



Downtown Investment Authority
Redevelopment Plan Committee

City Hall at St. James
117 West Duval St., Lynwood Roberts Room

Wednesday, August 28, 2013 – 5:00 p.m.

REDEVELOPMENT PLAN COMMITTEE
MEETING MINUTES - DRAFT

Board Members Present: J. Bailey, Chairman O. Barakat, M. Bishop, and K. Harper Williams

Office of General Counsel: John Sawyer

Council Member: Lori Boyer

Attendees: Alex Rudzinski Director of Development, OED; Karen Nasrallah, and Eric Lindstrom, Downtown Development and Redevelopment Manager; and Karen Underwood, Recording Secretary. CEO Aundra Wallace was present for a short time until getting called back to the CC Finance Committee meeting on the Budget.

CALL TO ORDER

Board Member M. Bishop, Chair of the DIA Redevelopment Plan Committee, called the meeting to order at approximately 5:00 p.m. She noted that the City Council Finance Committee budget hearing was taking place in the Council Chambers but that other members of the Board will be joining the Workshop momentarily.

There was not a quorum present to approve the draft meeting minutes of the July 24, 2013 and August 14, 2013 meetings.

Board Member Bishop asked everyone to introduce him or herself. Public comments will be taken up at the end of the presentation.

REDEVELOPMENT PLAN UPDATE

Tony Robbins, Consultant, Prosser Hallock

Framework of Community Redevelopment Plan Amendment:

Tony Robbins stated that the idea behind these workshops is to seek input from the board; and, because the concept of future redevelopment plans and updates may be a foreign idea and not a routine operation for the Board, the Consultant intends to take the Board along as they are progressing through the various elements. Tony Robbins suggested to the members that there may be no need for action or votes to be taken up at these workshops, that they were to share status and gain input. Board Member Bishop pointed out that the board would be providing input; the committee will take action at these workshops and a recommendation made to the full DIA board.

Mr. Robbins provided and reviewed a five-page handout of the Redevelopment Plan Update.

Tony Robbins discussed the scope of the plan by walking through the elements via the table of contents. Topics that will require future vetting include:

- What are underlying strategic guiding principles of the the DIA?
- What is the intent of the DIA regarding how decisions are made on investments, projects, future of Downtown; i.e., what are key principals that would be important in the redevelopment plan?

Tony Robbins asked the board to think about (over the next few Workshop meetings) some of the short-term projects within six months to five years, that the redevelopment plan could trigger. He reminded the committee of the overview from Lara Diettrech, as FRA representative, that the Board does not have to have all of the details worked out, but if the Board believes that there are elements, projects, concepts that are important, that they be identified; examples:

- Have certain areas or a section of the core seen improvement?
- Are simple districts important?
- Example of a project concept, from the aspect of the Hemming Plaza committee, they may not have the exact plan identified, but that they would like to see general, broad, conceptual ideas considered short-term.

Schedule of Future Committee Workshops

Mr. Robinson mentioned that these workshops are not [a requirement of State statutes but provided] for informational purposes. The time period for these workshops will be scheduled from 3pm to 4pm.

- The workshop on September 11, 2013 will be regarding the Neighborhood Impact Assessment. Lara Diettrich will introduce this required statute in terms of the various elements so that the members will know what to anticipate in the eventual plan.

Board Member Bishop stated that it would good to have other stakeholders present such as downtown residents for the September 11, 2013 committee meeting as they may be aware of issues, projects, or activities of which this Committee may not be knowledgeable.

- September 25: The goals and strategic guiding principles will be finalized around the end of next month; present to the Committee for Authority review, short-term Investment Projects from the existing plans.
- October 9: Continuing to refine the plan for the existing short-term investment projects. The end of October the first draft of the completed plan will be presented to the Committee.
- November 13: the preliminary market assessment update will be shared; and discussion/comments of the first draft of the plan amendments. Also will be developing case studies, comparing other cities on projects that have been done in their downtown that could possibly be effective in Jacksonville.

Board Member Bishop reminded that she had requested the consultant to provide list of those cities to be analyzed in advance so that the board could provide input or suggest changes prior to proceeding. Tony Robbins responded that he would provide the list to Mr. Wallace on where they are currently in the process of developing their analysis [who can forward them on].

Before the Thanksgiving holiday, the first draft will be presented at the workshop to hear the committee's thoughts and opinions and receive clarification.

- December 1, a final draft would be presented with a major portion of the committee's comments incorporated, and the holiday will provide time to review, returning after the new year, January 8, 2014 to finalize.

Board Member Bishop advised that the Authority needs to begin to think about how to structure legislation for the plans approval by City Council, to which it was indicated that the support staffing consultant team has met with General Counsel and they are aware of the proposed timeline.

Discussion/Comments on the Presentation

The following were relative comments from the Committee and City Council Liaison Councilwoman Boyer regarding Mr. Robinson's presentation and requests to identify ideas, issues, and projects:

- Board Member Bishop asked about establishing the measurables; i.e., how do you (the City) know you have gotten there (had success)? What's the basis of the metrics and determining incentives? Facade improvements only, impact on the streets, rentals? At what point does that show up?

In response to Board Member Bishop's question, Mr. Robbins responded that the guiding principles were an aspect of that and the redevelopment strategies.

- Councilwoman Lori Boyer commented that she heard Mr. Robbins mention that they (the Consultant) could "do" the plan, but they were "hoping" to have DIA board participation in the formulation of it, to which she emphasized that it needed to be more than that. It [input from the Committee and full Board] would be the Authority's expectation.

It is important that there be participation on the front end while making those recommendations and suggestions. For the benefit of Tony Robbins' and the Board, Councilwoman Boyer shared that she expects a greater degree of specificity in this plan than what would pass muster by State law as a CRA plan. Councilwoman Boyer stated that from her perspective, informing clearly where the committee is going and how they are deciding and making decisions is important. When a project is brought forth for approval, she can determine whether that project meets the criteria.

On referencing what to spend money on, as she understands it for CRA Plan purposes, you are limited in what tax increment district funds could be spent where. There will be access to other sources of funds that are not limited. When functioning as a CRA board, one can only spend on things in and in accordance with the plan. In implementing that plan, if there are other projects or things that do not fit the CRA tax increment parameters, such as you may recommend expenditure of Historic Preservation funds. And there are other dollars that the CRA Board has access to but would not be bound by the limitations of the tax increment districts.

Lastly, in the existing conditions, Northside and Downtown were separated and she asked if they were officially merged. Tony Robbins responded that the CRA boundaries were merged on the North Bank. There are two CRAs [the Northbank and the Southbank]. However, the taxing districts that were created in 1980, 1981, and 1984 were not merged.

- Board Member Bishop made reference to what Lara Diettrich pointed out, the discussion in regards to adding land to the CRA [where a boundary extension would then require a new TIF tax year basis].

Tony Robbins commented that when this authority moves forward on project needs, to make sure they are pulling from the right pot of funding.

- Councilwoman Boyer asked Mr. Robbins if it was his thought that they are restricted within the geographic areas of the assessment. Mr. Robbins responded that a form of Council action would need to occur [*Not sure of what is meant here*].
- Councilwoman Boyer asked Mr. Lindstrom to discuss operating in the negative. Mr. Lindstrom responded that the North Bank is negative and the South Bank is positive. Using an example of the Garage: the funds in each district, such as where the garage is located, are allocated to that garage, from that district. There are two different tax increment ledgers for each original CRA Northbank boundary area.

Discussion of Strategic Guiding Principles / Committee Homework: List of Short-Term Projects (Preliminary Discussions to Lead into Next Workshop):

Tony Robbins referenced the handout, the committee homework, the Draft Strategic Guiding Principles and a list of potential short-term projects that the Consultant is developing based on:

- a. Southside CRA Community Redevelopment Objectives
- b. Northside West CRA Community Redevelopment Plan Objectives
- c. Downtown East CRA Community Redevelopment Plan Objectives
- d. Downtown Master Plan Principles
- e. Downtown Action Plan Objectives

f. Urban Core Vision Plan Guiding Principles

Draft Strategic Guiding Principles presented include:

1. Reinforce Downtown as *the* place to be, a 24-hour Downtown with a range of residential development, recreational programs, integrated with a mix of commercial, civic, cultural, and entertainment attractions.
2. Create active, vibrant, safe and livable set of neighborhoods supported by the design of buildings, streets and public access to the St. Johns River.
3. Create a walkable, attractive, and safe interconnected network [of] streets, transit and public spaces with strategically placed parking throughout Downtown.

Mr. Robinson then encouraged discussion.

- Board Member Bishop suggested to Mr. Robbins that there may be plans and associated visions missing from the list.

Mr. Robbins replied that the major plans had guiding principles and vision statements. Mr. Lindstrom advised the board that there are many studies, that drove the previous mentioned plans, that were provided to Mr. Robbins to review for an understanding of where the concepts in the plans came from. Mr. Robbins indicated that a “new” plan would not be created, but that they are simply taking the best elements of what has been done and trying to consolidate them into a cohesive, understandable direction [for a basis of the Plan Update].

Key ideas that may be missing include economic issues.

- With no other initial Board Member/Committee comments, Chair Bishop opened up the floor to the public asking if there were other items that they would like to mention, other than what the Board had addressed.
 - John Nooney and Mack Bissett commented on the need to attract QTI jobs.
 - Bruce Foraker commented in regard to the Emerald Necklace, that it would work well with the DIA.

Also, perhaps, they could work together and come up with some alternative fundraising to avoid spending DIA funds for the project.

- Dick Jackson commented that increasing the workforce would draw jobs.
- Councilwoman Boyer mentioned that educational facilities had not been listed [in the Principles], in other words, to bring schools or college campuses downtown.
- CC Boyer also did not see anything related to historic buildings and commented that if it is a guiding principle, you would want to preserve some of the historic character downtown.

- Board Member Harper stated that there should be a focus on bringing large employers downtown. She referenced the Wounded Warrior Project is looking to expand. They are currently located on the Southside and trying to build a campus. Marketing has to be a guiding principle to have large employers to consider moving downtown. Board Member Bishop concurred that large employers, jobs, small employers, and the workplace are going to be important.
 - Terry Lorince stated that there has never been a block-by-block inventory of what was needed for downtown. She suggested focusing on a smaller area or in a concentrated area so that the task would be a lot easier. She also commented on the incentive plan and stated that she met with someone today that wanted to renovate their building but could not receive a loan.
 - Bruce Fouraker commented on the statements made previously by Board Member Harper-Williams and Terry Lorince. He stated that it was good to have larger projects in places where people could eat and shop. He suggested concentrating on having available funding for the storefront grants to individual businesses that want to open a storefront downtown to support smaller businesses.
- Board Member Harper-Williams referenced the table of contents in the handout, part 6, redevelopment program, which provides a breakdown for the cost of redevelopment as opposed to part 2, background, strategic guiding principles. There are a number of programs that exist on paper that are not funded. Mr. Robbins noted that the presentation Mr. Crawford provided a few months back to the DIA informed them of what funds are available. [Eight possible opportunities exist that do not allocate funds at this time. *(not sure what this is saying)*]

Summarizing, Councilwoman Boyer made reference to Mr. Robbins' presentation on Strategic Guiding Principles and stated that some of the suggestions previously made would shift the paradigm.

Regarding metrics, Board Member Bishop suggested that development rights are based on very specific parameters and asked Mr. Lindstrom to email some of the specifics on how units are allocated. Mr. Lindstrom stated that the DRI was very specific, but that when the Downtown Master Plan was developed, it was not very specific because it allowed the market to dictate what went where instead of being site specific like the DRI. The DRI has the ability to predict the future. He spent time modifying the [Master Plan] plan to reflect what actual development occurred block by block. The Development of Regional Impact (DRI) is more of a regulatory tool to allow the development to occur. Mr. Lindstrom suggested not using the DRI as a guiding tool, but to use the Master Plan instead.

Tony Robbins concluded with a handout, *Brushing Off The Dust: 20 Affordable Fixes for Downtown*.

PUBLIC COMMENTS

Public comments were taken earlier on the agenda

ADJOURNMENT

There being no further business, Chair Bishop adjourned the meeting at approximately 4:54 p.m.

The next scheduled DIA CRA Redevelopment Plan Committee Workshop meeting is scheduled for Wednesday, September 11, 2013 at 5:00 p.m.

Please note that all attachments referenced will be posted on the DIA Web site [www.coj.net/departments/office-of-economic-development/downtown-investment-authority-\(dia\)](http://www.coj.net/departments/office-of-economic-development/downtown-investment-authority-(dia))

The written minutes for this meeting are only an overview of what was discussed. For verbatim comments of this meeting, an audio CD is available upon request. Please contact Karen Underwood, at (904) 255-7567 or by email at karenu@coj.net.