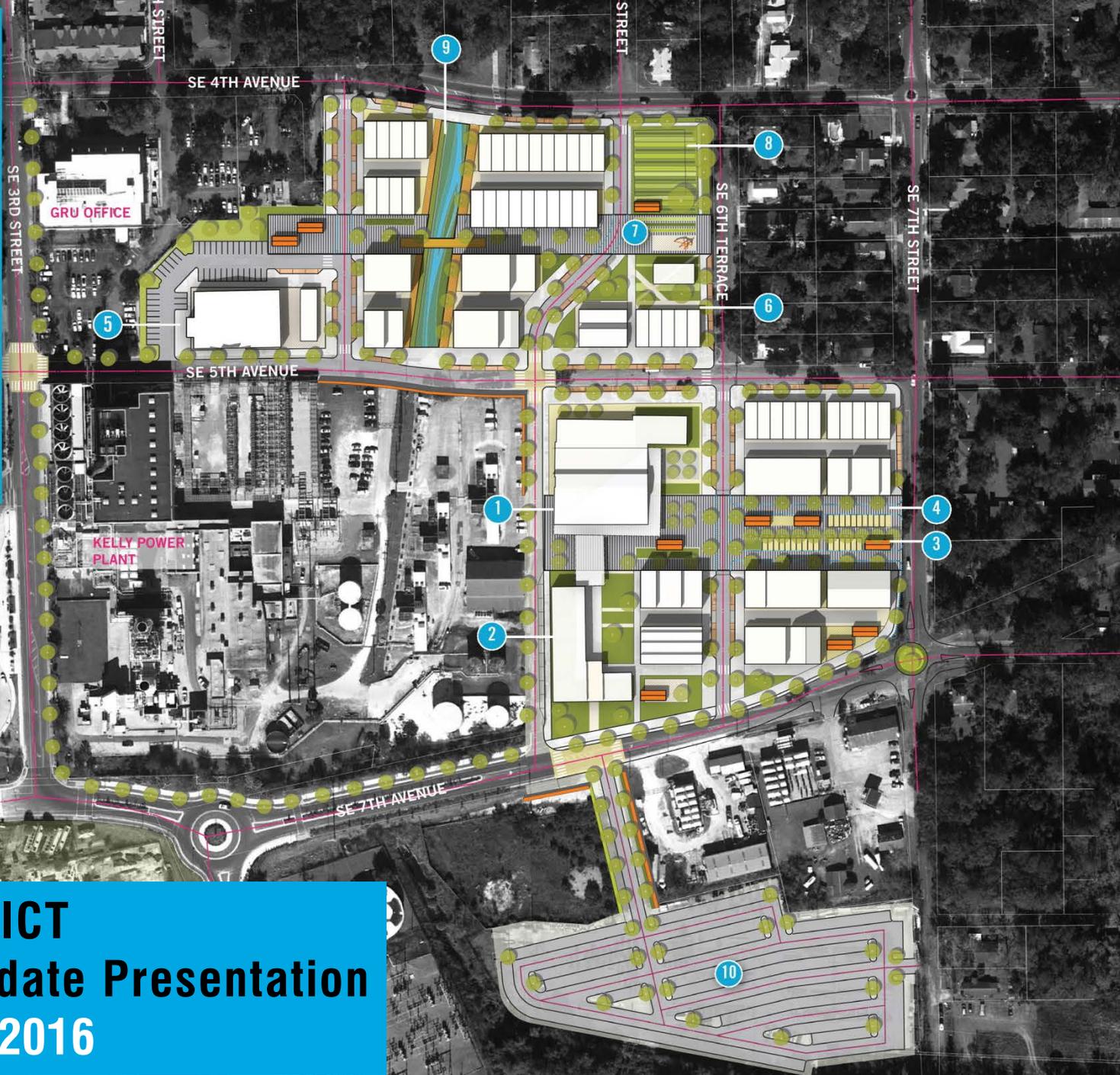


2013 POWER DISTRICT REDEVELOPMENT PLAN

- 1 WAREHOUSE ADAPTIVE REUSE
- 2 EXISTING CATALYST BUILDING
- 3 KIOSK (TYPICAL)
- 4 PLAZA + PUBLIC PARKING
- 5 FLEET BUILDING ADAPTIVE REUSE
- 6 NEIGHBORHOOD SERVING LOTS
- 7 PLAZA
- 8 MCRORIE COMMUNITY GARDEN
- 9 SWEETWATER BRANCH CREEK (OPENED TO DAYLIGHT)
- 10 OVERFLOW PARKING



**POWER DISTRICT
CRA Board Update Presentation
FEBRUARY 15, 2016**

PRESENTATION OUTLINE

1. WORKPLAN REVIEW

2. DEVELOPMENT APPROACH



**POWER
DISTRICT
WORKPLAN**

MILESTONES ACCOMPLISHED

1. OPENING EASTSIDE OPERATIONS CENTER
2. CATALYST PROJECT
3. 2013 REDEVELOPMENT PLAN + STAKEHOLDER ENGAGEMENT
4. REZONING
5. INFRASTRUCTURE ANALYSIS
6. SWEETWATER DAYLIGHTING FEASIBILITY
7. BUILDING NEEDS ASSESSMENTS
8. ENVIRONMENTAL ANALYSIS
9. AESTHETIC IMPROVEMENTS
10. PROGRAMMING & SPECIAL EVENTS



WORK UNDERWAY

1. HYDROLOGIC & HYDRAULIC WATERSHED STUDY

- Step 1 To Daylight Creek
- Step 1 To Revise FEMA Flood Maps
- Critical to Capitalize Development Potential

2. ENVIRONMENTAL CONTAMINATION DELINEATION

- Map Limits Of Contamination
- Define Scope Of Remediation Work
- Summarize Environmental History of Site

3. LAND AND REAL ESTATE ASSESSMENT

- Market Analysis of Present Day Market Conditions
- Model Development Goals, Opportunities & Constraints
- Public Private Partnership Structuring

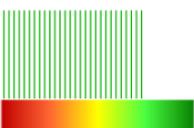


Action Plan for FYs 2015-2016 for Power District

DENOTES TASK COMPLETE
DENOTES TASK UNDERWAY
DENOTES TASK PLANNED

Action Steps	Estimated Completion Date
1. Infrastructure Assessment	FY2015 Q2
2. Sweetwater Branch Feasibility Study	FY2015 Q2
3. Contamination Identification and Action Plan	FY2015 Q2
4. Existing Building Assessments	FY2015 Q1
5. Property and Building Appraisals	FY2015 Q2
6. Project Identification, Prioritization & Implementation Plan	FY2015 Q2
7. GRU Property Disposition Policy/MOU	FY2015 Q1
8. Branding and Marketing Plan Development	FY2015 Q2
9. Warehouse Shell Preparation and Tenant Recruitment	FY2016 Q1
10. Corridor(s) Design Development	FY2016 Q1
11. Corridor(s) Construction Document Development	FY2016 Q4
12. Corridor(s) Construction	FY2016 Q4

**POWER DISTRICT
 STRAT PLAN UPDATE**

Cost Estimate	Estimated Completion	Stage of Progress	City Commission Priority
Unknown  Seeking grant funding	Unknown 	Full Steam Ahead 	 Higher

		SUGGESTED PROJECTS	POWER DISTRICT WORKPLAN			
Task #	Critical Path		Costs	Timeline	Related Trigger Projects	Partners
s.1	X	Conduot Hydrologio & Hydraulio (H&H) Study To Determine Watershed Issues Upstream & Within Power Distriot Corridor	\$40,000	January 2016 to July 2016	Must Be Done Prior to Upstream Repairs, FEMA LOMAR Permit, Lease/Sale of Properties Within 100-year Flood Plain, and Daylighting Engineering & Construction	CRA & Publio Works
s.2	X	Initiate Ground Water Sampling at Northeast Section of Sweetwater Daylighting Project to Determine Scope of Contamination	\$10,000 to \$50,000	January 2016 to July 2016	Must Be Done Prior to Engineering & Construction of Daylighting	CRA & GRU
s.3	X	Master Plan Sweetwater Branch Corridor Between University Ave. and Depot Ave. (Inolude structural evaluation of olvert ooozings at SE 4th Ave & SE 5th Ave)	\$225,000	July 2016 to January 2017	After H & H Study Completed	CRA, Publio Works, PRCA
s.4	X	Engineer Upstream Repairs (Inolude SE 4th Ave and SE 5th Ave Culverts, apply for Conditional Letter Of Map Revision "LOMR" to FEMA, & Apply for Various Grants)	\$100,000	January 2017 to August 2017	After Master Planning Completed	CRA, Publio Works, PRCA
s.5	X	Sweetwater Branch Creek Daylighting Engineering (Inolude GRU Admin Bldg Stormwater Pond Reloation, & Conditional or Unconditional Closure of Results from Task s.2 Groundwater Sampling)	\$200,000	January 2017 to August 2017	After Completion of Master Planning, Engineering Upstream Repairs, Groundwater Sampling, and FEMA LOMAR Permit Approval	CRA, GRU, Publio Works, PRCA
s.6		Permit and Demolish Water Waste Water Building & Water Waste Water Ready Room Building	\$80k & \$85k = \$165k Total	October 2017 to November 2017	Anytime But Must Be Prior To or Associated with Daylighting Construction	CRA & GRU
s.7		Construot Upstream Repairs (May Inolude SE 4th Ave olvert upgrades)	\$500k-\$1m (Estimate to be oonfirmed following Master Planning & Engineering)	October 2017 to Maroh 2018	After Engineering Upstream Repairs Completed	CRA, Publio Works, PRCA
s.8		Sweetwater Branch Creek Daylighting Construction (May Inolude SE 5th Ave olvert upgrades)	\$1.5m (Estimate to be oonfirmed following task s.7 Engineering)	October 2017 to Maroh 2018	After All Above Projects Are Completed	CRA, GRU, Publio Works, PRCA
s.9		Delineate 100-Year Floodplain & Aoquire FEMA Letter of Map Revision "LOMR" Permit	\$50,000	April 2018	After H&H Study is Completed and Upstream Repairs are Construoted	CRA & Publio Works
		INFRASTRUCTURE	Costs	Timeline	Related Trigger Projects	Partners
i.1	X	Removal of Tanks & Equipment Associated with Deoommission of Fleet Fueling Facility	TBD	2017	FY16 GRU Closing Fueling Facility, Emptying Fuel Tanks, and Removing Above Ground Pump Equipment. FY17 GRU Requesting Budget \$ to Remove Underground Tanks.	CRA & GRU
		SE 6th St Ext (SE 4th Ave to SE 5th Ave)				
i.2		SE 6th St Ext (SE 4th Ave to SE 5th Ave) Design & Engineering	\$100,000	Onoe Development Justifies	Completing Task Will Prepare Site for Shovel Ready Status	CRA, GRU, Publio Works, Private Sector
i.3		SE 6th St Ext Construction(SE 4th Ave to SE 5th Ave. Inolude reloation of 15' Sanitary Sewer Line, 12" Water Main, and Underground Overhead Utility Lines	\$1,500,000	Onoe Development Justifies	Onoe Daylighting Construction and/or Redevelopment of Parcel East of Sweetwater Creek is Initiated	CRA, GRU, Publio Works, Private Sector
		A. Reloation of 15' VCP Sanitary Sewer Line	\$350,000	Onoe Development Justifies		
		B. Reloate 12" Water Main	\$150,000	Onoe Development Justifies		
		C. Reloate Overhead Eleotrio Power Lines	\$250,000	Onoe Development Justifies		
		D. Hardscape, Lighting, Landscaping, Stormwater	\$750,000	Onoe Development Justifies		
		SE 4th Ave (SE 3rd St to SE 7th St)			Onoe Redevelopment of Parcels Along SE 4th Ave are Initiated	CRA, GRU, Publio Works, Private Sector
i.4		A. Design & Engineer SE 4th Ave Streetscape (SE 3rd St to SE 7th St)	\$50,000	Onoe Development Justifies But After Completion of Task s.7		
i.5		B. Re-Constuot SE 4th Ave Streetscape (SE 3rd St to SE 7th St)	\$300,000	Onoe Development Justifies But After Completion of Task s.7		
		SE 5th Ave (SE 3rd St to SE 7th St)				CRA, GRU, Publio Works, Private Sector
		D FY 2106-2018	Included In Existing PW Budget	October 2016 or July 2017	Notify PW (Joel Ahmann) By End of February To Proceed	

POWER DISTRICT WORKPLAN

Action Plan for FYs 2015-2016 for Power District

DENOTES TASK UNDERWAY
DENOTES TASK PLANNED

Action Steps	Estimated Completion Date
1. Infrastructure Assessment	FY2015 Q2
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**WHAT'S
NEXT...**



QUESTIONS ASKED...

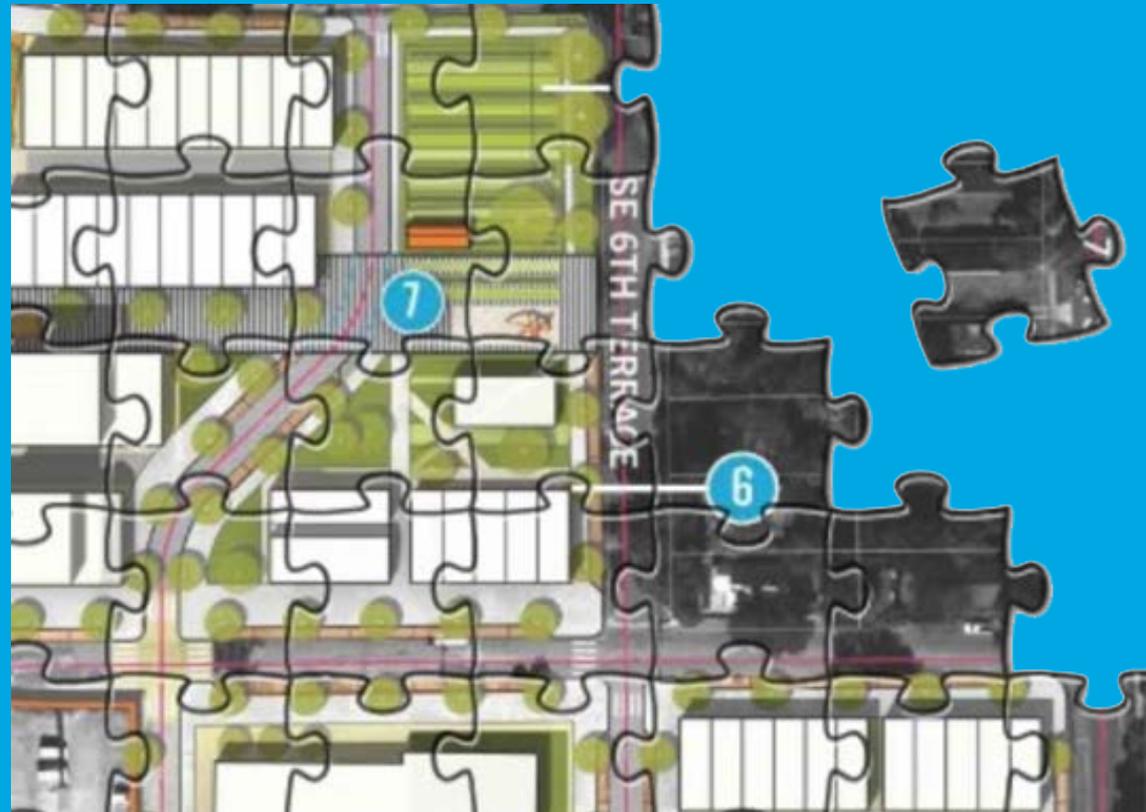
WHAT DO WE (cra, gru, gg)
DO BEST?

- policy
- public outreach
- planning
- procurement & purchasing
- programming/promotion

QUESTIONS ASKED...

WHAT SHOULD BE THE ROLE OF THE PUBLIC SECTOR?

- create
- facilitate
- communicate
- coordinate
- regulate
- integrate



QUESTIONS ASKED...

HOW ARE NEEDED PROJECTS PRIORITIZED AND FUNDED?

- planning, design, engineering
- utility relocations/upgrades
- streetscapes & public spaces
- building improvements/demo
- environmental
- economic development incentives

QUESTIONS ASKED...

WHAT IS WANTED?

- public market, community space, development
- residential, office, retail, industry, commercial
- daylighting, sustainability, connectivity

VERSUS

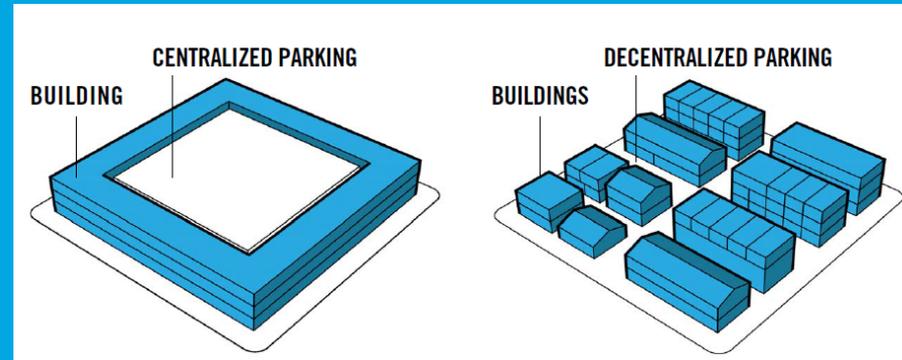
WHAT IS NEEDED?

- planning & permitting
- infrastructure, utilities, remediation
- capital & financing

QUESTIONS ASKED...

HOW TO PROMOTE PRIVATE INVESTMENT “HIGHEST AND BEST USE” ...

BUT...WHILE..



PRESERVING THE REDEVELOPMENT VISION?

QUESTIONS ASKED...

**HOW MUCH RISK DOES THE
PUBLIC SECTOR ASSUME?**

+

**HOW MUCH RISK WILL THE
PRIVATE SECTOR ASSUME?**

QUESTIONS ASKED...

HOW IS THE ASSET MANAGED DURING IMPLEMENTATION?

- maintenance (site & building)
- programming & events
- security
- renovations and temporary adaptive re-use
- functional obsolescence

QUESTIONS ASKED...

HOW IS THE PIE DIVIDED TO:

- do it once and do it right
- create market security & confidence
- define roles
- determine land value
- economies of scale
- leverage resources
- attract capital



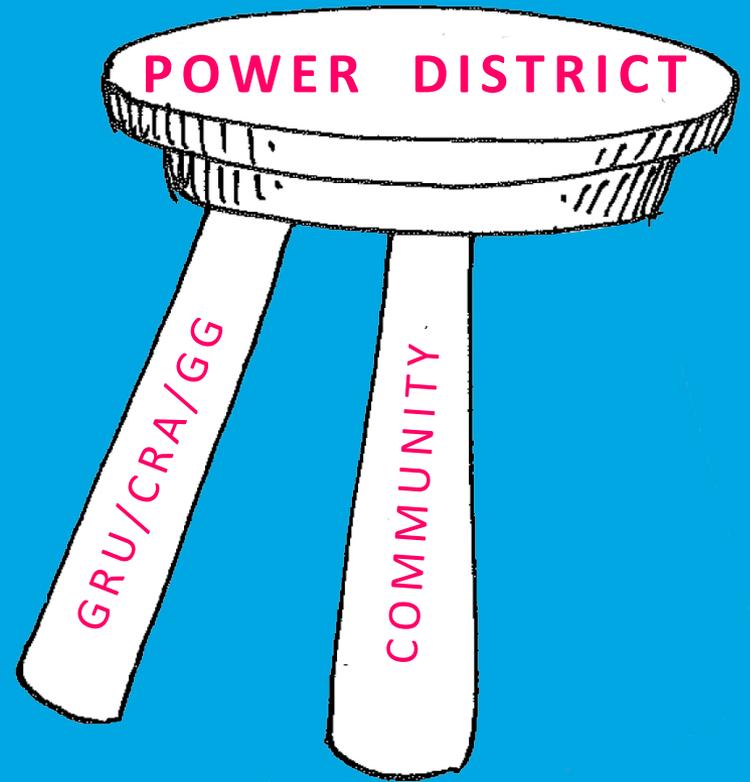
**PERHAPS THE ANSWER
IS...**

...DEVELOPMENT PARTNERSHIPS (PUBLIC + PRIVATE)



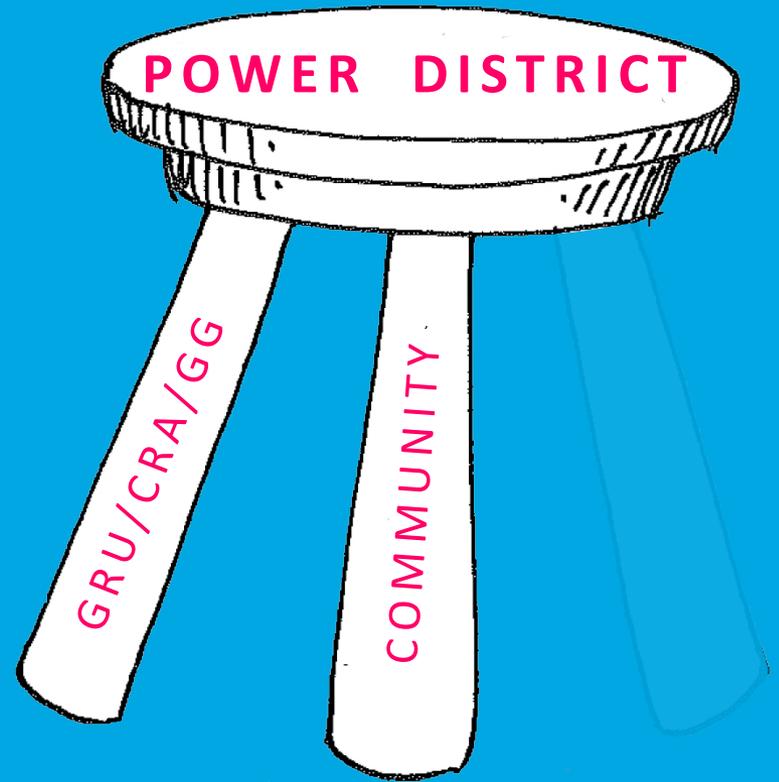
...TO

DETERMINE LAND VALUE



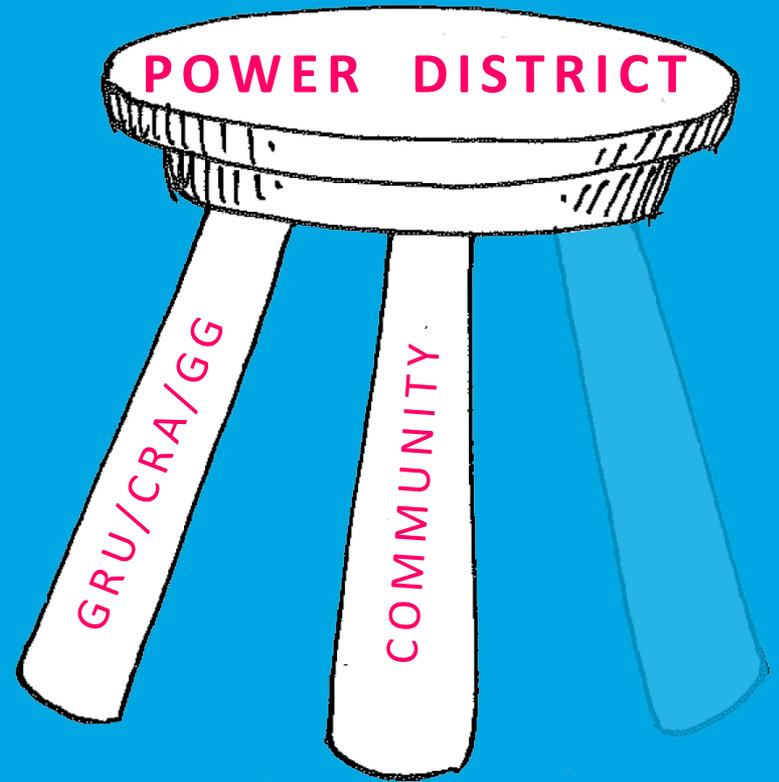
...TO

ESTABLISH DEVELOPMENT
DRIVEN PUBLIC
INVESTMENTS



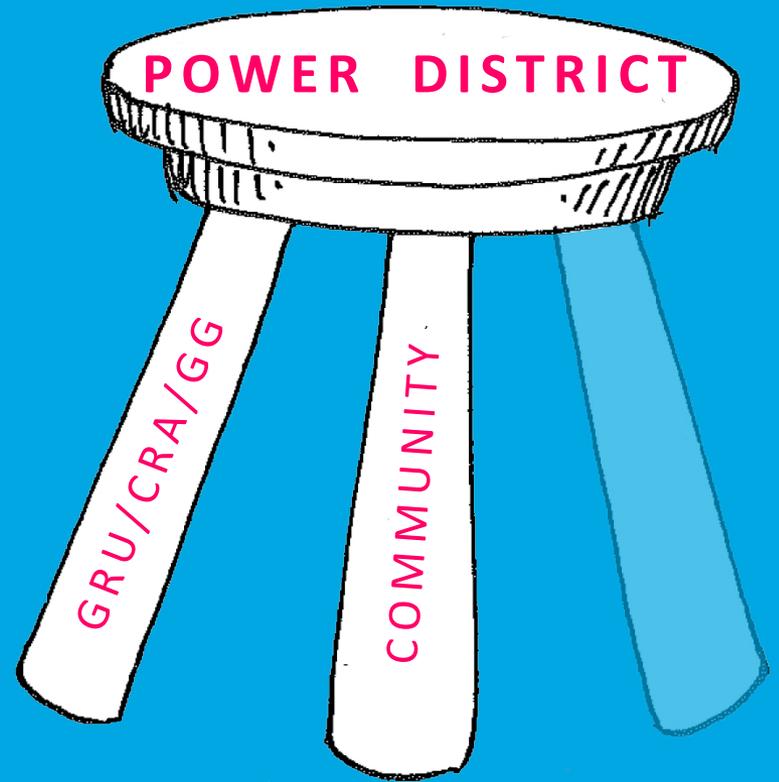
...TO

DEFINE ROLES & RESPONSIBILITIES



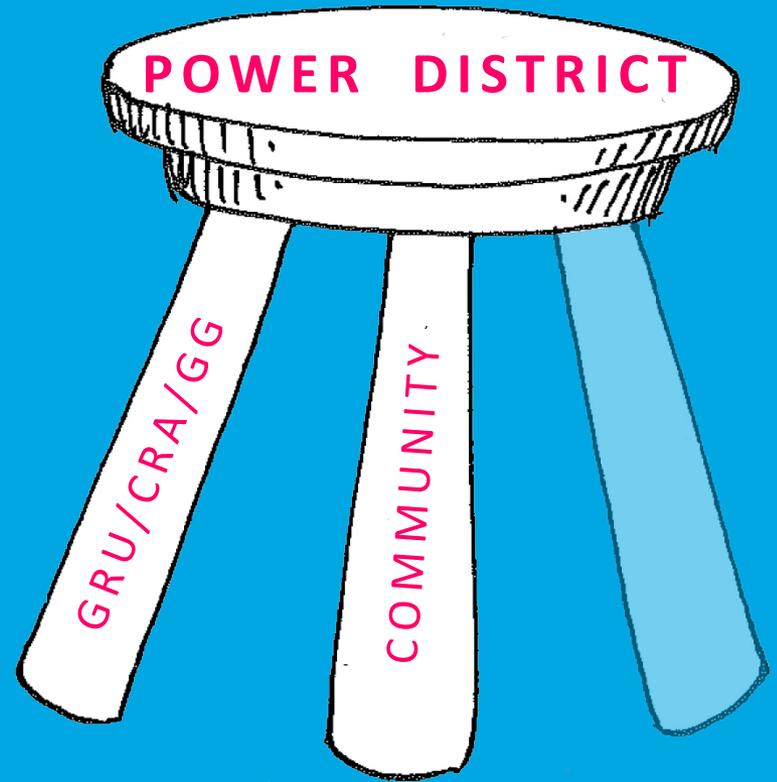
...TO

PARTNER IN COMPLEX REAL
ESTATE FINANCIAL
TRANSACTIONS



...TO

FACILITATE JOINT VENTURE PARTNERSHIPS

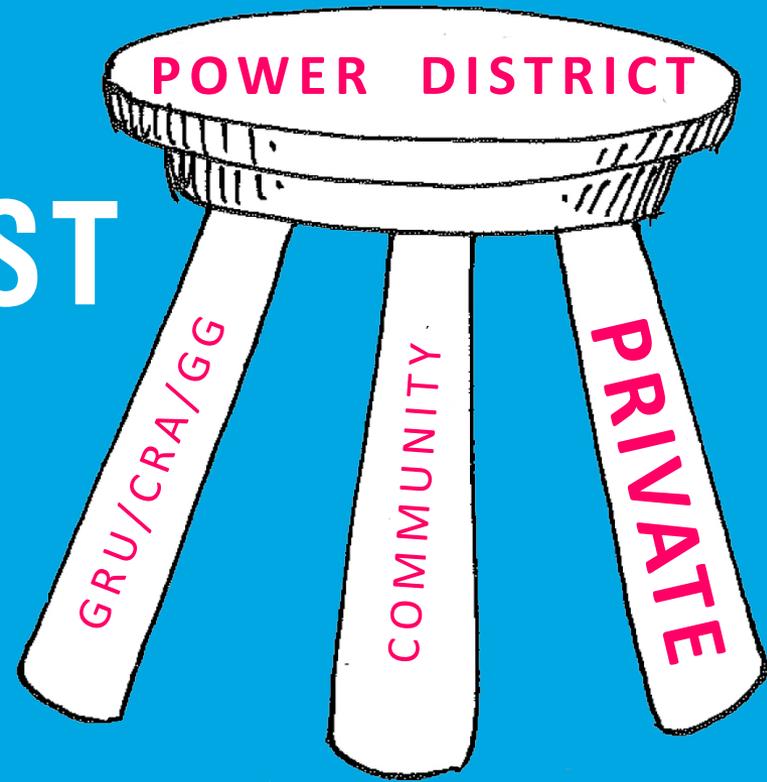


...TO

BALANCE “HIGHEST
AND BEST USE”

...WITH

OPPORTUNITIES FOR
LOCAL, DIVERSE, AND
INDEPENDENT BUSINESSES
AND ENTREPRENEURS



...SO

HOW CAN THIS

...COMPLEX

...TECHNICAL

...MONUMENTAL

...INSPIRATIONAL



TASK BE ACCOMPLISHED?

**POWER
DISTRICT
ACTIVE
DEVELOPMENT
APPROACH**

ECONOMIC DEVELOPMENT

1. CONTRACTED WITH NATIONAL DEVELOPMENT COUNCIL (NDC) TO...

- ❑ Solicit Developer/Investor Involvement To Gather Market Knowledge
- ❑ Explore CRA/GRU/GG Participation And Project Structuring
- ❑ Analyzing Existing Data And New Reports As They've Become Available
- ❑ Assisting With Decision-Making Process On How To Proceed With Land Disposition
- ❑ Provide Consultation Related To Development Solicitation Process And Approach

The screenshot shows the homepage of the National Development Council (NDC). The header features the NDC logo and tagline "Partners in Community Development Since 1969" on the left, a search bar on the right, and social media icons for Facebook and Twitter. Below the header is a navigation menu with links for Home, Overview, Training, Projects, Services, Contact, and Blog. The main content area is divided into two columns. The left column features a large photograph of five professionals in business attire participating in a groundbreaking ceremony, with a yellow excavator in the background. Below the photo is an orange banner with the text "Renewing Communities". Underneath the banner is a blue link that says "Welcome to the National Development Council". The right column contains a search bar with the text "What are you looking for?" and a dropdown menu. Below the search bar are three promotional sections: "Enhance Your NDC Certification" with a sub-heading "Maintain your professional certification and update your development finance skills.", "We Are Now An AICP CM Provider!" with a sub-heading "View the approved classes.", and "View Our Current Training Schedule" with a sub-heading "Check back often to see what additional courses have been added."

NATIONAL DEVELOPMENT COUNCIL
Partners in Community Development Since 1969

Home Overview Training Projects Services Contact Blog

What are you looking for?
Select: [v]

Enhance Your NDC Certification
Maintain your professional certification and update your development finance skills.

We Are Now An AICP CM Provider!
View the approved classes.

View Our Current Training Schedule
Check back often to see what additional courses have been added.

Renewing Communities

Welcome to the National Development Council

NDC is a national non-profit community development organization. We've evolved a lot since our founding in 1969, but our mission -- increasing the flow of capital to underserved urban and rural areas for job creation and community development -- remains the same. We offer our community partners development assistance and professional training as well as small business financing and debt and equity for residential, commercial, public and non-profit facilities projects.

NDC was created in 1969 to generate investment in underserved urban and rural communities across the U.S.

ADVANTAGES OF AN ACTIVE DEVELOPMENT APPROACH

Sale “as-is” with Broker

Easiest and best way to sell green fields or buildings not located in an impaired portion of the market. This strategy would sacrifice both control of the development process and an opportunity to maximize the return on the GRU assets for perceived expediency.

Even a quick “as is” sale using this method is not guaranteed based on the physical, functional and economic obsolescence extant in these properties.

Request for Proposals

A request for proposals (“RFP”) is a way to bring structure and transparency to the disposition process, while at the same time reducing comparative risk through open requirements and discussion. Employing this method of disposition will allow GRU/CRA/GG to select an offer to purchase/lease the property base on either the highest qualifying offer, planning objectives, or a combination. Ensures that GRU/CRA/GG will receive an open, transparent, and competitive offer which is reflective of the real property’s valuation in the market.

Structure provides maximum transparency, but does not afford GRU/CRA/GG the ability to negotiate for either a higher price, better overall return to GRU/CRA/GG and/or development that is more in line with that requested in the RFP.

Managed Disposition

Due to the overall inflexibility of the Request for Proposal process when it is used in connection with more complex disposition and redevelopment activities, most municipalities and public agencies are adopting a stepped disposition and redevelopment solicitation model. This model employs a request for qualifications (“RFQ”) process paired with a subsequent RFP that is open only to firms who are deemed qualified after initial vetting. RFQ removes information barriers prior to sale by informing public sector on market and demand for site.

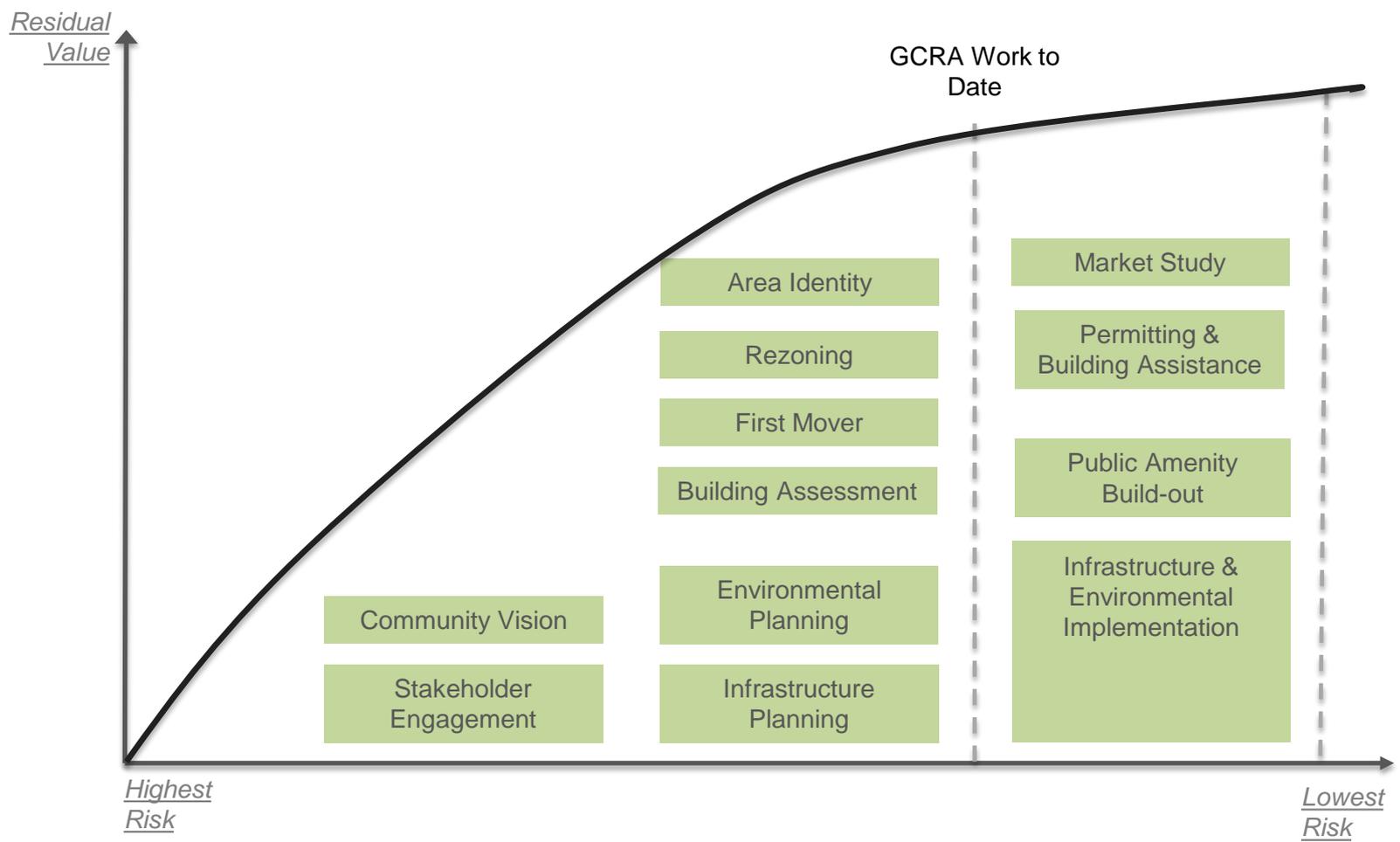
The process requires a high amount of on-going negotiation through multiple rounds of solicitation. Market conditions and planning demands may change over time. High levels of professional engagement are required to ensure beneficial negotiation outcomes.

Public/Private Partnership

Market knowledge gained by public resulting in a more transparent and informed sale price



VALUE PROPOSITION ILLUSTRATED



COMPONENTS OF RFQ / RFP

City Role & Benefits

City markets the project to the development community to attract broadest range of interested parties



Request for Qualifications

- Community vision
- Site control
- Land use certainty
- Environmental / Infrastructure
- Experience with similar projects

- Integrity of Adopted Plan
- Monetary returns
- Time to implementation
- Diversity of development uses, partners, and amenities

Request for Proposals



Developers “sell” the City on their proposal in consideration of highest priority outcomes desired by the City

Developer Benefits & Role

COMPONENTS OF RFQ / RFP

Request for Qualifications

- Establish a pool of qualified parties interested in the site
- Broadest possible candidate pool for both response and idea generation
- Provides opportunity to gain market knowledge and level of interest in the location to inform RFP
- Provides full transparency on results of pre-existing public investment
- Establishes amenity, program, fiscal, and other public expectations along with other criteria in transparent scoring evaluation
- Expectations for roles & responsibilities related to site improvements
- Constraints of the site that cannot be modified or negotiated



Overarching Questions

- What is the desired level of public vs private infrastructure investment?*
- How important is diversity in the typology and approaches brought to the site?*
- What conditions are mandatory?*
- What development hurdles / thresholds can reasonably be negotiated to assure timely project delivery across phases?*

Request for Proposals

- | | |
|--|--|
| <ul style="list-style-type: none">On-going input from prequalified developers included | <ul style="list-style-type: none">Establish timeline for implementation |
| <ul style="list-style-type: none">Specific roles & responsibilities for site improvements | <ul style="list-style-type: none">Provide methodology to transfer site control in future phases of development |
| <ul style="list-style-type: none">Programmatic requirements & timeline for implementation | <ul style="list-style-type: none">On-going roles & responsibilities during development process |
| <ul style="list-style-type: none">Detailed development proposal with support budget, financial information, & commitment letters | <ul style="list-style-type: none">Workforce development or inclusion policies |

Offer for Purchase or Lease of Land & Conditions codified in Land Disposition Agreement (“LDA”) / MOU



SAMPLE EVALUATION CRITERIA

Request for Qualifications

Experience of Team

Financial Capacity

Consistency of Development Vision with
Community Goals

Completeness & Quality of Response

Strength of References

Other

Request for Proposals

Purchase Price

Public Support

Financial Feasibility

Consistency of Proposal with Community
Goals

Relevant Experience of Firm and
Personnel

Quality of Proposal

Other



SOLICITATION PROCESS

2016 NEXT STEPS

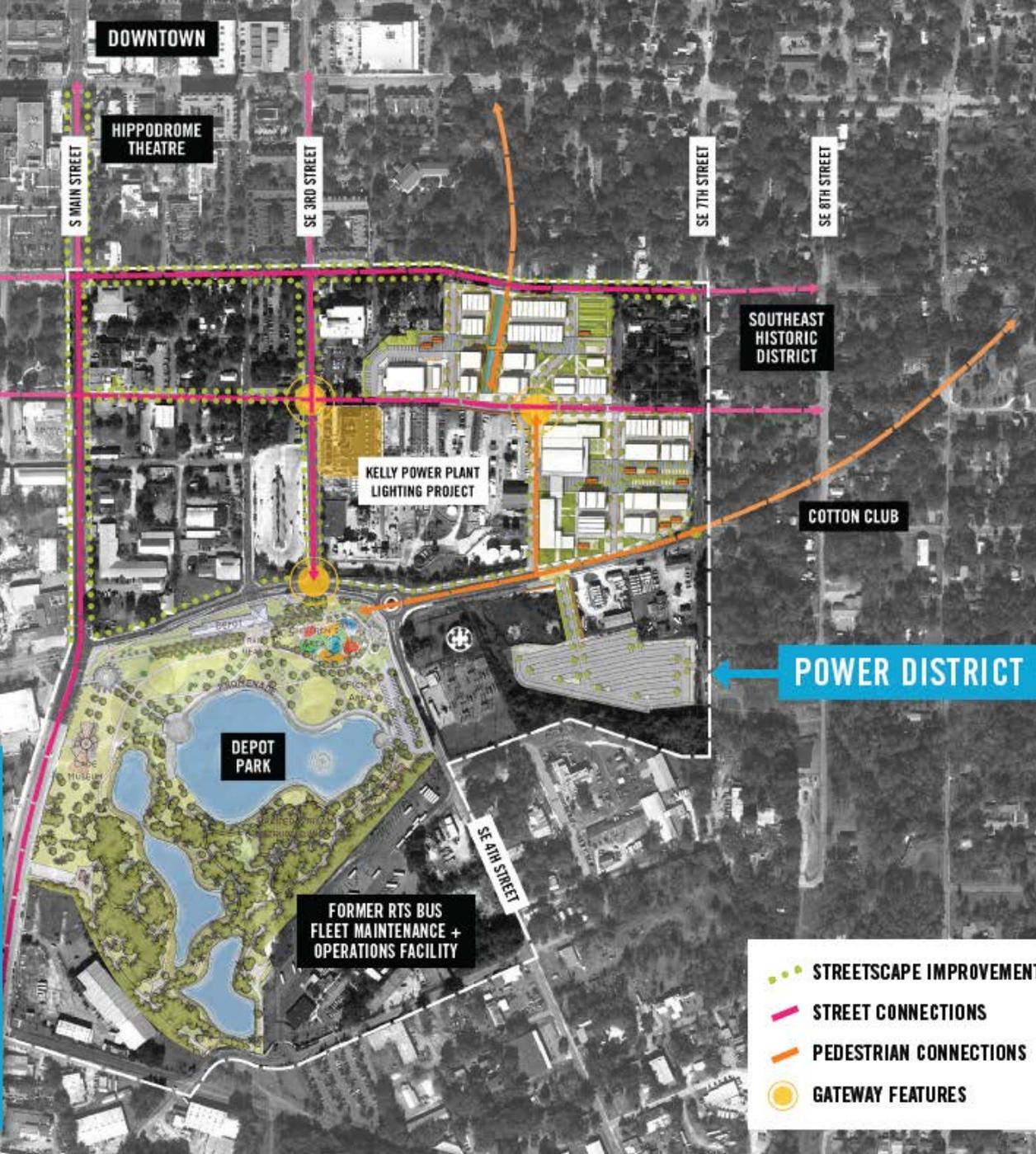
1. CRAFT & ADVERTISE DEVELOPMENT PARTNER RFQ – **MARCH 2016**
2. ADVERTISE PHASE 1 DEVELOPMENT RFP – **JUNE 2016**

TASKS CURRENTLY UNDERWAY

1. COMPLETE HYDROLOGIC & HYDRAULIC (H&H) STUDY TO DETERMINE UPSTREAM WATERSHED ISSUES RELATED TO DAYLIGHTING & FEMA FLOOD MAPS FOR WITHIN THE POWER DISTRICT – **APRIL 2016**
2. COMPLETE ENVIRONMENTAL CONTAMINATION DELINEATION PROCESS – **APRIL 2016**
3. COMPLETE LAND AND REAL ESTATE MARKET ASSESSMENT – **APRIL 2016**
4. COORDINATE WITH GRU & GENERAL GOVERNMENTAL ON FY17/18 BUDGET PROCESS RELATED TO NECESSARY POWER DISTRICT PROJECTS – **ON GOING**
 - A. Decommissioning Of GRU Fleet Fueling Facility
 - B. Roadway Repaving
 - C. Stormwater Projects
 - D. Park & Recreation Projects
 - E. Utility Upgrades
5. MASTER PLAN SWEETWATER BRANCH CORRIDOR TO : – **SEPTEMBER 2016**
 - A. Identify Upstream Watershed Issues
 - B. Establish a Unified Vision For The Entire Corridor Between The Power District & Downtown
 - C. Refine Cost Estimates, Budgets, & Sequencing Of Work To Capture Economies Of Scale
6. FORMALIZE SPECIAL EVENT POLICY & PROCEDURE – **APRIL 2016**

DISTRICT AND CITY CONNECTIONS

The Power District will be both a new destination for economic development investment in and of itself and place that connects people to surrounding areas, including Downtown, Depot Park and surrounding neighborhoods. To play this role effectively, future public and private investments will be important to ensure the potential of the Power District is achieved.



- STREETSCAPE IMPROVEMENTS
- STREET CONNECTIONS
- PEDESTRIAN CONNECTIONS
- GATEWAY FEATURES

DISCUSSION



POWER
DISTRICT

ANDREW MEEKER
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