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MARY LAWSON BROWN
VICE MAYOR - COMMISSIONER

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JUSTIN R. CAMPBELL
COMMISSIONER

JAMES NORWOOD, JR.
COMMISSIONER



CITY of *Palatka*
FLORIDA

Regular meeting 2nd and 4th Thursdays each month at 6:00 p.m.

TERRY K. SUGGS
CITY MANAGER

BETSY JORDAN DRIGGERS
CITY CLERK

MATTHEW D. REYNOLDS
FINANCE DIRECTOR

JASON L. SHAW, SR.
CHIEF OF POLICE

MICHAEL LAMBERT
CHIEF FIRE DEPT

DONALD E. HOLMES
CITY ATTORNEY

AGENDA
CITY OF PALATKA
COMMUNITY REDEVELOPMENT AGENCY
February 8, 2016 at 5:00 p.m.

CALL TO ORDER:

- a. Invocation & Pledge of Allegiance
- b. Roll Call

APPROVAL OF MINUTES: 10/12/15; 12/14/15; 01/11/16

PUBLIC COMMENTS (Speakers limited to three minutes – no action taken on items):

REGULAR AGENDA/TIF REQUESTS

- *1. **REQUEST** from Palatka Main Street to enter into a Memorandum of Agreement with City of Palatka/ Community Redevelopment Agency re funding/operation of 3rd Friday Street Party
- *2. **CRA ORGANIZATION** – Board Structure Discussion

OTHER BUSINESS

- *3. **WORKSHOP:** Joint Planning Session with Downtown Palatka, Palatka Main Street, Stakeholders (3rd session)

REPORTS

- *4. (a) Small Business Development Center Annual/2nd Quarter Report – Cheryl Lynch
(a) Palatka North TIF District Advisory Committee Report
(b) Palatka South TIF District Advisory Committee Report
(c) Palatka Main Street Report

5. ADJOURN

*attachment

ANY PERSON WISHING TO APPEAL ANY DECISION MADE BY THE COMMUNITY REDEVELOPMENT AGENCY WITH RESPECT TO ANY MATTER CONSIDERED AT SUCH MEETING WILL NEED A RECORD OF THE PROCEEDINGS, AND FOR SUCH PURPOSE MAY NEED TO INSURE THAT A VERBATIM RECORD OF THE PROCEEDINGS IS MADE, WHICH RECORD INCLUDES THE TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED FS 286.105

PERSONS WITH DISABILITIES REQUIRING ACCOMMODATIONS IN ORDER TO PARTICIPATE IN THIS MEETING SHOULD CONTACT THE CITY CLERK'S OFFICE AT 329-0100 AT LEAST 24 HOURS IN ADVANCE TO REQUEST ACCOMMODATIONS.



**COMMUNITY REDEVELOPMENT
AGENCY AGENDA ITEM**

SUBJECT:

REQUEST from Palatka Main Street to enter into a Memorandum of Understanding with City of Palatka/CRA regarding funding and operation of 3rd Friday Street Party

SUMMARY:

The CRA and Palatka Main Street have a history of partnering on projects and initiatives that further both organization's missions. The attached MOU is intended to outline and memorialize Main Street and CRA responsibilities related to the funding and operation of the Third Friday Street Party.

The following list regarding Main Street program funding was provided by Lara Dietrich after her discussion with State Main Street staff:

- Main Street Program (MPS) should be a nonprofit 501(c)(3) as to avoid the perception that fundraising dollars are being given to the City.
- MPS should act autonomously as an organization that is focused on historic preservation and economic development projects.
- MPS may receive funding for administrative costs as to avoid the staff focusing on job preservation instead of historic preservation.
- MPS, through an agreement, may share in matching funds with the CRA for projects; however, should not be solely relying on CRA dollars to fund the staff and program. MPS should be raising funds through events to then commit those funds to a project as the events benefactor.

Staff is in agreement with memorializing Third Friday responsibilities, but would recommend the board consider outlining a comprehensive agreement between Main Street and the CRA. Such an agreement could cover annual funding and responsibilities of Main Street as it relates to reporting to the CRA Board and furtherance of the CRA goals as outlined in the CRA Plan.

RECOMMENDED ACTION:

Staff recommends the CRA consider outlining a comprehensive agreement between Main Street and the CRA covering annual funding and responsibilities of Main Street as it relates to reporting to the CRA Board and furtherance of the CRA goals as outlined in the CRA Plan (see Summary)

ATTACHMENTS:

Description	Type
<input type="checkbox"/> Draft Main Street CRA MOU	Backup Material
<input type="checkbox"/> Kissimmee & Wauchulla Agreements; Main Street Funding Information	Attachment

REVIEWERS:

Department	Reviewer	Action	Date
Grants & Projects	Griffith, Jonathan	Approved	2/2/2016 - 4:37 PM
City Clerk	Driggers, Betsy	Approved	2/3/2016 - 12:29 PM

MEMORANDUM OF UNDERSTANDING

PALATKA MAIN STREET INC. and
THE CRA OF PALATKA

This Memorandum of Understanding (“MOU”) is entered into as of the 1st day of January 2016, by and between the Palatka Main Street, Inc. (“PMS”) and the CRA of Palatka Community Redevelopment Agency (“CRA”) (each referred to herein as a “Party” and collectively referred to herein as “Parties”).

This MOU is intended to evidence certain understandings among the Parties in furtherance of the Parties’ ongoing effort to attract visitors and residents to downtown Palatka through the Third Friday Street Party. The terms and conditions related to such Objective shall be incorporated in a definitive agreement to be negotiated between the Parties (the “Agreement”), which shall include, among others, the following understandings:

1. The CRA shall provide a stage for the Third Friday Street Party when necessary. That is, if a stage or stage like structure is not available at the event site.
2. The CRA will provide chairs & tables to each Third Friday Street Party Event.
3. The CRA will provide an appropriate amount of trash cans for each event. The CRA will be notified of trash can needs by the PMS prior to each event date.
4. The CRA will provide extra electrical outlets and lighting when notified by PMS.
5. PMS will not incur any charges directly tied to the production of the Third Friday event. (i.e. special event fees, police salary, equipment fees, space rental fees, etc.) PMS is responsible for the following:
 - a. Maintain non-profit active status with the Florida Department of State.
 - b. Maintain liability insurance.
 - c. Acquiring Alcohol Beverage & Tobacco Special Event License.
 - d. Planning and implementation of the Third Friday Street Party in coordination with the CRA.
 - e. Provide proper documentation to the CRA to keep the event in good standing and for the CRA to pay appropriate obligations. (e.g. band, entertainment vendor, etc.)

“PMS” will work within the budget parameters allocated by the CRA budget for the prescribed fiscal year.

IN WITNESS WHEREOF, each Party has caused this MOU to be executed by its duly authorized representative as of the date first written above.

CITY OF PALATKA, FLORIDA

PALATKA MAIN STREET, INC.

By: _____

By: _____

Title: _____

Title: _____

ATTEST:

CRA Clerk

**FUNDING AGREEMENT FOR THE
KISSIMMEE MAIN STREET PROGRAM**

THIS FUNDING AGREEMENT is made and entered this _____ day of _____ 2015, by and between the **CITY OF KISSIMMEE and the DOWNTOWN COMMUNITY REDEVELOPMENT AGENCY**, a Florida dependent special district, hereinafter referred to as “CRA” and **KISSIMMEE MAIN STREET PROGRAM, INC.**, a Florida not for Profit Corporation, whose address is 421 Broadway, Kissimmee, Florida 34741, hereinafter referred to as “Main Street” and each represent as follows:

RECITALS

WHEREAS, the CRA and Main Street share a common vision and mission to promote, preserve and enhance the City of Kissimmee historic downtown district; and

WHEREAS, the CRA and Main Street wish to work in harmony in addressing economic development needs of the City consistent with the Downtown Kissimmee Redevelopment Plan dated November 2012; and

WHEREAS, Main Street is capable of promoting, marketing and communicating with the public and businesses in furtherance of economic development; and

WHEREAS, the CRA desires to support Main Street by providing two positions in 2016, the Executive Director and Event Coordinator who shall be City employees; and

WHEREAS, this Agreement shall not impact the Main Street Board composition, or decision making ability as established through Articles of Incorporation.

NOW THEREFORE, in consideration of the mutual benefits, covenants and promises contained herein, the parties agree as follows:

1. Recitals. The foregoing recitals are true and correct and are incorporated as part of this Agreement.
2. Term. This Agreement shall commence upon execution of the parties, and shall remain in effect for one (1) year unless terminated as provided in this Agreement. This Agreement shall automatically renew annually so long as funds are budgeted for the purposes stated herein.
3. CRA and the City fo Kissimmee agree to provide:
 - A. Two employees to Main Street which will serve both agencies. One employee will act as the “Executive Director” and the other shall act as the “Events Coordinator,” hereinafter collectively referred to as Employees.

1. Current Main Street employees holding these positions will become City Employees as of January 1, 2016.
 2. The Employees' work shall be directed by the Main Street Executive Board, CRA Director, City Manager, or designee. Employees will continue to perform work necessary for the operation and furtherance of Main Street's not for profit mission in addition to working in furtherance of CRA goals.
 2. The amount of work performed for each agency shall be evaluated on an annual basis depending on goals established by the agencies and planned projects.
 3. Main Street Executive Board shall have hiring authority over Employees consistent with City policies and procedures, using the City's recruitment process. Hiring of Employees shall be subject to City Manager approval and successful completion of background checks and drug screenings. City Manager shall have authority to terminate Employees for violation of City policies and procedures or dereliction of duty with subsequent notice to the Main Street Executive Board.
- B. CRA, the City or a combination of the two shall provide funding in the amount of Twenty Thousand Dollars (\$20,000.00) to Main Street in 2016 for the purpose of paying for administrative expenses, maintaining a website, providing event sponsorship, and recruiting and retaining businesses which will benefit the CRA and the City of Kissimmee.
- C. Continued funding to Main Street in subsequent years may be allocated through the City's budget process, at the discretion of the CRA and City of Kissimmee.
3. Main Street agrees to:
- A. Maintain up to date information for use by prospective new businesses on downtown demographics, traffic counts, populations, and vacant properties for lease or sale.
 - B. Provide event sponsorship throughout the year, including the Art Festival and the Sculpture Experience.
 - C. Maintain a website to promote downtown events.
 - D. Provide quarterly reports to the CRA, through the CRA Director, as to events, promotions and successful business recruitments.

4. Termination of Agreement.
 - A. Either party may terminate this Agreement at any time with thirty days' notice of termination to the other party.
 - B. Should the Agreement be terminated prior to the end of the fiscal year, any unexpended funds allocated by the CRA and/or the City for the Employees shall be provided to Main Street directly for the continued funding of those positions.
 - C. Any subsequent year funding allocations for Main Street are not made during the City/CRA budgetary process, this Agreement shall automatically terminate at the end of the budgeted fiscal year.

5. Notices. Whenever the parties desire to give notice unto another, notice may be sent to:

For City / CRA: Craig Holland, CRA Director
 101 Church Street
 Kissimmee, Florida 34741

For Main Street: Main Street Executive Director
 421 Broadway
 Kissimmee, Florida 34741

6. Entire Agreement. This Agreement forms and constitutes the entire agreement between the parties, and no other agreements, whether oral or written, shall be deemed to exist with regard to the specific subject matter of this Funding Agreement. None of the provisions, terms and conditions contained in the Agreement may be added to, deleted, modified, or otherwise altered, except by written amendment executed by the parties.

Signature page to follow

IN WITNESS WHEREOF, the parties hereto have through their duly authorized representatives, approved and executed this Agreement for the purposes stated herein, as of the date set below.

CITY OF KISSIMMEE:

Mayor- Commissioner

Date: _____

Attest:

City Clerk

Approved as to form & legality

City Attorney

KISSIMMEE MAIN STREET:

Chairman of the Board

Printed Name

**STATE OF FLORIDA
COUNTY OF OSCEOLA**

The foregoing instrument was acknowledged before me on this ____ day of _____, 2015, by _____, He/She is personally known to me, or has produced his/her driver's license, or his/her _____ as identification, and did/did not take an oath.

Notary Public, State of Florida

Seal

FUNDING AGREEMENT

THIS FUNDING AGREEMENT, is entered into this ____day of October 2015, by and between City of Wauchula Community Redevelopment Agency, a Florida dependent special district, hereinafter referred to as "CRA", and Main Street Wauchula, Inc., a non-profit Florida corporation, hereinafter referred to as "MSW".

WHEREAS, the CRA and MSW have each established goals for the promotion of the City of Wauchula to the public; and

WHEREAS, the CRA and MSW wish to work in harmony in addressing the marketing/promotion and economic development needs of the City and in communicating with the public and local businesses; and

WHEREAS, the CRA and MSW wish to extend support for MSW for the fiscal year 2015-2016 ending September 30, 2016; and

WHEREAS, MSW has additional resources available through the National Trust for Historic Preservation and the Florida Main Street program to assist in the development and promotion of the City and it's Historic District.

NOW, THEREFORE, in consideration of the mutual covenants, the parties agree as follows:

1. CRA Agrees to Provide:

- a) Funding in the amount of \$20,000 for MSW to implement a Florida Main Street Program providing services that can benefit the CRA and City of Wauchula through projects such as those described in Section 2 of this Agreement. MSW's request for funds in the amount of \$20,000 has been approved by the CRA to assist the organization with fulfilling the Main Street Four Point Approach® to Revitalization of Organization, Design, Promotion, and Economic Restructuring. The funds shall be utilized during the period October 1, 2015 to September 30, 2016.
- b) In addition, the CRA agrees to provide in-kind support to MSW by assigning the CRA Coordinator to support MSW as its Program Director, fulfilling the duties and tasks mentioned in ADDENDUM 1 of this contract titled LETTER OF AGREEMENT between the State of Florida's Florida Main Street Program and MSW. Should at any time the CRA or MSW become dissatisfied with this arrangement of in kind support, a thirty day notice of termination shall be presented. At that time the CRA shall determine whether or not to continue providing any additional funding requests to MSW.

2. MSW Agrees to Fulfill the Main Street Four Point Approach® with Services/Programs Such As:

- a) Focus on Economic Development with utilizing information and recommendations found in the September 2014 Market Study prepared by Greenberg Development Services.
 - Technical support to existing businesses
 - Promote vacant properties through online listings and decorative window decals
 - Provide technical support for rehabilitation/renovation to property owners
 - Contact appropriate businesses/companies/corporations and promote vacant properties within the MSW program area located in Historic Downtown Wauchula.
- b) Maintain up to date information for use by prospective new businesses on downtown demographics, traffic counts, populations, and vacant properties for lease or sale.

- c) Market current downtown businesses to the local community as well as to neighboring cities/counties through social media, print media, websites, etc.
 - d) Continue to offer Façade Grants to assist businesses with purchasing signage and/or improving the exterior appearance of their business/building and thus increasing business.
 - e) Work with the CRA to help further the goals established in the CRA Redevelopment Plan Update.
 - f) Continue to work with City staff, the Economic Development Office, and the Chamber of Commerce to recruit new businesses and help make their experience pleasant.
 - g) Continue to develop and conduct a wide variety of targeted promotional events designed to attract diverse demographic groups and enhance the appeal of Downtown Wauchula.
 - h) Continue to develop and implement beautification programs such as the Main Street banners, Heritage Park lighting, etc
 - i) Continue to promote and operate the CRA's Curb Appeal Awards Program.
 - j) Promote Hardee County in partnership with the Chamber of Commerce with a mobile app
 - k) Continue to promote Wauchula's history with historic markers, historic tours, and other resources
3. MSW agrees to provide monthly, or as needed, reports to the CRA through the CRA Coordinator or MSW Board Members.
4. MSW acts as an independent contractor to provide these agreed to services and not as an agent or employee of the CRA. MSW shall save and hold the CRA harmless from all suits, claims or causes of action arising from the conduct of MSW in carrying out the terms of this Grant Funding Agreement, whether the suit, claim or cause of action sounds in tort, contract, federal, state or local law violations or any other action brought against the CRA for conduct of MSW. MSW shall indemnify the CRA for any losses that the CRA sustains as a result of MSW conduct in performing this Agreement.

As Assurance of MSW's intent to indemnify and save the CRA harmless from all actions, suits or claims arising from the conduct of MSW, MSW shall maintain general liability insurance naming the City of Wauchula and the CRA as additional insureds. General liability coverage amounts shall not be less than \$1,000,000 per occurrence. Said policy may not be canceled or changed without thirty days prior written notice to the CRA.

5. In addition to maintaining liability insurance, MSW agrees to maintain volunteer insurance, board of directors' insurance, property insurance, and event insurance.
6. This Funding Agreement may be reviewed annually at the discretion of the CRA.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement effective the date first stated above.

WAUCHULA COMMUNITY
REDEVELOPMENT AGENCY:

MAIN STREET WAUCHULA, INC.,
a Florida not-for-profit corporation

By: _____
Richard Keith Nadaskay, Jr.,
Chairman of the Board of Directors of the CRA

By: _____
Jessica Newman, Executive Director

MAIN STREET BASICS

Key Components to Succeed

1. Follow the Comprehensive Main Street Four Point Approach:
 - **Organization** - focuses on building a strong Main Street program by seeking support from a broad community base, developing strong leadership and assuring the necessary funds to carry out Main Street activities.
 - **Design** - focuses on the visual enhancement of the downtown environment, such as building rehabilitations, streetscape, window displays, public improvements, signage and parking.
 - **Promotion** – focuses on developing a positive image through special events and retail events.
 - **Economic Restructuring** - focuses on the economic base of downtown by strengthening existing businesses, recruiting new businesses and filling second floor vacancies.
2. Operate under the Eight Guiding Principles of Main Street
3. Hire a Full Time Manager

Eight Guiding Principles of Main Street

1. **COMPREHENSIVE** - Downtown revitalization is a complex process and cannot be accomplished through a single project
2. **INCREMENTAL** – Small projects and activities lead to a more sophisticated understanding of the revitalization process and develop skills for more complex and ambitious projects
3. **SELF HELP** – local leaders must have the desire and the will to make the Main Street organization successful. Long term success depends upon the commitment of the community. Nobody else will save Main Street/downtown
4. **PUBLIC/PRIVATE PARTNERSHIP** – Both the public and private sectors have a vital interest in the economic health and physical viability of the downtown
5. **IDENTIFYING AND CAPITALIZING ON EXISTING ASSETS** - Main Street/Downtowns must capitalize on the assets that make them unique
6. **QUALITY** – Quality must be emphasized in every aspect of the revitalization program
7. **CHANGE** – Changes in attitude and practice are necessary to improve economic conditions. Public support for change will build as the program grows
8. **IMPLEMENTATION ORIENTED** – Activity creates confidence in the program and even greater levels of participation. Frequent visible changes are a reminder that the revitalization effort is under way



**The Ten Criteria
For Recognition by the National Trust Main Street Center**

1. Broad-based public/private support for the commercial district revitalization process, with strong support from both the public and private sectors
2. Vision and mission statements relevant to community conditions and to the local Main Street program's organizational stage
3. Comprehensive Main Street work plan; active in all four-points
4. Historic preservation ethic
5. Active board of directors and committees, following the Four-Point Approach
6. Adequate Operating budget
7. Paid, full time Executive Director
8. Program of ongoing training for staff and volunteers
9. Reporting of key reinvestment statistics
10. Current "Designated Main Street Network" membership of the National Main Street Center



**COMMUNITY REDEVELOPMENT
AGENCY AGENDA ITEM**

SUBJECT:

CRA ORGANIZATION - Board Structure Discussion

SUMMARY:

The Agency Board is comprised of seven (7) members consisting of the following: City of Palatka Commissioners, Putnam County Commissioner representative and a Downtown Palatka Inc. representative. This is a legal and commonly used board structure. However, not all downtown special interest groups are represented on the board (i.e. Main Street, North and South Neighborhood Associations).

RECOMMENDED ACTION:

n/a

REVIEWERS:

Department	Reviewer	Action	Date
Grants & Projects	Griffith, Jonathan	Approved	2/2/2016 - 4:50 PM
City Clerk	Driggers, Betsy	Approved	2/3/2016 - 12:23 PM



**COMMUNITY REDEVELOPMENT
AGENCY AGENDA ITEM**

SUBJECT:

WORKSHOP: JOINT PLANNING SESSION with Downtown Palatka, Inc., Palatka Main Street and Stakeholders - 3rd Session

SUMMARY:

WORKSHOP AGENDA:

1. Summary of January Planning Meeting
2. Discussion
3. Next Steps

RECOMMENDED ACTION:

N/A - Hold Workshop

ATTACHMENTS:

Description	Type
<input type="checkbox"/> Workshop information	Discussion

Betsy Driggers

From: Lara Diettrich [laradiettrich@gmail.com]
Sent: Tuesday, January 12, 2016 6:43 PM
To: Terill Hill; Terry K. Suggs; Thad Crowe; Jonathan Griffith; Betsy Driggers; Vicki Young; Mandi Tucker; coenraad@latitudesneflorida.com; Mary Brown; James Norwood; Richard Jones; vopat3@aol.com; thutch36@juno.com; Don Holmes; karl.flagg@putnam-fl.com; renfahj@comcast.net; harrisbernscadle@gmail.com; rmcorrea@yahoo.com; alex.sharp@hotmail.com; kitchensp3@bellsouth.net; LFB911@gmail.com; luke@luketaft.com; Mike Lambert; Justin Campbell; Rufus J. Borom; graphicsiii@bellsouth.net
Subject: 1-11-2016 CRA Public Meeting Summary
Attachments: CRA CBD Public Meeting Summary_12.14.15.pdf; SIGN IN SHEETS_12.14.15.pdf; CRA CBD Public Meeting Summary_1.11.16.pdf; SIGN IN SHEETS_1.11.16.pdf

Hello All,

It was a pleasure to work with you all again last night to move the needle. As promised, attached you will find the meeting summary and sign in sheets from last night's meeting, as well as, the first meeting held on 12-14-15 in case you did not receive them.

DO NOT FORGET AND TELL A FRIEND AND NEIGHBOR: THIRD AND FINAL MEETING TO TAKE ACTION IS FEBRUARY 8, 2016 AT 5:00PM.

I look forward to seeing you all there!

Best regards,
Lara



Lara K. Diettrich
Jacksonville Small Emerging Business (JSEB)

1332 Avondale Avenue
Jacksonville, Florida 32205
Office: 904.551.6969
Cell: 904.501.6622
lara@diettrichplanning.com
laradiettrich@gmail.com
www.diettrichplanning.com

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MEMORANDUM

Subject: City of Palatka's Community Redevelopment Area Plan – Central Business District Review and Potential Update Public Meeting January 11, 2015

Date: January 12, 2016

To: Mayor Terrill L. Hill, Esquire
Terry K. Suggs, City Manager

From: Lara K. Diettrich, CRA Consultant and Facilitator

Copies to: Thad Crowe, AICP, Building and Zoning Department
Jonathan C. Griffith, Project Manager & Grant Coordinator

This memorandum summarizes the public meeting that was held on 1-11-16.

- Over view of the 12.14.15 CRA Workshop and the priorities that were identified through consensus of the stakeholders in attendance (see sign in sheets).
 - Wayfinding to draw attention to St. Johns Avenue off of Reid Street.
 - Control signals may be unsynchronized on Reid Street to slow traffic and create a more pedestrian friendly corridor.
 - Lighting in corridor areas (e.g. Reid Street, St. Johns Avenue) is insufficient. Terry Suggs, City Manager, will take the lead on this by contacting FPL.
 - Residential parcels located within the Central Business District (CBD) have not been recognized adequately in the CBD CRA Plan, as there are boundary issues that preclude residents from being able to participate appropriately. There is a "Noted Recommendation from the North Historic District" located in the "Housing" section of the CBD CRA Plan as a resolution. Revisit this recommendation to assess if this is currently the most effective method; discuss any other remedies; and then take action on the item with the CRA Board and City Commission.
 - Communication, signage, information sharing in multiple ways with the public. Impact and engage those who are unaware of the CRA Districts they reside in and the CRA Plan and how it works. Outreach should be traditional (websites, emails, e-surveys) and non-traditional methods such as: church, parks, events, market places, congregation areas.

- Rebranding of Palatka is critical. A consultant prepared the tag line and branding book for the City but it was never implemented.
- There are three critical items that need to be confronted to be successful:
 1. **People:** Who is your audience? Who are your consumers? Who are your residents? Who are your local stakeholders, not the obvious ones but the neighborhood leaders?

There are four categories of consumers: Local, County-wide, Regional, and Visitors. The locals will sustain the businesses for the regional and visitors to enjoy. Engage the Downtown and County-wide residents and workers.
 2. **Perception:** Rebranding with the all of the Northeast Florida Chambers, JAXUSA Partners, must be done to help change the perception that is being perpetuated by locals and outsiders. Walk the walk, talk the talk – word of mouth is powerful and is the most accepted promotion of all.
 3. **Place:** Creating a sense of place, activity zones, pedestrian corridors, and coordinated efforts with public and private organizations to “make a scene”. Does not have to be brick and mortar but regular events such as, but far from limited to: 5K runs through downtown, along riverfront and through historic neighborhoods; a farmer’s market every Saturday coordinated with the First Coast Fresh Co-Op Farms in Putnam, Hastings, and St. Johns Counties; a First Thursday night concert with food trucks; outdoor tables on St. Johns Avenue after 5pm to promote an “Eat Street” concept.
- Main Street Program and its operations, funding, process, and structure needs to be reviewed and held to the standards established by the State of Florida through its laws and rules of the program. Lara Diettrich, CRA Consultant, will forward those regulations and state contact to Terrill Hill, Mayor and Terry Suggs, City Manager.
- The City of Palatka must convene with its private sector partners, service providers, and state legislators to develop stronger relationships to take the holistic approach to improvements, investments and leadership.
- St. Johns Avenue merchants need to become aware and familiar with their audience, their consumers. Hours of operation are a practical approach to capturing customers who, for the most part, have hours that coincide with the merchants; therefore, not being able to shop in their stores.
- Cross marketing businesses that can enhance one another’s services and products.
- Free downtown Wi-Fi with hot spots identified that are coupled with pop up parks, cafes, coffee/tea shops, etc. Confirm the cable that is laid in the St. Johns Avenue corridor area and what other amenities are present.

- A special meeting should be called between the City Commission, City Manager and the lending institutions in Palatka (e.g. Ameris, VyStar, City, TD, BoA, credit unions) to discuss local investments, grant programs, small business loans, and community redevelopment program.
- 200 Block South 7th Street, “Old Campbell Building” would make a great use converted to multi-family dwelling units (MF DU’s). Proposed are 25 MF DU’s with 36,000 sf.
- What residential “group” is desired to target? Retirees, millennials, students, young families, professionals, or working class residents? It is vital to evaluate the pros and cons of each group prior to strategizing a method to engage and attract any of these groups. For example, young families need schools, parks, and activities; retirees need adult services, senior centers, and extended health care.
- Merchants may consider giving credit to locals who sign commitments to pay (e.g. Chip Laibl’s tire store).
- Low income residents have incomes and spend their incomes on neighborhood services. Attracting them will be competitive with big box and national low cost retailers. Perhaps a BOGO day of the week, sidewalk sales, compete as best as possible, and make it known that while a local small boutique sized business does not automatically equate to higher prices. **INFORM YOUR LOCAL CONSUMERS!**
- A grocery store and pharmacy are needed with Downtown; five mile drive to west side for neighborhood services, rendering Downtown a food desert.
- Artist live/work lofts. This was a priority in the original plans and Lara Diettrich had researched with John Hodges on successful programs around the country and shared that information with the City. This needs to become a **TOP PRIORITY** as the largest artist residential community is in Putnam County and spilling over into the surrounding counties. In addition, the Florida School for the Arts, the Greater Arts Council and numerous professional and amateur artists’ organizations are represented and need to be coordinated and engaged to make this effort a reality.
- Pop-Up restaurants (e.g. national current #1 is pop-up Ramon Noodle). Soul food, bbq, country kitchen, farm to table, etc. all would be appealing locally. This allows exposure to the chef and team, activates an empty space, creates a buzz, may lead to “seed money” to become a tenant, and energizes the spaces around it. The City could assess the spaces and allow for special use permits at a low cost and coordination with health and fire department requirements.
- **Next meeting February 8, 2016 at 5:00PM.** Discussion will finalize the action items to occur immediately following this third workshop. Those are to include but may not be limited to: Main Street Program evaluation and determination; and RFP or RFQ to be prepared and posted to update the CRA Plans, assess a boundary amendment, and reprioritization of action items.



MEMORANDUM

Subject: City of Palatka's Community Redevelopment Area Plan – Central Business District Review and Potential Update Public Meeting December 14, 2015

Date: January 5, 2016

To: Mayor Terrill L. Hill, Esquire
Terry K. Suggs, City Manager

From: Lara K. Diettrich, CRA Consultant and Facilitator

Copies to: Thad Crowe, AICP, Building and Zoning Department
Jonathan C. Griffith, Senior Planner

This memorandum summarizes the public meeting that was held on 12-14-15.

- Over view of the CRA Plan three districts, history of involvement and what the status is now.
- Review of the CRA Plan sections for the Central Business District (CBD).
- Land Use and Zoning:
 - Parking exemption provided for downtown businesses in CBD.
 - Landscaping exemption provided for downtown businesses in CBD.
- Signage:
 - Better wayfinding needed still to direct traffic and pedestrians from Reid Street to St. Johns Avenue as well as within the CBD to public amenities, parking, riverfront access, businesses, restrooms, etc.
 - Plan but no funds available for implementation.
- Infrastructure:
 - Reid Street softening towards the riverfront.
 - Store owners should be asked to provide potted plants and discuss further tree mitigation.
 - Reid Street lighting should be addressed by FPL. Other cities are receiving enhancements.
- Parking:
 - Mobility Master Plan needs to be performed.
 - Pedestrian connectivity better addressed and provided for.
 - Destination for CBD, more walkable.



- Communication/signage/education/information sharing **CRITICAL!**
- Walking not as frequent for ADA and aged but younger pedestrian.
- Design guidelines:
 - Façade program has worked somewhat but no more funds available.
 - Communication re: the Façade Program not promoted effectively to merchants, property owners, and residents.
 - Communication/signage/notification/education/information sharing **CRITICAL!**
 - Non-local absentee property owners not contributing nor are aware possibly of programs.
 - Eligibility for TIF funds for elected officials came into conflict for more than one Commissioner as they sit on the CRA Agency Board as well as on the City Commission. Small town, elected officials are small business owners and serves as a conundrum for running for office and having a business while always being exempt. Explore other cities and how they handled this situation.
 - Façade program needs to be addressed, advertised (door to door, mailers, and paper) for a reorganization and replenishment.
- Education:
 - Cheryl Lynch, Small Business Development Center at the Putnam County Chamber of Commerce and partner of UNF has worked with merchants.
 - Further effort needs to be fostered with elementary schools, middle schools, high schools and the Community College to further education, provide mentors and encourage entrepreneurship with the local youth.
 - Workshops for local adults at the PCCC to provide assistance on starting a small business.
 - Reach out to business leaders in the community to share testimonials of how they started their businesses.
- Housing:
 - TIF HIP (2012) preformed numerous housing improvements which may have extended beyond the CRA allowances.
 - CBD needs to address the residential properties located within the CBD boundary but are not addressed in the CRA Plan's District goals, objectives and action items.
- Marketing:
 - A rebranding of Palatka was prepared but never followed through with in rolling it out and activating it regionally and statewide.
- Comprehensive Plan:
 - CRA Districts/Plan was included through the GOP's and Text Amendments into the Comp Plan.



- Economic Development:
 - Economic development vision, education, and an action plan needs to be addressed and created to take the CRA Plan beyond its abilities to further job growth, profit increase, new small business owners and entrepreneurialism.
 - Expand and/or create a new CRA district to address the western residential and commercial neighborhoods west of 11th Street, on the north side of Reid Street.
 - Unified approach to improving the small business climate, marketing mechanisms, grassroots awareness, and education.
 - Practices, policies, planning are **CRITICAL IN WORKING TOGETHER!**
- Growing businesses' marketing effort has been the least cohesive and unorganized effort.
- Dysfunctional, repetitive approaches need not be repeated; actions not words. At the end of the day, **LOCAL BUSINESS MUST DRIVE!**
- CRA Agency needs to be reorganized per the F.S. to remove elected officials and replace with residents, present property owners, merchants, and key stakeholders. The City Commission has the final action of all CRA and TIF actions, therefore; duplicative bodies serves no purpose and disenfranchises the community in the decision and recommendation process.
- Agree to disagree as we are all together, the City and the County are intertwined in success and failures equally.
- **CONSTANT RECURRING ITEM: lack of education, information sharing, advertising and notification by multiple effective methods, and inclusion for all.**
- Next meeting to be announced to further the discussion on updating the existing CRA Plans for the CBD, NHD, and SHD; discussion to amend the CBD boundary and/or policies to address residential properties that reside in the CBD currently; and the potential creation of a new CRA District west of the NHD.

MAIN STREET BASICS

Key Components to Succeed

1. Follow the Comprehensive Main Street Four Point Approach:
 - **Organization** - focuses on building a strong Main Street program by seeking support from a broad community base, developing strong leadership and assuring the necessary funds to carry out Main Street activities.
 - **Design** - focuses on the visual enhancement of the downtown environment, such as building rehabilitations, streetscape, window displays, public improvements, signage and parking.
 - **Promotion** – focuses on developing a positive image through special events and retail events.
 - **Economic Restructuring** - focuses on the economic base of downtown by strengthening existing businesses, recruiting new businesses and filling second floor vacancies.
2. Operate under the Eight Guiding Principles of Main Street
3. Hire a Full Time Manager

Eight Guiding Principles of Main Street

1. **COMPREHENSIVE** - Downtown revitalization is a complex process and cannot be accomplished through a single project
2. **INCREMENTAL** – Small projects and activities lead to a more sophisticated understanding of the revitalization process and develop skills for more complex and ambitious projects
3. **SELF HELP** – local leaders must have the desire and the will to make the Main Street organization successful. Long term success depends upon the commitment of the community. Nobody else will save Main Street/downtown
4. **PUBLIC/PRIVATE PARTNERSHIP** – Both the public and private sectors have a vital interest in the economic health and physical viability of the downtown
5. **IDENTIFYING AND CAPITALIZING ON EXISTING ASSETS** - Main Street/Downtowns must capitalize on the assets that make them unique
6. **QUALITY** – Quality must be emphasized in every aspect of the revitalization program
7. **CHANGE** – Changes in attitude and practice are necessary to improve economic conditions. Public support for change will build as the program grows
8. **IMPLEMENTATION ORIENTED** – Activity creates confidence in the program and even greater levels of participation. Frequent visible changes are a reminder that the revitalization effort is under way



**The Ten Criteria
For Recognition by the National Trust Main Street Center**

1. Broad-based public/private support for the commercial district revitalization process, with strong support from both the public and private sectors
2. Vision and mission statements relevant to community conditions and to the local Main Street program's organizational stage
3. Comprehensive Main Street work plan; active in all four-points
4. Historic preservation ethic
5. Active board of directors and committees, following the Four-Point Approach
6. Adequate Operating budget
7. Paid, full time Executive Director
8. Program of ongoing training for staff and volunteers
9. Reporting of key reinvestment statistics
10. Current "Designated Main Street Network" membership of the National Main Street Center

Protecting the Irreplaceable

(202) 588-6219 ☎ FAX (202) 588-6050

<http://www.mainst.org> ☎ E-mail: mainst@nthp.org

1785 Massachusetts Avenue, NW ☎ Washington, DC 20036-2117

CITY OF PALATKA - CRA AGENCY
 COMMUNITY MEETING
 DECEMBER 14, 2015
 5:00PM - 6:30PM

PRINT NAME	ADDRESS	PHONE	E-MAIL ADDRESS
Betsy Duggers	201 N. 2nd St, Palatka	386-329-0900	bduggers@palatka-fl.gov
Marcia Lyles	210 E Forest Pk Dr PALATKA	386-983-3663	mlyles1950@aol.com
Allegra Kitchens	1027 S 12th St Palatka	386-325-3576	k.kitchens@palatka-fl.gov
James L. Hurrell Jr	1100 South S.R.17 Palatka	386-546-6257	jh@msn.com
LARRY BEATON	6075 Mandy Rd APT 1803 PALATKA	386-937-7999	lfb911@gmail.com
NICHOLE GRADON	713 EMMETT ST	386-325-9418	CARTAIN@GMAIL.COM 74120.com
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Theresa (Gibson)	-	-	thgibson@palatka-fl.gov
Luke Taft	216 Reid St.	386-977-4003	ltaft@palatka-fl.gov
Mary Reynolds	201 N. 2nd St, Palatka FL 32177	386-329-0100	mreynolds@palatka-fl.gov
Weki Young	201 N 2nd St Palatka FL	386-329-0100	WYoung@palatka-fl.gov

CITY OF PALATKA - CRA AGENCY
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 DECEMBER 14, 2015
 5:00PM - 6:30PM

PRINT NAME	ADDRESS	PHONE	E-MAIL ADDRESS
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[Faint Name]	[Faint Address]	[Faint Phone]	[Faint Email]
[Faint Name]	[Faint Address]	[Faint Phone]	[Faint Email]
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[Faint Name]	[Faint Address]	[Faint Phone]	[Faint Email]
[Faint Name]	[Faint Address]	[Faint Phone]	[Faint Email]
[Faint Name]	[Faint Address]	[Faint Phone]	[Faint Email]

CITY OF PALATKA - CRA AGENCY
 COMMUNITY MEETING
 DECEMBER 14, 2015
 5:00PM - 6:30PM

PRINT NAME	ADDRESS	PHONE	E-MAIL ADDRESS
SUSAN DEVAL	3060 AK ST PALATKA	386 328 9444	thepinkdaz70@hotmail.com
RICHARD JONES JR	607 S. MOODY RD, PALATKA	804.597.7384	rjonesjr@gmail.com
ROBERT M (GMA)	113 DOUGLASS ST PALATKA	386-983-4502	mymomandadupha.com
HARRIS DENNIS - (GMA)	P.O. Box 139, PALATKA, FL 32138	(386) 793-5818	harrisbernsdale@gmail.com
ROBERT E. TAYLOR	PLANTER, FL 32077 710 S. JOHNS AVE	386 325 7341	rtaylorcraet-hod.com
ERIKY HOFNER	111 BIRCHWOOD PALMWAY 2509 CORNELL AVE. #1-2000 PALATKA, FL 32137	386 325 2110 (386) 322 9100	renfabio@gmail.com
KARL N. HOGAN	107 A 9TH ST PALATKA, FL 32137	(386) 325-4543	Karl.Hogan@palatka-fl.gov
MARY JOHNSON BROWN			MJBrownPalatka-Fl.gov



**COMMUNITY REDEVELOPMENT
AGENCY AGENDA ITEM**

SUBJECT:

- a. Small Business Development Center 2nd Quarter/Annual Report – Cheryl Lynch
- b. North TIF District Advisory Committee Report
- c. South TIF District Advisory Committee Report
- d. Palaka Main Street Report

SUMMARY:

The Putnam County SBDC 2nd Quarter Report is attached for your review.

RECOMMENDED ACTION:

Reports only - no action required

ATTACHMENTS:

Description	Type
☐ SBDC 2015 Fourth Quarter Report	Backup Material

REVIEWERS:

Department	Reviewer	Action	Date
Grants & Projects	Griffith, Jonathan	Approved	2/2/2016 - 4:45 PM
City Clerk	Driggers, Betsy	Approved	2/3/2016 - 12:30 PM

Service Delivery

	2015 CY	2014 CY	2013 CY	2012 CY
Entrepreneurs Consulted	183	192	224	132
Total Consulting Hours	1105	1088	883	336
Workshops & Events	2	4	23	9
Workshop Attendees	65	295	308	158
Jobs Created/Retained	26	57	35	18
Business Startups	3	20	10	3
Loans Received	\$2.1 M	\$456,00	\$200,000	\$300,000
Capital Investment	\$952,000	\$216,500	\$85,685	\$347,000

Quarterly Highlights

- Businesses are booming in Putnam County! 2015 saw record-setting numbers in loans obtained by FSBDC clients in Putnam County.
- The America's SBDC (ASBDC) Conference was held in September with a record-setting attendance. SBDC Consultants from the North Florida Region including Putnam County business consultant Cheryl Lynch, presented a workshop on best practices for consultants in rural areas. They presented the workshop to a full class and received positive reviews.
- The 23rd annual Small Business Week Celebration took place in May. In addition to other small business leaders and advocates awarded, Jeff Rawls owner of Synergy Fabrication LLC was named **North Florida Veteran Owned Business of the Year**. Rawls, a veteran of the U.S Navy, is the owner of Synergy Construction and acts as Contractor/Project Manager where he is responsible for construction and all phases of site development.

Client Characteristics

