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Today's Meeting

- Process Overview
- 2 16 Ideas for Downtown
- 3 Implementation and Case Studies







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

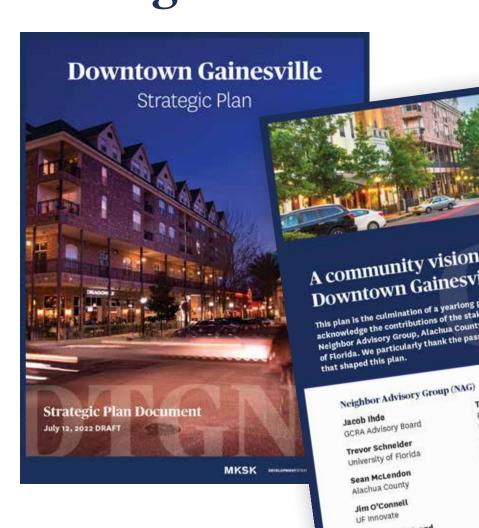


Refined the 16 Ideas for Downtown and drafted a report that summarized the process and its recommendations.



Developed an implementation strategy modeled around case study implementation agencies.

Strategic Plan Document



A community vision for Downtown Gainesville

This plan is the culmination of a yearlong process that engaged hundreds of Gainesville neighbors. We 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 Slovida. We particularly thank the passionate and dedicated volcas of our Calnasville colabbashoods. Neighbor Advisory Group, Atachua County, Greater Gainesville Chamber, Santa Fe College, and University of Florida. We particularly thank the passionate and dedicated voices of our Gainesville neighborhoods

Stacl-Ann Bertrand Chamber of Commerce

Gigi Simmons Porters Community Resident

Melissa Montilla springhill Neighborhood Resident

Darcie MaMahon Duckpond Neighborhood Resident

Pleasant Street Neighborhood Resident

Matt Howland Downtown Resident Jeff McMullen Downtown Business Owner

John Fleming Developer, Property Owner

Meg The Losen Downtown Business/Property

Hoch Shitama Baird Center Owner Dennayce Mavin

Development strategies Owner, Salon Syx University of Florida Student

Project Leadership

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

City Architect, Department of Sustainable Development

Consultant Team

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Implementation Implementation Matrix

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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** Framework for Economic Opportunity **Catalytic Projects** & Opportunities & District Development & Value Capture ▶ 2022 ▶ 2021 July Aug. Nov. Feb. Mar. Apr. May June July **August** June Sep. Oct. Dec. Jan.





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
- **Solution** 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

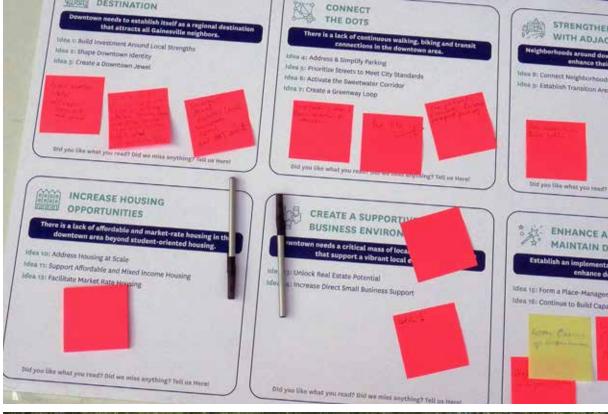
Downtown needs a critical mass of locally owned businesses that support a vibrant local economy.



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.





16 Ideas for Downtown GNV

16 Ideas for Downtown GNV





- ► 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



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."

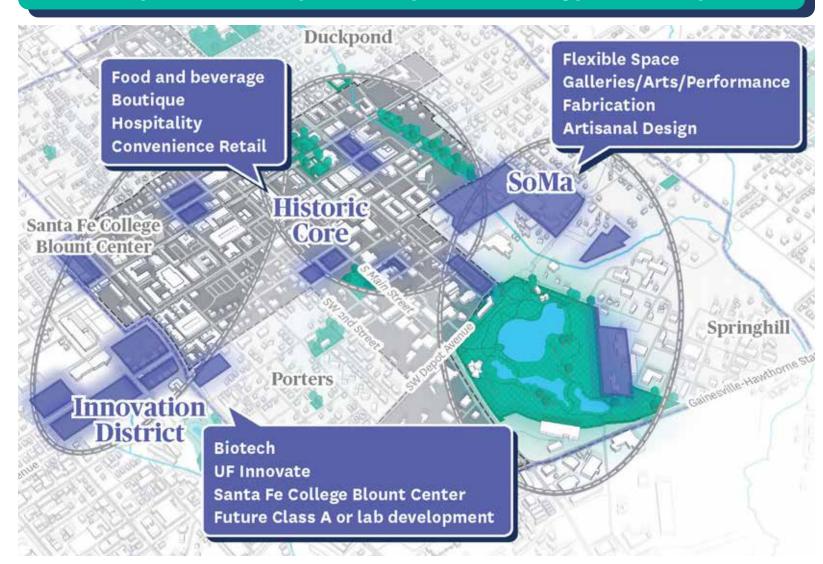
Stand out! Don't be just like any other American small town."

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.



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

十

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

x Diva Kouture gies 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



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."

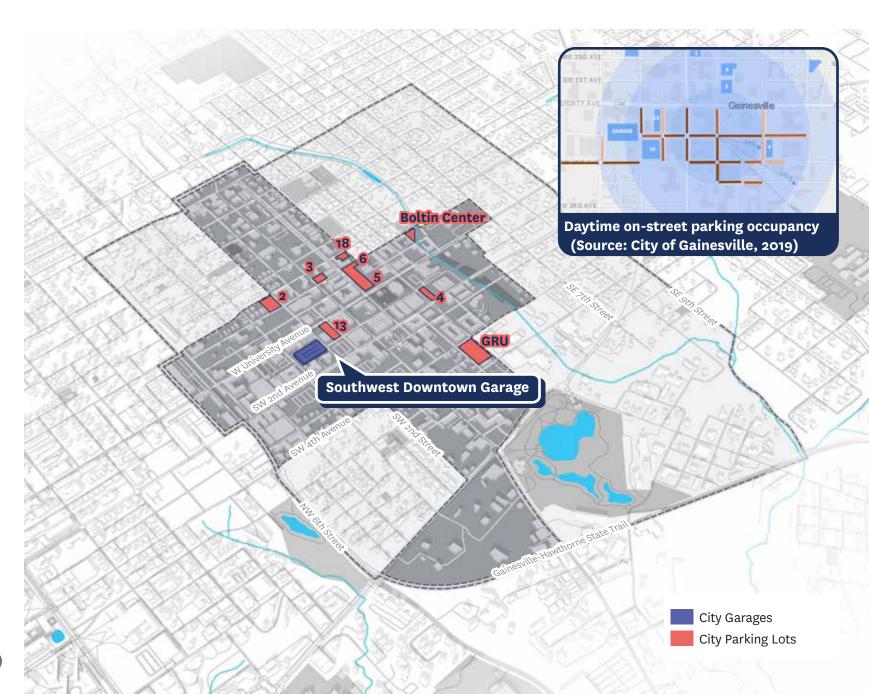
Prioritize walking, biking, and personal mobility uses.
Improve north-south bike/ped connectivity to Depot Park."

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	3 PM				
Mon-Wed	54%	82%	45%	13%	90%	55%
Thu-Fri	80%	97%	79%	56%	96%	97%
Sat	80%	97%	79%	56%	96%	97%



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).





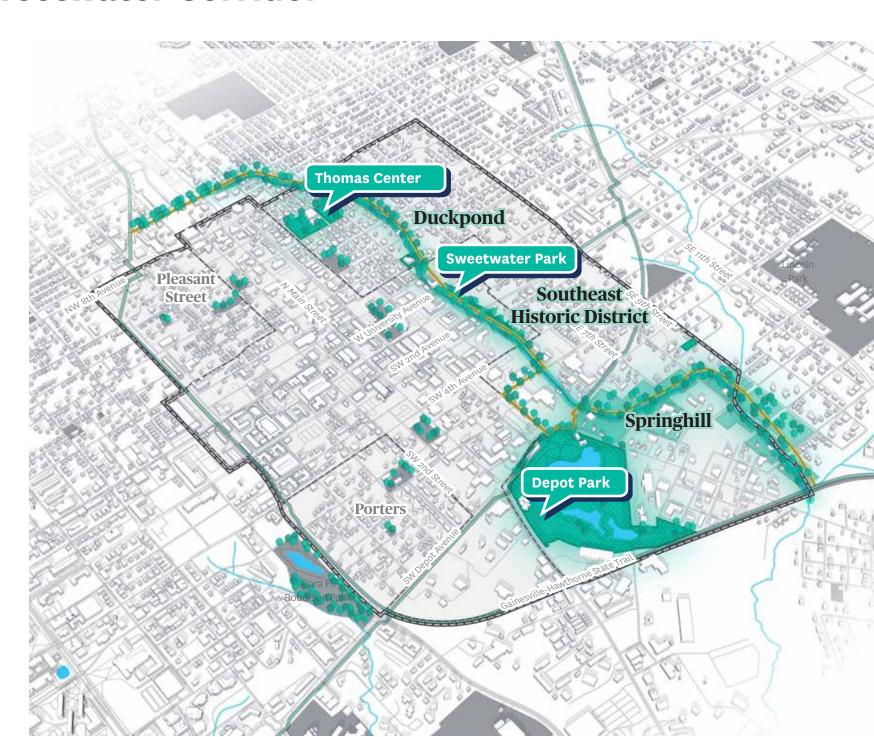
Idea 6: Activate the Sweetwater Corridor

▶ 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.







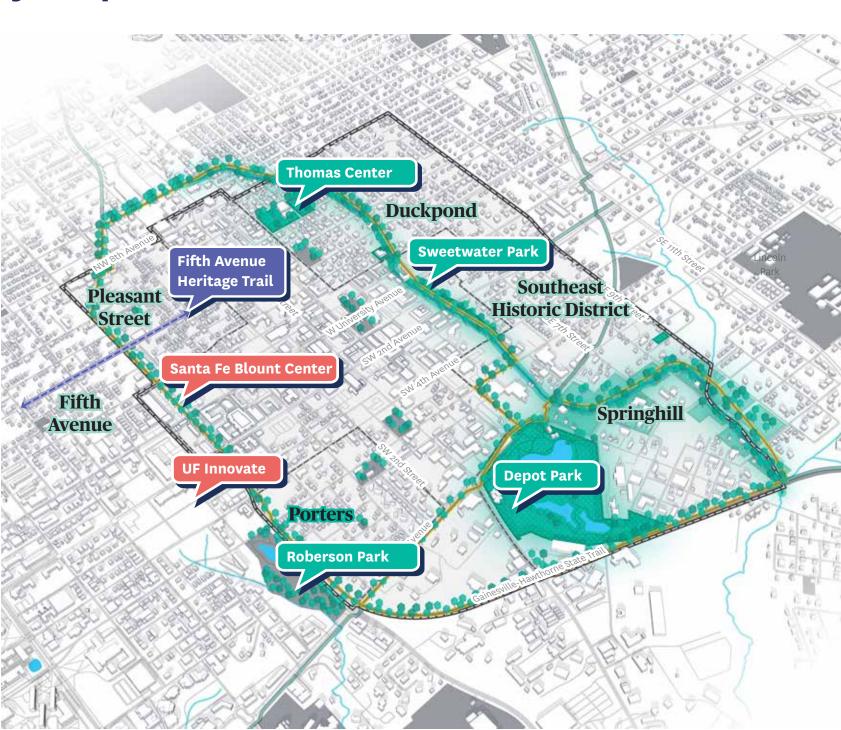


Idea 7: Create a Greenway Loop

► 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

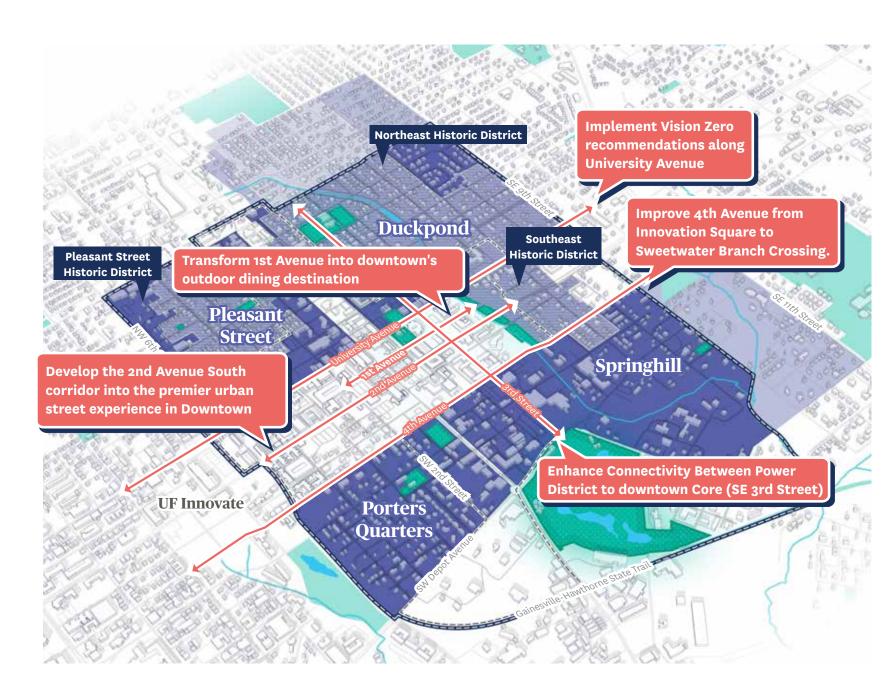
Make sure that the plan considers the best interest for the surrounding neighborhood communities."

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

Keep development in sync with neighborhoods, existing areas."

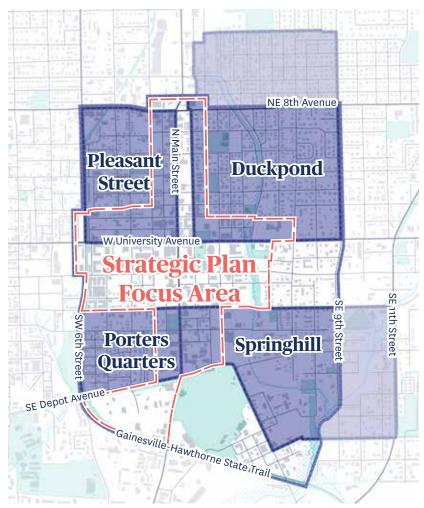
Idea 8: Connect Neighborhoods to Downtown

- ► 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.

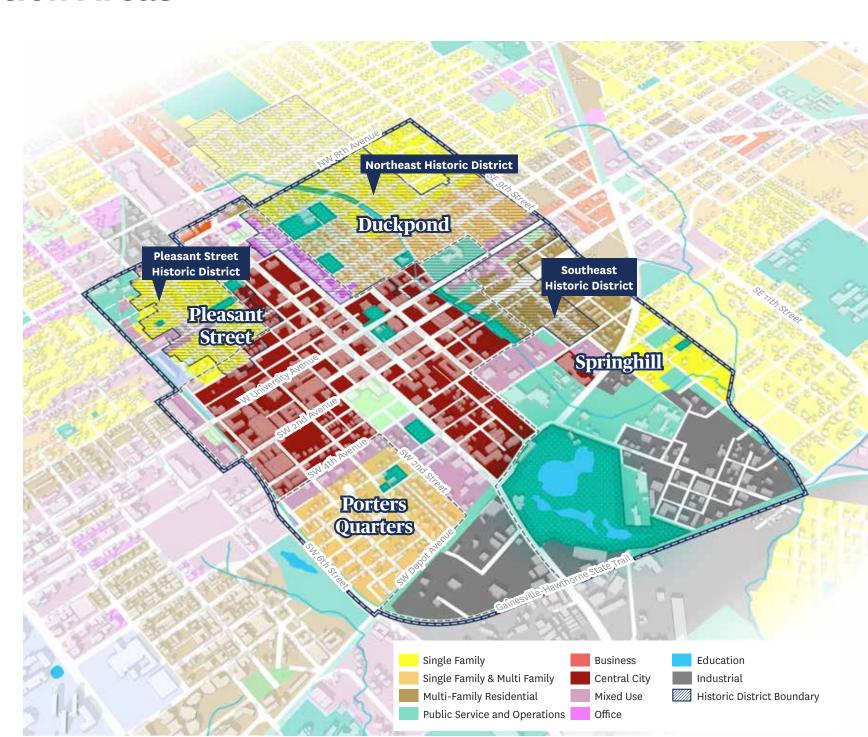


Idea 9: Establish Transition Areas

► 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.





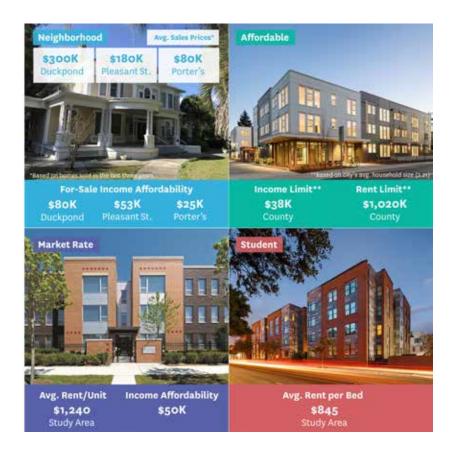
Increase Housing Opportunities

- ► Idea 10: Address Housing at Scale
- ► Idea 11: Support Affordable Mixed-Income Housing
- ► Idea 12: Facilitate Market Rate Housing



Idea 10: Address Housing at Scale

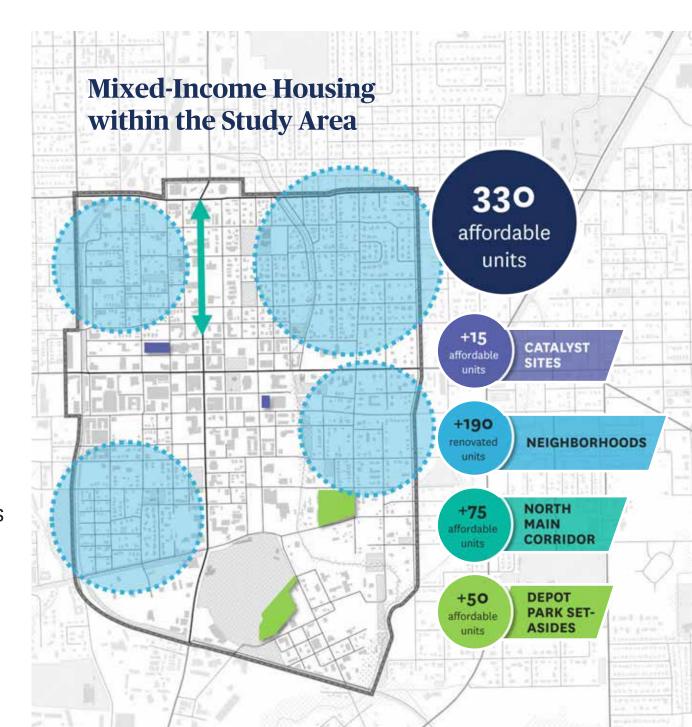
► Implement site specific strategies for Catalyst Areas, Neighborhoods, the North Main Corridor, and Depot Park





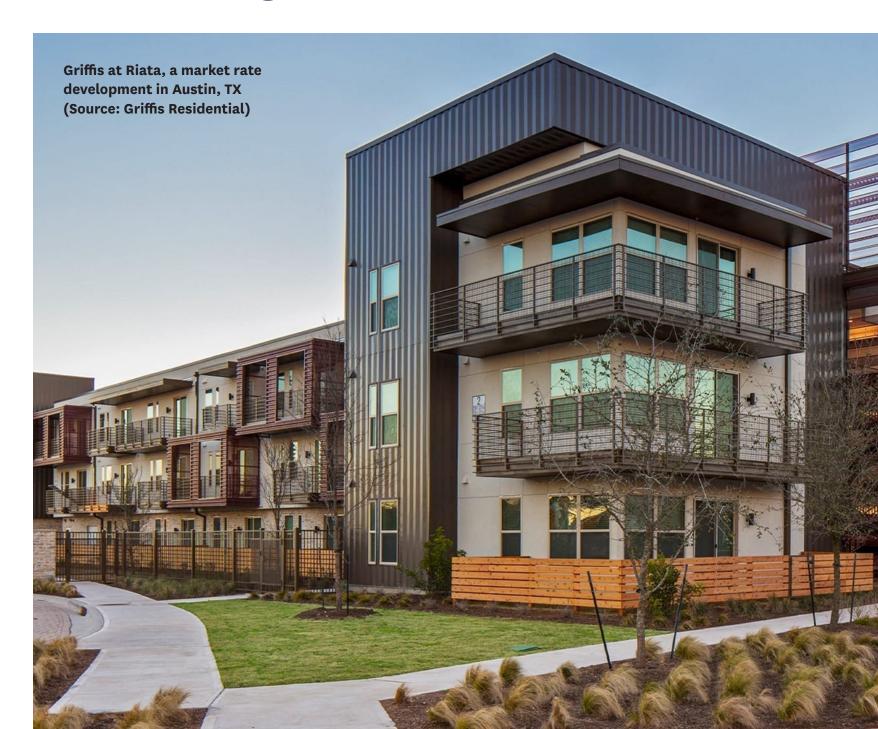
Idea 11: Support Affordable Mixed-Income Housing

- ► 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



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 valueadd 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





Create a Supportive Local Business Environment

- ► Idea 13: Unlock Real Estate Potential
- ► Idea 14: Increase Direct Small Business Assistance

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

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

Increase business to include something besides student oriented places."

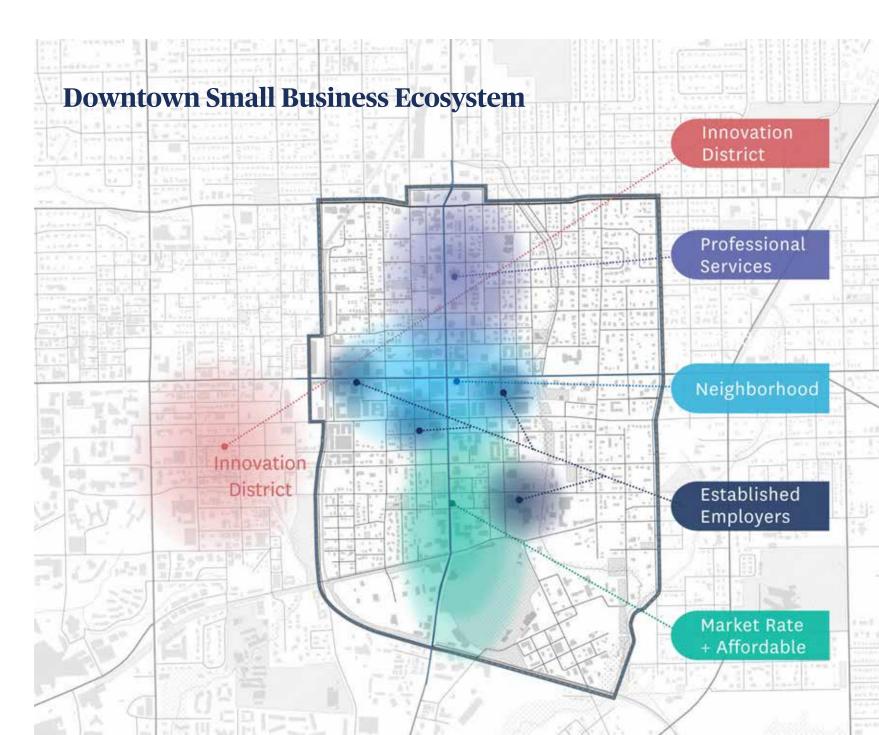
Idea 13: Unlock Real Estate Potential

- Curate a Broad Mix of Ground-Floor Uses
- ► Activate Storefronts: Facilitate Startups and Popups
- ► Repurpose Obsolete Space:

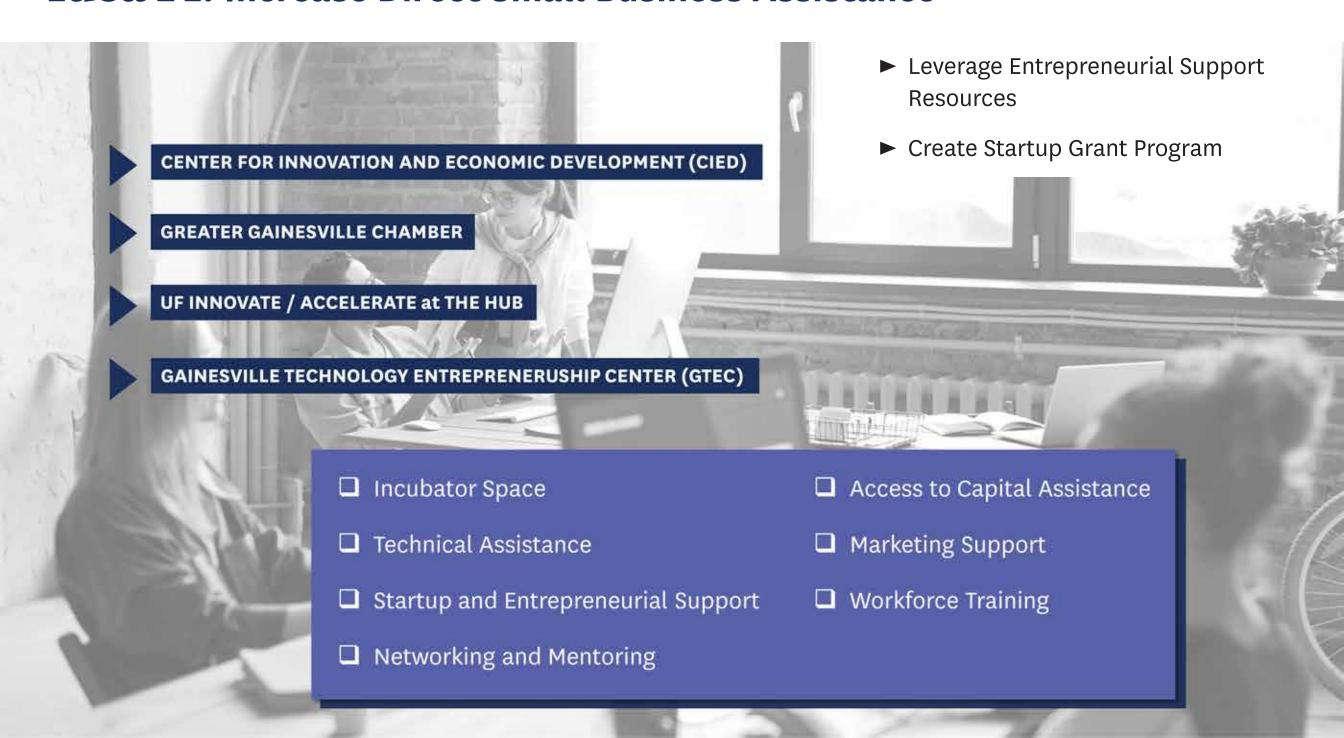
 Continue or expand assisting upgrades and improvements to commercial district building stock







Idea 14: Increase Direct Small Business Assistance





Maintain and Enhance Downtown

- ► Idea 15: Form a Place-Management Organization
- ► Idea 16: Continue to Build Capacity

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

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

Make it beautiful and welcoming."

Our public spaces

don't attract people.

Maintenance is a big issue."

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).



Clean and Safe Services



Marketing/Branding



Streetscapes



Placemaking



Parks/Open Space



Programming



Retail Tenanting



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 Canacity Define the roles and respons

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

Case **Studies**

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

Louisville, KY



ports and comprised of two existing organizations Downtown Management District and Downtown Development

Operating Budget:

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

To take the long view or 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 . Atth Street Live!
- ► Hotel projects
- ➤ Downtown housing projects ➤ Commercial corridor
- ► Downtown Louisville Master

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

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.

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

2012 as the Public Economic promote general business

Operating Budget:

Development Agency to

interests in downtown.

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

Authority

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 nearmid, and long-term projects, programs, incentives, and
- 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 loftstyle 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







Founded:

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.

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

Implementation

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			
tdea 4: 8alance 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
• 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

Idea	Lead Agency	Partners	Timeframe
Connect the Dots	li carde		
Idea 4: Salance 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, traits, and recreation areas for the entire community. For segments with unimproved traits, 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
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cityofgainesville.org/downtownstrategicplan

Get in touch with us:

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Department of Sustainable Development | City of Gainesville

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DEVELOPMENT STRATEGIES

