



## Office of Capital Asset Planning & Economic Resilience

**TO:** Gainesville Community Reinvestment Area Advisory Board

**FROM:** Office of Capital Asset Planning and Economic Resilience  
Erik A. Bredfeldt, Economic Development and Innovation Director  
Sarit Sela, City Architect  
Kara Brecken, Land Rights Coordinator

**DATE:** March 16, 2021

**SUBJECT:** Status of Assigned Projects/Initiatives

It was noted at the February 16, 2021 GCRA Advisory Board meeting that the GCRA Advisory Board 2019-2020 Annual Report contained several statements regarding perceived non-transparency and lack of accountability regarding the Office of CAPER's assignments.

As a result, and in order to assist the GCRA Advisory Board in evaluating the status of assigned projects/initiatives, we are providing the following compilation of those projects/initiatives and relevant back-up regarding establishment of the Office forwarded to the City Commission and others within the City organization.

Office of CAPER staff will be available at the March 16, 2021 GCRA Advisory Board meeting to review the information below and to respond to any comments/questions regarding these matters.

### Status of Assigned Projects/Initiatives

#### 1) 8<sup>th</sup> and Waldo Road.

- a. On 10/17/20, the GCRAAB approved the allocation of \$4,000 towards project community engagement.
- b. Starting 11/2020, a cross-departmental Core Project Team has been meeting and communicating regularly to administer the project. Core Team includes community builders from GCRA (2), PRCA (1), GFR (1), Sustainable Development (1), Community & Engagement (1), Equity & Inclusion (1), and led by CAPER (2).
- c. A cross-departmental Working Project Team has been established, informed and consulted since 12/2020. The Working Team includes 30+ senior community builders and City Leadership members from across the organization.
- d. In preparation for the community engagement process and to better assess site redevelopment feasibility, the Core Team gathered site related data from Working Group members and external partners. The findings of this effort were summarized in the *Memo\_CM\_GCRA\_8th Waldo Feasibility Considerations\_2\_4\_21*, emailed the GCRAAB on 2/5/21.

- e. Following the findings, CAPER reached out to Water & Air Research, Inc., and requested proposals for pre-development environmental studies on the site. Proposals were received on 2/11/21, and shared with Management for further direction.
  - i. Proposal 1 (GCRA area): Stadium, Parking Area, Fire Station #3: \$9,148.90
  - ii. Proposal 2 (non-GCRA area): Citizen's Park Field, Pool, MLK Center: \$30,649.25
  - iii. Proposal 3 (non-GCRA area): GFR Admin & Safety City: \$9,058.90
- f. The Core Team has developed an advanced draft for the project Community Engagement strategy. When finalized, this document will be shared with the GCRAAB.
- g. Based on the Feasibility Considerations findings and to create room for future redevelopment, CAPER and GFR representatives have met with Colliers Int'l to discuss the considerations for GFR amenity relocation from the 8<sup>th</sup> & Waldo Rd site. This group will continue to collaborate on this topic.

## **2) RTS Administration Site**

- a. On 5/2/2019, CM Staff provided information to the City Commission regarding the disposition process for the Old RTS Site. City Commission directed: Staff to return with an Invitation to Negotiate (ITN) for the RTS facility and a framework; 2) Ask for a property appraisal; and 3) Return when staff is ready.
- b. Due diligence required to progress the project include an environmental study and an updated property appraisal. Proposals were received and provided for Management for due diligence funding allocation. Property appraisal, Emerson Appraisal, \$9,000, 10/29/19, and, Phase I Environmental Site Assessment, GSE Engineering & Consulting, Inc., 10/19/19, \$3,500.
- c. Staff developed a site analysis document, which was shared with City Management and GCRA staff, and discussed in a one-on-one setting with Commission members on 1/20
- d. Project awaiting resource allocation towards due diligence work.

## **3) Job Training/Career Development Program**

- a. CAPER working on potential re-positioning of Job Corps property
- b. Construction apprenticeship ordinance reviewed with City Commission recently
- c. CAPER working with Gainesville Area Chamber of Commerce and GCRA on Malcolm Bidwell Center project
- d. CAPER participating on local Workforce Development Committee

## **4) Downtown Strategic Plan**

- a. MKSK is leading an interdisciplinary consulting team for the Downtown Strategic Plan development. MKSK has been under contract with the City for this project since 12/20.
- b. Since project initiation, project team held introductory meetings with internal stakeholders, including City staff, GCRA Advisory Board, one-on-one meetings with City Commissioners, Alachua County staff, UF staff, as well as site visits, and information gathering.
- c. MKSK and Core Team, including community builders from GCRA, Office of Equity and Inclusion, Department of Communications and Engagement, and led by CAPER, have developed an advanced project Engagement Plan. Once finalized, it will be shared with the GCRAAB.
- d. MKSK is reviewing prior community plans, goals and policies related to the Downtown area. Once a Plan Alignment brief is finalized, it will be shared with the GCRAAB

## **5) Power District**

- a. Colliers International working with CAPER and multidisciplinary City team inclusive of GCRA and GRU on repositioning of opportunity
- b. CAPER working on leasing issues with Colliers International and Catalyst Building tenants

- 6) Equitable Development Issues (Community Land Trust, Surplus Land Inventory)
    - a. CAPER working on multi-motion equitable development directive of City Commission with focus on drafting Community Land Trust Scope of Work and Management of Surplus Land Inventory; both of these items have been reviewed by the City Commission and approved.
  - 7) Gainesville Fire Rescue Site Analysis
    - a. CAPER working on site assessment for relocation of Gainesville Fire Stations in east Gainesville (on 8<sup>th</sup> and Waldo Road) and west Gainesville (currently leasing at Butler Plaza)
  - 8) Parks, Recreation and Cultural Affairs Festival Site Analysis
    - a. CAPER working with PRCA staff on site identification for relocated City festival facility
  - 9) Streatery
    - a. Building on the success of the recent street closure for pedestrian use along SW 1st Ave, between S Main St and SW 2nd St (SW 1st Ave Streatery), the City is considering longer term, permanent improvements to the street, including infrastructure upgrades, beautification and potentially programming and entertainment.
    - b. CAPER is leading a cross-departmental team to plan proposed future improvements and phasing.
    - c. Adjoining property/business owners will be engaged with on 3/17/21 for input with a future presentation to GCRAB and the City Commission next month.
  - 10) Waldo Road Gateway Analysis
    - a. City, County, Gainesville Airport, Gainesville Area Chamber of Commerce working on prospective study of north Waldo Road to identify industrial development opportunities
  - 11) Gainesville Alachua County Airport Authority/Airport Industrial Park
    - a. CAPER is ex-officio member of GACRAA on behalf of the City of Gainesville
  - 12) Response to Public Health Crisis
    - a. GNV Cares for Business; City Hall/Commission Chambers Space Modifications; Tenant Forbearance
  - 13) Implementation of Lease Management System Citywide
    - a. CAPER has worked with internal City Finance team and Colliers International to implement a new lease management system designed to provide timely management/payment of lease obligations.
  - 14) Lot # 10 Reset
    - a. City Commission directed CAPER to work with Colliers International to market Lot #10 and solicit proposals.
  - 15) Sweetwater Trail Acquisition (WSPP)\*
  - 16) Future Hogtown Greenway Project (PRCA)\*
  - 17) Split Rock Conservation Area (WSPP/PRCA)\*
  - 18) SE 4<sup>th</sup> Street Reconstruction (PW)\*
  - 19) Various easement and land acquisitions for Public Works projects\*
  - 20) SW 47<sup>th</sup> Avenue Extension (WSPP/PW)\*
  - 21) Clear Lake Home Acquisition / Deed Restriction- FEMA Reconciliation Re: Hurricane Irma (PW)\*
- \*All projects at various levels of due diligence (survey, title, environmental, legal review)**

#### Attachments

c: Lee Feldman, City Manager  
 Phil Mann, Interim Assistant City Manager  
 Deborah Bowie, Assistant City Manager  
 Sarah Vidal, GCRA Manager





## Office of Capital Asset Planning & Economic Resilience

**TO:** Lee Feldman, City Manager

**THRU:** Phil Mann, Interim Assistant City Manager  
Erik A. Bredfeldt, Economic Development and Innovation Director

**FROM:** Sarit Sela, City Architect

**DATE:** February 4, 2021

**SUBJECT:** Redevelopment Considerations for the 8<sup>th</sup> & Waldo Site – Due Diligence for Community Engagement

*If You Want Different Results, You Have to Try Different Approaches.*  
Unknown.

To better understand the 8<sup>th</sup> & Waldo site strengths, constraints, and opportunities, and to accurately present those to the public in future engagement process, Staff collected data from selected expert City community builders and institutional partners regarding their experience with the site. The data collected in January 2021 included a total of 14 surveys, and multiple communications with representatives of the University of Florida, Santa Fe College, Colliers International, School Board of Alachua County, Alachua County Environmental Protection Department, and City staff.

Here are the main topics raised in the information received thus far:

### **1. What elements of the site need to stay and why?**

1. There is a consensus among survey participants about the unique benefits of the recreational offering on-site, including the Dwight H Hunter Pool, MLK Jr. Multi-Purpose Center, Citizens Park and Citizens Field Stadium. These are all inclusive facilities, serving neighbors of all ages, year-round.
2. Some recognize Citizens Field Stadium as a local landmark. Others commented that unless an alternative site and development funding are identified, Citizens Field Stadium should stay as it is the primary field for multiple high school sports.

3. GFR facilities must stay on site, unless funding is available for relocation sites, design and construction of new facilities off site (Fire Station #3, GFR Admin and Training areas, Safety City). All GFR facilities can relocate, so long as equal or better accommodations are developed.
4. The street network provides connectivity and infrastructure and should remain in its general location.

**2. Are there any known capital improvements planned for the site?**

1. Field lighting improvements for Citizens Park (WSPP).
2. Bleacher improvements at MLK Center (WSPP).
3. Locker room improvements at Dwight Hunter Pool (WSPP).
4. All PRCA facilities on site are included in the WSPP project list. To our knowledge, no other improvements are currently planned beyond the ones abovementioned.
5. Construction will begin soon on an enhanced pedestrian crossing at NE 15th St and NE 12th Ave, leading into Citizens Field Park and connecting to existing sidewalk on east side off street. Ideally, this would continue west with a formalized multi-use path along the northern edge of the site, connecting to adjacent neighborhood streets.
6. The VFW is going to connect to existing sanitary sewer on the south side of Citizen's Field.

**3. What are the site constraints / considerations for redevelopment?**

1. Environmental.
  - a. According to a 2011 Phase 1 Environmental Study, there are on site environmental conditions that may impact future redevelopment, including an old landfill, former and current land uses that include chemical use and storage.
  - b. A follow up environmental study is required to determine the scope of these conditions and their potential impact on future redevelopment.
2. Facility relocation, funding and schedule.
  - a. To make room for redevelopment, relocating and reconstruction of some existing facilities will be needed. Replacing existing uses like GFR offices and the Football Stadium are contingent on finding new locations and funding for those uses. The associated costs and development time should be included in the cost and schedule of this site's development.
3. Connectivity:
  - a. Barrier of major four-lane road to east (particularly for bikes/peds).
  - b. Limited vehicular access for large events (existing entrances to site from minor local streets).
  - c. Limited parking for large events.
4. Residential context
  - a. Compatibility with adjacent single-family homes (mitigate noise, traffic, light, etc.)
  - b. Mitigate the potential for gentrification. Redevelopment on this property has the potential to become controversial and highly politicized.
5. Site's land use/zoning may need to be changed to align/support any reconstituted uses.

6. Funding/partnerships for redevelopment implementation and for on-going operation.

**4. What are the strengths of the site?**

1. Size, Location & Connectivity:
  - a. Large, contiguous property.
  - b. Visible from Waldo Road, central location in eastern Gainesville.
  - c. Easy access to major roadways.
  - d. Well connected to public transit and near an existing trail.
  - e. Within walking distance to residential neighborhoods.
2. Established Recreation Destination:
  - a. Well-recognized recreation destination. Variety of activities and programming, used by a variety of user groups.
  - b. Inclusive, serving neighbors from the vicinity and beyond.
  - c. Large open space - accounts for more than 50% of PRCA field usage reservations.
3. Utility infrastructure in place.
4. Existing GFR facilities
5. Safety City draws a few thousand visitors annually for safety events and activities.
6. Community history.
7. City ownership makes for simpler rezoning land-use changes processes.

**5. What other initiatives does the city have planned or in progress in the vicinity that could impact or work in synergy with the site?**

1. Vision Zero efforts are focused on a wider area that includes this site (this effort is about reducing/eliminating serious injury and deaths from traffic crashes).
2. TBD location for a mobility hub in east Gainesville. The increase of micro-transit could be of great benefit to the project put on this site.
3. TBD location for the development of a healthcare clinic, innovative food market, and a collaborative community resource center in the area.
4. Recently completed Reserve Park.
5. Smokey Bear Park Phase II.
6. Redevelopment of the Clarence R. Kelly Center.
7. Donation of 12 lots for affordable homeownership in Duval.
8. The future of the Job Corps and Tacachale is not certain.
9. Reconstruction of Metcalfe Elementary School and Howard Bishop Middle School nearby.

**6. What stakeholders should we consider during the community engagement process?**

- Neighboring residents, neighborhood associations, schools and churches
- Neighboring property and business owners
- Existing facility user groups (i.e., swim, soccer, etc.)
- School Board of Alachua County (SBAC)
- Bicycle Pedestrian Adv Board (BPAB)

- Mobility Bike Safety Coordinator
- Kiwanis of Gainesville
- Alachua County Board of County Commissioners (BOCC)
- FDOT
- University of Florida
- Santa Fe College
- City staff
- City Commission
- GCRA Advisory Board
- Parks, Recreation & Cultural Affairs Advisory Boards
- National Association for the Advancement of Colored People (NAACP)
- Senior Center
- UF Health
- North FL Medical Center
- Tacachale
- Fun for Gator Kids
- Prospective partner organizations that might be able to provide programming / services at the site as a partnership with the City

## **7. Other Considerations & Opportunities:**

1. Site size lends itself to the creation of a significant development that may have the potential to ignite development and investment in the area.
2. Opportunity to build on the recreational offering to create a stronger, more cohesive center for all ages, with expanded programming, complemented by services and retail.
3. Market Analysis:
  - a. Current demographic numbers and traffic patterns in the area do not bode well for retailers in many retail businesses. The products and services offered by Wal-Mart and the new Wawa would be difficult to compete with for the location of 8th and Waldo Road.
  - b. What appears to be missing is job employment centers and a strong day time population to support the residential nighttime population.
  - c. Primary uses feasible for this site appear to be Community Services including community recreational, community activity for all ages.
  - d. The secondary uses that might occur consequently are food and beverage retail, farmers market, sports related personal services/retail, entertainment, and health services.
4. Need to well define goals and brand to successfully compete with other recreation and retail centers (i.e., Celebration Pointe, Butler Plaza, Jonesville).
5. Consider ways to prevent gentrification and integrate surrounding communities in success.
6. Pedestrian safety / connectivity from Duval.
7. Celebrate and build on history.
8. Opportunity to integrate mixed use, mixed income development on site.



## **8. Next Steps:**

1. Environmental study to assess constraints on future redevelopment. Staff is working on a proposal with Consultants and will share with Management for funding request.
2. Work with GFR and Colliers to explore land acquisition for facility relocation, costs, and design and construction costs and funding.
3. Reach out to adjacent properties for potential acquisition.
4. Community engagement planning and implementation.

Ongoing: Project Core Team meets weekly, and includes staff from GCRA, Sustainable Development, Mobility, GFR, PRCA, Communications & Engagement, Office of Equity, and CAPER.

Next update to the City's Working Group and GCRA Advisory Board will be provided once Environmental Impacts have been clarified, and Engagement Plan drafted.

Please feel free to contact me with any questions.

### **Copies:**

Deborah Bowie, Assistant City Manager

Fred Murry, Assistant City Manager

8<sup>th</sup> & Waldo Internal Core Group Members

8<sup>th</sup> & Waldo Internal Working Group Members

Gainesville Community Reinvestment Area (GCRA) Advisory Board Members





# City of Gainesville

Office of the City Manager

## City Manager Memorandum No. 200051

To: The Honorable Mayor and City Commission

From: Lee R. Feldman, ICMA-CM, City Manager

A handwritten signature in blue ink, appearing to read "L. Feldman", with a long horizontal stroke extending to the right.

Date: October 13, 2020

**Re: Office of Capital Asset Planning and Economic Resilience (CAPER)**

As part of the reorganization of General Government announced in February, 2020 and finalized in May, 2020, the Office of Capital Asset Planning and Resilience (CAPER) was established.

The Office is responsible for citywide economic development including coordination with the GCRAD for projects located within the GCRA geography; management of City owned real estate (inclusive of disposition of surplus land, acquisition of real property and lease management); and, capital improvement planning and coordination among departments.

Staff assigned to this Office are the Economic Development and Innovation Director acting as lead; the Land Rights Coordinator and the City Architect. An FTE will be added that would work specifically on the capital improvement planning and coordination mission of the Office.

The FY21 budget for the Office is \$401,782 with \$374,446 in personnel costs, \$25,500 in operating costs and \$1,836 in capital costs.

Currently, the projects assigned to the Office are as follows:

### **City Commission Strategic Plan**

- Opportunity Zone Monitoring
- Downtown Strategic Master Plan
- City Economic Resiliency Policy/Strategy
- Job Training/Career Development Program
- City Owned Land Inventory and Disposal

### **GNV Cares for Business**

Work with Management on various administrative duties regarding the program inclusive of applicant case management and grant approval

**Management of Contracts**

Working on management of real estate consultant and downtown strategic master plan contracts; working with Department of Sustainable Development on Comprehensive Plan Update contract.

**Strategic Planning Projects**

Team lead on 8<sup>th</sup> and Waldo Road and other assigned public development projects (Old RTS Site, Tacachale, Public Safety Site/Facility); coordinate with Colliers International and multi-departmental staff on the Power District RFP.

**Capital Project Program Planning**

Development of an inventory of capital projects including the establishment of a portal for transparent display of project status.

**Miscellaneous Projects/Assignments**

Manage business relationships with Double Envelope, Phalanx and other City tenants; manage Airport Industrial Park and serve as liaison to GACRAA; work on various assigned City facilities in regards to building improvements and resiliency; Architectural Review with Sustainable Development for private/public projects.

cc: Charter Officers  
Fred Murry, Assistant City Manager  
Deborah Bowie, Assistant City Manager  
Phil Mann, Interim Assistant City Manager  
Erik A. Bredfeldt, Economic Development and Innovation Director

*presented at that meeting. Motion passed unanimously.*

*Motion by Commissioner Hayes-Santos, seconded by Commissioner Ward to appoint Jamie Bell to the Development Review Board and readvertise for student seat. Motion passed unanimously.*

**RECOMMENDATION**

*The City Commission discuss appointments to the Gainesville Cultural Affairs Board, City Plan Board, and the Development Review Board and take appropriate action.*

**Approved, as shown above**

**BD-4    200477.**

**Approval of the Quarterly Joint City Commission/Utility Advisory Board Meetings for 2021 (NB)**

*Motion by Commissioner Hayes-Santos to meet as needed. Motion died for lack of second.*

*Motion by Mayor-Commissioner Pro Tem Arreola, seconded by Commissioner Saco to schedule dates, and only meet if needed, at the discretion of Mayor Poe and Chair of the UAB, Motion passed 6-1. Commissioner Hayes-Santos in dissent.*

*Mayor Poe's EA will schedule meetings between the UAB Chair and Mayor Poe ahead of City Commission meetings, to discuss items to be put forth on the agenda.*

**RECOMMENDATION**

*The City Commission approve the following quarterly meetings for the Joint City Commission/Utility Advisory Board meetings:*

*1st Quarter - January 26, 2021 at 6:00 PM  
2nd Quarter - April 27, 2021 at 6:00 PM  
3rd Quarter - July 27, 2021 at 6:00 PM  
4th Quarter - October 26, 2021 at 6:00 PM*

**Approved, as shown above**

**BD-5    200439.**

**Office of Capital Asset Planning and Economic Resilience (CAPER) (B)**

*Lee Feldman, City Manager spoke to the matter.*

*Erik Bredfeldt, Economic Development and Innovation Director spoke to the matter.*

*Armando Grundy-Gomes spoke to the matter.*

**RECOMMENDATION**

*The City Commission hear a presentation from staff on the newly-formed City department.*

**Discussed**

