
CRA Board Meeting
Update – CPUH Strategic Planning

August 18, 2008

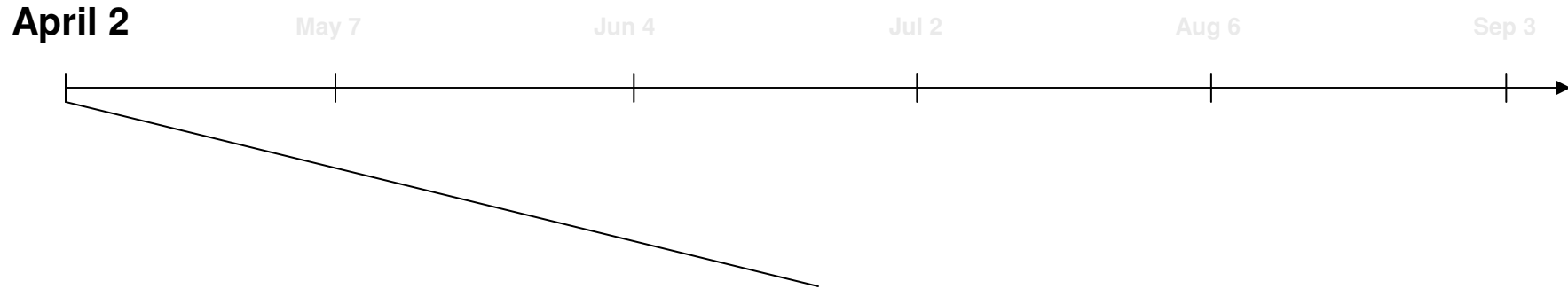


Background

- At the April 2, 2008 CPUH meeting, CRA staff and the CPUH Board began a strategic planning process.
- The primary objective of this process is to produce a 3-year strategic plan that addresses the objectives outlined in the CPUH Redevelopment Plan adopted on November 28, 2005 by the City Commission.
- Today's objective is to provide an overview of the CPUH Strategic Planning process and highlight how it might be used in other CRA redevelopment areas



CPUH Strategic Planning Timeline



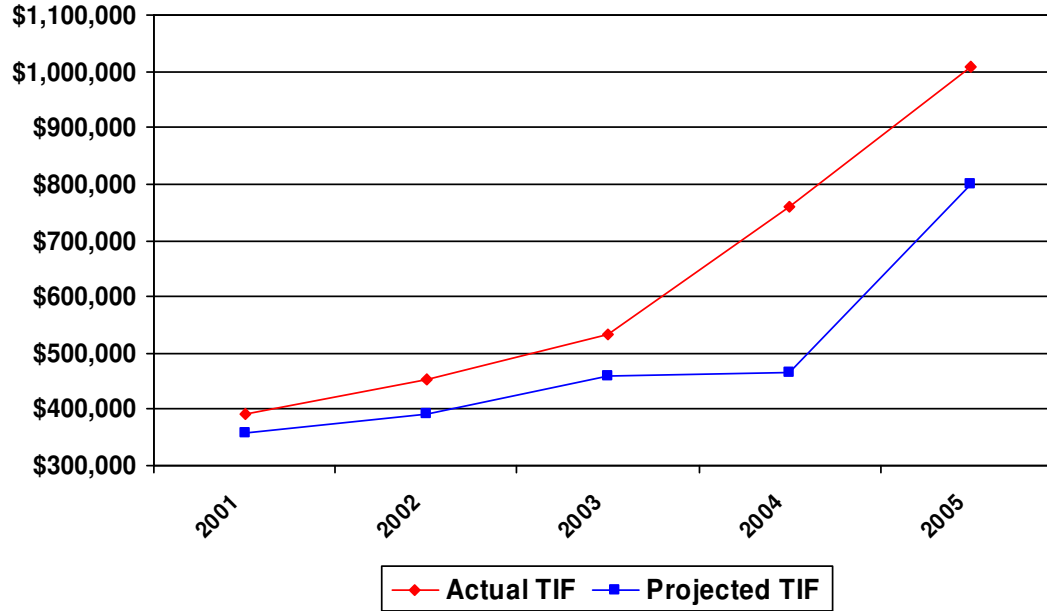
- **Provided contextual background by reviewing completed projects from 1995-2005 and discussing changes in CPUH budget and staff during the same timeframe.**
- **Reviewed the ten (10) objectives outlined in the 2005 CPUH Redevelopment Plan.**
- **Concluded that future projects need a greater emphasis on plan objectives and broader reach across entire CPUH area**



2001-2005 TIF and Staff

From April 2 Meeting

CPUH TIF (2001 - 2005)



Staff as of late 2005

	Eastside	FAPS	CPUH	Downtown	Total
CRA Manager	Shared Full-time (1)				1
Project Coordinators	1	1	1	1	4
Project Coordinator	Shared Full-time (1)*				1
Staff Asst	Shared Full-time (1)				1
Admin Asst	Shared Part-time (.5)				.5

*Half of salary paid by Public Works

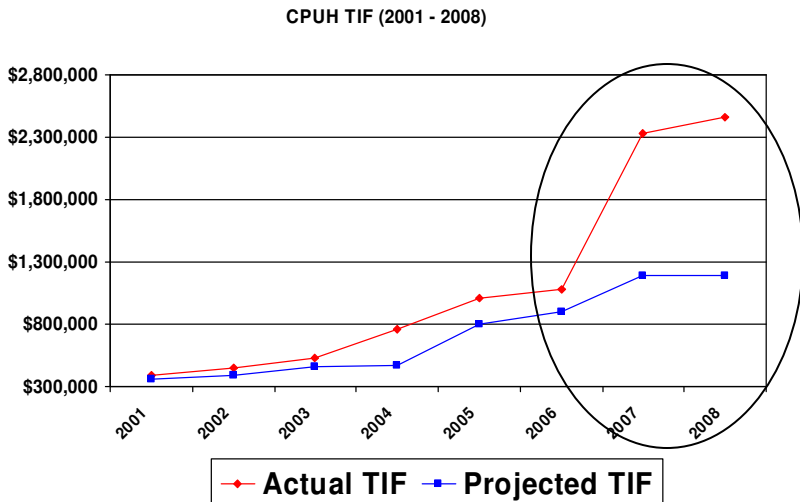
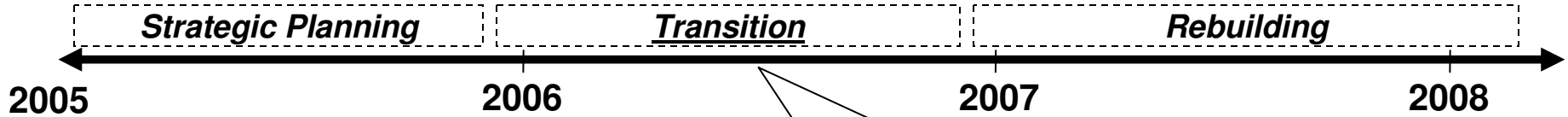


Recent Evolution of CRA and CPUH

- New Re-development Plan adopted in Nov 2005
- Re-development efforts focused on primary corridors to campus

From April 2 Meeting

- Sharp growth in CPUH TIF revenues – actual TIF significantly higher than originally projected (See chart below)
- Restructured staff positions
- Made changes in staff alignment
- Filled vacant staff position: 1) In-house Engineer
2) Sr. Management Analyst



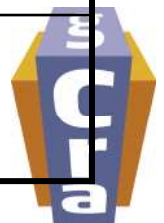
- Significant Staff turnover created vacant positions (Mid & Late 2006)
 - CRA Manager
 - 3 Project Coordinators
 - 1 Staff Assistant
- Relatively flat growth in CPUH TIF
- New CRA Manager hired – Nov 2006
- Vacant staff positions



CPUH Redevelopment Plan Objectives

Objective #	Objective	Sub-Objectives
1	Infrastructure	Stormwater (dual use with greenspace, low impact development, external solutions) Co-location with public facilities Bond Programs Street Grid/Block Layout
2	Parking	Comprehensive Parking Mgt. System Parking Study Fee-structure analysis Partnerships Trip Capture New Parking Systems
3	Urban Form	Design incentives Development Review Process Mix of uses (other than student housing) Housing Choice Destination Place Public Spaces Amenities for key corridors Alleyways
4	Traffic Circulation	Multi-modal improvements Wayfinding signs Neighborhood signs Sidewalks, crosswalks "Complete" Streets UF circulator/trolley
5	Private Investment	Developer Incentive Programs Façade grant program Linked infrastructure Prioritized infrastructure improvements

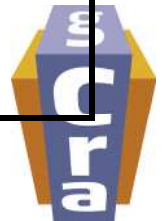
Discussed at April 2 Meeting



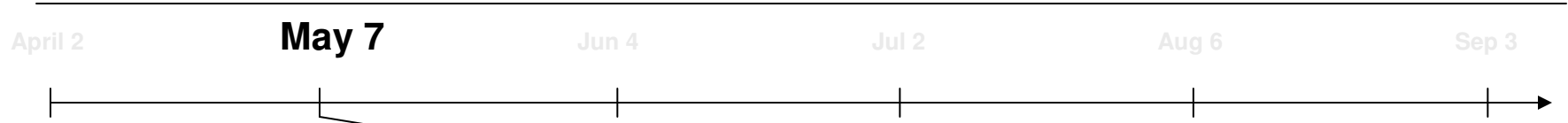
CPUH Redevelopment Plan Objectives cont'd

Discussed at April 2 Meeting

Objective #	Objective	Sub-Objectives
6	Land Acquisition and Redevelopment	Assembly and acquisition Condemnation Expansion Area Primary Corridors
7	Create Mixed-Use Technology Hubs	Land Assembly Coordination Incentive programs Support facilities
8	Historic Preservation & Adaptive Reuse	Tax incentives (non-CRA sources) Grants (non-CRA sources) Coordination
9	Public Spaces	Pedestrian/bike trails Open space, active recreation space, public plazas Depot rail trail improvements SW 6 th Street corridor
10	Funding, Financing, Management & Promotion	Funding/Financing mechanisms Branding and promotion Potential Main Street program Encourage public/private partnerships Community policing



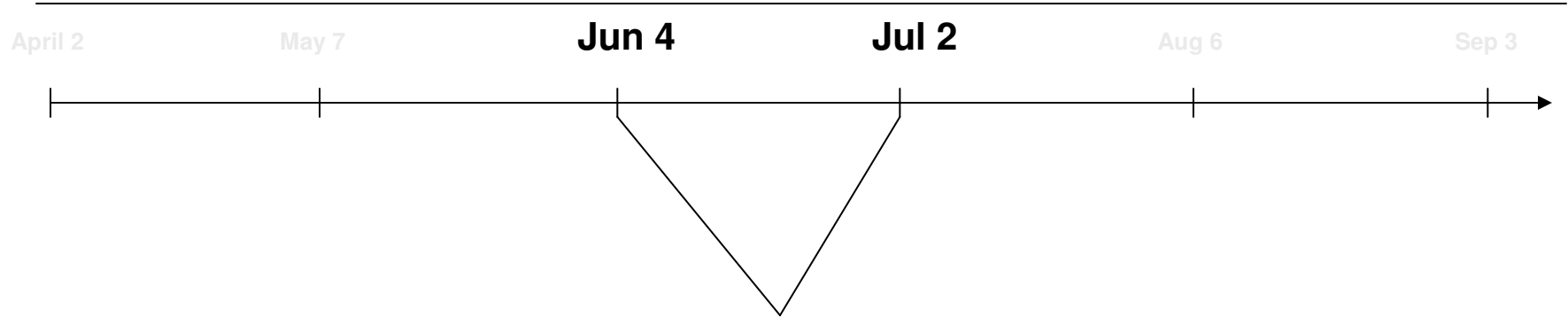
CPUH Strategic Planning Timeline



- 2nd Ave Study Area - Special Meeting
- No Strategic Planning Discussed



CPUH Strategic Planning Timeline



- **Reviewed segment analysis and approach**
- **Conducted working sessions**



Segment Analysis and Workshop Approach

From June 4 Meeting

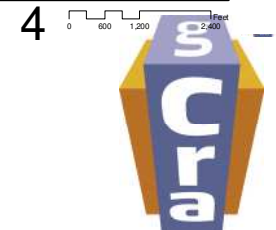
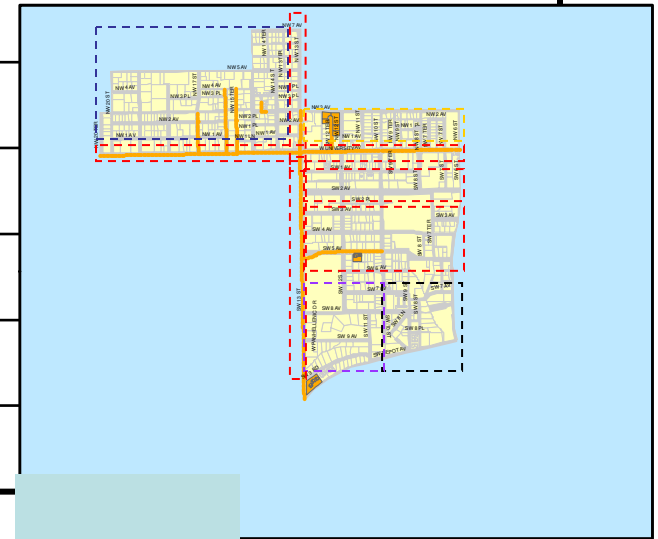
- To help facilitate the discussion, the CPUH redevelopment area have to divided into 11 segments
 - Based primarily on main corridors and grouping of neighborhoods and study/expansion areas
- We will discuss each of the segments individually
 - What are the redevelopment priorities for each segment?
 - What projects are already underway?
 - What are some potential projects?
 - Staff has proposed some potential ideas, but we are looking for feedback and additional ideas
 - How do the projects, both current and proposed, align with the objectives outlined in the adopted CPUH Redevelopment Plan?
- There is a map and a handout with an analysis for each segment



CPUH Planning Segments

Discussed at June 4 Meeting

Segment #	Segment Name
1	University Ave (6th Street to 20th Terr)
2	SW 13th Street (SW 16th Ave to University)
3	NW 13th Street (University to NW 7th Ave)
4	"University Heights" Neighborhood
5	SW 2nd Ave Study Area
6	"NW 3rd Ave" Neighborhood
7	"College Park" Neighborhood
8	Expansion Area - Zone 1
9	Expansion Area - Zone 2
10 – Not Discussed	CPUH-Wide Initiatives



Workshop Objectives

June 4 and July 2 Meetings

- Conduct a working/planning session to:
 - Evaluate existing projects and brainstorm potential projects
 - Gather feedback, input, and concerns
 - Understand and document potential roadblocks and challenges to accomplishing redevelopment goals/projects
 - **Develop a list of projects that align with the redevelopment priorities and support the objectives outlined in the CPUH Redevelopment Plan**



CPUH Strategic Planning Timeline



- ***Provided overview of ranking methodology and analysis***
- ***Reviewed the list of ranked projects, gather additional input, and finalize project list***



Project Ranking Methodology

1. Inventory all potential projects
 - Output from June 4 and July 2 working sessions
2. Determine if/how potential projects align to CPUH Redevelopment Plan Objectives
 - Output from June 4 and July 2 meetings and additional staff analysis
 - Results in un-weighted points for each project (Objective Points)
3. Weight Objectives and Segments
 - Objectives - reviewed plan objectives and assigned a weighting based on importance to overall redevelopment (Objective Weight)
 - Segments – assigned areas that have not received investment twice the weight of areas that have received investment (Segment Weight)
4. Add Points for connectivity with other Redevelopment Areas
 - Allowed 10 points if project helped with connecting to initiatives in Downtown or FAPS (Connectivity Points)
5. Calculate Total Points for a Project
6. Rank projects by Total Points



1. Inventory all Potential Projects

Segment #	Corridor/Area	Corridor / Area Redevelopment Priorities	Ref #	CRA Project #	Current (or Potential)	Brief Description
8.0	Expansion - Zone 1	<ul style="list-style-type: none"> • Complement development of Depot Park • Urban Form • Conversion of industrial park • Public Improvements 	8.1	CPUH-6.01-RP-2007	Depot Ave Rail Trail Improvements - Rail	This is the 1/4 mile section of the Rail Trail that goes from the SW 13th Street overpass to SW 11th Street
			8.2	CPUH-6.02-RP-2007	Depot Ave Rail Trail Improvements - Lighting/Undergrounding	Upgraded lighting for the 1/4 mile section of the Rail Trail that goes from the SW 13th Street overpass to SW 11th Street
			8.3	None Assigned	Winn-Dixie Site Redevelopment	Something similar to what happened at Park Royale and Royal Park
			8.4	None Assigned	CPUH Streetscaping - General [S Main St]	Lighting upgrades along S Main St
			8.5	CPUH-12.06-SC-9999	CPUH Primary Corridors - South Main Street	Creative median design to better utilize the width of S. Main St and create additional parking for Cade Museum. This could be something similar to I.M. Pei's 1977 median re-design in Augusta, Ga.
			8.6	None Assigned	Targeted Acquisitions	Acquisition along S. Main Street corridor and adjacent industrial area.
			8.7	None Assigned	Interior Road Grid Development	
			8.8	None Assigned	Strategic Acquisition RFP for mixed-use	
			8.9	None Assigned	Business Inventory and Characterization	Collect an inventory of all the businesses in the area. Include items such as payroll and number of employees. Attempt to characterize impacts of relocating businesses.

Segment #	Corridor/Area	Corridor / Area Redevelopment Priorities	Ref #	CRA Project #	Current (or Potential)	Brief Description
1.0	University Ave (6th Street to 20th Terr)	<ul style="list-style-type: none"> • Acquisition and Re-marketing • Attraction of Private Investment • Building Redevelopment (i.e. Tear-down and Rebuilds) for Commercial or Mixed-Use • Maintaining existing Amenities 	1.1	CPUH-12.02-SC-9999	CPUH Primary Corridors - University Avenue	General upgrades to medians, lighting, curbs, etc. to CRA standards
			1.2	None Assigned	CPUH Primary Corridors - NW 6th Street	General upgrades to medians, lighting, curbs, etc. to CRA standards
			1.3	None Assigned	Central Florida Office Supply Property	Work with various stakeholders to work through issues with owners to assist in structuring a deal. This property is a cornerstone project from the CPUH Redevelopment Plan.
			1.4	None Assigned	SFCC Partnership	Work with SFCC to understand their Master Plan for the area and assist where appropriate.
			1.5	None Assigned	NW 6th Street Rail to Trail	Public Works and CRA staff are collaborating on this project, which involves the design and construction of the 6th Street rail trail from South Main Street to approximately NW 14th Avenue. CRA will participate mainly on the design of the project. It will be important to work with and understand SFCC's plans for this area.
			1.6	None Assigned	NW 6th Street Linear Stormwater Park	This project envisions creating a linear park that will dually function as temporary storage of stormwater. This would be a component of the 6th Street Rail Trail Project.



3. Weight Objectives & Segments

Weight	Objectives
20%	Infrastructure
5%	Parking
15%	Urban Form
5%	Traffic Circulation
10%	Private Investment
15%	Land Acquisition and Redevelopment
2.5%	Create Mixed-Use Technology Hubs
2.5%	Historic Preservation & Adaptive Reuse
15%	Public Spaces
10%	Funding, Financing, Management & Promotion

Weight	Segment Name
1	University Ave (6th Street to 20th Terr)
2	SW 13th Street (SW 16th Ave to University)
2	NW 13th Street (University to NW 7th Ave)
1	"University Heights" Neighborhood
1	SW 2nd Ave Study Area
2	"NW 3rd Ave" Neighborhood
2	"College Park" Neighborhood
2	Expansion Area - Zone 1
2	Expansion Area - Zone 2



4. Add Points for Connectivity with Other CRA Areas

- If a potential project allowed for an opportunity to create synergy with other projects in CRA areas, then project received an additional 10 points
- For example, South Main St improvements – connects with Depot Park redevelopment and Cade Museum

5 & 6. Calculated Points and Ranked Projects

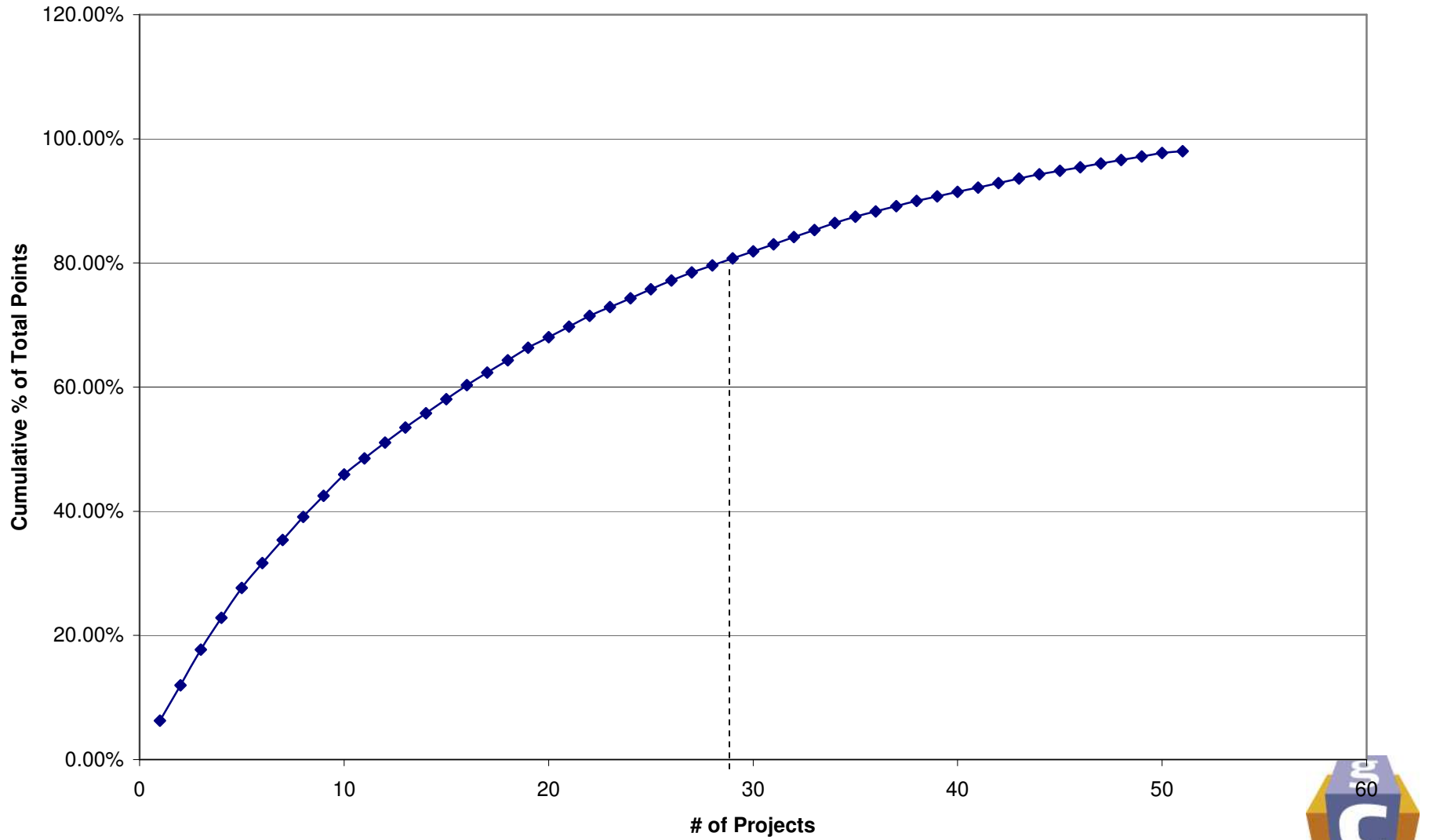
Project List - Sorted by Total Points - Weighted (as presented on 08.06.08)

Project Ranking	Corridor/Area	Ref #	CRA Project #	Current (or Potential) Project	Project Category	Brief Description	CPUH Advisory Board Comments
1	SW 13th Street (SW 16th Ave to University)	2.1	CPUH-05-RP-2007	13th Street Overpass Enhancement	Public Improvement	Redesign and construct a new pedestrian-friendly overpass at 13th Street and Archer Rd.	
2	SW 13th Street (SW 16th Ave to University)	2.4	None Assigned	Commercial/Retail Cluster	Development	With the new Shands Cancer Center and the existing Shands Hospital in walking distance, and an abundance of student housing, an upgrade to existing retail and restaurants maybe a good opportunity.	Traffic recirculation project may condemn Gunthrie's due to addition of double left turn-lane. Joe's Deli property is for sale.
3	Expansion - Zone 1	8.5	CPUH-12.06-SC-9999	CPUH Primary Corridors - South Main Street	Public Improvement	Creative median design to better utilize the width of S. Main St and create additional parking for Cade Museum. This could be something similar to I.M. Pei's 1977 median re-design in Augusta, Ga. Also includes lighting.	
4	Expansion - Zone 1	8.6	None Assigned	Targeted Acquisitions	Development	Acquisition along S. Main Street corridor and adjacent industrial area, including property at SW corner of Depot Ave and Main St.	
5	Expansion - Zone 1	Employee: [redacted] signed		Winn-Dixie Site Redevelopment	Development	Something similar to what happened at Park Royale and Royal Park	



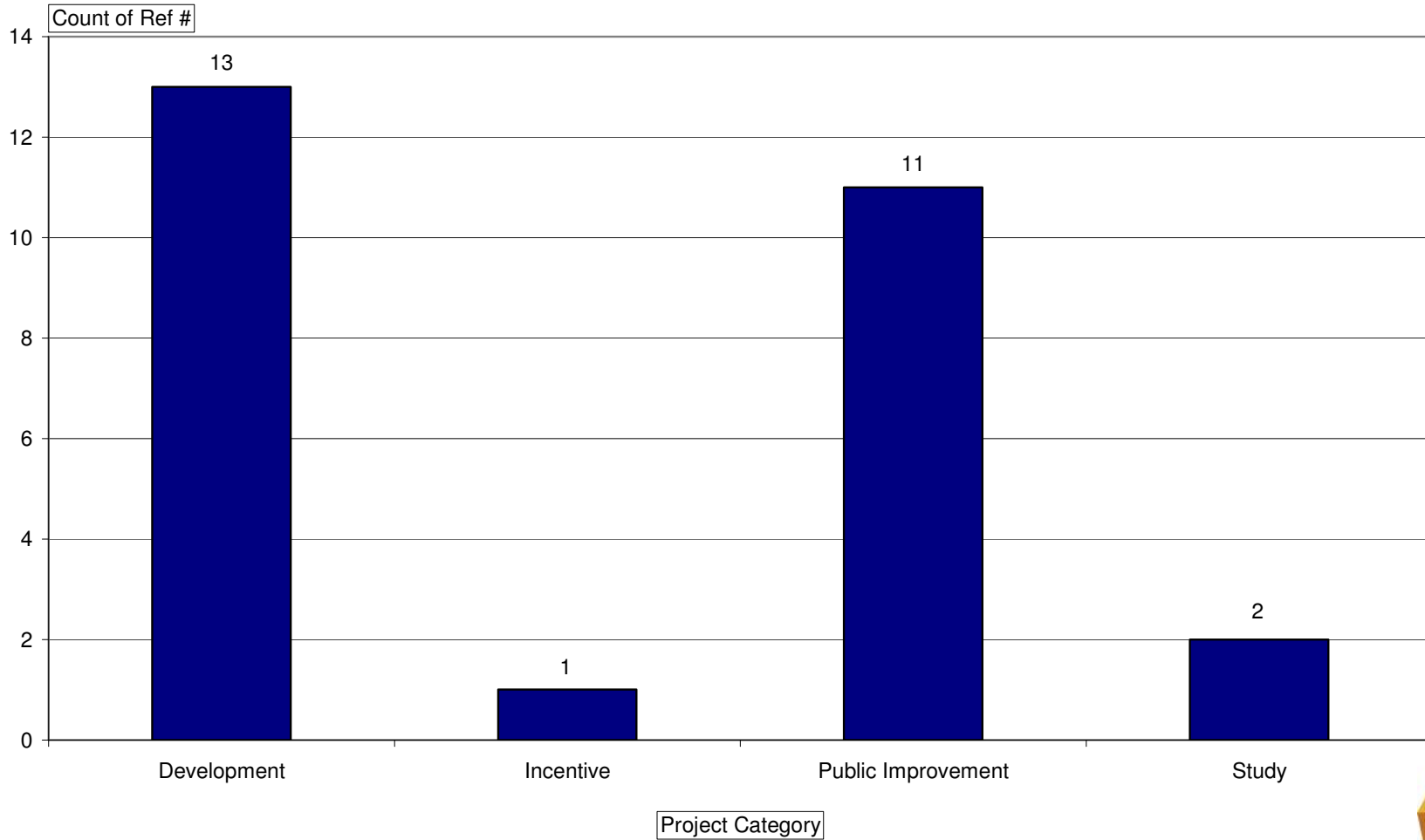
Insights

S Curve - Project Total



Insights

Project Categories - Top 27 Projects



CPUH Strategic Planning Timeline



- ***High-level 3-Year Plan***

- Overall goal is to have a proactive plan that can help guide resource allocation and help CRA staff focused on projects that achieve the goals of the CUPH Redevelopment Plan (CRP)
- Pursue more ambitious projects – with more balance across CUPH area - that aligns with and address the objectives of the CRP
- A prioritized list of projects and timeline over next 3 years that allows for flexibility and changes in market

- ***Present Proposed FY2009 Budget aligned to 3-Yr Plan***



CPUH Strategic Planning Timeline

