demonstrate over time that there is real “value added” by the Committee to the process.

Lastly, Bruce Gibson asked the Committee to consider whether or not the Olympic Facility would truly bring about the benefits to the City that have been promised. He asked if a cost-benefit analysis had been completed to demonstrate that it makes economic sense. The Executive Director said the Facility is not a currently funded CRA project and he is not aware of any cost-benefit analysis. Chair Clark suggested that if the CRA is asked to take over the facility or something similar, the City should be asked to conduct a cost-benefit analysis for the Committee to consider.

Applications, Disclosure Forms and Background Checks Update

See the summary in the agenda packet. The CRA Attorney reminded everyone that we need to get Disclosure Forms from each member. If they tell us what they own, CRA Staff will fill in the form for them.

Annual Board Appreciation

The Executive Director then presented Commendations to CRAAC members that he received for them at the Annual Board Appreciation Reception on June 8, 2006.

Lastly, the Executive Director mentioned that we would like to Spotlight a member of the CRAAC every month on the website – Guylene Berry, the CRA’s Community Relations Advisor, will collect photos and information from each member.

Next meeting is set for Thursday, August 3, 2006.

ADJOURNMENT

Meeting adjourned at 8:35 PM.