

# Downtown Investment Authority

## AGENDA

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

July 24, 2013 – 5:00 PM

### MEMBERS:

Oliver Barakat, Chairman

James Bailey, Vice-Chairman

Kay Harper Williams, Secretary

Antonio “Tony” Allegretti, Board Member

Melody S. Bishop, Board Member

Paul Perez, Board Member

Robert Clements, Board Member

Michael Saylor, Board Member

Donald Harris, Board Member

<b>I.</b>	<b>CALL TO ORDER – Chairman Barakat</b>
	Pledge of Allegiance
<b>II.</b>	<b>ACTION/INFORMATION ITEMS - Chairman Barakat</b>
5:05 pm	Approval of the June 19, 2013 DIA Meeting Minutes ✓
	Approval of the June 26, 2013 DIA Special Meeting Minutes ✓
	Approval of the Meetings Chair Barakat had with Board Members week of July 15, 2013 ✓
5:10 pm	Hemming Plaza RFP (Paul Crawford)
5:25pm	LaVilla/Sax Seafood RFP (Ted Carter)
5:35 pm	Request for Resolution for 33 West Duval Street Garage ✓ (Jack Shad)
5:50 pm	Parking Rate Adjustment ✓ (Jack Shad)
6:05 pm	USS Adams Naval Ship Museum Project (Joe Snowberger)
6:15 pm	Laura Street Façade Grant Program (Terry Lorince)
6:25 pm	CRA Plan Update (Eric Lindstrom and Board Member Bishop)
6:35 pm	DIA Goals for 2013 - 2014
6:50 pm	DIA Budget Update (Paul Crawford)
7:10 pm	Downtown Projects ✓ (Ted Carter and Paul Crawford)
	(✓ Requires DIA Action and/or Approval)
<b>III.</b>	<b>LEGISLATIVE UPDATE – Paul Crawford</b>
7:20 pm	<ul style="list-style-type: none"><li>• ORD 2013-408, USS Charles F. Adams</li><li>• ORD 2013-297, Temp Moratorium on Demolitions Permits within Brooklyn Neighborhood Area</li><li>• ORD 2012-657, Bostwick Building - Deferred</li><li>• ORD 2012-732, Hemming Plaza Removal of Tables and Chairs – Deferred</li><li>• ORD 2013-0226, ORD-MC Repealing Part 2 (Entertainment Dist.) – Deferred</li></ul>
<b>IV.</b>	<b>DOWNTOWN BRIEFING– Eric Lindstrom</b>
7:25 pm	DDRB Update and Next Meeting Date (Thursday, August 1, 2013 at 2:00 pm)

<b>V.</b>	<b>PUBLIC COMMENTS – Chairman Barakat</b>
<b>VI.</b>	<b>ADJOURNMENT – Chairman Barakat</b>
7:30 pm	Next Scheduled Meeting: Wednesday, July 21, 2013 at 5:00 pm – City Hall, Don Davis Room

**Staff Distribution:**

Ted Carter, Executive Director Office of Economic Development  
Paul Crawford, Deputy Director Office of Economic Development  
Eric Lindstrom, OED/DIA Staff  
Jason Gabriel, Office of General Counsel  
DIA Council Liaison, Lori N. Boyer, Council Member District 5  
Jack Shad, Public Parking Officer  
Michelle Stephens, Recording Secretary  
David DeCamp, Public Information Office



**MEETING MINUTES**

**Board Members Present:** Chairman D. Harris, T. Allegretti, J. Bailey, M. Bishop, O. Barakat, R. Clements, M. Saylor, and K. Harper Williams

**Board Members Not Present:** P. Perez

**Office of General Counsel:** Jason Gabriel

**Council Members Present:** Council Member Lori Boyer, District 5

**Attendees:** Ted Carter, Executive Director; Paul Crawford, Deputy Director; Eric Lindstrom, OED Staff and Michelle Stephens, Recording Secretary

**I. CALL TO ORDER**

Chairman Harris called the meeting to order at approximately 5:05 p.m.

**II. ACTION ITEMS/INFORMATION ITEMS**

**APPROVAL OF THE MAY 15, 2013 MEETING MINUTES**

Board Member Allegretti requested clarification on page six, first paragraph last sentence to read as follows, “He commented that due to the prohibitive cost **of insurance** and for a general understanding **of requirements related** to the process of permitting for a special event downtown there will be a meeting on June 7.”

Board Member Bishop commented that she had to depart the May 15, 2013 DIA meeting early and therefore was not able to provide a report on the Redevelopment Plan. She asked if a schedule that she provided to staff was provided to the Board. Inadvertently, the schedule that she asked staff to distribute was not distributed at the meeting.

A MOTION WAS MADE BY BOARD MEMBER BARAKAT AND SECONDED BY BOARD MEMBER SAYLOR APPROVING THE MAY 15, 2013 DIA MEETING MINUTES, AS AMENDED. THE MOTION PASSED UNANIMOUSLY 7-0-0.

**HEMMING PLAZA RFP UPDATE**

Ms. Kelley Boree, Director of Parks and Recreation, provided an update on the status of the RFP for Hemming Plaza. The RFP should be out of her office on Friday, June 21, and then will go through other City agencies such as EBO, Risk Management and General Counsel. Once the RFP is through the other City agencies it will be submitted to PSEC for advertisement. She noted that the

Equestrian Center RFP took six months adding that she will try to expedite the process as much as possible, but wanted to be realistic about the potential timeframe with the Board.

Ted Carter advised that the OED will ensure that the RFP advances through the process once released from Ms. Boree's office.

Board Member Harper Williams arrived at the meeting at approximately 5:22 pm

### **DIA CEO SELECTION COMMITTEE**

Board Member Barakat, Chair of the DIA CEO Search Selection Committee, advised that he has been in negotiations with Mr. Wallace expecting him to respond to an offer tomorrow. Once the offer is accepted and confirmed a special meeting of the DIA will be called in order for the full board to review and approve the agreed upon terms.

For informational purposes, Board Member Allegretti mentioned The LeeValent Group who offers assistance to executives relocating to the Jacksonville area suggesting that this service may be something for the DIA to consider for the new DIA CEO. He will send relative information to Ms. Stephens who will in turn distribute to the full board.

### **C2C SOLUTIONS, INC. RESOLUTION (ATTACHED)**

Mr. Carter provided a brief overview of the C2C project that the Office of Economic Development has been working on for the past several months related to C2C's relocation of 200 employees from various facilities within Jacksonville to the EverBank Center downtown.

Mr. Tom Manley, president and CEO of TMF Health Quality Institute, the parent company of C2C Solutions, and Mr. Fabian Alzate, CCEP Compliance Officer for C2C Solutions, Inc. were present to provide a brief overview of C2C Solutions, and their relocation to downtown.

A MOTION WAS MADE BY BOARD MEMBER CLEMENTS AND SECONDED BY BOARD MEMBER BISHOP APPROVING A RESOLUTION OF THE DOWNTOWN INVESTMENT AUTHORITY RECOMMENDING THAT THE CITY COUNCIL ENACT LEGISLATION APPROVING THE EXPENDITURE OF \$48,000 FROM THE CITY'S DOWNTOWN ECONOMIC DEVELOPMENT FUND FOR THE PURPOSES SET FORTH HEREIN AND AUTHORIZING THE EXECUTION OF A FOUR-YEAR PARKING LEASE AGREEMENT BETWEEN THE CITY, JTA AND C2C SOLUTIONS, INC.; PROVIDING AN EFFECTIVE DATE. THE MOTION PASSED UNANIMOUSLY 8-0-0.

### **CRA PLAN UPDATE**

Mr. Lindstrom advised that staff continues to work with the City's Professional Services Evaluation Committee on the selection of a consultant for the CRA Plan Update, which is expected any day. Once the consultant is selected it is anticipated that Board Member Bishop, Chair of the CRA Plan

Update Committee will call a committee meeting to further review the scope, etc. and proceed from there. The timeframe for the process was discussed.

Mr. Carter advised given the scope of the RFP and the importance of the Plan, etc. he did not think having a draft of the Plan by October 1, 2013, was viable. He commented that staff will review the scope of work and the timeline and where they can accelerate it they will, but would rather not make a commitment to the Board that cannot be met.

### **III. LEGISLATIVE UPDATE**

Mr. Crawford provided an update on the following legislation:

- ORD 2012-730, New Supervisor of Elections Bldg. - Deferred
- ORD 2012-657, Bostwick Building - Deferred
- ORD 2012-731, Hemming Plaza Removal of Tables and Chairs – Deferred
- ORD 2013-226, ORD-MC Repealing Part 2 (Entertainment Dist.) – Deferred
- ORD 2013-084, License Agreement between the City and the Sons of Confederate Veterans, Kirby-Smith Camp 1209, Inc. for the use of the former National Guard Armory building at 851 North Market Street.

### **IV. DOWNTOWN BRIEFING**

Mr. Lindstrom provided an update from the June 10, 2013 DDRB meeting:

- DDRB 2013-007, Prudential Drive Retail – Request for Final Approval with Deviations
- DDRB 2013-009, Florida Blue High-rise Building Signs – Request for Special Sign Exception
- DDRB 2013-010, Lerner Building - Request for Relief from Maintenance Code
- DDRB 2013-008, Riverside Ave. Commercial Development – Request for Final Approval with Deviations

### **V. COMMITTEE UPDATES**

Board Member Allegretti provided a brief overview of the Downtown Experience Committee meeting held on June 7, 2013.

### **VI. PUBLIC COMMENTS**

The floor was open for public comments.

- Carnell Oliver: Condition of the Southbank Riverwalk, incentives, downtown in general.
- Bruce Fouraker: Thanked Board Member Bailey for his work on Hemming Plaza. Likes the app mentioned for the riverwalk in the Experience Committee, impressed with Mr. Wallace and thanked the DIA overall for their efforts to date.

- David Hodges: Provided a summation of thoughts (mostly construction related) provided to him from several clients related to downtown.
- John Nooney: Downtown redevelopment and access from the St. Johns River. Inaccessibility to the floating dock at the Shipyards, various access points that could also serve as potential floating docks, Waterways Commission and FIND.

## **VII. NEW BUSINESS**

Board Member Bailey referencing a recent shooting in an area near downtown and to avoid negative publicity as it relates to downtown suggested that staff notify the media and provide them with a letter and/or depiction of the downtown boundaries to avoid media referencing incidents as being located downtown that in fact are not within the boundaries of the DIA and/or downtown.

## **VIII. ADJOURNMENT**

There being no further business, Chair Harris adjourned the meeting at approximately 6:39 p.m.

A special meeting of the DIA is tentatively planned for Wednesday, June 26, 2013, the time still to be determined. Ms. Stephens will poll the Board for a time that works for the majority. The next regularly scheduled DIA meeting is scheduled for Wednesday, July 17, 2013, at 2:00 p.m.

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 Michelle Stephens, Office of Economic Development, at (904) 630-1979 or by email at [msteph@coj.net](mailto:msteph@coj.net).



**MEETING MINUTES**

**Board Members Present:** T. Allegretti, M. Bishop, O. Barakat, M. Saylor, K. Harper Williams; and P. Perez

**Board Members Not Present:** D. Harris, J. Bailey, and R. Clements

**Office of General Counsel:** Jason Gabriel and Mary Jarrett

**Attendees:** Paul Crawford, Deputy Director; Eric Lindstrom, OED Staff; Michelle Stephens, Recording Secretary; and Diane Moser, Manager Personnel Services

**I. CALL TO ORDER**

Vice Chairman Barakat called the meeting to order at approximately 5:16 p.m.

**II. ACTION ITEMS/INFORMATION ITEMS**

The Special Meeting of the Downtown Investment Authority (DIA) was called in order for the Board to review and approve the Job Specification for the DIA Chief Executive Officer (CEO) position and proposed offer of employment letter to Mr. Aundra C. Wallace (copy of both attached).

Mr. Gabriel introduced Ms. Mary Jarrett, Labor and Employment Attorney Specialist with the Office of General Counsel and Diane Moser, Manager of Personnel Services, Employee Services Department for the City of Jacksonville. He reviewed briefly the contents of the Job Specification.

Referencing the Job Specification, Ms. Moser advised that every job in the city has a job description. She noted that the information in Ordinance 212-680-E adopted by Council on January 8, 2013, was used as Exhibit 1 to the ORD (DIA CEO Qualifications and Criteria Schedule) drafted, and unanimously approved by the DIA.

Ms. Jarrett commented relative to bonuses that there is a state law that requires if you want to give any kind of bonus it has to be a performance bonus and it has to be based upon what you told them at the beginning of the period they had to accomplish in order to get the bonus.

It was suggested that a Performance Evaluation of some sort should be established for the position. Ms. Jarrett offered to forward an evaluation instrument used by other authorities such as JEA or the Port Authority for the DIA to possibly use as a starting point for creating a performance evaluation.

Board Member Harper arrived at the meeting at approximately 5:26 pm.

A MOTION WAS MADE BY BOARD MEMBER BISHOP AND SECONDED BY BOARD MEMBER SAYLOR APPROVING THE JOB SPECIFICATION FOR THE DOWNTOWN

INVESTMENT AUTHORITY CHIEF EXECUTIVE OFFICER POSITION. THE MOTION PASSED UNANIMOUSLY 6-0-0.

Vice Chairman Barakat reviewed the offer of employment letter and advised that Mr. Wallace was generally in agreement with the specifics of the letter.

A MOTION WAS MADE BY BOARD MEMBER SAYLOR AND SECONDED BY BOARD MEMBER ALLEGRETTI APPROVING THE OFFER OF EMPLOYMENT LETTER ADDRESSED TO MR. AUNDRA C. WALLACE TO INCLUDE A REVISION TO THE FIRST PAGE, SECOND PARAGRAPH SECOND SENTENCE TO READ, "YOUR ANTICIPATED START DATE IS AUGUST 19, 2013 AND YOU WILL REPORT TO THE DOWNTOWN INVESTMENT AUTHORITY BOARD OF DIRECTORS, WORKING FULL TIME AND RESIDING IN THE JACKSONVILLE AREA." THE MOTION PASSED UNANIMOUSLY 6-0-0.

Referencing the offer of employment letter fifth paragraph regarding relocation expenses, Mr. Gabriel suggested that the DIA designate a board member to work with Mr. Wallace on his relocation expenses (process, etc.). Board member Kay Harper Williams, Secretary of the DIA effective July 1, 2013, offered to serve as the administrator with support from OED staff.

A MOTION WAS MADE BY BOARD MEMBER BISHOP AND SECONDED BY BOARD MEMBER SAYLOR DESIGNATING BOARD MEMBER KAY HARPER WILLIAMS AS THE REPRESENTATIVE TO REVIEW AND APPROVE THE REIMBURSABLE EXPENSES ASSOCIATED WITH MR. WALLACE'S RELOCATION TO JACKSONVILLE. THE MOTION PASSED UNANIMOUSLY 6-0-0.

For informational purposes, only information from the LeeValentGroup that relates to the transfer and new hire community integration programs offered by their firm was provided to the Board.

### **III. PUBLIC COMMENTS**

The floor was open for public comments.

- Bruce Fouraker: Glad DIA has moved ahead with hire of a new DIA CEO. Docking of USS Adams suggest that the DIA consider supporting.
- Dick Jackson: Apartment related in general, need apartments that target young workers, workforce housing.

### **IV. ADJOURNMENT**

There being no further business, Vice Chair Barakat adjourned the meeting at approximately 5:58 p.m.

Downtown Investment Authority

June 26, 2013

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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 Michelle Stephens, Office of Economic Development at (904) 630-1979 or by email at [msteph@coj.net](mailto:msteph@coj.net).

## **Downtown Investment Authority**

Oliver Barakat, Chair of the Downtown Investment Authority (DIA) met with the following Board members the week of July 15, 2013:

July 15, 2013 at 1:03 – 2:30 pm:	Board Member Perez
July 15, 2013 at 2:34 – 3:19 pm:	Board Member Bailey
July 15, 2013 at 4:09 – 4:28 pm:	Board Member Harris
July 15, 2013 at 4:33 – 5:00 pm:	Board Member Saylor
July 16, 2013 at 10:08 – 10:39 am:	Board Member Allegretti
July 17, 2013 at 9:02 – 10:00 am:	Board Member Bishop
July 17, 2013 at 10:02 – 10:23 am:	Board Member Harper Williams

The purpose the meetings were for Chair Barakat to review four goals that he would like the DIA to focus on over the next year, and to receive input and feedback from board members. The goals would also serve as a tool for the DIA to use every year in order to evaluate what worked, what didn't work, etc.

The four goals recommended:

1. Develop benchmarks for the DIA
  - Develop a list of what the DIA wants to accomplish and track each July when a new slate of officers is installed
2. Comprehensive thorough review of the current Public Investment Policy (PIP) that is outdated (2006)
  - Review Office of Economic Development (OED) Incentive Policy for the county
  - Review current and projected funding sources.
  - What type and how does the DIA want to incentivize projects (based on age of property, use of property [office, retail, residential], location of property)?
  - The PIP needs to be more transparent
3. Develop a plan for the City's lazy assets (noting that the properties listed below were not suggested and are used as examples only)
  - Courthouse property
  - FL Theatre office space
  - Snyder Memorial

- Shipyards
  - What properties should the DIA focus on
  - Related to properties - Lease, sell, use public private partnerships, or do nothing with? Need to have a consensus
4. Improve connectivity between downtown and nearby surrounding neighborhoods (San Marco, Riverside, Springfield)

Chair Barakat requested feedback from all members and asked that they provide any additional feedback they may have from their meetings to him prior to the next regular meeting of the DIA (July 24, 2013). He plans to review the proposed goals with the new DIA CEO, Aundra Wallace and provide a general overview of the goals and conversations with board members at the next regular of the DIA with a recommendation for adoption of the goals for the DIA for the time period of July 2013-2014 at the regular meeting of the DIA in August.

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 Michelle Stephens, Office of Economic Development at (904) 630-1979 or by email at [msteph@coj.net](mailto:msteph@coj.net).

## Hemming Plaza RFP

Updated 7/17/13

<u>Tasks</u>	<u>Deadlines</u>	<u>Responsible Party(ies)</u>
Draft review of RFP by OGC	6/26/2013	OGC/Tim Horkan
OGC Comments due to Risk Mgmt./EBO	6/26/2013	Twayne Duckworth/Risk Management Shamika Baker/EBO
Review of RFP draft & comments to Procurement/Greg Pease	7/8/2013	Twayne Duckworth/Risk Management Shamika Baker/EBO
Receipt of RFP draft & comments by Procurement	7/8/2013	Greg Pease/Procurement
Draft of RFP approved and sent to Procurement/Final RFP for	7/15/2013	Greg Pease/Procurement
Start of public advertising period (30 day requirement)	7/15/2013	Greg Pease/Procurement
End of public advertising period/RFP responses due	8/16/2013	Greg Pease/Procurement
Review/award of RFP/Recommendations to PSEC for Consideration and Request for Permission to Enter Negotiations	9/13/2013	Greg Pease/Procurement
Mayor's Signature	9/20/2013	
Negotiate with Ranked Proposer	9/23/13-10/4/13	
Present Terms of Agreement to PSEC for Approval	10/10/2013	
Mayor's Signature	10/17/2013	
Draft Lease Agreement due	10/30/2013	John Sawyer/OGC
Present Agreements to DIA for Review	11/6/2013	
Present to MBRC for Review	12/2/2013	
Filing deadline with City Council	12/6/2013	
Introduction to City Council	December 2013	
City Council Finance and RCD Committees	December 2013	
Anticipated Review by City Council	December 2013	
Enactment/Mayor's Signature	December 2013	
<b>Commencement/Notice to Proceed</b>	<b>January 2014</b>	

**A RESOLUTION OF THE DOWNTOWN INVESTMENT AUTHORITY RECOMMENDING THAT THE ADMINISTRATION SEEK EVALUATION OF THE LEASING POTENTIAL FOR THE CITY OF JACKSONVILLE OWNED GARAGE'S UNIMPROVED GROUND FLOOR RETAIL SPACE, LOCATED AT 33 WEST DUVAL STREET, THROUGH AN INVITATION TO LEASE.**

**WHEREAS**, in creating the Community Redevelopment Act of 1969 (as amended), Florida Statutes, Chapter 163, Part III (herein, the "Act"), the State Legislature found that in every county and municipality, there exist areas of slum and blight which constitute serious societal threats injurious to the public health, safety, morals and welfare of its residents and that such areas contribute to, among other things, economic and social liabilities that impose onerous burdens on a given community which invariably result in the decrease of the tax base, reduction of tax revenues, and the arrest of sound growth; and

**WHEREAS**, the Downtown Investment Authority ("DIA") has been designated by the City of Jacksonville as the Community Redevelopment Agency ("CRA") for community redevelopment areas within the boundaries of Downtown pursuant to Ordinance 2012-364-E enacted on August 15, 2012; and

**WHEREAS**, it is the desire of the City of Jacksonville to create a vibrant and dynamic downtown and in doing so has, pursuant to the Act, charged the DIA to envision and formulate a community redevelopment area plan for downtown which among other things shall conform to the City's comprehensive plan and be sufficiently complete so as to indicate any proposed land acquisition, demolition, affordable housing, redevelopment, improvements, and rehabilitation that is appropriate for the revitalization of downtown; and

**WHEREAS**, the City owns certain properties throughout Downtown including a commercially zoned parking garage with approximately 18,000 square feet of ground floor, unimproved retail space located at 33 West Duval Street, Jacksonville, Florida in the Central Civic Core District; and

**WHEREAS**, in accordance with the DIA's charge to engage in the proper and thoughtful planning of Downtown and in an effort to recognize development, redevelopment, reuse and preservation opportunities, the DIA desires to make a recommendation to the Administration regarding the consideration to invite interested parties to lease retail space. Proposals and/or letters of intent must be consistent with all applicable Land Development Regulations, in particular Section 656.361 (the Downtown Zoning Overlay) and pursuant to Ordinance 2007-1267-E enacted January 8, 2008. The selection criteria will be: 1) lease terms, to include per square foot rent offered, term, rent credit for tenant improvements, and any other financial terms which may affect rents collected by the City; and 2) the financial capacity of the tenant with respect to the ability to complete buildout and to operate the leased retail space; now therefore,

**BE IT RESOLVED**, by the Downtown Investment Authority:

**Section 1.** The DIA recommends that the City seek such evaluation of the property through a Notice of Disposition Invitation to lease ground floor retail space which would consist of a City advertised notice of request in order to receive and consider proposals and/or letters of intent from developers/potential tenants.

**Section 2.** This resolution shall become effective upon its approval by the DIA this 24<sup>th</sup> day of July, 2013.

WITNESS:

Downtown Investment Authority

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Oliver Barakat, Chairman

VOTE:

In Favor: \_\_\_\_\_ Opposed: \_\_\_\_\_ Abstained: \_\_\_\_\_

**A RESOLUTION OF THE DOWNTOWN INVESTMENT AUTHORITY PER MUNICIPAL CODE SECTION 122.202 AUTHORIZING A CREDIT FOR PARKING FEES CHARGED TO A GARAGE TENANT TO REFUND A DISCREPANCY IN RATES QUOTED.**

**WHEREAS**, the City Council approved Ordinance 2012-674-E on December 11, 2012 which amended Ordinance Code Chapter 122 – Public Property, Chapter 636 – Traffic and Parking, and Chapter 802 – Public Parking, making numerous revisions to the City’s regulations and charges for public parking at meters and in parking lots, parking for public officials, parking for persons with disabilities, and enforcement of parking regulations;

**WHEREAS**, the Ordinance authorizes the Economic Development Officer (EDO) to develop hourly, monthly, and special event rates for municipal parking lots to achieve three objectives: 1) to be competitive with private parking facilities; 2) to provide for more efficient, economic use of City facilities; and 3) to achieve other economic development goals and downtown revitalization goals, which may include discount programs to customers who lease large numbers of parking spaces and/or commit to long term parking contracts;

**WHEREAS**, the Ordinance provides for rate programs which may include graduated rates, discounted smart cards, waivers of parking regulations for special events, and other options. The rates must be filed with the City Council and will be considered effective upon filing unless Council passes an ordinance to the contrary;

**WHEREAS**, in 2011, El-Ad Florida, LLC (El-Ad) entered into negotiations with the City to lease approximately 691 spaces at the Water Street Garage and was quoted a rate on October 20, 2011 by the Parking Facilities and Enforcement Division, which erred by combining two rate discounts. Section 122.202(c), which has since been repealed, did not allow for combining multiple discounts;

**WHEREAS**, the October 20, 2011 quoted rate was \$48.15, while the rate required by the Ordinance was \$53.50, a difference of \$5.35 per parker, per month. Said rate was charged between July 1, 2012 and March 15, 2013. The differential amount, \$31,016.09, was paid by El-Ad based on an average of 676.1 parkers per month over a period of 8½ months;

**WHEREAS**, while the October 20, 2011 quote was non-binding, the Office of Public Parking recommends that customers should be able to rely on quotes given and that the original quote should be honored;

**WHEREAS**, the DIA in its dual capacity as both a community redevelopment agency and as a business investment board for downtown seeks to encourage and stimulate growth within downtown and incentivize quality of life and quality of growth planned projects coupled with a well-planned and viable infrastructure system; and

**WHEREAS**, the DIA has determined that a credit would incent and contribute to downtown’s success and would create incentives for both parking and business opportunities within downtown; now therefore,

**DIA RESOLUTION**  
**JULY 24, 2013**  
**PAGE 2**

**BE IT RESOLVED**, by the Downtown Investment Authority:

**Section 1.** The DIA recommends that a credit be offered against current and future invoices to El-Ad Florida LLC in the amount of \$31,016.09.

**Section 2.** This resolution shall become effective upon its approval by the DIA this 24<sup>th</sup> day of July, 2013.

WITNESS:

Downtown Investment Authority

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\_\_\_\_\_

Oliver Barakat, Chairman

VOTE:

In Favor: \_\_\_\_\_ Opposed: \_\_\_\_\_ Abstained: \_\_\_\_\_



**A RESOLUTION OF THE DOWNTOWN INVESTMENT AUTHORITY (DIA),  
COMMENDING AND RECOGNIZING THE CONTRIBUTIONS OF**

**DONALD HARRIS**

**DURING HIS TENURE AS CHAIR FROM OCTOBER 2012 TO JUNE 2013**

**WHEREAS**, during his tenure as Chair, the newly formed DIA focused on its mission to create a vibrant, healthy downtown for Jacksonville which is a major, multi-faceted long-term and complex challenge that requires the concentrated and continuing effort of a city authority dedicated solely to creating downtown as a destination; and

**WHEREAS**, during his tenure as Chair, the DIA successfully recruited and identified a new Executive Director for the DIA; and

**WHEREAS**, during his tenure as Chair, the DIA procured the services of a redevelopment/planning consultant to assist the DIA in crafting an updated CRA Plan, and associated Business Investment Plan, that shall leverage existing plans, set measureable goals, identify specific redevelopment projects and funds needed to accomplish the plan goals and objectives; and

**WHEREAS**, during his tenure the DIA resolved the process needed to engage an entity to manage, operate, and program Hemming Plaza and successfully recommended to the City a Request for Proposals (RFP) for the activation of Hemming Plaza; and

**WHEREAS**, during his tenure the DIA worked to promote a healthy and vibrant downtown by bringing new business to downtown, assisting existing business, and promoting downtown as an entertainment district by supporting One Spark, the Jazz Festival, and other cultural and sporting events; and

**WHEREAS**, Mr. Harris, through his service, as a founding member of the DIA Board through his tireless engagement and passion for Downtown Jacksonville, has helped steer Downtown by assisting in the development of a blueprint for its future, and he has provided a solid foundation for the continued reemergence of Downtown; and

**WHEREAS**, the Authority honors and commends Mr. Harris for his exceptional dedication to the City of Jacksonville, the DIA and economic development; now therefore,

**BE IT RESOLVED:** by the DIA on this 24<sup>th</sup> day of July 2013.

**Section 1.** The City of Jacksonville and the DIA recognize and commend Mr. DONALD HARRIS for his dedicated service in the overall development of Downtown Jacksonville, and thank him for the effort putting into place the framework that will promote Downtown Jacksonville as a vibrant and successful part of our City.

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Oliver Barakat, DIA Chairman

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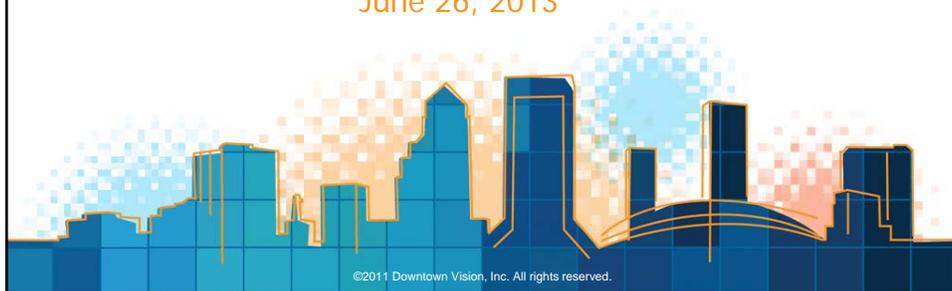
Mayor Alvin Brown



## Laura Street Façade Grant Program

Successes and Lessons Learned

June 26, 2013



### Program Goals

- Enhance city funded streetscape improvements
- Further enhance the pedestrian environment by making the building facades more attractive and welcoming, and improving how the buildings relate to the sidewalk



## Eligible Properties & Participation



- Properties fronting Laura Street
- 12 eligible properties
- 7 participants (58%)
- \$20,000 maximum grant
- Average grant amount: \$6,221

## Types of Improvements Funded



- Café tables, chairs & umbrellas
- Awnings
- Planters
- Landscape improvements
- Entry improvements
- Murals



Chamblin's Uptown: Before



Chamblin's Uptown: After



Magnificat Café: Before



Magnificat Café: After



Elks Building: Before



Elks Building: After



Greenleaf Building: Before



Greenleaf Building: After



100 Laura Street: Before



100 Laura Street: After



One Independent Square: Before



One Independent Square: After



The Jacksonville Landing: Before



The Jacksonville Landing: After

## Lessons Learned

- A lot of guidance needed
- You can't force people to improve property, even with incentives
- Sidewalk café improvements seem to have biggest bang for buck
- Mural project generated a lot of buzz and has biggest "wow" factor
- Consideration for future grant programs with award proportionate to property size



EXHIBIT "A"

SCOPE OF SERVICES

**UPDATING THE DOWNTOWN NORTHBANK AND SOUTHBANK COMMUNITY REDEVELOPMENT AREA PLANS AND THE CREATION OF ASSOCIATED BUSINESS INVESTEMENT PLAN**

CITY OF JACKSONVILLE, FLORIDA

P-20-13

**PROJECT DESCRIPTION**

The Consultant shall update the Community Redevelopment Plans for the two Downtown Community Redevelopment Areas with relevant goals, recommendations, action items, and timeframe schedules to allocate funding mechanisms; Create the Business Investment Plan that specifies market support for the recommendations contained within the updated Community Redevelopment Plans; Together they comprise in total the Business Investment and Development Plan, with specific measurable goals, objectives and performance as set forth in enabling legislation Ordinance 2012-364-E. This will serve as the framework for decisions by the Downtown Investment Authority (hereafter the "Authority") to effectively make progress moving forward in efforts to complete tasks, follow through with prescribed redevelopment projects, and prepare for annual budgetary cycles as described in the Plan.

The limits of the project are the Southside Community Redevelopment Area and the Downtown Northbank Community Redevelopment Area as defined in Section 500.115, *Jacksonville Code of Ordinances*.

This project is divided into several interrelated tasks that complement one another and are all necessary in order to effectively produce the desired outcome: a discernible instrument that offers comprehensible guidance for downtown revitalization consistency over time regardless of government and business leadership changes. Project authorization shall be by written Notice to Proceed from the City's Project Manager, Eric Lindstrom to the Consultant. The authorization will be for the tasks outlined in the Scope of Services.

**PHASE 1: REDEVELOPMENT PLAN AMENDMENTS TO MEET REQUIREMNTS OF CHAPTER 163, Part III, F.S. \$120,000 (Lump Sum)**

**Project Launch**

Project Roadmap

The Consultant shall meet with the Downtown Investment Authority's Redevelopment Plan Committee (hereafter the "Committee") to provide an overview of the project, identify specific tasks to be completed, formulate a regularly occurring meeting time with the Committee, and afford the Committee an opportunity to ask questions. The Consultant will present the Committee with a framework of principles from existing, approved Downtown plans from which the Consultant intends

as the basis for the updated CRA plans. The documents from which the Consultant will have derived the framework are as follows:

- Southside CRA Redevelopment Plan (1980)
- Northside West CRA Redevelopment Plan (1981)
- Downtown East CRA Redevelopment Plan (1984)
- Consolidated Downtown DRI Development Order (1993)
- Celebrating the River: Downtown Master Plan (2000)
- Downtown Overlay Zone (2003)
- Downtown Action Plan (2007)
- Urban Core Vision Plan (2010)
- DVI Report: Turning the Corner, Rethinking and Remaking Downtown (2010)
- 2030 Mobility Plan (2011) and former Downtown TCEA
- IBM Smarter Cities Challenge Report (2012)
- JAX2025 Report (2013)

### **Due Diligence for Draft of Redevelopment Plans**

#### Data Collection

The Consultant will coordinate with the City Project Manager to ascertain those data that the City of Jacksonville can provide the Consultant within a timely manner. The anticipated data need from the City is listed under City Provided Data on Pages 9 and 10. The Consultant shall consolidate all data necessary for the updated CRA plans to abide by the requirements of Chapter 163.362, *Florida Statutes* and Section 500.107, *Jacksonville Code of Ordinances*. **This information consists of the bare essentials necessary for the amendments to the redevelopment plans. However, if capital projects are to be undertaken by the Authority, details of any such projects and their associated projected costs cannot be formulated until the market analysis has been completed.**

#### Stakeholder Interviews

The value of potential private investments and projects will be estimated for each designated CRA and compared to estimated public costs involved in their implementation. This will allow the Authority to determine if levels of public capital improvements and potential financial incentives are commensurate with potential tax benefits and other economic impacts generated by private investments and projects. In formulating potential investment opportunities, the Consultant shall conduct interviews with various stakeholders who have interests in seeing Downtown Jacksonville prosper. A preliminary listing of targeted stakeholders shall include, but will not be limited to, the following:

- Large employers and property owners;
- Local merchants and civic groups; and
- Real estate developers familiar with past and present plans

Committee and Community Feedback

The Consultant shall provide the Committee with a summary of the initial plan components that have been completed. This will keep the Authority aware of the framework for the amended plan; an understanding of the baseline information for each CRA; preliminary market analysis findings; and an overview of existing conditions. This information will be the basis for which potential revitalization projects that will be based upon. In addition to the Committee meeting, the information shall be made available online and two community forums will be conducted (one within each CRA) to present the information to the public-at-large.

**Preliminary Market Analysis Assessments**

Tax Increment Finance (TIF) Updates

The Consultant shall provide projections of tax increment revenues for each of the three (3) Tax Increment Finance (TIF) districts based on preliminary market analysis assessment findings.

Data Collection

The Consultant will conduct a preliminary review, profiling and analyzing, economic indicators, trends and conditions of successful efforts in downtown development/redevelopment in other U.S. cities. This preliminary market analysis will be further developed in Phase 2.

**Complete Draft of Redevelopment Plans**

Complete Draft Updates

The Consultant shall consolidate all previous work efforts into complete drafts of each CRA’s updated redevelopment plan. This draft will identify any potential land use and/or zoning changes required to support the proposed revitalization investments, address urban renewal initiatives, illustrate redevelopment concept sites, suggest incentive and business development recruitment strategies, and projections of tax increment revenues for each of the three Tax Increment Finance (TIF) districts.

The Consultant will edit, update, and incorporate the preliminary draft market analysis assessment report into the complete draft of the Redevelopment Plans based on comments and additional information received.

[NOTE: The Consultant will compile and submit a final Market Analysis and Development Strategy report for Downtown Jacksonville that will be integrated into the Business Investment Plan as reflected in Phase 2. Individual reports will be prepared for the Downtown Northbank and Southside CRAs, corresponding to the separate taxing districts.]

Committee and Authority Recommendation

The Consultant shall provide the Committee with a summary of the completely updated CRA redevelopment plans. A public workshop seeking their guidance about the final drafts will be conducted. The Consultant will refine the documents into final drafts that will be submitted to the full Authority for a recommendation to City Council.

Sufficiency and Approvals

The Consultant shall prepare the necessary amendment package for the creation of legislation to the Office of General Counsel. The Consultant shall meet individually with the Chair and members of the LUZ Committee as well as individual councilmembers to assure that any questions they may have are answered well in advance of public hearings. The Consultant shall represent the Authority before the requisite public hearings on amending the redevelopment plans before the Planning Commission, Land Use & Zoning Committee and City Council. The Consultant will act as support staff for the Authority.

**PHASE 2: MARKET ANALYSIS AND CREATION OF BUSINESS INVESTMENT PLAN**

**\$100,695 (Lump Sum)**

The following scope further develops the market analysis necessary to support the Business Investment Plan (BIP) as stated below. This further analysis is continued from the Preliminary Market Analysis Assessment initiated in Phase 1 of this scope:

**Market Analysis**

Data Collection

The Consultant will examine the market potential for revitalization within Downtown Jacksonville and identify the greatest opportunities for economic development. The Consultant will conduct a complete review, profiling, and analysis of economic indicators, trends and conditions of successful efforts in downtown development/redevelopment in other U.S. cities that could serve as models in housing, commercial development, entertainment, sports and tourism for Downtown Jacksonville. This market analysis will identify needs and opportunities for new, upgraded, and possibly relocated, residential, commercial, and institutional development in both the Southside and Downtown Northbank CRA boundaries.

Market Supported Possibilities

The Consultant will identify economic sectors, development areas, and individual real estate projects in terms of their priorities for action based on marketability, financial feasibility, and/or catalytic impact of development/redevelopment. This analysis will be segmented into short-term (0-5 years), intermediate term (5-10 years), and long term (over 10 years) strategies and actions.

Committee Overview

The Consultant shall compile and submit a draft report presenting all findings and recommendations for housing, commercial, and visitor-based development/redevelopment reflecting analyses of the

Jacksonville real estate market and applicable successes in other cities. This draft report will be transmitted to the Committee and a public workshop will be held for the Consultant to present the findings and receive input about the report from the Committee, the DIA Board and the public-at-large.

**Future Redevelopment Projects**

Formulate Revitalization Projects

The Consultant will utilize the baseline data gathered for each CRA, consider the goals and principles derived from existing plans, review the preliminary market analysis, and begin to craft a series of appropriate capital projects and programs that could be undertaken within each CRA. The Consultant shall prepare detailed statements of the projected costs of these hypothetical redevelopment efforts, including the amount to be expended and any indebtedness of the Authority as the community redevelopment agency, if such indebtedness is to be repaid with increment revenues. The conceptual projects would contain a time-certain for completing all redevelopment financed by increment revenues.

Engagement Technology

The Consultant shall utilize the online engagement tool to relay information about the various proposals. The public will have the opportunity to participate in polls, offer their own unique ideas or support other ideas leaving comments, and take part in participatory budgeting to determine which initiatives they would fund using a prescribed budget.

Committee and Community Feedback

The Consultant shall provide the Committee with a summary of the hypothetical redevelopment efforts with an understanding of the reasoning behind their selection, any comments from the community about them, and seeking their guidance about further evaluation of them. This will be followed by another Committee meeting at least two weeks later that addresses the comments and suggestions made by the Committee. In addition to the Committee meetings, the information shall be made available online and two community forums will be conducted (one within each CRA) to present the information to the public-at-large.

Business Investment Plan

The Consultant will formulate a Business Investment Plan (BIP) based upon the findings contained in the updated CRA redevelopment plans. The BIP is to define the economic base for market supportable revitalization efforts. The BIP will be designed to include the greatest opportunities for economic development and revitalization in Downtown Jacksonville. The BIP will clearly identify the key market issues for Downtown, methods in which to attract more people Downtown, and diversify Downtown residential opportunities. The BIP will include associated performance standards and criteria for the utilization of tax increment funds to implement the Plan.

## **SUBMITTAL REQUIREMENTS**

The Consultant shall provide an electronic copy (PDF) of all materials to the City Project Manager, Eric Lindstrom. In addition, seven (7) hard copies shall be provided for each Redevelopment Plan Committee Workshop; ten (10) hard copies for each DIA Board Meeting; and no fewer than twenty (20) hard copies for each community forum. The Consultant shall be responsible for making certain that every item presented for discussion or submitted for information and/or comment shall be accessible to the public on the project web site.

The costs of reproducing these materials and the technology service fee for the project web site are included in the Consultant's expense item. Separately, hard copies in excess of the aforementioned amounts requested by the City Project Manager shall be reimbursed at a not-to-exceed expense amount separate from this Scope.

## PRELIMINARY WORKSHOP AND PUBLIC ENGAGEMENT SCHEDULE

Phase 1 Redevelopment Plan Committee Workshops (dates subject to change):

Jul 24	Project overview, subsequent workshops, approach to market analysis, melding of existing plans
Jul 29	Overview of fundamental responsibilities of Community Redevelopment Agencies
Aug 26	Formalize goals and objectives derived from existing plans to be carried forward to CRA plans
Sep 2	Status updates on Redevelopment Plan Amendments
Oct 14	Public feedback on possible preliminary projects, refinement of proposals
Jan 20	Overview of complete draft updates to CRA plans
Feb 3	Recommendation to DIA Board

Phase 1 Community Forum Topics:

Sep 2013	Redevelopment Plan Amendment , goals and objectives
Nov 2013	Community input on preliminary recommendations
Jan 2014	Refined Redevelopment Plan recommendations

Phase 2 Redevelopment Plan Committee Workshops (dates TBD):

- Market analysis update, discussion about possible preliminary projects
- Market analysis update
- Additional refinement of preliminary projects
- Draft market analysis including possible investment projects
- Formulate the structure, purpose, and implementation procedure of BIP
- Refinement of draft BIP
- Discussion of market supported revitalization projects linked with plan goals and objectives
- Refinement of market supported revitalization projects

**FEE SCHEDULE**

See the attached Exhibit “B” titled “Contract Fee Summary for Update of Downtown CRA Plans and Creation of Business Investment Plan”.

**Phase 1: Redevelopment Plan Amendments to Meet Requirements of Chapter 163, Part III, F.S.**

Project Launch	
Due Diligence for Draft of Redevelopment Plans	
Preliminary Market Analysis Assessments	
Complete Draft of Redevelopment Plans	
Subtotal Labor (Phase 1)	\$ 113,165 (Lump Sum)
Reimbursable Expenses (not to exceed without prior written approval)	\$ <u>6,835</u>
<b>Total Fee (Phase 1)</b>	<b>\$ 120,000</b>

**Phase 2: Market Analysis and Create of Business Investment Plan**

Market Analysis	
Future Redevelopment Projects	
<b>Total Fee (Phase 2)</b>	<b>\$ 100,695</b>

Additional Services

City Provided Data (see below)	\$ 18,400
Expanded Timeframe Business Investment Plan	\$ 65,400

This is a multi-phased project. Additional project phases will consist of formulating future redevelopment projects to complete the Redevelopment Plans and Business Investment Plan. Additional project phases may consist of services such as additional stakeholder involvement, public outreach, financial modeling, investigation of other cities’ successful redevelopment, and other services deemed necessary beyond the scope of contained herein.

The scope and fee for those additional services will be provided via a separate scope and fee proposal, and will be subject to negotiations between the Consultant and the Client.

## CITY PROVIDED DATA

It is understood that the Client will work with the Consultant to provide the following existing information, data, and/or coordination efforts to be efficient and effective to both parties.

1. Legal description for the boundaries of the Downtown Northbank and Southside CRAs supported by resolutions or ordinances establishing the respective boundaries
2. Comprehensive and complete collection of all past Downtown CRA-related City legislation
3. GIS files for real property within each of the CRAs that contain the following data:
  - Real Estate Property Number, Owner Information, Acreage
  - Land Value, Value of Improved Structures
  - Existing land use, zoning
  - Total number of dwelling units
  - Vacancy status
  - Population, number of households, racial composition
  - Median household income (in ranges)
  - Historic structures
  - Brownfields
  - Boundaries of all overlay zones within the CRAs
  - Location and size/type of road, water and sewer public infrastructure
  - Locations and acreage of open space, parks, recreation areas
  - Figure ground files depicting built environment
4. Listing and details on past proposed real estate development projects that did not go forward from OED (what is permissible for disclosure)
5. 2030 Comprehensive Plan goals, Capital Improvement Plan, objectives and policies related to downtown, redevelopment, and/or CRAs
6. Complete financial records identifying revenues and expenditures for all three TIF districts: Northside East, Northside West and Southside since adoption of the respective trust funds
7. Approved design guidelines for wayfinding signage
8. Approved plans for Riverwalk extension/improvements
9. Map or other graphic illustration containing all parking facility locations, number of spaces accessible by the public
10. Brownfield program/strategy, past or pending applications for federal clean-up assistance
11. List of desired capital improvement projects that are not funded; Parks and Rec Grants, Recreation and Waterfront
12. Departmental staff resources for any activities and/or projects that are currently underway or proposed for any of the three CRA Districts: Office of Economic Development, Department of Health, Duval County School Board, Children's Commission, Fire and Rescue, JSO, Non-For-Profit/Homeless Shelters, JAXPORT, Jax Journey, Military Affairs, Veterans and Disable Services, Neighborhoods: Animals, Mosquito, Code

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Compliance, Environmental and Housing, P&DD: Comp Planning, Current Planning, Historic, Building, Property Appraiser, Public Affairs, Public Works (engineering, streets and drainage, ROW, public streets, solid waste), Special Services, Special Events

13. Responsible for all statutory notifications to taxing authorities associated with public hearings
14. Responsible for all contact with the news media.

<b>Exhibit "B"</b>				
<b>CONTRACT FEE SUMMARY FOR</b>				
<b>Update of Downtown CRA Plans and Creation of Business Investment Plan</b>				
<b>PART 1 - GENERAL</b>				
<b>1. Project</b> Updating the Downtown Northbank and Southside CRA Redevelopment Plans and Creating a BIP			<b>2. City RFP Number</b> P-20-13	
<b>3. Name of Consultant</b> Prosser Hallock, Inc.			<b>4. Date of Proposal</b> 07/17/2013	
<b>PART 2 - LABOR RELATED COSTS</b>				
<b>5. DIRECT LABOR</b>	Hourly Rate	Estimated Hours	Estimated Cost	TOTAL
Principal	\$ 58.18	10	\$ 582	
Project Manager	\$ 45.45	28	\$ 1,273	
Senior Planner	\$ 41.82	264	\$ 11,040	
GIS Technician	\$ 30.91	52	\$ 1,607	
Graphic Designer	\$ 30.91	24	\$ 742	
<b>TOTAL DIRECT LABOR</b>				<b>\$ 15,244</b>
<b>6. OVERHEAD (Combined Fringe Benefits &amp; Administrative)</b>				
Overhead Rate 150% x Total Direct Labor				\$ 22,866
<b>7. SUBTOTAL: Labor + Overhead (Items 5 and 6)</b>				<b>\$ 38,110</b>
<b>8. PROFIT: Labor Related Costs (Item 7) x 10%</b>				<b>\$ 3,811</b>
<b>TOTAL LUMP SUM LABOR FEE (PROSSER HALLOCK)</b>				<b>\$ 41,921</b>
<b>PART 3 - OTHER COSTS</b>				
<b>9. MISCELLANEOUS DIRECT COSTS</b>				
Reproductions, Courier Service, Postage, Express Delivery, and other Misc. Direct Costs (Reimbursable Allowance)				\$ 6,835
Out-of-Town Travel Expenses (Reimbursable Allowance)				\$ -
<b>MISCELLANEOUS DIRECT COSTS SUB-TOTAL</b>				<b>\$ 6,835</b>
<b>10. SUBCONSULTANTS</b>				
Urbanomics, Inc.				\$ 20,000
Diettrich Planning, LLC (JSEB)				\$ 30,000
Infinity Global Solutions, LLC				\$ 6,000
<b>SUBCONSULTANT SUB-TOTAL</b>				<b>\$ 56,000</b>
<b>PART 4 - FEE SUMMARY</b>				
<b>TOTAL (Items 5, 6, 8, 9 and 10)</b>				<b>\$ 120,000</b>

## Downtown Investment Authority '13-'14 Budget Summary

7/24/2013

<u>Budget Categories</u>	<u>OED Submitted Budget</u>	<u>Budget Office Submitted Budget to City Council</u>
Salaries and Benefits	\$531,874	\$267,619
Professional Services (Incl: Environmental, DRI, Engineering and other efforts)	\$440,000	\$0
Travel	\$14,100	\$0
Internal Service Allocations (Incl: Legal, PW Engineering, IT and other misc. charges)	\$402,701	\$19,599
Promotion/Advertising	\$50,350	\$400
Misc. Services and Charges	\$3,400	\$0
Event Contribution	\$35,000	\$0
Office/Operating Supplies/Food	\$9,000	\$8,600
Conference/Dues/Subscriptions	\$16,617	\$0
Office Equipment	\$5,003	\$0
<u>Total Budget Submitted</u>	<u>\$1,508,045</u>	<u>\$296,218</u>

**Office of Economic Development  
Support to the Downtown Investment Authority**

**Authorization to Negotiate and Engage on Various Downtown Projects  
Project Narrative – July 24, 2013**

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**Background**

During the 2010 Mayoral elections, support for the redevelopment of downtown evolved into one of the primary points of discussion for many candidates. This was particularly so in Mayor Alvin Brown's platform and was identified as a key issue for the voters.

Within Mayor Brown's first year in office, he refined the duties of the City's economic development office (formerly known as the JEDC). This divided the responsibilities into traditional economic development and downtown redevelopment establishing an independent organization, the Downtown Investment Authority (DIA), created by ordinance 2012-364-E.

The fundamental reason for the establishment of the DIA was to create a board focused on downtown's redevelopment while mayoral priorities and politics changed from term to term.

Since October 2012, following the establishment of the DIA, nine board members were confirmed. The DIA Board began the process of enacting by-laws, establishing officers, and developing an understanding of the various plans that had been developed over the past 13 years to include:

- Downtown Master Plan
- Downtown Action Plan
- Public Investment Strategy
- The IBM Smarter Cities – Downtown Strategy document

In late March 2013, the Mayor introduced an opportunity to fund downtown projects through the allocation of \$9 million of bond debt savings. After considerable debate and conversation, bill 2013-89-E was approved by City Council. This ordinance provided the basis for City participation in projects that had been developed but lacked adequate private capital funding to implement.

Three formal standing committees were formed: the Downtown Economy Committee, the Downtown Environment Committee and the Downtown Experience Committee. Each of these committees was assigned a focus and began meeting regularly. Other issues such as the Downtown Redevelopment Plan and Hemming Plaza were assigned individual committees to ensure a focused approach. Concurrent with these actions, the DIA Board began an executive search and in late June announced the hiring of a Chief Executive Officer.

### **\$9 Million Funding**

Since the City Council's approval to fund downtown projects in March of 2013, the Office of Economic Development (OED), as staff to the Downtown Investment Authority, has been presented with an increased number of conceptual development plans located in downtown. During the past four months, OED has had the opportunity to meet with a number of local and national development teams to gain a better understanding of their proposed project and the downtown real estate market. It has become apparent that the real estate market demand in Jacksonville is lagging. This is evident in the retail and office vacancy rates; and conversations with the real estate brokerage community as well as institutional and private investors. In order for Jacksonville to engage the development community in the redevelopment of downtown, it is important to recognize that City funding will be required to potentially subsidize development cost given market conditions. The funding necessary to implement significant transformation will be far more than the \$9 million funding dedicated in the Downtown Economic Development Trust Fund and the balance of \$5.3 million in the Historic Preservation Trust Fund. Considering this reality, the OED has developed criteria for evaluating the merits of projects presented to our office and the DIA

### **Criteria for Evaluating Proposed Projects**

In the Downtown Master Plan and Downtown Action Plan, as well as the work of the DIA's Downtown CRA Committee (which is charged with the update of the Redevelopment Plan and the creation of a Business Investment Plan), four very basic objectives continue to be building blocks for the redevelopment of Downtown. These four objectives are:

- Improve Walkability
- Make Downtown a Destination
- Make Downtown a Neighborhood
- Ensure a Framework for Sustainable Success
- Increasing the tax base of Downtown

Considering these objectives, the Downtown Investment Authority (DIA) meetings, individual DIA Board member's input and the various planning documents created, the Office of Economic Development (OED) staff has developed ten criteria for the DIA to weigh in consideration of projects presented to them. The criteria are:

1. Catalytic project for downtown by spurring additional development activity and ensuring 24/7 pedestrian activity.
2. Developer/project readiness to commence.
3. Emphasis on residential, mixed use development, ground floor retail and job creation.
4. Ratio of private capital investment to public investment
5. Historic preservation, conversion of dilapidated buildings into productive use.
6. Branding and Marketing Downtown.
7. Enhancement of the Downtown Experience.

8. Linkage and support to other downtown venues, destinations and projects.
9. Creates an opportunity for future growth and development.
10. Removes environmental contaminants/obstacles for development
11. Potential tax revenue

### **Proposed Projects**

In order to develop a short term strategy for investing the \$9 million allocation granted to the development and redevelopment of Downtown, the OED staff has considered several proposed projects presented over the past four months. These proposals are in various stages of project development. These potential projects have included proposed partnerships with the City. Several presentations requested funding from both the \$9 million Downtown Economic Development Trust Fund and the Historic Preservation Trust Fund. Upon preliminary analysis of each of the projects presented to the OED, it has become apparent that the funding requests will exceed the available funding. **Therefore, the OED staff is requesting authorization from the Downtown Investment Authority Board to begin detailed and comprehensive negotiation/review with five specific proposals.** These proposals meet several of the aforementioned objectives and criteria. Furthermore, these proposals have demonstrated in their presentations a preliminary financial model and a reasonable implementation schedule to complete their project. However, the proposals lack the detail necessary to draft a development agreement or legislation. It is expected that these projects, given direction, may have detailed requests that can result in a redevelopment agreement by October 1<sup>st</sup>. The projects include:

▪ **The Laura Street Trio:**

This proposed project is a mixed use development located along Laura Street bound to the north by Adams Street and to the south by Forsyth Street. The conceptual proposal meets several of the criteria referenced above including:

1. Catalytic project for downtown by spurring additional development activity and ensuring 24/7 pedestrian activity.
2. Developer/project readiness to commence.
3. Emphasis on residential, mixed use development, ground floor retail and job creation.
4. Historic preservation, conversion of dilapidated buildings into productive use.
5. Enhancement of the Downtown Experience.
6. Linkage and support to other downtown venues, destinations and projects.
7. Creates an opportunity for future growth and development.

▪ **Downtown Beautification, Infrastructure, Retail Enhancement:**

These projects include basic reinvestment by the City in the publicly owned infrastructure. Many of these elements are included in the Downtown Action Plan as supported by the Downtown Pedestrian and Open Space Action Plan. The conceptual projects are congruent with the criteria referenced above including:

1. Developer/project readiness to commence.
2. Branding and Marketing Downtown.

3. Enhancement of the Downtown Experience.
4. Linkage and support to other downtown venues, destinations and projects.

▪ **Old Main Library Redevelopment:**

This proposed project is a mixed use development located between Main Street and Ocean Street bound to the north by Adams Street and to the south by Forsyth Street. The conceptual proposal meets several of the criteria referenced above including:

1. Catalytic project for downtown by spurring additional development activity and ensuring 24/7 pedestrian activity.
2. Developer/project readiness to commence.
3. Historic preservation, conversion of dilapidated buildings into productive use.
4. Enhancement of the Downtown Experience.
5. Linkage and support to other downtown venues, destinations and projects.
6. Creates an opportunity for future growth and development.

▪ **Lavilla/Sax Seafood Development Site:**

This proposed project is a mixed use development located between Beaver Street and Union Street immediately adjacent to the Ritz Theater. The conceptual proposal meets several of the criteria referenced above including:

1. Catalytic project for downtown by spurring additional development activity and ensuring 24/7 pedestrian activity.
2. Emphasis on residential, mixed use development, ground floor retail and job creation.
3. Developer/project readiness to commence.
4. Enhancement of the Downtown Experience.
5. Creates an opportunity for future growth and development.

▪ **Shipyards:**

This proposed project is a mixed use development located along Bay Street along the St. Johns bound to the east by Metropolitan Park and to the west by Berkman Plaza phase II. The conceptual proposal meets several of the criteria referenced above including:

1. Catalytic project for downtown by spurring additional development activity and ensuring 24/7 pedestrian activity.
2. Emphasis on residential, mixed use development, ground floor retail and job creation.
3. Enhancement of the Downtown Experience.
4. Linkage and support to other downtown venues, destinations and projects.
5. Creates an opportunity for future growth and development.
6. Removes environmental contaminants/obstacles for development.

### **Recommended Action**

Considering the discussion above and in an effort to present an interim strategy for investing the \$9 million allocation granted to the development and redevelopment of Downtown, the OED staff requests authorization from the Downtown Investment Authority Board to begin detailed and comprehensive negotiation with the five specific projects listed above. OED staff will work collaboratively with the recently hired DIA Chief Executive Officer upon his arrival. Furthermore, the OED requests that staff be authorized to consider the combination of funding utilizing the Downtown Historic Preservation Trust Fund in the amount of \$5.3 million. This combination of funding sources may be required to ensure the completion of one or more of these projects.

Upon the Downtown Investment Authority's (DIA's) approval of the OED to negotiate in earnest with the project representatives and develop project costs for Downtown Beatification and Infrastructure Projects pursuant to the Downtown Action Plan, the OED staff will present detailed project funding requirements and project recommendations to the DIA for approval. These detailed projects will include private capital investments, funding needs, incentive requests (including sources) and timing of implementation. This information will be presented in resolution form that includes a development agreement and suggested legislation with the goal to have it approved by DIA prior to October 1, 2013.