Downtown Gainesville
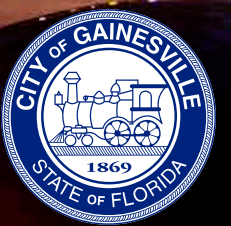## Strategic Plan

STRATEGIC PLAN DOCUMENT

GCRA Advisory Board & City Commission
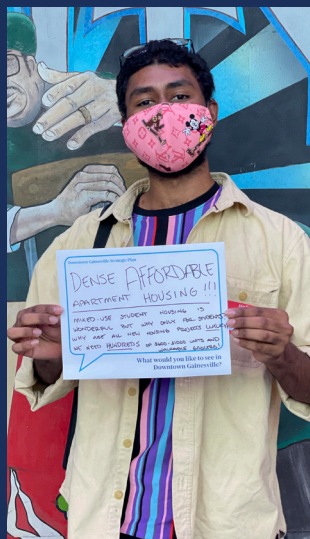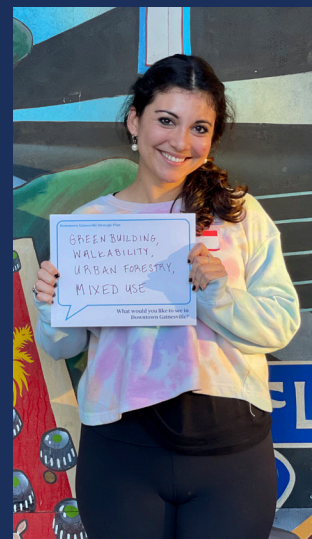
MKSK

DEVELOPMENT STRATEGIES®

eda
consultants · inc.

Today's Meeting

1   **Process Overview**

2   **16 Ideas for Downtown**

3   **Implementation**
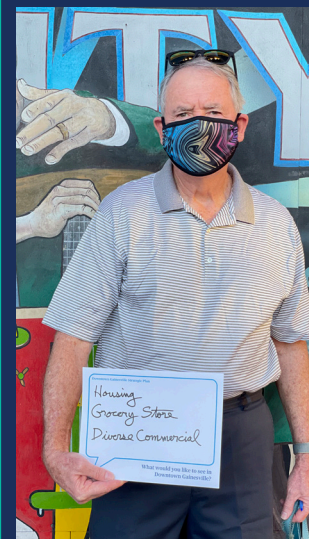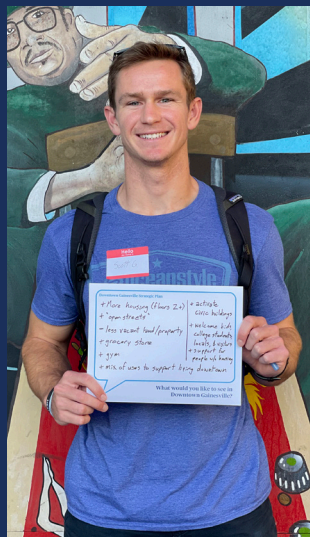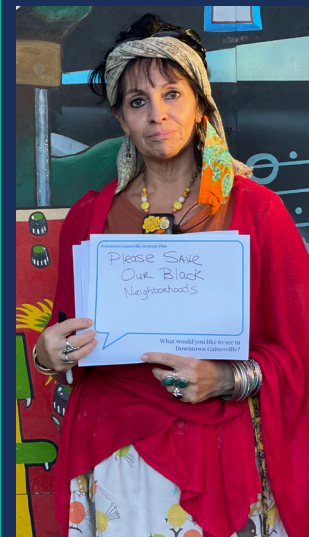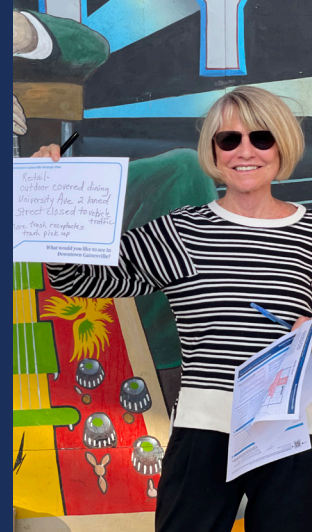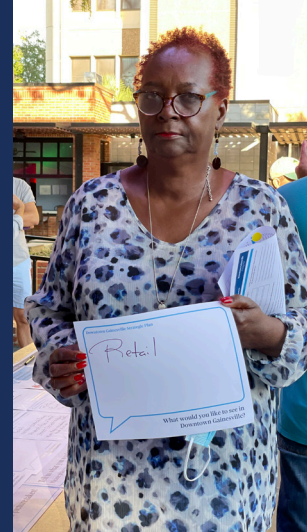
Our Progress Since April

01

Reviewed community feedback from our second community meeting and **met with additional stakeholders**.

02

Refined the 16 Ideas for Downtown and **drafted a report** that summarized the process and its recommendations.

03

Developed an implementation strategy modeled around case study implementation agencies.

Strategic Plan Document

Downtown Gainesville
Strategic Plan

Strategic Plan Document
July 12, 2022 DRAFT

MKSK   DEVELOPMENT STRAT

A community vision for Downtown Gainesville

This plan is the culmination of a yearlong process that engaged hundreds of Gainesville neighbors. We acknowledge the contributions of the stakeholders that supported this plan, including the members of our Neighbor Advisory Group, Alachua County, Greater Gainesville Chamber, Santa Fe College, and University of Florida. We particularly thank the passionate and dedicated voices of our Gainesville neighborhoods that shaped this plan.

Neighbor Advisory Group (NAG)

Jacob Ihde
GCRA Advisory Board

Trevor Schneider
University of Florida

Sean McLendon
Alachua County

Jim O'Connell
UF Innovate

Staci-Ann Bertrand
Chamber of Commerce

Gigi Simmons
Porters Community Resident

Melissa Montilla
Springhill Neighborhood Resident

Darcie MaMahon
Duckpond Neighborhood Resident

Terri Bailey
Pleasant Street Neighborhood Resident

Matt Howland
Downtown Resident

Jeff McMullen
Downtown Business Owner

John Fleming
Developer, Property Owner

Meg The Losen
Downtown Business/Property Owner

Hoch Shitama
Baird Center Owner

Dennayce Mavin
Owner, Salon Syx

Adam Livay
University of Florida Student

Project Leadership

Erik Bredfeldt
Economic Development and Innovation Director, Department of Sustainable Development

Sarit Sela
City Architect, Department of Sustainable Development

Consultant Team

MKSK
Development Strategies
eda

2

Table of Contents

3

Process Overview

Project Schedule

Ongoing Community Engagement: Project Website | Online Surveys & Activities | NAG Meetings

TASK 1	TASK 2	TASK 3
Build on Local Strengths	**Build For People**	**Build Long-Term Value**
Community Assets & Opportunities	Framework for Economic Opportunity & District Development	Catalytic Projects & Value Capture

▶ 2021   ▶ 2022

June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	August

Community Meeting 1

Community Meeting 2

Adoption

Community Conversations

2 Community Meetings at Bo Diddley Plaza

15 Stakeholder Focus Groups

800+ Total GNV voices engaged through this process

150 Neighbors attended two Community Meetings

474 Neighbors responded to our Online Survey

63 Neighbors participated in our Online Activities

56 Neighbors filled out paper surveys at community events

90 Stakeholders engaged in 15 focus groups

16 Neighbor Advisory Group Members

170 Comments through online activities on the project website

320 Comments on our meeting activities and boards

Engagement Tools

▶ **2 Community Meetings**

▶ **3 updates to the GCRA Advisory Board**

▶ **3 updates to the City Commission**

▶ **3 Neighbor Advisory Group Meetings**

▶ **15 Stakeholder Focus Groups**

▶ **One-on-one conversations with Commissioners and stakeholders**

▶ **Online Surveys and Activities**

▶ **Paper surveys at community events (distributed 400 copies)**

▶ **Contacted community leaders in East Gainesville**

Six Key Findings From Our Community Engagement

Become a Destination

Downtown needs to establish itself as a regional destination that attracts all Gainesville neighbors.

Connect the Dots

There is a lack of continuous walking, biking and transit connections in the downtown area.

Strengthen the Relationship with Adjacent Neighborhoods

Neighborhoods around downtown would like to preserve and enhance their existing character.

Increase Housing Opportunities

There is a lack of affordable and market-rate housing in the downtown area beyond student-oriented housing.

Create a Supportive Local Business Environment

Downtown needs a critical mass of locally owned businesses that support a vibrant local economy.

Maintain and Enhance Downtown

Establish an entity and implementable action plan to maintain and enhance downtown's assets.

What We Heard in April

► **Community enthusiasm for the potential of Sweetwater Park, Sweetwater trail and a Greenway Loop** to connect neighborhoods and tell local stories and history.

► **Downtown is where density belongs** within considerations of historic preservation and compatible scale. There is a need and demand for more housing types, including market rate and affordable housing.

► **Gainesville neighbors want more things to do downtown**.

► **We need to support local businesses** and retailers.

► **Downtown needs to improve its connection to nearby neighborhoods** through walkable and safe streets with consistent sidewalks and crossings.

► **There is support and need for a downtown management organization** that starts by taking care of and maintaining downtown.
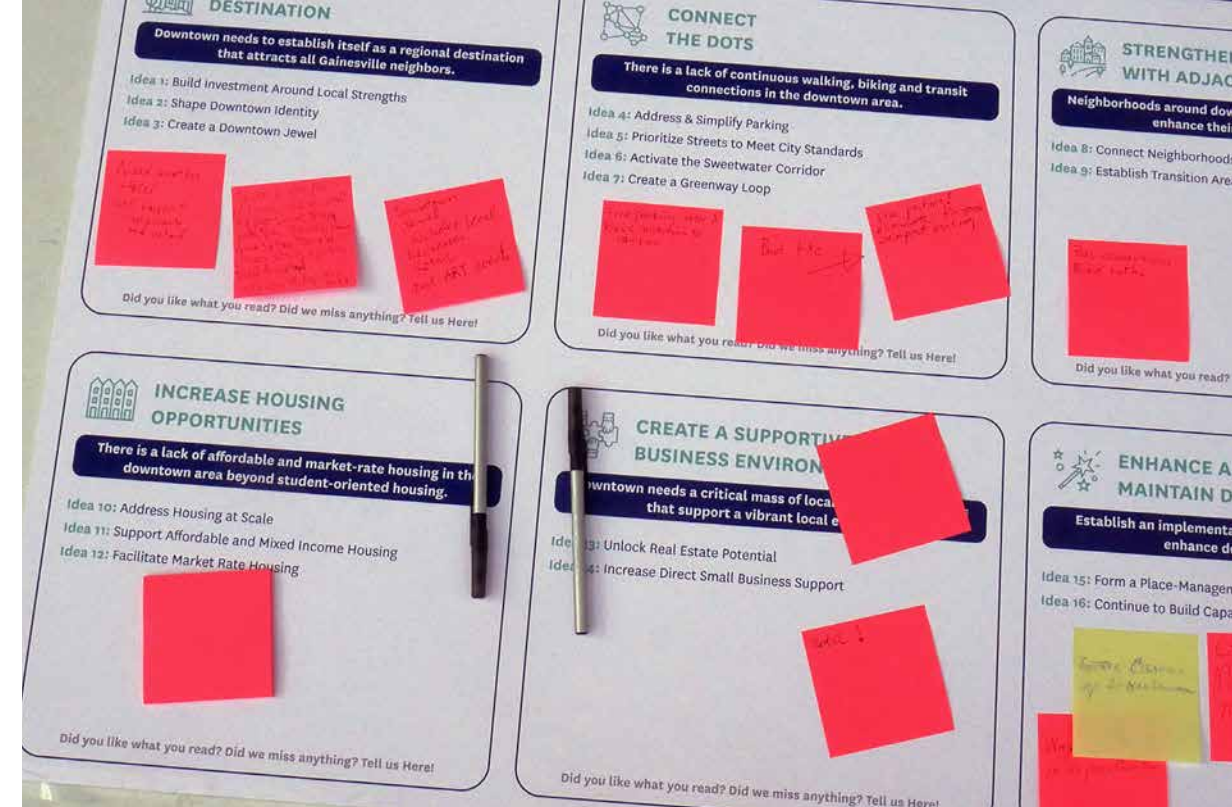
Meeting Purpose

GCRA: Recommendation for City Commission adoption

+

City Commission: Plan Adoption

16 Ideas for Downtown GNV

Become a Destination

▶ **Idea 1:** Build Investment Around Local Strengths

▶ **Idea 2:** Shape Downtown Identity

▶ **Idea 3:** Create a Downtown Jewel

Connect the Dots

▶ **Idea 4:** Balance the need for parking with the desire for a walkable, urban core.

▶ **Idea 5:** Prioritize Streets to Meet City Standards

▶ **Idea 6:** Activate the Sweetwater Corridor

▶ **Idea 7:** Create a Greenway Loop

Strengthen the Relationship with Adjacent Neighborhoods

▶ **Idea 8:** Connect Neighborhoods to Downtown

▶ **Idea 9:** Establish Transition Areas

Increase Housing Opportunities

▶ **Idea 10:** Address Housing at Scale

▶ **Idea 11:** Support Affordable and Mixed Income Housing

▶ **Idea 12:** Facilitate Market Rate Housing

Create a Supportive Local Business Environment

▶ **Idea 13:** Unlock Real Estate Potential

▶ **Idea 14:** Increase Direct Small Business Assistance

Maintain and Enhance Downtown

▶ **Idea 15:** Form a Place-Management Organization

▶ **Idea 16:** Continue to Build Capacity

Implementation Matrix

► **Highlights each of the 16 Ideas** presented in this plan.

► **Matrix includes** related recommendations, identified partners to lead and provide support, a suggested timeframe, and a general order of magnitude cost for recommendations that relate to physical improvements.

► **Timeframes suggested**:

> Immediate = 0-1 years

> Short term = 1-3 years

> Medium term = 3-5 years

> Long term = 5+ years

> Ongoing = Consistent annual area of focus

| Idea	Lead Agency	Partners	Timeframe
Connect the Dots			
Idea 4: Balance the need for parking with the desire for a walkable, urban core. ► Continue to monitor parking supply and utilization ► Continue to monitor regulations and pricing ► Create a "park once" downtown ► Improve signage, wayfinding, and communication ► Continue to invest in technology	City of Gainesville, Alachua County	Downtown property owners, businesses, residents	Ongoing
Idea 5: Prioritize Streets to Meet City Standards ► Proactively improve downtown streets not meeting the city's current design standards, prioritizing streets identified through this planning process (refer to map on page 77 and corridors identified in Idea 8).	City of Gainesville, Implementation Entity Alachua County, Florida DOT	Downtown property owners, businesses, residents	Medium to Long term
Idea 6: Activate the Sweetwater Corridor ► Design, improve and program to activate the Sweetwater Creek corridor into a network of urban parks, green spaces, trails, and recreation areas for the entire community. *For segments with unimproved trails, order of magnitude construction cost per linear foot of trail of $190 to $250.*	City of Gainesville, Implementation Entity	Downtown property owners, businesses, residents, Arts and Culture Institutions, Greater Gainesville Chamber, Alachua County Schools	Medium term
Idea 7: Create a Greenway Loop ► Develop a Greenway Loop that connects neighborhoods, links to regional trail networks, and is within 6 min. walk of all downtown destinations. *For segments with unimproved trails, order of magnitude construction cost per linear foot of trail of $190 to $250.*	City of Gainesville, Implementation Entity, University of Florida, Santa Fe Community College, UF Innovate	Downtown property owners, businesses, residents, Arts and Culture Institutions, Greater Gainesville Chamber	Medium term

Implementing the Vision: Where to Start

Crossroads Special Improvement District Columbus, OH

Sweetwater Park

Transform 1st Avenue into downtown's outdoor dining destination

Sweetwater Park

Southwest Downtown Garage

Idea 15: Form a Place-Management Organization

► **Organize around the protection/ enhancement of core assets** (Downtown's competitive niche) and addressing key livability/business viability issues (maintenance/ cleanliness, safety, etc).
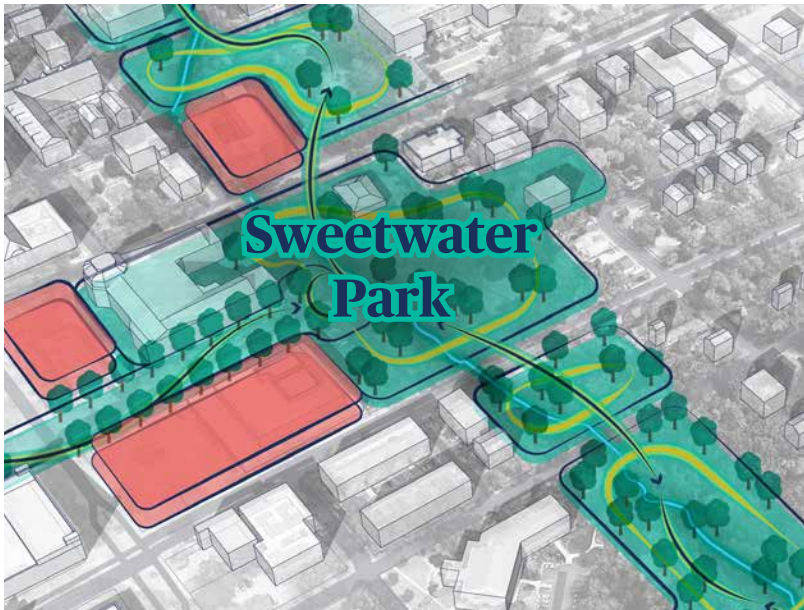
Idea 3: Create a Downtown Jewel

► **Prepare a Conceptual Design and Feasibility Study** to attract funding, implementation and programming partners to re-imagine Sweetwater Park as a signature public green space in the urban core of Gainesville.
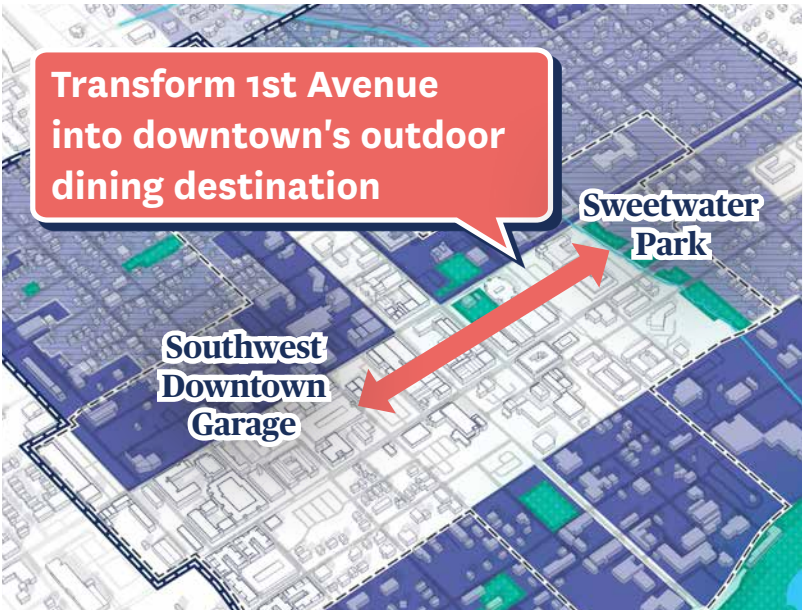
Idea 8: Connect Neighborhoods to Downtown

► **Prioritize the SE/SW 1st Avenue corridor** as downtown's premiere outdoor dining destination, by establishing a pedestrian-first environment.

16 Ideas for Downtown GNV

Become a Destination

► **Idea 1: Build Investment Around Local Strengths**

► **Idea 2: Shape Downtown Identity**

► **Idea 3: Create a Downtown Jewel**

" **The critical mass of businesses and activity is missing."**

" **Stand out! Don't be just like any other American small town."**

" **Downtown should tell a story about who we are."**

Idea 1: Build Investment Around Local Strengths

► **Create distinct, but complementary, character areas** with unique local qualities that can be matched with the needs of different types of businesses and developments.

► **Prioritize business recruitment, development activity, and public investment** in the identified areas to create a critical mass of business activity and a nucleus of pedestrian energy

The unique attributes of a Character Area can be aligned with the needs of varied business types and real estate products forming a symbiotic relationship between the qualities of place and the type of development.

Food and beverage
Boutique
Hospitality
Convenience Retail

Flexible Space
Galleries/Arts/Performance
Fabrication
Artisanal Design

Biotech
UF Innovate
Santa Fe College Blount Center
Future Class A or lab development

Duckpond

Historic Core

SoMa

Santa Fe College Blount Center

Porters Quarters

Springhill

Innovation District

Idea 2: Shape Downtown Identity

► **Develop a coordinated marketing and branding program** around Downtown Gainesville's authentic built and living heritage.

► **Establish this as a priority project** for the newly-formed Place-Management Organization dedicated to promoting and enhancing Downtown (see Idea 15)

Civic Identity
Downtown must feel like everyone's neighborhood: welcoming, culturally relevant and accessible

+

Destination Brand
Downtown must be one of the top factors in influencing decisions to visit, live, and invest in Gainesville

Build Around *Enduring* Assets
The identity must be rooted in place-based assets that can weather business churn and shifting economic conditions

CADE Museum

Sweetwater Creek

Hippodrome Theater

+

Build Around *Evolving* Assets
The identity must shine a light on the entrepreneurs, innovators, creatives, and small businesses that collectively create the fresh and evolving spirit of Downtown

Matrixx Technologies

Diva Kouture Boutique

Wyatt's Coffee

Social Campaign

Robust local communication and national marketing, with consistent tone and identity.

Place Campaign

Locally-inspired design of environmental graphics and public space.

Experiential Campaign

Diverse program of public events and activities .

Idea 3: Create a Downtown Jewel

► **Re-imagine Sweetwater Park as a signature public green space** in the urban core of Gainesville.

► **Prepare a Conceptual Design and Feasibility Study** to attract funding, implementation and programming partners.

Duckpond Residential

Matheson Museum

Opportunity Site

Alachua County Schools Building

Matheson Museum

University Avenue

Southeast Historic District

SE 2nd Avenue

Library

Opportunity Site

Sweetwater Park

Bo Diddley Plaza

SE 1st Avenue

Opportunity Site

Historic/ Commercial Core

SE 3rd Street

SE 4th Street

Springhill Residential

SE 4th Avenue

Power District
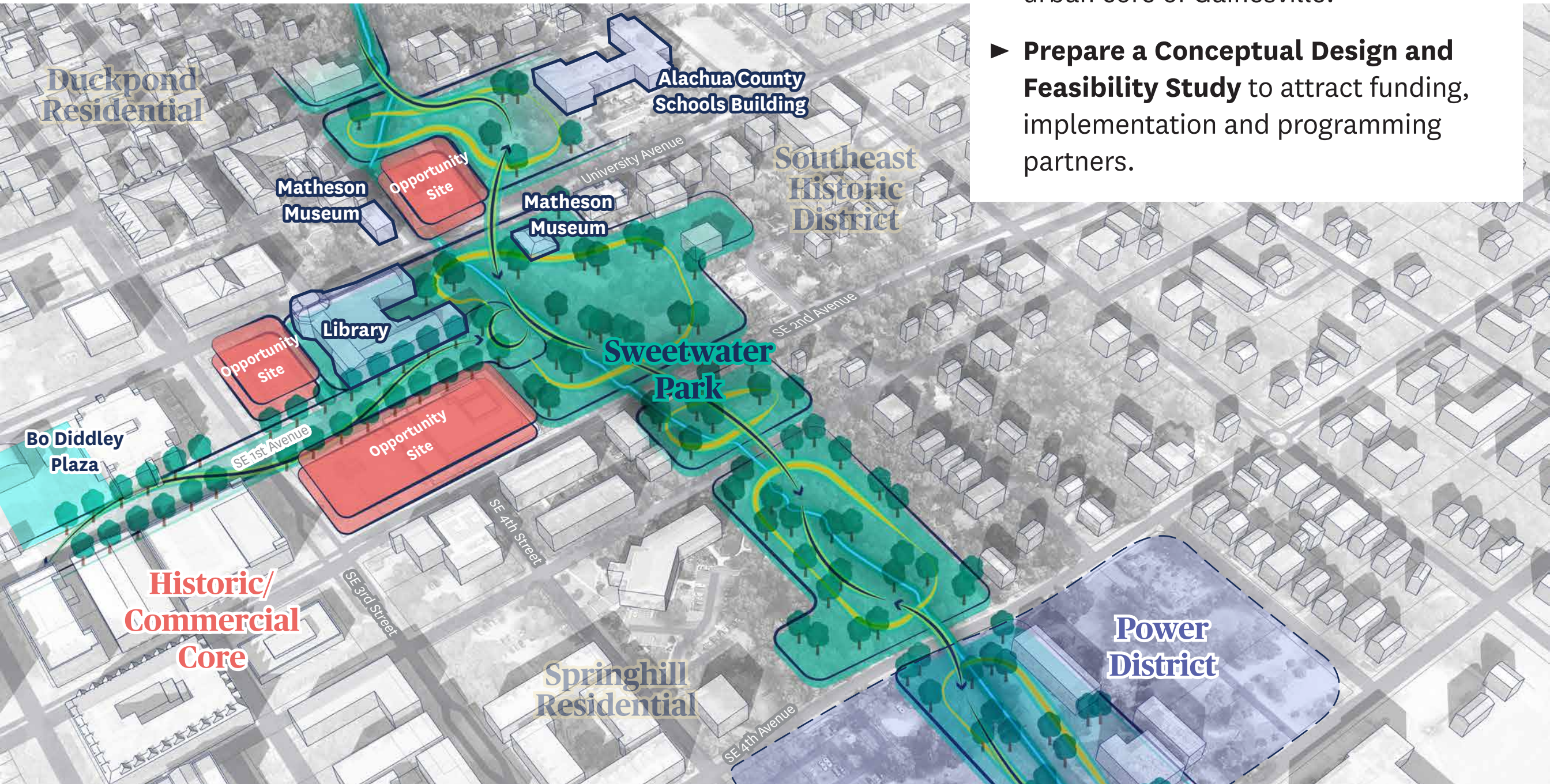
Connect the Dots

► **Idea 4: Balance the need for parking with the desire for a walkable, urban core**

► **Idea 5: Prioritize Streets to Meet City Standards**

► **Idea 6: Activate the Sweetwater Corridor**

► **Idea 7: Create a Greenway Loop**

> "Making downtown a safer place for pedestrians to enjoy means more activity for the businesses in downtown."

> "Prioritize walking, biking, and personal mobility uses. Improve north-south bike/ped connectivity to Depot Park."

> "Center pedestrians and bicyclists first, then transit."

Idea 4: Balance the need for parking with the desire for a walkable, urban core

▶ **Continue to monitor parking** supply and utilization

▶ **Continue to monitor regulations** and pricing

▶ **Create a "park once"** downtown

▶ **Improve** signage, wayfinding, and communication

▶ **Continue to invest** in technology

	Lot 3	Lot 4	Lot 5	Lot 6	Lot 13	GRU
Occupancy Rate at 8 PM						
Mon-Wed	54%	82%	45%	13%	90%	55%
Thu-Fri	80%	97%	79%	56%	96%	97%
Sat	80%	97%	79%	56%	96%	97%

Off-street parking occupancy (Source: City of Gainesville, 2019)
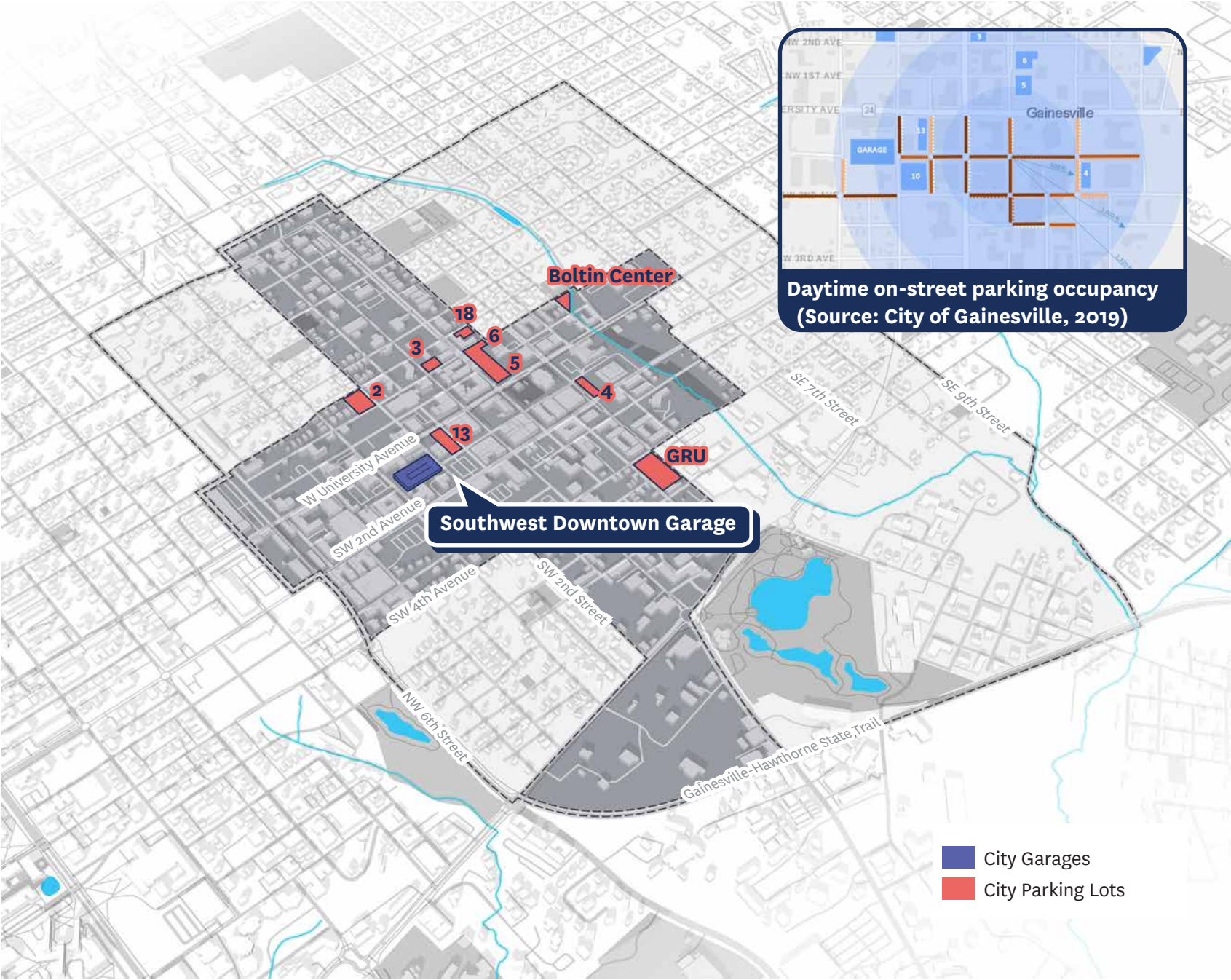
Daytime on-street parking occupancy (Source: City of Gainesville, 2019)

Boltin Center

Southwest Downtown Garage

GRU

City Garages
City Parking Lots

Idea 5: Prioritize Streets to Meet City Standards

► **Proactively improve downtown streets** not meeting the city's current design standards, prioritizing streets identified through this planning process (refer to corridors in Idea 8).
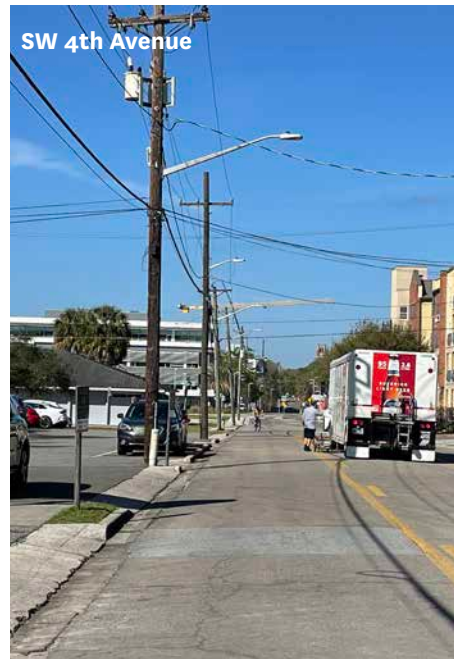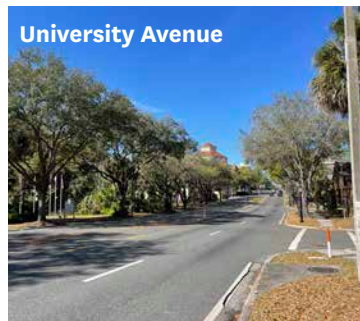
NE Boulevard

SW 4th Avenue

University Avenue

▬ Streets in focus area built according to city standards
▬ Streets not meeting city standards

Idea 6: Activate the Sweetwater Corridor

► **Design, improve and program to activate the Sweetwater Creek corridor** into a network of urban parks, green spaces, trails, and recreation areas for the entire community.

Example of natural play elements

Potential intersection treatments

Trail signage and wayfinding

Thomas Center

Duckpond

Sweetwater Park

Pleasant Street

Southeast Historic District

Springhill

Depot Park

Porters Quarters
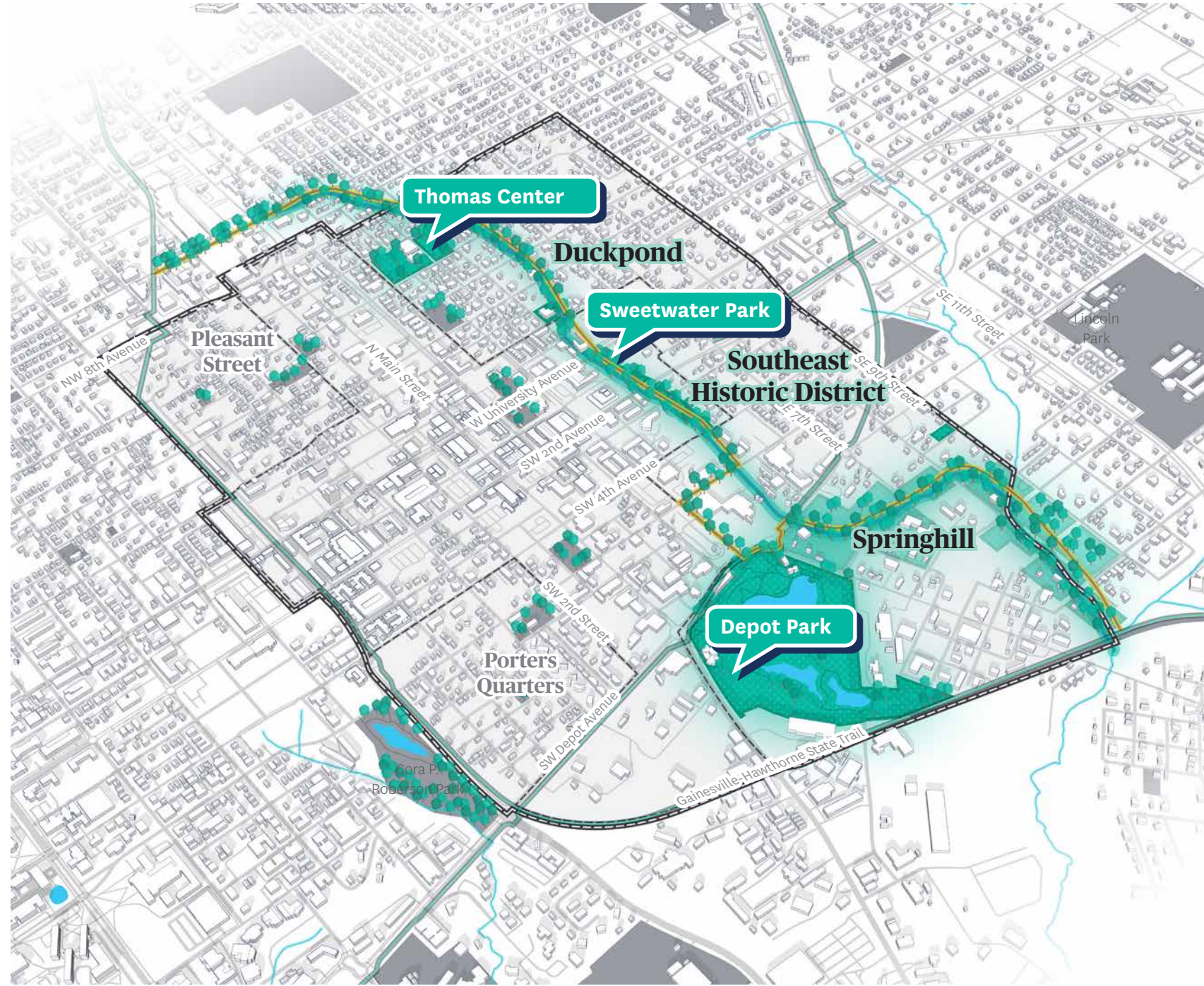
Idea 7: Create a Greenway Loop

► **Develop a Greenway Loop** that connects neighborhoods, links to regional trail networks, and is within 6 min. walk of all downtown destinations.
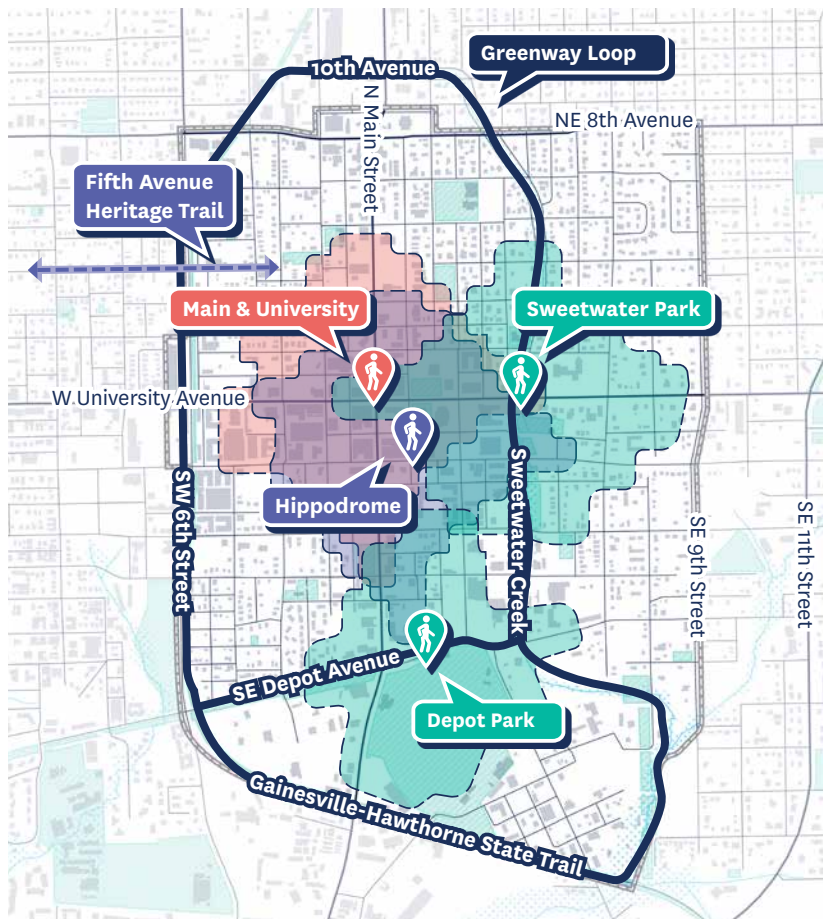
Downtown's major attractions and destinations are within a 6-minute walk of each other. However, they feel disconnected due to gaps in walkability.
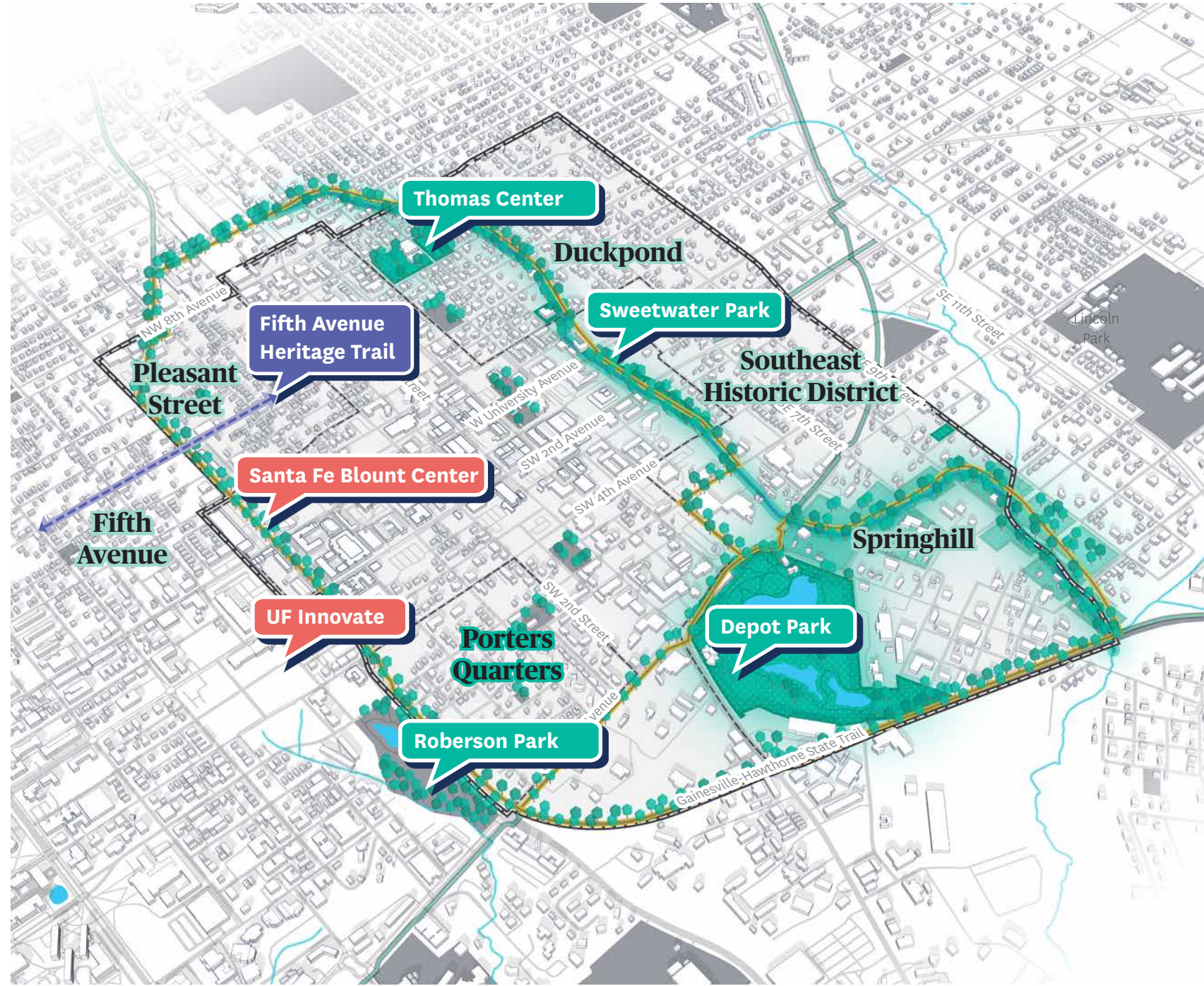
Strengthen the Relationship With Adjacent Neighborhoods

► **Idea 8: Connect Neighborhoods to Downtown**

► **Idea 9: Establish Transition Areas**

> " Make downtown feel like part of the surrounding neighborhoods, not foreign to it."

> " Make sure that the plan considers the best interest for the surrounding neighborhood communities."

> " Keep development in sync with neighborhoods, existing areas."

Idea 8: Connect Neighborhoods to Downtown

► **Establish thresholds and gateways** to connect neighborhoods to the opportunities happening downtown.

► **Prioritize** the University Avenue, South 4th Avenue, South 2nd Avenue, East 3rd Street, and SW 1st Avenue corridors.
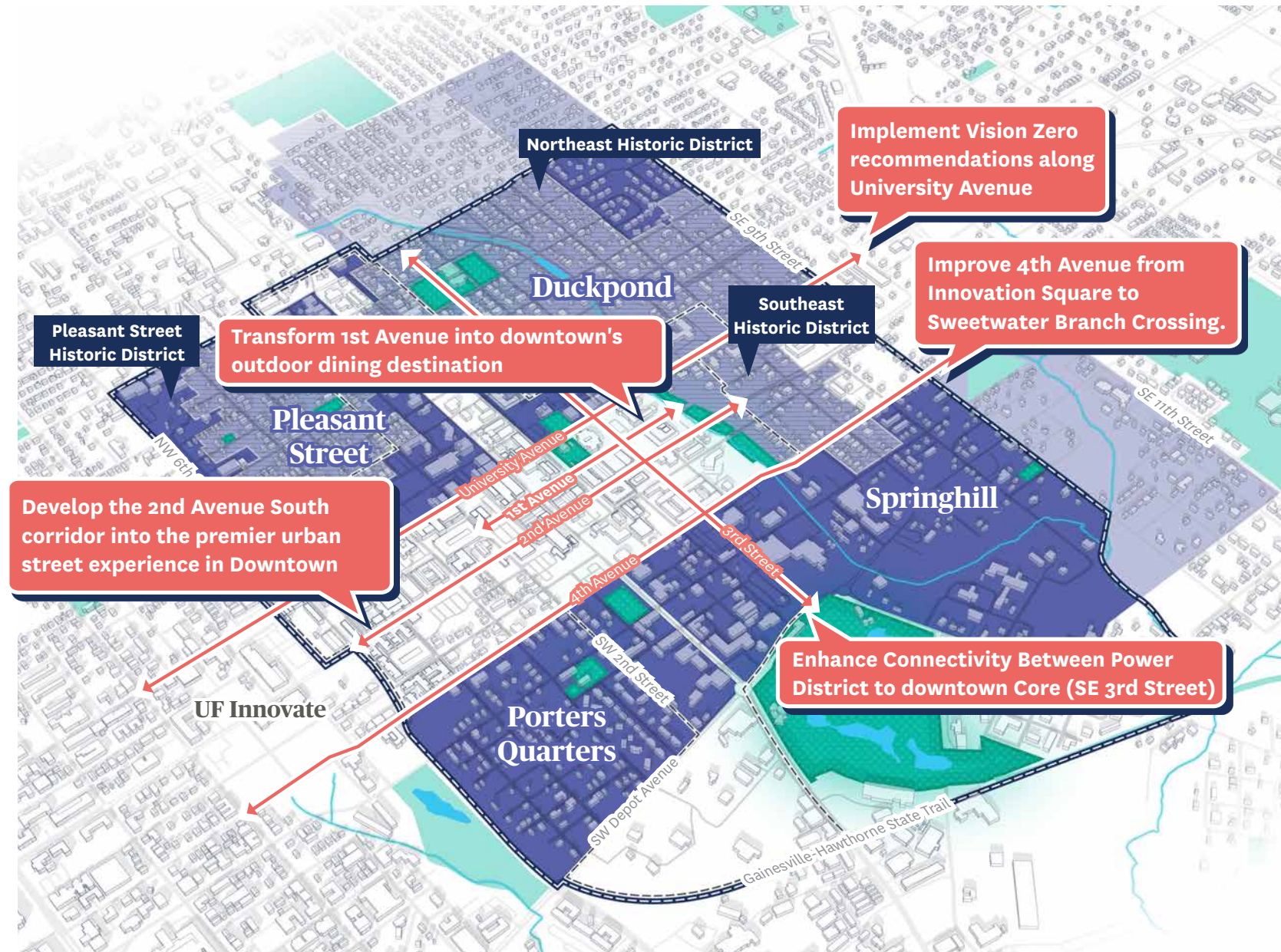
Idea 9: Establish Transition Areas

► **Identify transition areas** between downtown commercial areas and nearby residential neighborhoods.
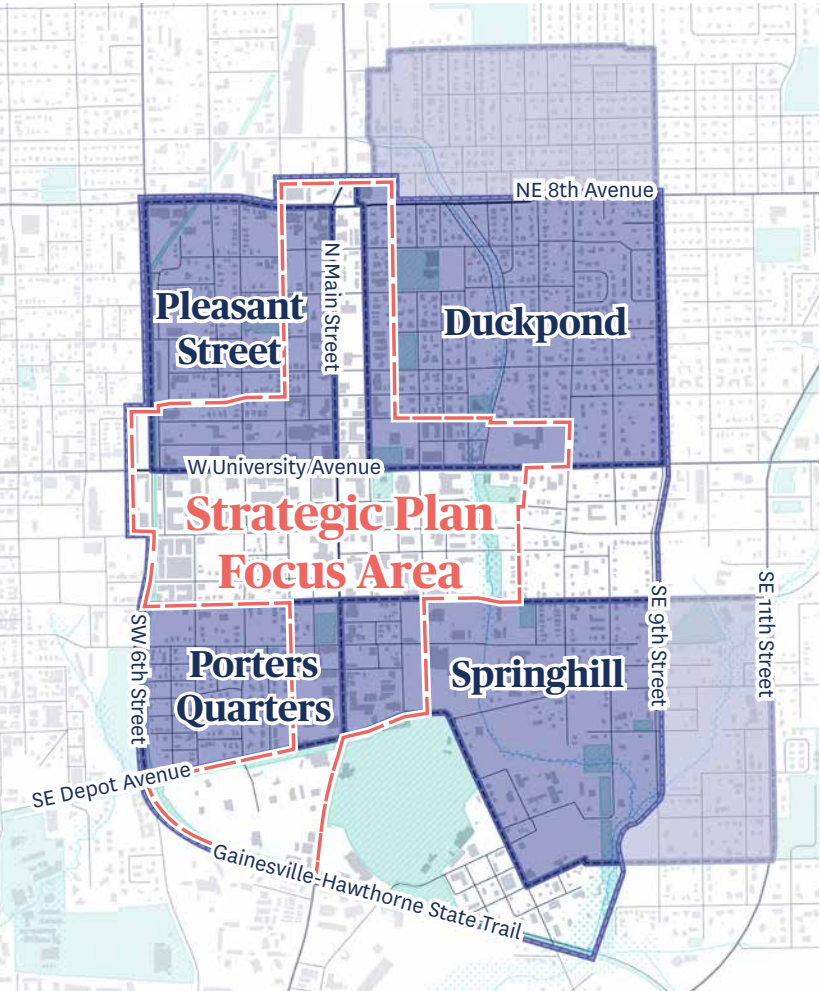
The downtown study area includes four neighborhoods within its boundaries: Pleasant Street, Duckpond, Porters Quarters, and Springhill.
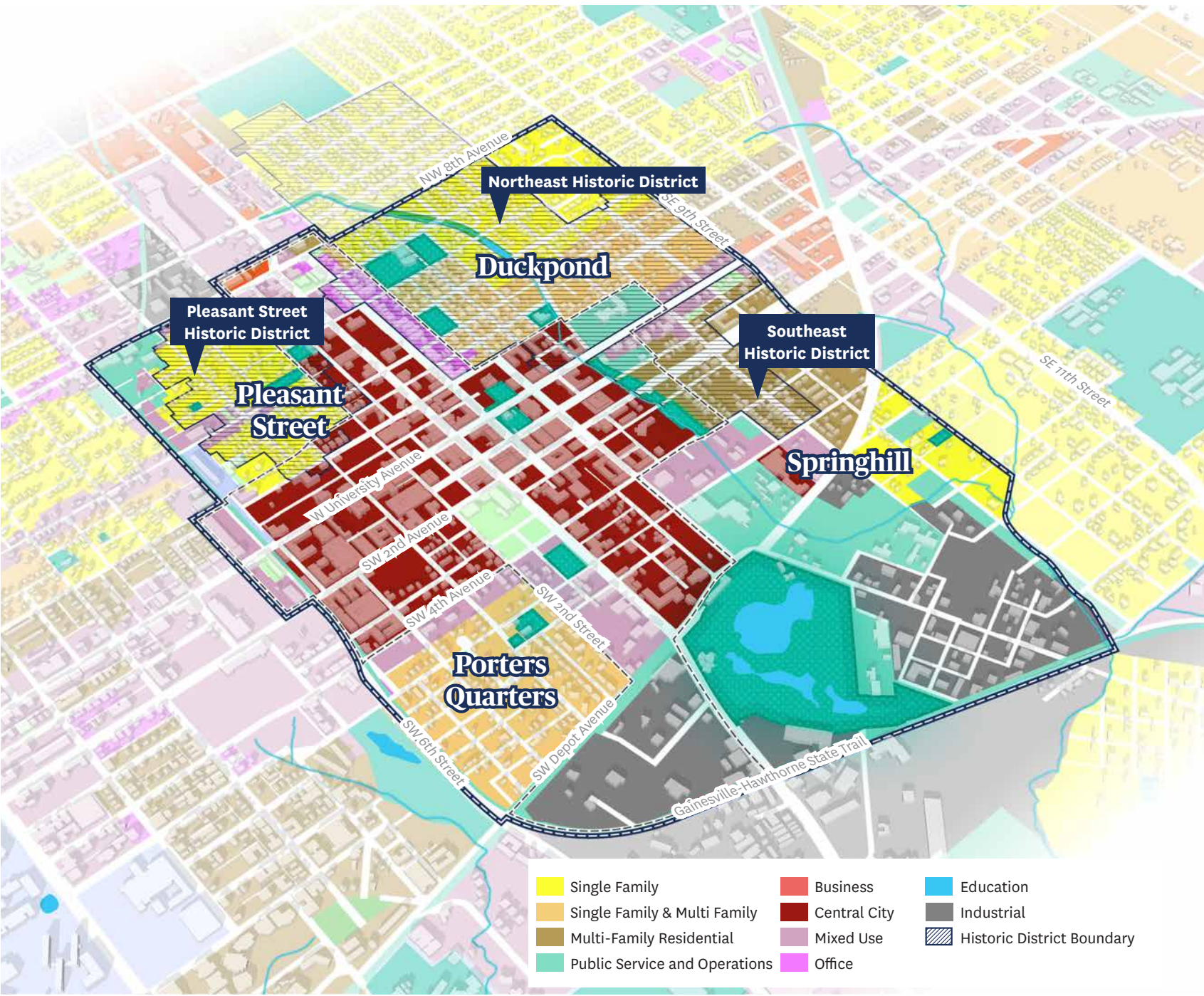
Increase Housing Opportunities

▶ **Idea 10: Address Housing at Scale**

▶ **Idea 11: Support Affordable Mixed-Income Housing**

▶ **Idea 12: Facilitate Market Rate Housing**

❝ **More housing, all levels"**

❝ **Inadequate housing is a problem that can be solved."**

❝ **More residents will help with business viability."**

❝ **Address the lack of housing downtown."**

Idea 10: Address Housing at Scale

► **Implement site specific strategies** for Catalyst Areas, Neighborhoods, the North Main Corridor, and Depot Park

"**With rising housing values and rents, even those with good-paying essential jobs such as nurses, teachers, and policemen can even struggle to find affordable rents or homes.**"

Neighborhood	Avg. Sales Prices*	Affordable
$300K Duckpond	**$180K** Pleasant St.	**$80K** Porter's

*Based on homes sold in the last three years

For-Sale Income Affordability			Income Limit**	Rent Limit**
$80K Duckpond	**$53K** Pleasant St.	**$25K** Porter's	**$38K** County	**$1,020K** County

**Based on city's avg. household size (2.21)

Market Rate		Student

Avg. Rent/Unit	Income Affordability	Avg. Rent per Bed
$1,240 Study Area	**$50K** Study Area	**$845** Study Area

Idea 11: Support Affordable Mixed-Income Housing

► **Continue pursuing alternative funding** streams to support affordable housing fund

► **Continue to pursue low-income housing** tax credits (LIHTC) in key areas

► **Increase capacity** of community development organizations (CDOs)

► **Establish RFP process** for publicly owned land/ catalyst sites

► **Pursue neighborhood stabilization** programs and policies

► **Support the creation of a community land trust (CLT)** & support on-going implementation

► **Bolster home repair funding** programs and initiatives

► **Provide technical assistance** and outreach to long-standing homeowners

► **Repurpose obsolete student housing** as workforce housing

Mixed-Income Housing within the Study Area

330 affordable units

+15 affordable units — CATALYST SITES

+190 renovated units — NEIGHBORHOODS

+75 affordable units — NORTH MAIN CORRIDOR

+50 affordable units — DEPOT PARK SET-ASIDES
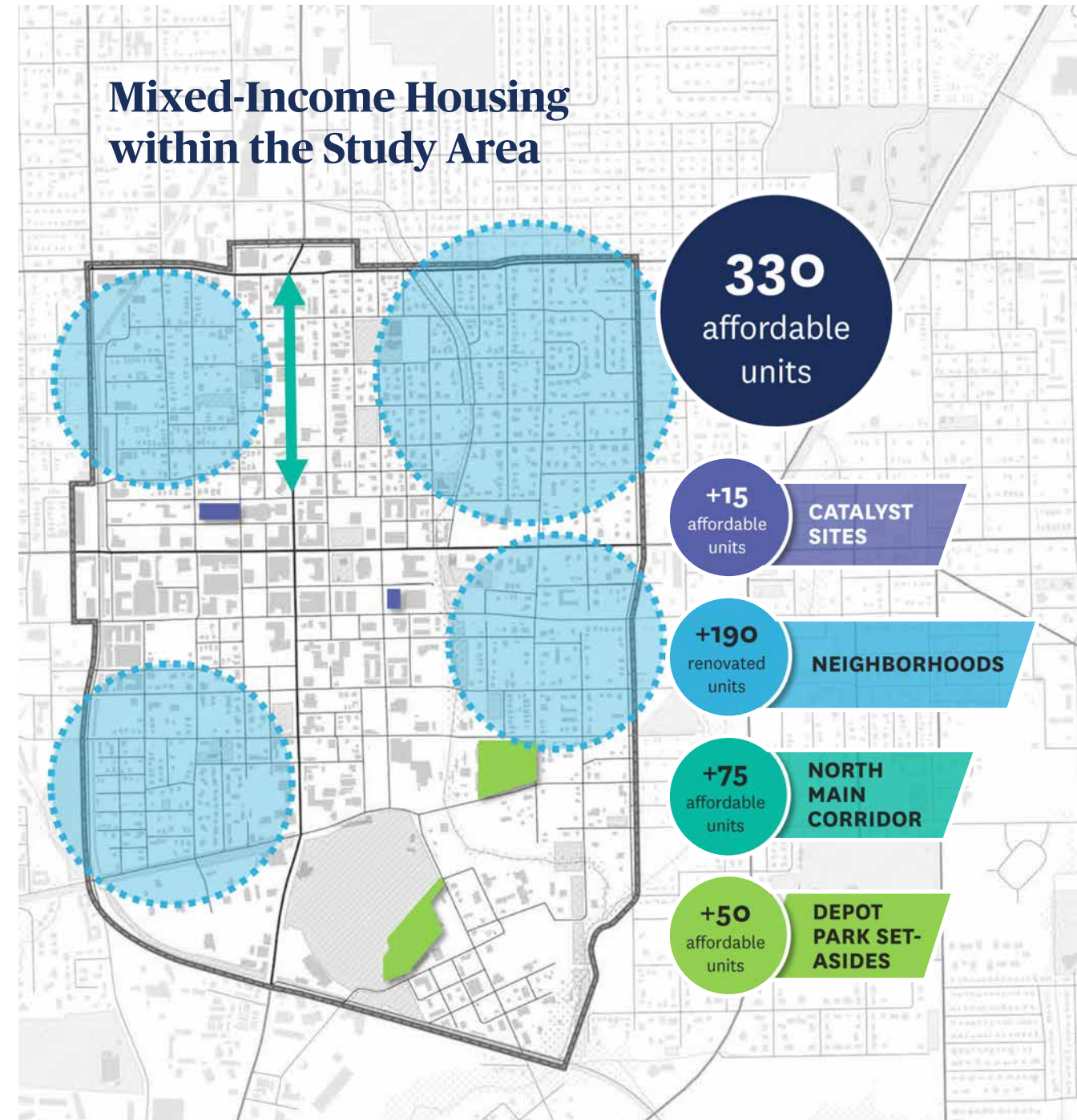
Idea 12: Facilitate Market Rate Housing

► **Pursue tax abatement** for new construction and major rehabilitations

► **Explore use of GCRA funds** to support mixed-income housing development

► **Leverage UF Innovate** as value-add for market rate development

► **Repurpose** and assemble public land

► **Explore master leasing** model to lower developer risk

► **Leverage existing parking** structures and assets to unlock development potential for vacant parcels and/or above-floor spaces
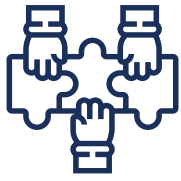
Griffis at Riata, a market rate development in Austin, TX (Source: Griffis Residential)

Create a Supportive Local Business Environment

► **Idea 13: Unlock Real Estate Potential**

► **Idea 14: Increase Direct Small Business Assistance**

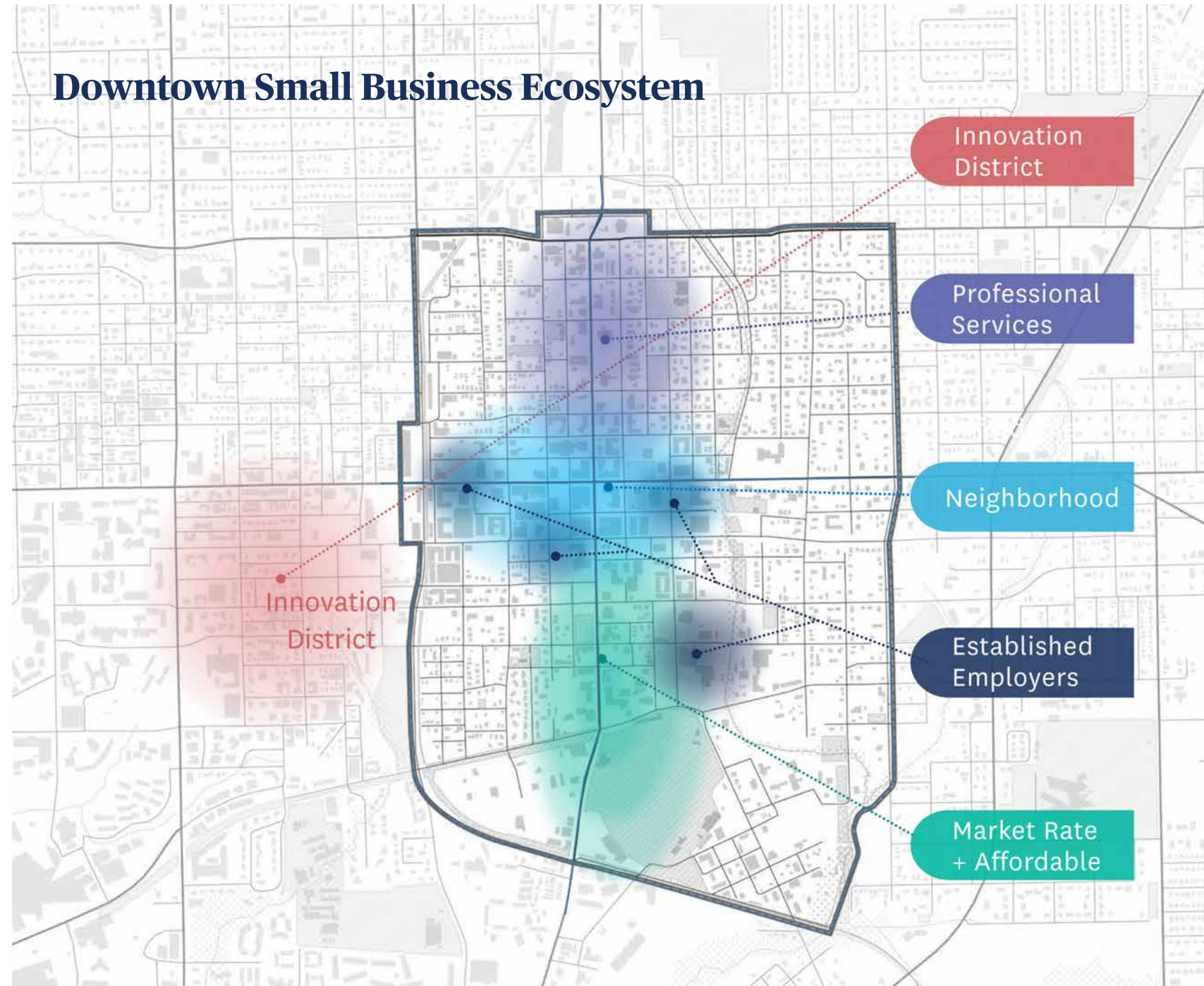" **Support from the city for small business to open, grow and thrive."**

" **#1 Opportunity we should address: more businesses and retail options in Downtown Gainesville."**

" **Increase business to include something besides student oriented places."**

Idea 13: Unlock Real Estate Potential

► Curate a Broad Mix of Ground-Floor Uses

► **Activate Storefronts:** Facilitate Startups and Popups

► **Repurpose Obsolete Space:** Continue or expand assisting upgrades and improvements to commercial district building stock

Innovation District — $24/SF – $30/SF Lease Rate
› Biotech
› UF Innovate
› UF strategic positioning
› Future Class A or lab development

Professional Services — $20/SF – $25/SF Lease Rate
› Finance
› Legal
› IT
› Step-Up Space
› Architecture and Engineering

Main Street — $12/SF – $15/SF Lease Rate
› Food and beverage
› Boutique
› Personal services
› Fitness

Established Employers — $20/SF – $22/SF Lease Rate
› Local government
› UF
› Santa Fe College
› GRU

Makers/Creative — $6/SF – $10/SF Lease Rate
› Flexible Space
› Galleries/Arts/Performance
› Fabrication
› Artisanal Design

Downtown Small Business Ecosystem

Innovation District

Professional Services

Neighborhood

Established Employers

Market Rate + Affordable

Idea 14: Increase Direct Small Business Assistance

► Leverage Entrepreneurial Support Resources

► Create Startup Grant Program

► CENTER FOR INNOVATION AND ECONOMIC DEVELOPMENT (CIED)

► GREATER GAINESVILLE CHAMBER

► UF INNOVATE / ACCELERATE at THE HUB

► GAINESVILLE TECHNOLOGY ENTREPRENERUSHIP CENTER (GTEC)

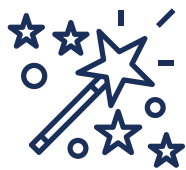- ❑ Incubator Space
- ❑ Technical Assistance
- ❑ Startup and Entrepreneurial Support
- ❑ Networking and Mentoring
- ❑ Access to Capital Assistance
- ❑ Marketing Support
- ❑ Workforce Training

Maintain and Enhance Downtown

► **Idea 15: Form a Place-Management Organization**

► **Idea 16: Continue to Build Capacity**

> **Make it beautiful and welcoming."**

> **We can't tell our story if basic issues aren't addressed."**

> **Our public spaces don't attract people. Maintenance is a big issue."**

> **Focus on making downtown cleaner, safer and more welcoming to families."**

Idea 15: Form a Place-Management Organization

► **Organize around the protection/ enhancement of core assets** (Downtown's competitive niche) and addressing key livability/business viability issues (maintenance/ cleanliness, safety, etc).

Crossroads Special Improvement District
Columbus, OH

Clean and Safe Services
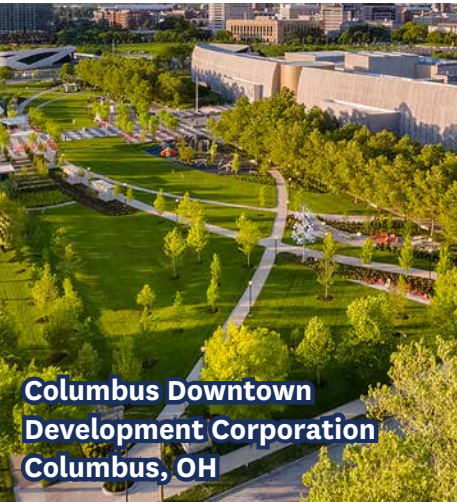

Midtown Alliance
Atlanta, GA

Marketing/Branding

Louisville Downtown Partnership
Louisville, KY

Streetscapes

Upper West Side Community Improvement District
Atlanta, GA

Placemaking

Columbus Downtown Development Corporation
Columbus, OH

Parks/Open Space

3CDC
Cincinnati, OH

Programming

Gordon Square Arts District
Cleveland, OH

Retail Tenanting

3CDC
Cincinnati, OH

Guide Redevelopment and Enable Affordability

Idea 16: Continue to Build Capacity

► **Define the roles and responsibilities** of the new organization.

► Includes case studies from relevant downtown management organizations

---

Idea 16: Continue to Build Capacity
Define the roles and responsibilities of the new organization.

Conduct outreach to similar downtown organizations to determine the strategic direction and next steps beyond the basic "clean and safe" mission. This could include a focus on programming, placemaking, branding, tenanting and investments in the public realm and redevelopment.

Case Studies

Below are case studies from four different cities that show the different approaches and focuses of downtown organizations.

Louisville, KY
Louisville Downtown Partnership

South Fourth Street

Downtown Ambassadors

Founded:
2013 and comprised of two existing organizations: Downtown Management District and Downtown Development Corporation.

Operating Budget:
$1.7M in expenditures/revenues (FY 2021). Funding sources include BID assessments, contracts for services, and other sources.

Mission:
To take the long view on downtown success, through strengthening commerce, providing high-quality placemaking, improving visitor, resident, and workforce experiences, and to stimulate high-quality development and vitality in Louisville's Downtown.

Roles & Responsibilities:
► Economic and physical planning
► Development of downtown and surrounding areas
► Marketing and special events
► Manages Commercial Loan Fund and Downtown Housing Loan Fund
► Facilitate events that other groups develop and run
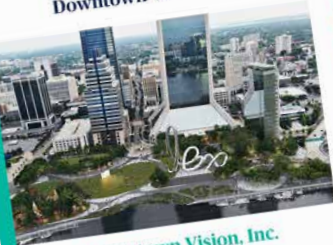► Clean and safe services

Projects & Accomplishments:
► Streetscape improvements
► 4th Street Live!
► Hotel projects
► Downtown housing projects
► Commercial corridor development
► Downtown Louisville Master Plan

118

Jacksonville, FL
Downtown Vision, Inc. & Downtown Investment Authority

Downtown Vision, Inc.

Founded:
2000 as the Business Improvement District (BID) for Downtown Jacksonville.

Operating Budget:
$2.1M operational budget (FY 2021). BID funding from $1.10 per $1,000 of assessed value.

Mission:
To create and support a vibrant downtown and promote downtown as an exciting place to live, work, visit and invest.

Roles & Responsibilities:
► Provide Clean and safe services
► Provide marketing and stakeholder support
► Research – collect data, analyze trends and publish a State of Downtown report
► Events and programming
► Placemaking - Public space beautification, activation and management
► Aligns services and projects with the Downtown Investment Authority

Downtown Investment Authority

Founded:
2012 as the Public Economic Development Agency to promote general business interests in downtown.

Operating Budget:
$1.1M operational budget (FY 2022). Funding source is the city's general fund.

Mission:
To serve as a clearinghouse to establish an identity for the region that capitalizes on partnerships to guide the revitalization of the core of the City of Jacksonville. To attract investment, facilitate job creation and residential density, while assuring a unified effort is strategically focused to implement action through capital investments, planning, advocacy, marketing and the establishment of policy for the general community and downtown stakeholders.

Roles & Responsibilities:
► Acts as the Community Redevelopment Agency (CRA) and implements near-, mid, and long-term projects, programs, incentives, and initiatives.
► Manages allocates funds from the Tax Increment Finance (TIF) Trust Fund
► Acts as the Economic Development Agency of the city within the boundaries of downtown
► Oversees the Office of Public Parking, which manages city-owned parking lots and garages.

Projects & Accomplishments:
► Restoration of the Barnett National Bank Building with a mix of uses and 107 loft-style apartments and the University of North Florida Center for Entrepreneurship and Innovation
► Broadstone River House, a six story, 264-unit apartment development
► Florida Blue Parking Garage, a 862 space garage that freed up a riverfront surface lot for development of the FIS headquarters that will employ 500 people
► Four mixed-income affordable housing developments that total more than 500 units
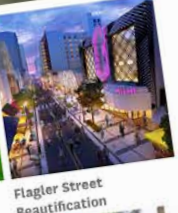
120

Miami, FL
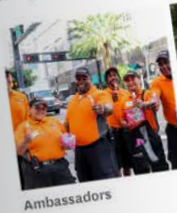**Miami Downtown Development Authority**

Biscayne Green

Programming

Flagler Street Beautification

Ambassadors

Downtown Baywalk concept

Founded:
1967

Operating Budget:
$13.6M operational budget (FY 2021-2). Funding through a special tax levy of properties within the district and reimbursements from the City of Miami for community projects.

Mission:
To grow, strengthen, and promote the economic health and vitality of Downtown Miami.

Roles & Responsibilities:
► Advocate, facilitate, plan, and execute business development, planning, capital improvements, and marketing and communication strategies
► Is the economic development and marketing agency charged with bringing businesses, people, and visitors to Downtown Miami
► Provide business assistance and help them navigate the requirements of opening or expansion
► Clean and safe, homeless outreach services, and landscape installation and maintenance through its Downtown Enhancement Team and Downtown Ambassadors

Projects & Accomplishments:
► Downtown Baywalk, a five-mile long pedestrian promenade along the waterfront
► Downtown Riverwalk and Greenway, a 10-mile pedestrian path and on-road facility
► Reconstruction of Flagler Street in 2015 featuring a new $13 million streetscape with new bike racks, enhanced crosswalks, new street lighting fixtures and upgraded sidewalks, and live oak trees along both sides of the road
► Biscayne Green which is in preliminary design to transform six blocks of Biscayne Boulevard by reducing vehicle lanes, adding on-street parking, building wider sidewalks, providing a dedicated bicycle facility, and space for retail kiosks and outdoor dining.

121

Downtown Organization Case Studies

	Louisville Downtown Partnership Louisville, KY	Columbus Downtown Development Corporation Columbus, OH	Downtown Vision (DVI) & Downtown Investment Authority (DIA) Jacksonville, FL	Miami Downtown Development Authority Miami, FL
Year Founded	2013	2002	2000 & 2012	1967
Budget	$1.7M in expenditures/revenues (FY 2021).	$13.8M in expenditures and $20M in revenues (FY 2019).	$2.1M operational budget (DVI FY 2021) & $1.1M operational budget (DIA FY 2022).	$13.6M operational budget (FY 2021-2)
Funding Sources	BID assessments, contracts for services, and other sources.	Contributions, program services, and rental property income.	$1.10 per $1,000 of assessed value (DVI) & general fund (DIA)	Special tax levy of district properties and reimbursements from the City of Miami
Roles and Responsibilities	► Clean and safe services ► Marketing and special events ► Economic and physical planning ► Development of downtown and surrounding areas ► Manages Commercial Loan Fund and Downtown Housing Loan Fund	► Clean and safe, homeless outreach and ambassador services. ► Lead catalytic development ► Provide proof of concept for private development community to make further investments ► Manage Housing Investment Funds	► DVI: Clean and safe services; marketing and stakeholder support; data research & trends; events and programming; placemaking. ► DIA: Acts as the Community Redevelopment Agency; manages allocates funds from the Tax Increment Finance (TIF) Trust Fund; downtown economic development; manages public parking	► Clean and safe, homeless outreach services, and landscape installation ► Advocate, facilitate, plan, and execute business development, planning, capital improvements, and marketing and communication strategies ► Economic development and marketing ► Business assistance for opening or expansion requirements

cityofgainesville.org/downtownstrategicplan

Get in touch with us:

Sarit Sela | City Architect, AIA, LEED AP
Department of Sustainable Development | City of Gainesville
Contact: 352-393-8649 | selas@cityofgainesville.org

MKSK   **DEVELOPMENT STRATEGIES®**   **eda** consultants · inc.