

DOWNTOWN INVESTMENT AUTHORITY

REDEVELOPMENT PLAN COMMITTEE WORKSHOP

Downtown Investment
Authority Board

Oliver Barakat, Chair

Jim Bailey, Jr., Vice Chair

Kay Williams, Secretary

Antonio "Tony" Allegretti

Melody S. Bishop, AIA

Robert Clements

Donald Harris, CHA

Paul Perez

Michael Saylor, AICP

Aundra Wallace, CEO

Ed Ball Building

214 N. Hogan Street

3rd Floor, Room 3086

Jacksonville, FL 32202

904.255.7567

AGENDA

Wednesday, October 9, 2013

3:00 p.m. – 4:00 p.m.

City Hall at St. James / 117 West Duval Street / 1st Floor, Lynwood Roberts Room

- I. **Call to Order** Melody Bishop, Chair

- II. **Short-Term Investment Projects** Tony Robbins, Consultant
Lara Dietrich, Consultant
 - A. **Suggestions from Last Workshop**
 - B. **Projects Listed in Existing Plans**
 - C. **New Suggestions**

- III. **Public Comment**

- IV. **Adjournment** Melody Bishop, Chair

Future Committee Workshops:

- | | |
|---------------|---|
| Oct. 23, 2013 | Finalize List of Short-Term Investment Projects |
| Nov. 13, 2013 | Preliminary Market Assessment Update
Discussion of First Draft of Plan Amendment |
| Dec. 11, 2013 | Comments on Second Draft of Plan Amendment |
| Jan. 8, 2014 | Final Comments on Plan Amendment |

*The following is the Project Consultant's accounting of comments expressed by those attending DIA Board Members and members of the public attending the **September 27, 2013** Redevelopment Plan Committee workshop to discuss possible near-term projects. It is intended to capture the primary points expressed by each speaker, not to serve as a verbatim transcript.*

DIA Chair Oliver Barakat: Agrees with the need to focus limited resources on one or two definitive areas and make them work. Have a plan, stick to it, demonstrate public sector support for it and ergo influence the market.

DIA Board Member Tony Allegritti: Prefer to work with the entirety of Downtown (versus focusing on one or two spots)

Redevelopment Plan Cmte. Chair Melody Bishop: Don't ignore locations of hot activity located at easternmost and westernmost portion of Northbank (e.g. intersection of Forest and Riverside, Brooklyn, sports complex). There are thousands of spectators and visitors at the stadium and arena that could be brought Downtown after their events via better transit. People will take convenient transit from there to Downtown. The market dictates where we can help.

DIA Board Member Don Harris: Would like the plan to look at connecting areas. Identify where the new JTA transportation hub is to be located.

DIA CEO Audra Wallace: Public sector incentives drive developers. State those things we are willing to do (e.g. infrastructure improvements that private developers do not have to). The most appropriate financial comparables can be found in Brooklyn. We have not been selling all of the incentives that are out there, not just grants; there are tax benefits of locating in an Enterprise Zone.

Jacksonville City Councilmember Lori Boyer: Regarding the inviting public realm target, a large, wide one-way road was not a good idea for encouraging street-level pedestrian activity. Asked do you chase the "hot stock" or pursue ones with long-term potential. Create a mechanism for DIA to be able to comment whenever another agency has plans for doing something Downtown.

Redevelopment Plan Cmte. Chair Melody Bishop: The reversible one-way streets were in the 2007 Action Plan.

Bruce Fouraker: Submitted seven ideas for consideration (see attachment).

Barb Ketchum: Late Bloomers Garden Club has a plan similar to what is being discussed at this meeting calling for uniformity of beautification efforts from City Hall to the river and from the TU Center for Performing Arts to the Hyatt Regency. This shows that someone cares about Downtown. Likes the idea of a little bus (trolley) to connect different parts of Downtown. "Design Unity in the Community". Suggests promoting a café culture with wide sidewalks with outdoor seating.

Jennifer Hewett-Apperson: DVI agrees with the direction the consultant is proposing. There needs to be a focus on a walkable Core. The plan should not ignore incentives for historic preservation. Need to have a couple of blocks that work well together - - right now we have a good block, then a hole, another good block, another hole, then a good block. Also, problem property owners who find it easier to take the tax break than fix up their distressed properties which are major blighting influences.

Alexander Sifakis: There are a lot of good ideas from the recent Chamber trip to Charlotte. As a private investor he needs DIA to set a plan (and make sure they follow it) so he knows when he's going to invest, the plan will be done and he'll know Downtown will improve. Don't send mixed

messages (e.g. City Council redirecting \$9M from DIA). Brooklyn and Springfield are moving along fine on their own, Downtown needs City assistance. Plan should focus on the river, other communities would love to have our river. Need to attract institutions of higher learning Downtown such as the Florida Coastal College of Law and the Art Institute (approx. 2,500 students - - would double the population Downtown). Focus on Bay Street.

Jennifer Jones: Not impressed with JTA's "Max" brand for the BRT - - similar to a Pepsi product, a healthy product. Need to work towards health and wellness. Hip=Health=Happiness. Move the jail. Support a trolley, which feeds off of the Skyway and the JTA thoroughfares (BRT).

Carnell Oliver: Likes use of history in New Orleans with horse carriage rides. Why can't we do something similar here. Festivals and programming should reflect a city of cultural diversity (e.g., different nationalities)

Dane Baird: Dream big. Three financial resources: (1) amend/extend the Better Jax Plan (make it better); (2) look at Miami-Dade County Homeless Trust which utilizes a 1% tax on food and beverage for this indigent fund. It has resulted in 80% fewer homeless population in their downtown by offering them scattered housing outside of downtown; (3) Get great elementary, middle and high schools Downtown.

Alexander Sifakis: Diversity is a huge catalyst that encourages growth, attracts younger generation. As for homeless, it makes no sense to care for them at a location on the most expensive real estate. Likes the Miami-Dade program referenced earlier that offers housing outside downtown.

Shannon Nazworth: Interested in how redevelopment can combat homelessness. City, non-profits and service providers can collectively deal with the homeless problem.

DIA Chair Oliver Barakat: Would like to see homelessness addressed in the near-term (0 to 5 year) initiatives of the updated plan.

DIA Board Member Don Harris: Like the idea of a small trolley running throughout Downtown.

Jacksonville City Councilmember Lori Boyer: Her understanding is that the entire Northbank TIF District is encumbered through 2017.

DIA CEO Audra Wallace: Need to demonstrate how DIA can make quick decisions on projects. Repeated insistence that the plan needs to address how to get folks from Brooklyn to the sports complex.

Ideas for Consideration by Consultant Team and CRA Committee

- The first item to be considered is to end the subsidies to the Carling and 11E. The owner is costing the Downtown CRA's \$3.6 million that could be used for other projects. The owner has a separate corporate entity with 35 properties that is profitable. The Carling and 11E are 95% occupied and the city should not renew the subsidy.
- The DIA should provide funding in the amount of \$75,000 to 120 East Forsyth Street. This would be money well spent on a restaurant being opened by a well owner and within walking distance of several thousand people.
- The DIA should provide \$2 million for approximately 40 incubator grants of \$50,000 to landlords of storefront properties Downtown for improvements at the time of leasing to be disbursed in F/Y 2014/15. I support this idea as it will help to clean-up Downtown and make more properties leasable. Thanks to Margie Seaman and Mike Langton for coming up with this idea.
- The DIA should approve \$500,000 for incentives in the form of grants to be used by businesses for Illuminate Jacksonville in F/Y 2013/14, with the option of providing similar or larger grants in future years. Again thanks to Margie Seaman and others.
- The DIA should loan \$3.255 million to the Charles F Adams Floating Museum in F/Y 2013/14 to pay for restoration, towing and docking and \$702,000 in F/Y 2014/15 to cover 6 months operating expenses. I would recommend the loan would be payable for 10 years at 3.25% with a monthly payment starting in October 2015 of \$38,648 per month.
- The DIA should provide/encourage the use of \$5.3 million in the Historic Trust for use by the Ambassador Hotel to turn it into working class housing.
- The DIA should spend the \$1.5 million in Southbank CRA monies on the improvements to Riverplace Drive in F/Y 2013/14 and another \$500,000 in F/Y 2014/15.

The above projects are contingent on the \$4.2 million from the city in F/Y 2013/14 and the freeing up of the Northbank and Southbank CRA funds from the Carling/11E Subsidies.

Thanks or considering these items.

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Downtown Investment Authority
Redevelopment Plan Committee

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

Wednesday, October 9, 2013 – 3:00 p.m.

REDEVELOPMENT PLAN COMMITTEE
MEETING MINUTES

Board Members Present: Chairman Oliver Barakat, Melody Bishop, Tony Allegretti

Office of General Counsel: Jason Gabriel

Council Member: Lori Boyer

Attendees: Alex Rudzinski, Director of Development, OED; Karen Nasrallah Downtown Development and Redevelopment Manager; Aundra Wallace, DIA CEO; and Karen Underwood, Recording Secretary

CALL TO ORDER

Board Member Melody Bishop, Chair of the DIA Redevelopment Plan Committee, called the meeting to order at approximately 3:10 p.m.

Board Member Bishop asked everyone to introduce him- or herself. She stated that input was needed from each member to consider a plan to be formulated for stakeholders meeting.

SHORT-TERM INVESTMENTS PROJECTS Lara Diettrich/ Tony Robbins Consultants

Lara Diettrich welcomed the public, and introduced Jim Catlett, IGS; Jim Gilmore, IGS; and Josh Cockrell, IGS.

Board Member Bishop recognized Council Member Boyer and stated that the Board appreciates her fearless leadership and attendance to all of the meetings.

Lara Diettrich read a quote from the Metropolitan Revolution by Bruce Katz. Bruce Katz is an Urban Developing Philosophical intellect genius and was a speaker at the One Spark event.

“The Federal and State governments, driven by outworn notions of legislative horse-trading, prefer one-size-fits-all solutions that serve to frustrate rather than placate. They spread resources across the landscape of the nation and their states like peanut butter on a slice of bread, diluting return on investment and diminishing public confidence in public action. Cities and metropolitan areas are by contrast, aligned, and attuned to the differentiated nature of their economies. They build on their distinctive strengths, buttress and leverage their specific assets, attributes, and advantages. They follow Dolly Parton's maxim: "Find out who you are and do it on purpose.”

Tony Robbins presented the Downtown Jacksonville Community Redevelopment Plan Amendment Workshop. He discussed identifying projects and actions DIA can undertake with minimal cost, projects that will start in 2014. The goals are for small-scale changes to public spaces that could lead to big changes down the road.

Strategic Objectives

- Make Downtown More Balanced and Livable (beautify, more housing, cultural diversity)
- Build Capacity (diversify revenues, foster alliances)
- Improve Downtown Mobility (trolley, more walkable)
- Protect and Enhance Open Space.

Where should we focus?

- Laura Street (Monroe to Bay)
- Brooklyn/Riverside
- Bay Street (Liberty to Ocean)
- Riverside Boulevard

Chairwoman Bishop stated that the plan would have to go through City Council, DOT, Public Works, and JTA. Mr. Robbins responded that the Action Plan limited a few steps but there was not enough detail. The update to the plan and the list of projects would have necessary steps in sections. Lara Diettrich noted that that would be fully vetted in the Business Investment Development Plan.

RPC Ranking of DT Action Plan

- Enhance Event Programming
- Convert Downtown One-Way Streets to Two-Way Streets
- Initiate A Downtown Marketing Strategy that emphasizes Downtown Districts
- Development and Implement a Comprehensive Streetscape Plan
- Engage in Active, Targeted Retail Recruitment
- Improve Downtown Connectivity by an Enhanced Trolley System & Complementary BRT

Short-Term Investments

- Infrastructure Improvements
- Remove directional mast arms from Bay Street, return two-way movement
- Create a shade canopy along Bay Street
- Prioritize people replacing one vehicle land with wider sidewalk, bike lane & landscaping
- Reduce vacant City-owned properties by waiving rental fees for first two years of a multi-year lease.

Board Member Barakat stated that whether it is 2 years of free rent or help with the TI and capital expenses, sometimes a storefront incentive program is worth looking at in controversy of retail incentives investing in start-up businesses or various businesses. It is up to this board to make sure each application is reviewed carefully. If empty storefronts were in better shape, deals could be

done. It would cost so much to get the spaces modernized into code and he has seen many deals fall apart despite the interest of the businesses that would like to be located in the area.

Aundra Wallace pointed out that previously the city had a retail enhancement program. He is looking into how to revamp that for storefronts. By the time the DIA meets the first quarter of 2014 the retail enhancement would be one of actual incentives that will roll out with action plan. On the residential component piece, he wanted to know how would the board get a balance for sales and rentals in the downtown area. He will also look into how to develop some type of a down payment assistance program to assist people on a home ownership side as well rental assistance.

Council Member Boyer commented that the bullet points doesn't identify retail versus office but the answers heard were with respect to retail and nobody approached the idea of using city-owned property office space for free for two years.

Pam Smith commented that the City has been helpful incentivizing some office properties.

Alex Sifakas commented that he think if incentives were given to the developers and owners that it should not create a problem. Paying \$200 to a renter to make it \$1,000 instead of \$1200 give the incentives to the developers to lower their cost so that they can afford offers lower than the public. That would create a demand and activity, which then would raise prices in the end.

Aundra Wallace asked how long would the developer be able to offer that particular incentive to the next renter. Mr. Sifakas responded that if the costs spaces were lowered on the property, it should be forever. Mr. Wallace stated that would be the challenge in the development of the community once that that incentive is provided.

Lara Dietrich noted that Mr. Wallace and the DIA would be structuring what is asked to do to ensure that the program would work.

Outdoor Seating throughout Downtown

- Amendment Downtown Zoning Overlay
- Enables some businesses to double their capacity without expanding their buildings
- Fosters greater interactions among people and helping activate the streets
- Places higher importance on people over automobiles in front of businesses

Reliable, Frequent Trolley System

- Combats the perception Downtown is difficult to navigate
- Supports use of peripheral parking facilities
- Connect surrounding neighborhoods with Downtown
- Compliments future introduction of BRT to Downtown

Regular Special Events Programming

- Monthly cooperative meeting open to all downtown businesses and organizations
- Corporate on a series of special events with emphasis on families

- Provide spaces for residents to conduct community business and spaces for social events and educational
- Temporary street closures for more street festivals.

Streetscape Beautification Initiatives

- Improvements for a more welcoming and well-maintained pedestrian environment
- Improved and strategically-located lighting for real and perceived safety
- Use of potted plants, lower maintenance landscaping and more effective shading
- Art in Public Places competition

PUBLIC COMMENTS

Edmundo Gonzalez stated when he lived in New York, the incentive packages were done with private developers at an 80/20 percent market rate. He mentioned that some churches would not allow outdoor alcohol to be served after a certain time. That will not work for what the people would like to see downtown.

Carlton Jones stated that most lease terms are 3 to 5 years. A rent structure could be locked in for the first 5 years. It would benefit the landowner, which would pass that savings onto the tenant. Prior to FSCJ President Wallace left, he had been exploring some dorms downtown and those opportunities currently exist and should be taken advantage of. SCAD is a great success story for Savannah, it changed their entire blighted downtown. With the credit system, it is difficult to finance these dorms.

Dane Beard mentioned a pre-k – five schools may happen in Springfield. The parents that work downtown could have their kids go to school. That would give families more reasons to live and work downtown.

Chairwoman Bishop stated that something would happen in Downtown Jacksonville focused on the idea of Jacksonville becoming the healthy well-being city that it can be.

Sandra Jones asked where the targeted areas were. Aundra Wallace pointed out the map and showed her where the areas are located.

Lara Diettrich ended the meeting with a quote from Bruce Katz.

ADJOURNMENT

There being no further business, Chairwoman Bishop adjourned the meeting at approximately 5:07 p.m.

The next scheduled DIA CRA Redevelopment Plan Committee Workshop meeting is scheduled for Wednesday, October 23, 2013, at 3:00 p.m., in the Lynwood Roberts Room.

Downtown Investment Authority
Redevelopment Plan Committee
October 9, 2013
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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.