

REDEVELOPMENT

Mission Statement

This department is focused on development programs and initiatives to address economic and revitalization efforts for the City. Coherent city strategies, defined in the adopted Master Plan, are seen as essential to maximize redevelopment efforts. These strategies are also seen as essential to articulate a clear vision of the strengths and direction to be taken by this department. These economic strategies will lead and coordinate public/private partnerships which should lead to the following: steady employment growth, opportunities for increased revenues, improving the quality of life, business creation, retention and expansion, support for disadvantaged and minority businesses, promotion of economic diversification and stability and support for distressed communities and those in the process of economic adjustments.

Description of Operations

The Redevelopment Department coordinates the following key initiatives for the City:

- Implement and coordinate the Enterprise Zone strategic plan and programs.
- Support the activities of the Enterprise Zone Advisory Board.
- Coordinate strategies adopted in the Downtown Master Plan including public/private partnerships.
- Support the activities of the Community Redevelopment Board and the Community Redevelopment Advisory Board.
- Develop a Parking Master Plan and coordinate efforts with City departments for development and locations for public parking areas.
- Collect and analyze relevant market data for business expansion, retention and attraction.
- Maximize the use of Business Analyst software for the city and recruitment efforts.
- Develop a marketing and promotional venue for business recruitment efforts.
- Assist with business creation through cooperative efforts with non-profits, Chamber, Downtown Association, and other related efforts in the City.
- Develop a Signage Master Plan for the City and provide coordination with city departments.
- Coordinate and implement the Comprehensive Newtown Redevelopment Plan.

The Redevelopment Department has taken significant steps in creating the Sarasota County/City of Sarasota Enterprise Zone. The Department is responsible for the implementation of a comprehensive strategic plan as defined in the Enterprise Zone application dated November 2001. In addition, the Department has assisted in the development of the Community Redevelopment Advisory Board (CRA), and has assisted with the efforts related to the Community Redevelopment Board.

Downtown Master Plan - The Downtown Master Plan contains a number of important tasks for the City and CRA to pursue. In particular, the public/private partnership capital improvement projects. Several items are of sufficient importance that the Redevelopment Advisory Board should form subcommittees to address specific items such as transportation and parking.

Downtown Parking - The Redevelopment Department will develop strategic locations in the City to meet long term parking needs as well as the construction of parking facilities to meet existing shortages in downtown Sarasota. Furthermore, the CRA Advisory Board may wish to explore a Parking Authority; analyze participants of a parking Enterprise Fund; facilitate development by using division of expenses for a project (but not limited to) TIF, donation of land, etc.; and target funding mechanisms to construct identified parking structures. The CRA/City and developer would share the cost of construction for the parking facilities.

Although the Downtown Master Plan contemplates a 20-year horizon, the capital improvement elements - if addressed properly - will provide a firm foundation upon which to build the vibrant, thriving downtown for Sarasota's future. In order to assist with the creation of a vibrant city, the creation of a "24-hour city" should be a key focus of the CRA/City.

The following objectives will serve as a useful guideline for the implementation of the "24 hour city": attract clusters of shops in the downtown area to stimulate browsing and impulse buying; attract and develop large format stores grouped around parking garages; research projects that will create beneficial synergy that

REDEVELOPMENT

compliments or expands the retail customer base; continue support of Sarasota through advertising in strategic marketing venues such as Forbes, Florida Trend, Commercial Resource News, etc.; develop an advertising message, brand or image for the city and downtown merchants; create an investment philosophy that will enhance the private investment climate, i.e., the private/public policy through the CRA and the CRA Advisory Board; and, continue support for the downtown development as identified in the Downtown Master Plan.

Comprehensive Newtown Redevelopment Plan - The City has established a priority for redevelopment in Newtown. The Comprehensive Newtown Redevelopment Plan will identify specific deficiencies along Dr. Martin Luther King, Jr. Way, the commercial corridor that bisects Newtown and the surrounding Newtown Redevelopment area. The Plan will also include recommendations for specific strategies for attracting new businesses to the Newtown area, as well as recommendations to improve housing options in Newtown and other educational, cultural, and quality of life issues. The City has identified \$4,576,000 in capital funds to initiate the implementation of improvements as identified in the Comprehensive Newtown Redevelopment Plan.

The Department will take an active role in managing the development and implementation of the Comprehensive Newtown Redevelopment plan.

Enterprise Zone - The City has the lead responsibility for the Sarasota County/City of Sarasota Enterprise Zone. This includes reporting requirements to the Florida Governor's Office of Tourism, Trade, and Economic Development to ensure that the Enterprise Zone remains approved. In addition, the strategic plan must be implemented through a 13 member Enterprise Zone Advisory Board. The plan details specific goals and objectives that must be implemented by a specific time, by a specific entity, and with a specific outcome. Also, local incentives that will be offered to businesses already in the Enterprise Zone or for those businesses seeking to locate in the Enterprise Zone must be fully explained by the department. This information outreach will include a newsletter to be mailed annually, public educational seminars, public speaking engagements, and advertising through selected venues. This information has been developed and installed on the City's web site.

In General - The Department will continue to promote development in the downtown area, implement the Enterprise Zone, implement the Comprehensive Newtown Redevelopment Plan, advertise and promote business development, support and develop initiatives through the CRA/CRA Advisory Board and develop a site inventory database, which will be accessed via the City's web page.

Goal - Economically Vital Community

To promote a vital and robust downtown for the City of Sarasota.

Objectives

Develop an advertising message, brand or image for the city and the downtown area to use in collateral venues.

Assist the CRA Advisory Board with developing a work program for implementing major tasks as identified in the Downtown Master Plan.

Work with the City Attorney, Special Legal Counsel and City Auditor and Clerk to define the public/private policy for downtown development in the Community Redevelopment Area.

Develop and implement a downtown Wayfinding Signage program.

Develop a downtown Parking Master Plan.

Performance Measures

Description	Unit	FY2000	FY 2001	FY 2002	FY 2003
Output Measure					
CRA Advisory Board	Number	n/a	n/a	1	1
Work programs and projects reviewed	Number	n/a	n/a	2	5
Work items identified (min)	Number	n/a	n/a	2	3

REDEVELOPMENT

Effectiveness Measure

Board meeting deadlines met	Percent	n/a	n/a	100	100
Time-bound work program items "on time"	Percent	n/a	n/a	100	100

Goal - Economically Vital Community

Implement the Duany Downtown Master Plan Update.

Objectives

Work towards the creation of a "24 hour city" which is the main focus identified in the Downtown Master Plan.

Work with the CRA Advisory Board to attract businesses to the downtown area.

Implement prioritized work program, including capital projects.

Performance Measures

Description	Unit	FY2000	FY 2001	FY 2002	FY 2003
Output Measure					
Work programs developed	Number	n/a	1	2	3
Facilitate Master Plan implementation	Number	n/a	1	2	3
Projects compatible w/Plan	Number	n/a	1	1	2
Effectiveness Measure					
Time-bound work program items "on time"	Percent	n/a	90	100	100

Goal - Healthy Neighborhoods and Businesses

To improve business conditions along MLK Way and overall conditions in Newtown.

Objectives

Implement and coordinate the Comprehensive Newtown Redevelopment Plan.

Identify strategic funding sources to assist with the implementation of the Plan inclusive of grants, donations, etc..

Performance Measures

Description	Unit	FY2000	FY 2001	FY 2002	FY 2003
Output Measure					
Plans produced & approved by CC	Number	n/a	n/a	1	1
Consultant meetings w/stakeholders	Number	n/a	n/a	3	3
Effectiveness Measure					
Consultant deadlines met	Percent	n/a	n/a	100	100
Plans approved by stakeholders & CC	Percent	n/a	n/a	100	100
Plan work items initiated/completed	Percent	n/a	n/a	n/a	25

Goal - Economically Vital Community

To improve business vitality, family opportunities and neighborhood programs in the Enterprise Zone.

Objectives

Quarterly and annual reporting to the Florida Governor's Office of Tourism, Trade, and Economic Development to ensure that the Enterprise Zone remains approved.

Implement Enterprise Zone strategic plan and activities.

REDEVELOPMENT

Activities completed by the Enterprise Zone Advisory Board.

Conduct public outreach programs through newsletters, public educational seminars, public speaking engagements, and advertising through selected venues.

Performance Measures

Description	Unit	FY2000	FY 2001	FY 2002	FY 2003
Output Measure					
Enterprise Zone Strategic Plan	Number	n/a	n/a	5	30
Public outreach seminar	Number	n/a	n/a	2	10
Meetings with businesses	Number	n/a	n/a	25	65
Effectiveness Measure					
Training seminar	Number	n/a	n/a	1	1
Technical business assistance	Number	n/a	n/a	3	50

Cost Center Expenditures By Category

	FY 2001 Actual	FY 2002 Budget	FY 2003 Continuation	FY 2003 Issues	FY 2003 Totals
Personal Expenditures	144,663	308,444	251,884	34,324	286,208
Non Personal Expenditures	54,847	80,871	74,912	47,000	121,912
Capital Expenditures	18,323	10,500	16,000	0	16,000
Totals	\$217,833	\$399,815	\$342,796	\$81,324	\$424,120

Personnel Summary

Actual Positions	4.00	4.00	1.00	5.00
------------------	------	------	------	------

Revenue Summary

	Total
TRANSFERS	277,409
	\$277,409

REDEVELOPMENT

EZDA ADMINISTRATIVE SECRETARY

This budget issue provides for an administrative assistant to assist with the monthly, quarterly, and annual reporting requirements of the Office of Tourism, Trade and Economic Development, for the Enterprise Zone. The administrative assistant will attend monthly Enterprise Zone meetings to take minutes and follow up with activities discussed during the meetings. Additional duties will include development of required public notices that must be delivered to the Enterprise Zone area, developing and coordinating public educational and awareness materials, preparing agendas, preparing quarterly/annual reports and working with the Economic Development Specialist on a daily basis to track activity in the Enterprise Zone.

Cost of Issue

Personal Services	34,324
Non Personal	0
Capital	0
Transfers	<u>0</u>
Total	\$34,324

CRA SPECIAL LEGAL COUNSEL

This budget issue provides for continuing legal services provided by Special Legal Counsel for the Community Redevelopment Agency and for the Community Redevelopment Advisory Board. The issue is funded from the additional transfer from the Community Redevelopment Agency for 2003.

Cost of Issue

Personal Services	0
Non Personal	25,000
Capital	0
Transfers	<u>0</u>
Total	\$25,000

CRA CONSULTANTS

This budget issue provides for special analysis on individual development projects that occur throughout the year. The issue is funded from the additional transfer from the Community Redevelopment Agency for 2003.

Cost of Issue

Personal Services	0
Non Personal	22,000
Capital	0
Transfers	<u>0</u>
Total	\$22,000