



City of Margate

5790 Margate Boulevard
Margate, FL 33063
954-972-6454
www.margatefl.com

Meeting Minutes City Commission Workshop

Mayor Arlene R. Schwartz
Vice Mayor Anthony N. Caggiano
Commissioners:
Lesa Peerman, Tommy Ruzzano, Joanne Simone

City Manager Samuel A. May
Interim City Attorney Goren, Cherof, Doody & Ezrol, P.A.
City Clerk Joseph J. Kavanagh

Thursday, August 30, 2018

6:00 PM

Commission Chambers

CALL TO ORDER

Present: 5 - Commissioner Lesa Peerman, Commissioner Joanne Simone, Commissioner Tommy Ruzzano, Vice Mayor Anthony N. Caggiano and Mayor Arlene R. Schwartz

In Attendance:

City Manager Samuel A. May
Interim City Attorney James A. Cherof
City Clerk Joseph J. Kavanagh

1) PRESENTATION(S)

A. [ID 2018-450](#) ECONOMIC DEVELOPMENT WORKSHOP

DEVELOPMENT SERVICES DIRECTOR, ROBERT J. MASSARELLI gave a PowerPoint presentation and said that Margate was truly a unique place. He said that he recently attended the International Council of Shopping Centers Conference in Orlando and said it was a good marketing tool which had a tremendous and wide range of people from the retail industry. He said that Margate was amongst other neighboring cities that were trying to sell Broward County. He explained that they had good representations and information but missed a critical point by not having a message. He said that they had to develop a vision and unified message that they sell to the businesses. He explained that this was the purpose of this workshop was to create an economic vision for the City that they could go forward and attract business and community in the area. He advised that the objects were to develop a consensus of what economic development meant in the City of the Margate and obtaining the Commission's vision and ideas of Economic Development. He said that the second objective was to develop some parameters to measure success and said that good businesses do that. He said that Economic Development means different things to different people and it depends on your position, business and perceptions. He provided examples on real estate investors, tourism, workers and cities and said that change was one common aspect of Economic Development which was sometimes difficult for people to accept. He said that for Margate, they want to change in a positive direction and manner by creating a vision for what they want to achieve. He said that under Chapter 163 of Florida Statutes, it addresses the Community Planning Act and that they have to plan for growth and highlighted two sections from that Statute. He spoke about the population projections from the University of Florida for Broward County. He explained that by the law, they were required to use medium projections and that was approximately a quarter of million

people were expected to come into Broward County in the next 25 years. He said that they would have to plan for 69,000 people in the Margate area per capita household which would be almost 4,000 homes in the next 25 years. He asked how would they provide for that growth within the City or would they export that demand and let people drive outside the City to get those services which he said was part of the decision process that they needed to go through. He spoke about constraints to Economic Development such as water supply although he indicated that the lack of water did not stop growth, availability of land, qualified labor force, lack of Code Enforcement program and lack of stability as businesses wanted predictability. He spoke about defining Economic Development and asked the Commission in five words or less, what they would say to an out of area business woman why she should move her organization to Margate.

MAYOR ARLENE R. SCHWARTZ explained and defined business friendly and also said home-town feel.

VICE MAYOR ANTHONY N. CAGGIANO said getting permitting done quickly and easily.

COMMISSIONER TOMMY RUZZANO said cheapest rent in Broward County and business incentives.

DEVELOPMENT SERVICES DIRECTOR MASSARELLI spoke about rent being an important element.

COMMISSIONER JOANNE SIMONE said friendliness and vacancies.

Discussion ensued on vacancies and changing weaknesses into a strength.

COMMISSIONER LESA PEERMAN said offering incentives.

DEVELOPMENT SERVICES DIRECTOR MASSARELLI said that Margate's advantages included owning the local water and sewer utility which was very important and provided an example of the City of Cocoa. He also spoke about affordable housing and that it was a good location to three international airports, I-95, the Turnpike and the Sawgrass Expressway. He asked the Commission to describe what businesses they would like to see in Margate in 2030.

COMMISSIONER PEERMAN indicated stability and said a steak house.

COMMISSIONER SIMONE said restaurants, particularly crab and steak houses, ribs and unique specialty shops which were of good quality and affordable.

COMMISSIONER RUZZANO said brand name, high end stores and restaurants.

VICE MAYOR CAGGIANO said better restaurants.

MAYOR SCHWARTZ explained that she wanted to see an upscale destination such as a micro-brewery and a unique major big box store that was not around here. She also spoke about wanting a unique computer/technology hub or clean industry.

DEVELOPMENT SERVICES DIRECTOR MASSARELLI said that he had a series of questions and referenced new businesses and jobs pertaining to global or national market. He spoke about the marketing strategy which could send mixed signals to the market and that they would need to be clear what their vision and targets were. He said he wanted a vision statement that was short and concise which everybody would

memorize. He said that as jobs were created by businesses, if they focused on the tri-county area, it would not illuminate those other types of opportunities.

VICE MAYOR CAGGIANO said that if there was focus on global and national markets, would it include warehouses.

DEVELOPMENT SERVICES DIRECTOR MASSARELLI said no but explained that one of the markets which was under represented were small businesses in South America that need a foothold in the United States. He explained that many Latin American companies were based in Florida and that there might be a buyer and seller of things or a local representative.

Discussion ensued on warehouses and industrial areas of small units.

COMMISSIONER SIMONE said that they could not compete with the tri-county market such as Coral Springs and Coconut Creek. She said that discounts thrived in Margate.

Discussion ensued on competing with the tri-county markets which included restaurants and Peppertree Plaza.

COMMISSIONER RUZZANO spoke about Global national markets and referenced Global Response. He said that Saveology moved from Margate for cheaper rent. He also spoke about rent and incentives for the City.

Discussion ensued on incentives, creating a unified message and developing a strategy for the City.

COMMISSIONER RUZZANO asked the Developing Services Director how they pitched business for the City and how did he get people wanting to come to Margate.

DEVELOPMENT SERVICES DIRECTOR MASSARELLI explained that they start to promote the City by its location, they have a map of the recent development activities and said that he received positive feedback.

VICE MAYOR CAGGIANO said that when he was in Las Vegas, he met the owner of the Plaza with the DMV, the realtor who was looking to move the property south of the Dollar General on 441 and explained that he was looking to put in a restaurant. He indicated that they were able to meet people who they would never have met before as they were thrilled that Margate was looking to promote business in their City.

COMMISSIONER PEERMAN spoke at length about her experience in Las Vegas and said that they met people who they do not normally meet. She said that there was a problem with advertising at O'Malley's Plaza as the owner did not permit it. She explained that the owner of O'Malley's was willing to talk in Las Vegas and prior to the conference, they did not have a business relationship with him. She also spoke about another business owner who attended the meetings at Margate and wanted to open a French bakery.

Discussion ensued on marketing, incentives, Peppertree Plaza and drive-thrus.

DEVELOPMENT SERVICES DIRECTOR MASSARELLI explained that there were different ways on how they could look at jobs. He also spoke about manufacturing jobs not necessarily being heavy industry, medical which he said was a huge growing industry, research and development and retail. He also asked if they should be looking at

attracting businesses in manufacturing, medical research and development.

COMMISSIONER PEERMAN confirmed all of the above and that the City could not be defined by one section or group. She indicated that the hospital district was doing well and the Burger King would service another group of people and that they should not be closed minded. She also spoke about a firm in Palm Bay offering jobs and working in partnership with that City to provide places to live for that respective workforce.

DEVELOPMENT SERVICES DIRECTOR MASSARELLI asked Commissioner Ruzzano about the different types of jobs that they could bring to Margate.

COMMISSIONER RUZZANO explained he was not sure if they could do manufacturing and said that they were open for any type of business.

Discussion ensued on what they could offer to business and funeral homes.

COMMISSIONER SIMONE said that she did not want another Wawa Inc. or Cumberland Farms. She said that it was important to know why businesses were leaving the City. She requested better communication with the plaza owners and spoke about a business owner at Penn Dutch. She also did not agree that inexpensive rent would retain businesses in Margate.

COMMISSIONER RUZZANO said that a key to any business was the rent. He also spoke about Outdoor World.

Discussion ensued on Outdoor World and attracting new businesses with incentives.

DEVELOPMENT SERVICES DIRECTOR MASSARELLI spoke about priorities and asked whether there was a preference for jobs being created or the salary of the jobs.

COMMISSIONER PEERMAN said that she did not know how they would control the salaries of the jobs.

DEVELOPMENT SERVICES DIRECTOR MASSARELLI said that they did not control it but it was how it was marketed. He said that eventually, he wants to come up with a marketing plan.

COMMISSIONER RUZZANO said salaries.

Discussion ensued.

COMMISSIONER SIMONE said it was a hard one to answer and said that she did not know whether she would consider either of them a priority.

MAYOR SCHWARTZ explained that it would depend on who they were trying to attract. She said that she wanted to see the people who live in Margate also shop here, but they needed a combination of both and could not just market to one group of people.

DEVELOPMENT SERVICES DIRECTOR MASSARELLI asked if they were looking at increasing the property values which could potentially cut out a large segment of businesses that could not afford to rent. He said that land costs were a critical factor in making decisions. He also asked if they were marketing to the small entrepreneur or the big national chain.

MAYOR SCHWARTZ said both.

COMMISSIONER PEERMAN said all of the above. She said that although she appreciated the Development Services Director asking for their input, she would prefer him to say what they could and could not do. She advised that they needed to be updated when businesses come into the City. She also spoke about the LA Union Mexican Restaurant coming into Margate.

Discussion ensued on property owners and Code Enforcement.

DEVELOPMENT SERVICES DIRECTOR MASSARELLI said that he intends to have a meeting with Richard Nixon and the Acting Police Chief to address Code issues

Discussion ensued on Code.

DEVELOPMENT SERVICES DIRECTOR MASSARELLI referenced Margate as being a suburb and asked if they wanted to focus as a bedroom community or if they wanted to be a full service community with jobs, entertainment and full services. He said that there was a slight difference between the two and that if they just wanted to be a bedroom community, the market would be focused on serving Margate. He asked for guidance on how this could be approached.

COMMISSIONER PEERMAN said jobs, entertainment and full service.

COMMISSIONER SIMONE said she agreed with Commissioner Peerman.

Discussion ensued on the definition of a bedroom community.

COMMISSIONER RUZZANO said that he wanted the activity to go on and advised that they were one of the only cities that have a liquor license until 4:00 a.m.

Discussion ensued on entertainment in the City and the bedroom community.

MAYOR SCHWARTZ said that it would have to be a combination of everything.

Discussion ensued.

DEVELOPMENT SERVICES DIRECTOR MASSARELLI advised that in some communities, "incentives" was a bad term. He explained that there were different ways that they could do the incentives. He asked if they should provide incentives.

COMMISSIONER PEERMAN explained that they had to offer incentives as other neighboring cities would take everything that Margate wants.

DEVELOPMENT SERVICES DIRECTOR MASSARELLI asked if they wanted to give incentives to individual businesses or should they go for a specific business category.

COMMISSIONER SIMONE said planning for individual businesses.

COMMISSIONER PEERMAN said that she agreed with Commissioner Simone and explained that you did not know what would come and that it was the element of new things that were popping up.

Discussion ensued on putting another Wawa Inc. in the City and incentives.

COMMISSIONER PEERMAN said that she did not want Margate to be put into a box.

Discussion ensued.

DEVELOPMENT SERVICES DIRECTOR MASSARELLI said that they need a criteria to say what type of business they want and to provide incentives.

COMMISSIONER PEERMAN suggested that they could set up an incentive program and that it was their decision whether they offered them or not.

COMMISSIONER RUZZANO asked if they could do selective incentives such as promoting free water, sewer and free start-up funding, up to a specified amount of money.

DEVELOPMENT SERVICES DIRECTOR MASSARELLI said that it would become an arbitrary decision and that they were treating people differently which they would have to avoid. He said that they could come up with a criteria based on the number of jobs that were created or tax revenues. He advised that he would have to work with the City Attorney to try and come up with the criteria so that it was not an arbitrary decision.

COMMISSIONER PEERMAN said that they did not want specific business categories.

Discussion ensued on incentives, specific types of businesses and being business friendly.

DEVELOPMENT SERVICES DIRECTOR MASSARELLI said that they would need to think through on the incentive program, predictability and how to stay business friendly. He advised that he planned to come back with more detail and asked if the incentive should be tied to the job creation or the type of business.

Discussion ensued.

MAYOR SCHWARTZ asked the Development Services Director which way worked best.

DEVELOPMENT SERVICES DIRECTOR MASSARELLI said that the purpose of this Workshop was to get input from a policy level. He advised that they were going to come back with strategies on how to do this but said that he was looking for some general guidance. He provided his personal opinion and said that he was conservative with the public dollar and that he would have to make certain performance standards that they had lived up to, to what they said before giving them the money.

Discussion ensued on stability and flexibility.

DEVELOPMENT SERVICES DIRECTOR MASSARELLI referenced small entrepreneurs or large chains and said that he heard they wanted a balance focus. He spoke about next steps and that he would craft a vision by identifying what describes Margate's economic developments and bring it back to the Commission for review and input. He said that they were going to start working to identify the target businesses on how they could meet their requirements. He said that once they do that, they would sit down with them and put together an incentive package to close the deal. He advised that this was not something that happens overnight and that it was a 12 – 18 month process. He said that the national chain organizations were looking at numerous sites, situations, different scenarios and personal relationships. He said that they needed to establish the personal and working relationships with existing property and plaza owners in the City. He also

said that their next steps would be developing economic objectives, their policies and implementation strategies and setting up an incentive program. He advised that they would need to establish how other cities did it and that they should find out who their competitors were. He explained that an important part of this was not just a stand-alone just for Economic Development and that all of this information would be incorporated into the Comprehensive Plan. He said that he wanted the future land use map to further Economic Development. He said that they also need to update the Community Redevelopment Agency (CRA) plan to reflect the Transit Oriented Corridor (TOC). He thanked the Commission for their input.

COMMISSIONER RUZZANO asked if other cities offered incentives and if so, what did they offer.

DEVELOPMENT SERVICES DIRECTOR MASSARELLI explained that the staff was going through an evaluation and that they were working on what the competitors in Broward County did and how the City could compete with them. He advised that it could range from interior improvements, tax rebates or tax incentives, infrastructure and that some cities use Community Development Block Grant (CDBG) grants for economic development to install waterlines, sewer lines and roadways. He said that one of the City's advantages was that they had sewer and water. He also spoke on bond issues.

COMMISSIONER RUZZANO asked about a Chick-fil-A in Margate.

Discussion ensued on Chick-fil-A and what incentive could be offered.

DEVELOPMENT SERVICES DIRECTOR MASSARELLI recommended that they could wait until the CRA's Budget Workshop on September 6th where he would explain what funds they would have available that they could use for incentives.

Discussion ensued on drive thrus and fast food restaurants.

COMMISSIONER SIMONE spoke about Comprehensive Plan and asked if there was any hope of lowering the density on some of those areas in the City. She also spoke about the 3 R's - Reduce, Reuse, Recycle.

DEVELOPMENT SERVICES DIRECTOR MASSARELLI said that they would need to establish how they address the issue of residential density of building the 4,000 units in the next 25 years.

COMMISSIONER SIMONE asked if they needed another Grants Writer.

Discussion ensued on the Grants Writer.

CITY MANAGER MAY provided an update on the current Grants situation but said that he did not see a reason to hire another grants person. He advised that they have the Contracts Administrator coming in that would be able to help out with some of the oversight.

COMMISSIONER SIMONE asked if they could change the department's name of Development Services back to Economic Development.

CITY MANAGER MAY advised that the Development Services Department did a lot more than just Economic Development but said he would take the wish of the Commission if they wanted to revert back to the original name.

Discussion ensued on the Development Services and Economic Development.

TONY SPAVENTO, 3194 W. BUENA VISTA DRIVE said that one of Margate's biggest strengths was their medical and trade schools and that it was a good avenue to provide that incentive. He also spoke about mass transportation.

Discussion ensued.

ADJOURNMENT

There being no further business, the meeting adjourned at 8:31pm.

Respectfully submitted,

Transcribed by Salene E. Edwards

Joseph J. Kavanagh, City Clerk

Date: _____

PLEASE NOTE:

If a person decides to appeal any decision made by the City Commission with respect to any matter considered at this meeting, the 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. Anyone desiring a verbatim transcript shall have the responsibility, at his/her own expense, to arrange for the transcript.

[Appendix A – Zoning – Section 3.3] Any representation made before any City Board, any Administrative Board, or the City Commission in the application for a variance, special exception, conditional use or request for any other permit shall be deemed a condition of the granting of the permit. Should any representation be false or should said representation not be continued as represented, same shall be deemed a violation of the permit and a violation of this section.

Any person with a disability requiring auxiliary aids and services for this meeting may call the City Clerk's office at (954) 972-6454 with their request at least two business days prior to the meeting date.