



THE INSTITUTE FOR COMMUNITY COLLABORATION, INC.

AN AFFILIATED ORGANIZATION OF THE SOUTH FLORIDA REGIONAL PLANNING COUNCIL

**MINUTES OF THE
BOARD OF DIRECTORS OF THE
INSTITUTE FOR COMMUNITY COLLABORATION, INC.**

Date: January 5, 2015

Time: 10:37 a.m.

Place: South Florida Regional Planning Council
3440 Hollywood Boulevard, Suite 140
Hollywood, Florida 33021

The Quarterly Meeting of the Board of Directors of the Institute for Community Collaboration, Inc. (ICC) was held on January 5, 2015, at the above location.

I. Pledge of Allegiance and Roll Call

President Ritter called the meeting to order at 10:40 a.m. and Sam Goren, Legal Counsel led in the Pledge of Allegiance.

Boardmember Patricia Asseff
Boardmember Mario J. Bailey (via phone)
Boardmember Margaret Bates
Boardmember Frank Caplan
Boardmember Tim Daubert
Boardmember Nelson Hernandez (absent)
Boardmember Martin Kiar
Boardmember Jean Monestime (absent)
Boardmember George Neugent
Boardmember David Rice
President Stacy Ritter
Boardmember Xavier Suarez (via phone)
Boardmember Paul Wallace
Boardmember Sandra Walters
Boardmember Jimmy Weekley
Boardmember Juan C. Zapata (absent)

Mr. Sam Goren, Legal Counsel was present.

The following Ex-Officio Member was present:

Ms. Laura Corry, representing the South Florida Water Management District

The following Ex-Officio Member participated via phone:

Ms. Aileen Boucle, representing the Florida Department of Transportation, District VI

II. Approval of ICC Agenda

Boardmember Weekley made a motion to approve the Agenda. Boardmember Asseff seconded the motion, which carried by a unanimous vote.

III. Action Items

A. Minutes of Previous Meeting

Boardmember Weekley made a motion to approve the Minutes from the previous meeting. Boardmember Walters seconded the motion, which carried by a unanimous vote.

B. Financial Report

Boardmember Caplan made a motion to approve the Financial Report. Boardmember Weekley seconded the motion, which carried by a unanimous vote.

IV. Program Reports and Activities

A. The 79th Street Corridor Partners with Progress Initiative Community Action Plan

James F. Murley, SFRPC Executive Director, announced that the ICC, currently in the process of being rebranded to the Southeast Florida Regional Prosperity Institute (SFRPI), has a presentation on the 79th Street Corridor Partners with Progress Initiative Community Action Plan. He stated this effort was put together with Council staff and a host of partners from Miami-Dade County. This initiative is supported by the CitiBank Foundation. He informed them that the CitiBank Foundation is a generous contributor to the ICC for work done within our communities. Mr. Murley stated that this is a great example of how SFRPC staff partners with local government officials, not-for-profits and other entities on important initiatives. He stated the work done here by Isabel Cosio Carballo and Karen Hamilton, in partnering with the various entities, is a great example of how the SFRPC can contribute in this area of work. He introduced Isabel Cosio Carballo to present a short summary of the 79th Street Corridor Partners with Progress Initiative (PIP) Community Action Plan.

Isabel Cosio Carballo, SFRPC staff introduced Arden Shank, President/CEO of Neighborhood Housing Services of South Florida (NHSSF). She informed the Boardmembers that Mr. Shank will be saying a few words after the presentation and answering any questions. She stated that this plan is a community based effort with a wide variety of partners and reviewed the list of Steering Committee members. Ms. Carballo thanked the *Partners in Progress* (PIP) Partnership of Citi Foundation, Low Income Investment Fund and the Federal Reserve Bank of San Francisco for their supporting the development of the Action Plan. She explained that the PIP initiative advances a new model of community planning that seeks to integrate the work of different partners across organizations and issue silos to create a more coherent and integrated approach to transforming communities. This approach features a multi-disciplinary team of public, private, nonprofit, philanthropic organizations working together under the direction of a "Community Quarterback." The Quarterback leads the team and helps the team integrate people- and place-based strategies to create vibrant places, effective systems, rich networks, and quality jobs.

The PIP Grant secured by NHSSF has provided funding support for the research and development of a comprehensive Market Study and the Action Plan. It is supporting the continuing development of the Steering Committee which is charged with spearheading transformational change in the community over the long term. She reviewed the timeline of the initiative, the development of the Action Plan, and outreach and coordination efforts with the community, business leaders, staff from Miami-Dade County and others.

She stated that the Action Plan builds upon past research and policy initiatives that have been championed by diverse stakeholders over many years. She highlighted the leadership of Miami-Dade County Commission Chair Monestime and Commissioner Edmonson. She stated that the Action Plan is not intended to replicate the work of others. SFRPC staff sought to integrate past and existing efforts and initiatives into an action framework that links to local, state and regional initiatives, and provides a comprehensive, collaborative, project-focused, and action-oriented approach to broad-based prosperity development in the 79th Street Corridor community.

Ms. Carballo stated a key part of the Action Plan is the Action Matrix which was prepared by Karen Hamilton. The Action Matrix indicates partners, time frames, resources and action steps, and highlights key people- and place-based issues that need to be addressed to create a positive environment for change. She reviewed the Priority Action Areas identified in the Action Plan: Create a Range of Housing Options; Improve the Appearance and Vitality of the Built Environment; Foster Economic Development and Create Diverse Employment Opportunities; Create an Environment that Supports Healthy Behaviors; Create Ladders of Opportunity through Lifelong Learning; and Build and Maintain Community and Steering Committee Capacity and Engagement. The Action Plan will be continually updated to reflect new opportunities and priorities. She reviewed a few assets of the area including transportation and transit connectivity; new public and private investment; an industrial park; county ownership of properties in the target redevelopment area; affordable housing and land; connectivity to employment centers; resilience to flooding in projected worse case climate change / sea level rise scenarios in 2100; and most importantly, a committed group of community, public, private, and nonprofit leaders spearheading positive change. She also reviewed some of the challenges in the area including higher unemployment rates and lower incomes; lower educational attainment and performance; aging business infrastructure and buildings; inadequate and aging infrastructure; neglected properties and corridors; lack of sufficient landscaping and other issues.

Ms. Carballo stated that the challenge in any community is how to bridge the gap between planning and research to investment and implementation. She stated the conversation needs to change from one of assisting a community in need to one of realizing the communities' potential. How does one harness the political power of community stakeholders and champions so that they speak with one voice and use their talent, knowledge, and influence to support, attract and direct needed investment to the community while supporting elected leaders who can drive investment to the area? She stated that there are positive and less positive perceptions of the community and questioned how that perception can be changed so people understand this is a community of opportunity. The Steering Committee, in contrast to past efforts, represents a different approach to community development because it is a high-level, multi-disciplinary group of partners committed to working over the long term to leverage their collective influence and experience for the betterment of the community. Ms. Carballo stated the Partnership is executing Memorandums of Understanding underscoring their long-term commitment to action and contributions.

Ms. Carballo introduced Mr. Shank.

Mr. Shank thanked the ICC Boardmembers for the invitation to share this great journey in working with the Community Partners. He stated that this plan is unique in that it is specifically focused on action steps with people having specific tasks. He explained some of the services of the Neighborhood Housing Services of South Florida (NHSSF). NHSSF has offices in Broward and Miami-Dade Counties and is engaged in a broad range of activities including housing and neighborhood revitalization, including Neighborhood Stabilization Program (NSP) initiatives in 2010. NHSSF is also a licensed lender, real estate broker, and technical assistance provider.

In his review of the 79th Street Corridor Partners in Progress Initiative, Mr. Shank stated that the Steering Committee consists of different entities who have been meeting monthly since 2014. He stated members include, but are not limited to, neighborhood residents, small business owners, large multi-family housing representatives, five to six different departments of county government, and a number of social service agencies and organizations working in the area. He mentioned that prior to this effort, a market study had not been done of the area and that multiple county departments were not in routine communication or coordinating their activities.

Mr. Shank stated that the four major results of the year are the creation of the Community Action Plan; Market Study; Steering Committee; and Marketing Plan for the neighborhood. He stated while there has been a great deal of progress in laying the groundwork for implementation in 2014, 2015 is where the real action begins and it is important to identify who is responsible for specific activities, is it getting done, and when it will be completed. After his brief introductory comments, he asked if there were any questions.

Boardmember Asseff stated this is the first time that she has seen an effort like this and this seems like a great model. She stated that there are corridors in Broward County where a similar planning process and plan could be a great revitalization tool. She would like to see how the initiative progresses in its implementation efforts and provide a presentation to the Broward League of Cities. She stated that this is a great program and a great job.

Mr. Shank stated that it is a comprehensive approach with all parts of a community working together. He observed that many times throughout the year at the Steering Committee meetings someone new or new organization representative would attend. He stated that some of these local businesses did not even know each other and this initiative was bringing people together to talk about their community.

Boardmember Asseff inquired about the involvement of code enforcement and the upkeep of the community. Mr. Shank stated that the entire CRA area is unincorporated Miami-Dade County. He stated that code enforcement is a very important issue and commended Commissioner Edmonson for her efforts in elevating this issue. As an example, Commissioner Edmonson and a group of code enforcement employees, neighbors, and business owners walk a 10 block area along NW 18th Avenue on monthly code enforcement sweeps. During these sweeps problem areas are identified and, in partnership with community residents, a process for clean up and follow up is initiated.

Ms. Carballo stated that it is recognized that many individuals and small business owners may not have the financial resources to address code enforcement violations. A staff recommendation is that low interest loan programs or grant programs be developed and funded to provide low income individuals or small businesses with access to the financial resources that may be needed to address code violations.

Boardmember Daubert stated that he went to Miami Central High School, down the street from this area and had visited there many times. He asked what the input was from the residents - what are they looking for in the Plan? He stated that he thinks it would have to be housing and employment. He inquired about Northside Shopping Center, developed in 1960, and whether it is a potential redevelopment opportunity.

Mr. Shank reported that the shopping center, for the first time in a long time, is fully leased. He stated that residents want "jobs, jobs and more jobs." While there is a lot of vacant land along 79th Street and other key corridors that could be more developed with business and commercial retail, existing underground sewer infrastructure is inadequate to support the higher density development. As a result, neighborhood representatives have identified infrastructure investment as a top priority because there will not be significant new development or employment opportunities until the issue of aging and

inadequate infrastructure is addressed. Mr. Shank also addressed the importance of inter-agency cooperation. As an example he pointed out how important coordination is between FDOT and the Miami-Dade County Water and Sewer Department (WASD). He stated that at a recent meeting they were informed that FDOT is paving 79th Street; a corridor which WASD also has plans to upgrade. He stated that this news upset many residents when they found out that the paving was scheduled to be completed first. He stated that jobs are first on their list with the infrastructure to create those jobs.

Boardmember Daubert inquired into "Mom and Pop" Grants because once those building structures are in place, the Mom and Pop Grants, if offered to the new businesses on that Corridor, would be fantastic. (Staff Note: In Miami-Dade County, the Mom and Pop Small Business Grant Program was created to provide financial and technical assistance to qualified for-profit small businesses that are approved for funding. <http://www.miamidade.gov/grants/mom-pop.asp>)

Mr. Shank stated that this is important and that Leroy Jones, a NHSSF colleague who is familiar with small and micro business development and funding, is an important piece of that. He stated two issues were discovered:

- 1) Ten to 15 years ago in the Wynwood neighborhood of Miami, the area was characterized, in part, by a supply of empty buildings. Over time this neighborhood became a vibrant place where small businesses and artists located to when looking for business and studio space. Even if the space was not in good condition, it could be repaired and upgraded. In contrast, a lot of the 79th Street Corridor has vacant land so there are not adequate buildings for businesses to locate to.
- 2) The NW 18th Avenue Corridor is a historic part of the 79th Street community. He stated at one time a facade program was funded with the support of Commissioner Edmondson; the program was designed to provide funding for business owners seeking to make improvements. He stated that many of the buildings are more than 40 years old and are subject to a recertification process. He explained that because of the recertification, the business owners could not access the facade program funding or in some cases, the business owners did not have the resources to go through the recertification process. Mr. Shank stated this is one of the many issues that have to be addressed when working in older communities in need of redevelopment.

Boardmember Suarez explained the 40 year recertification: a building should be inspected to be structurally sound. Mr. Shank stated that most of the buildings on that particular avenue are more than 40 years old. Boardmember Asseff inquired if it is possible to talk to the Legislature and apply for grant funding for sewer lines.

Ms. Carballo stated that the Commission has recognized the importance of sewer infrastructure in economic development and has authorized the use of 2004 Building Better Communities bonds to connect commercial properties to the central sewer system. She stated there would have to be a lot of coordinating with the DOT because there are important state roads that run through this area.

Boardmember Asseff stated that the Legislative Bill would have money for the sewers, not everybody applied, and that they should start looking for available grant money.

Boardmember Bates stated that she has never seen a Plan like this, particularly one developed in partnership with the CRA. Her question is regarding the financing and the financial backing to get the Plan off the ground. She would like to see a financial group created that could support implementation with financing through bonds or other means, but then taxes will go up and nobody wants their taxes to go up. She stated that this would be an excellent example for the United States.

Mr. Shank stated that the financing is the next major step. He stated that this plan was the first step and now this Plan can be taken to potential investors, lenders and/or grantors. He stated that the concept of the Quarterback is in the "Investing in What Works for America's Community" book. He explained that the first book is about the general concept of comprehensive community-based development. The second book is about data and communities. He stated that the books are available online.

Ms. Carballo stated that she will send the Boardmembers the links to the books. She pointed out to Boardmember Bates that on page 58 of the Community Action Plan, Karen Hamilton did a great job of identifying different types of program funding sources. She stated that this is part of the work that was done to identify opportunities to access resources.

Mr. Shank stated that NHSSF does not necessarily want the funding to come to NHSSF. He stated that if there is a housing developer or micro business lender that receives direct funding that is great, but to seek funding as a group would be better. He provided as an example that the funding for the NSP grant was received through a partnership application of seven organizations. He believes that the partnership approach was the key to the successful application and if they had applied separately, no funding would have been received.

In closing Ms. Carballo stated to the Board that, as in all Council projects, this was a team effort. She specifically highlighted Karen Hamilton, Manny Cela, Richard Ogburn, Nancy Davis and Kathe Lerch for their contributions.

Mr. Murley thanked Ms. Carballo and Mr. Shank for the presentation. He mentioned that he thinks that this product is a turning point for the SFRPC. He stated that for many years staff has worked and made comments on local government plans. This effort is focused on implementation and can be furthered with the assistance of the Revolving Loan Fund Program and the SFCDFI. He thanked the Board for their support and the opportunity to be part of the implementation process. He stated that Cheryl Cook and he are still in contact with the Beacon Council and other entities about finding new capital from the private sector and the government to help in financing communities. He stated that the Boardmembers are the SFRPC Ambassadors.

Boardmember Asseff inquired if there will be a progress report as this plan is implemented. She stated this Plan can be used in many cities.

Mr. Murley stated this item will be kept on the Agenda and be updated as we meet quarterly.

Boardmember Walters requested the Plan be available to download from the SFRPC website because she would like to distribute this to other colleagues.

Mr. Murley stated that this will be done as well as the link.

V. Proposed Meeting Schedule

A. May 4, 2015, 10:30 a.m. (Murray E. Nelson Government Center, Key Largo)

V. Adjourn

The meeting was adjourned at 11:25 a.m.

This signature is to attest that the undersigned is the Secretary of the INSTITUTE FOR COMMUNITY COLLABORATION, Inc. and that the information provided herein is the true and correct minutes for the January 5, 2015 meeting of the INSTITUTE FOR COMMUNITY COLLABORATION, Inc. adopted the 4th day of May 2015.

Stacy Ritter, President

Date

David Rice, Secretary

Date