



OFFICIAL MINUTES

**CITY OF GREENACRES
5800 Melaleuca Lane
Greenacres, FL 33463**

CITY COUNCIL VISIONING PRESENTATION WORKSHOP Tuesday, June 26, 2018 – 6:00 P.M.

1. Call To Order and Roll Call.

Mayor Flores called the City Council Visioning Presentation Workshop of Tuesday, June 26, 2018 to order at 6:00 p.m. City Clerk Joanna Cunningham called the roll.

ROLL CALL:

Council Present:

Joel Flores, Mayor
Paula Bousquet, Deputy Mayor
John Tharp, Councilman
Peter A. Noble, Councilman
Judith Dugo, Councilwoman
Jonathan G. Pearce, Councilman

Staff Present:

Andrea McCue, City Manager
Joanna Cunningham, City Clerk/PIO
Michele Thompson, Director/Leisure Services
Kara L. Irwin-Ferris, Director/Planning & Engineering
Monica Powery, Purchasing Administrator
Melody Larson, Assistant City Clerk

2. Pledge of Allegiance to the Flag.

Mayor Joel Flores led the Pledge of Allegiance.

3. Agenda Approval.

- A.** Additions, deletions, or substitutions to the Agenda.
- B.** Motion to approve and adopt entire agenda as set.

Mayor Flores inquired if there were any additions, deletions or substitutions to the Agenda; hearing none, he called for a motion.

MOTION: Councilwoman Dugo made a motion to approve the Agenda.
Deputy Mayor Bousquet seconded the motion.

VOTE ON THE MOTION: **In Favor:** Deputy Mayor Bousquet, Councilman Tharp, Councilman Noble, Councilwoman Dugo, and Councilman Pearce.

Motion carried: 5 - 0.

MOTION TO AMEND: Councilwoman Dugo made a motion to amend the Agenda to accommodate a change in the order of the presenting firms, allowing Redevelopment Management Associates, LLC to make the first presentation. Councilman Noble seconded the motion as amended.

VOTE ON THE AMENDED MOTION: **In Favor:** Deputy Mayor Bousquet, Councilman Tharp, Councilman Noble, Councilwoman Dugo, and Councilman Pearce.

Motion carried: 5 - 0.

4. Visioning Presentations:

Purchasing Administrator Monica Powery disclosed her position as chair and a non-voting member of the Selection Committee. She explained that the Request For Quotes was advertised and the City received five (5) proposals. The Selection Committee met on June 4, 2018 to discuss and shortlist the five (5) proposals received. Ms. Powery noted that the two (2) firms selected were Calvin, Giordano and Associates, Inc. and Redevelopment Management Associates, LLC (RMA), who will be making presentations to the Mayor and Council. She explained that each firm would be allotted 45 minutes to make their presentation, followed by a 20-minute Q&A session. She would be giving a 5-minute warning to each firm prior to the end of each 45-minute session.

A. Redevelopment Management Associates, LLC (RMA) Presentation – Sharon West McCormick & Joy Stann.

Principal Kim Briesemeister gave a brief background on how RMA was formed in 2009, specializing as redevelopment/revitalization consultants and how it had grown into a full service firm with 44 employees, bringing diversified government experience. The firm focuses on five specialties: business attraction and marketing, economic development, real estate, urban design/planning and government management and administration. All RMA employees have worked for city governments, so they understand both sides. With over \$1 billion in redevelopment projects, attracting over 250 businesses, RMA has increased municipal tax bases, rebranded and repositioned cities creating many ground breaking/ribbon cutting ceremonies.

Ms. Briesemeister reported that what makes cities tick is consistent whether locally, domestically or internationally. She gave real life analyses of two local cities RMA had rebranded: Oakland Park and Pompano Beach. Greenacres has asked for a vision and there are two main decisions to be made: 1) What image is the City looking to establish and, 2) Economics – What will attract businesses?

Where does the City want to go? RMA will provide the steps to take and calculate how much revenue the City can expect to receive. Ms. Briesemeister noted that RMA would need the City's organizational structure, financial capacity and bond rating. It is not the amount that will be spent, but the economics that will be brought in as a result of a good plan.

The proposed budget is \$76,000 (Base Contract) and includes data collection and community vision, a strategic action plan, meetings and communications. To add a full complement of economic and marketing analysis and brand development, an additional \$19,000 would be needed, for a total contract amount of \$95,000. The timeline would be 6-8 months.

Questions & Answers

Deputy Mayor Bousquet asked Ms. Briesemeister what RMA's end result was with Lake Park.

Ms. Briesemeister reported that Lake Park just completed an intense zoning and land use amendment. The Lake Park's city manager was very pleased with the end product. The result brought focus to new investments. An outreach banker/broker event was held and included a bus tour and a launch and we're open for business. Lake Park is now entertaining investment projects associated with RMA's initiative.

Councilman Noble asked her to repeat the most important ingredient for success. Greenacres is a "sleepy little city". In thinking of the big picture, the City will require professional help. With fees and implementation, can the City decide to stop at any time?

Ms. Briesemeister emphasized vision, plan and leadership. She stated there is a termination clause in the contract. RMA can provide an overall vision but the City would decide if it wants to commit staff, resources, and funding.

Councilman Tharp asked if the City could expect additional costs and compared the marketing for Sunrise, FL. He asked if the cost of city-wide mailings would be included in the contract.

Ms. Briesemeister explained that RMA would provide the graphic design for flyers; the City would cover the cost for mailings.

Mayor Flores asked if the additional \$19,000 covered graphic design work. He asked if in RMA's early research, did they find anything noteworthy.

Sharon West McCormick reported taking 183 pictures of shopping plazas and neighborhoods.

Mayor Flores stated that the City's budget process is currently underway. In order to plan ahead, how much would the City need to allocate to take the next step.

Ms. Briesemeister asked if the Mayor was referring to consultant services or investing in capital improvement projects and investments. She noted that in

January 2019, the City would have a better idea of the additional funding required for consulting resources in the City Manager's office and investments to be made from the public sector. She emphasized that for every public sector investment there would be a private sector impact.

Mayor Flores wanted Council and staff to become educated with the process.

Councilman Noble asked if RMA would consider changing the City's name.

Ms. Briesemeister noted that their economic developer would look at all industries and if a name change was needed, it would be recommended.

Councilman Noble pointed out that the sugar industry may change and that could open the door to the marijuana business. Greenacres could be a potential grower.

Deputy Mayor Bousquet pointed out that one of the photos shown is not in Greenacres.

Councilman Pearce noted that 75% of the housing type in Greenacres consists of townhouses/villas, 25% single-family homes and nine schools. With a County Commission seat available, he believed that the timing was good when dealing with Lake Worth Road.

Councilman Noble believed that to increase the City's tax base staff should consider heading west through annexation.

Mayor Flores called for further comments; hearing none, that concluded the Q&A session.

Ms. Powery thanked RMA and noted that at the July 2, 2018 City Council meeting, the Mayor and Council would be making their final selection and an award of bid could be as soon as August 6th.

Mayor Flores called for a short recess at 6:50 pm and reconvened at 7:00 p.m.

B. Calvin, Giordano & Associates, Inc. Presentation – Shelley Eichner & Silvia Vargas.

Ms. Powery provided the presentation time limits.

Senior V.P. Shelly Eichner thanked the City for Calvin, Giordano & Associates (CGA) being shortlisted. She reported that CGA has been in business in South Florida for over 80 years with 350 employees, specializing in community planning, engineering, civil engineering, urban design and planning. Eighty percent (80%) of their business is to provide assistance to local governments.

Principal Planner Silvia Vargas commented on the City's community character and noticed that through annexation, the City's growth had created irregular boundaries with a patchwork of uneven community structures. She stated that the City has no cohesive identity and requires a brand; the City's structure is also difficult to perceive. She asked, "Does the City want to continue being recognized as a

working/middle class community?" Compared to surrounding communities, Greenacres' housing is affordable, but of older stock and showing its age. Infrastructure/amenities are unevenly distributed and there is no connective tissue. Regarding the economy, how can Greenacres differentiate itself from neighboring municipalities? Ms. Vargas noted that employment opportunities do exist since residential areas are surrounded by retail areas. How can this element play into the City's vision. Ms. Vargas stated that the City needs to find an identity. How does the City want to be perceived? What's needed is to define targeted markets and decide how to market that vision.

Ms. Vargas explained that ideas are driven by public input and urged Council to focus on the outcome; to keep it strategic, capitalize on economic development opportunities and the City's assets. Organize effective implementation, include partners and prioritize. Establish a vision committee that will serve as the public face for the City's goals. CGA proposed a 3-phase process to be completed in 8-12 months at a cost of \$159,560 and would include assisting the City with:

- 1) Creating an advisory committee.
- 2) Identifying potential partners.
- 3) Holding an open house to set tone of process.
- 4) Creating a vision statement – the destination.
- 5) Creating a strategic plan (road map).

Ms. Vargas described a similar project CGA designed for the Village of Key Biscayne and explained how the Village created a vision statement with four strategic directions, created concepts for public visualization and prioritized and incorporated the projects into their CIP with immediate, mid-range and long-range objectives. In the first five years, the Village had completed five of the seven projects prior to the economic recession.

In closing, Ms. Eichner stated that she believed CGA is the right firm with the skills and experience to get the job done. Their prior experience working in the South Florida region gives them the insight into local issues and the ability to balance an aspirational/practical plan tailored to the City's specific needs.

Questions &Answers

Mayor Flores called for comments.

Councilman Noble asked if CGA had conducted any recent projects in Palm Beach County.

Ms. Vargas replied, not recently. Ten years ago they worked with the Town of Palm Beach.

Councilman Noble asked if the City decided to create a Community Redevelopment Agency (CRA), would CGA assist the City in creating one.

Ms. Eichner explained that CGA has conducted needs analyses and feasibility studies to establish CRA's for other communities and participated in a needs assessment for the City of Pahokee. In order to create a CRA, the City would need

to understand the tax revenue, infrastructure and conditions of the CRA and get involved with the legislative component.

Mayor Flores asked if CGA found any opportunities?

Ms. Vargas noted that the City has an excellent park system. But as a cyclist, she found some road markings confusing. She also noticed that the City has a very good sidewalk infrastructure. The Original Section has some amazing opportunities. Gateways need to be established.

Purchasing Administrator Powery thanked CGA for their presentation and noted that the Mayor and Council would be meeting on July 2, 2018 for final discussion and evaluation. She urged the Mayor and Council to not discuss the project with anyone.

5. Adjournment.

Deputy Mayor Bousquet moved to adjourn the meeting, seconded by Councilwoman Dugo. The meeting adjourned at 7:35 p.m.

CITY COUNCIL

Joel Flores
Mayor

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Attachments



Respectfully submitted,

Joanna Cunningham, MMC
City Clerk

Date Approved: 8/6/2018