

4th Annual Campus & Community Sustainability Conference

Building the Triple Bottom Line into Redevelopment Decisions

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OUR DECISIONS TODAY AFFECT THEIR TOMORROWS

“A hundred years after we are gone and forgotten, those who never heard of us will be living with the results of our actions.”

Oliver Wendell Holmes, US Supreme Court Justice (1902-1932)

DEFINITIONS

- **REDEVELOPMENT**

- undertakings, activities, or projects in a community redevelopment area for the elimination and prevention of the development or spread of slums and blight, or for the reduction or prevention of crime, or for the provision of affordable housing

DEFINITIONS

- **SUSTAINABLE DEVELOPMENT**
 - Sustainable development... meets the needs of the present without compromising the ability of future generations to meet their own needs.

DEFINITIONS

- **TRIPLE BOTTOM LINE**

- The **triple bottom line** (abbreviated as "**TBL**" or "**3BL**", and also known as "**people, planet, profit**") is a measure of organizational (and societal) success in terms of economic, ecological and social values.

THE ROLE OF LOCAL GOVERNMENT

- Almost all local government bodies share certain characteristics:
 - a continuing organization;
 - the authority to undertake public activities;
 - the ability to enter into contracts;
 - the right to sue and be sued;
 - the ability to collect taxes and determine a budget.
- Areas of local government authority usually include:
 - public schools;
 - local highways;
 - municipal services;
 - and some aspects of social welfare and public order.

THE ROLE OF PRIVATE ENTERPRISE

PROFIT – PROFIT - PROFIT

REDEVELOPMENT IN FLORIDA

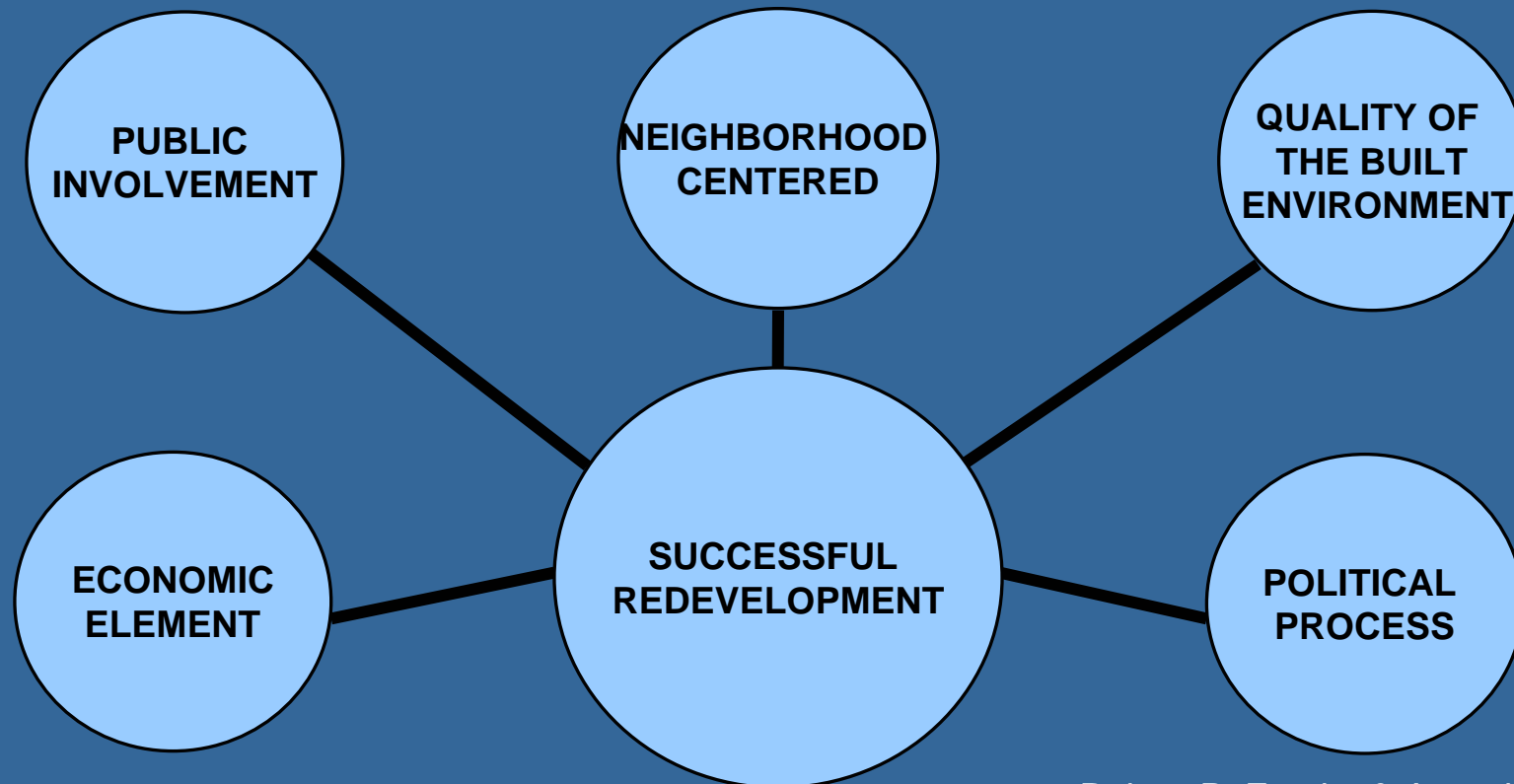
- **163.345 Encouragement of private enterprise.--**
 - (1) Any county or municipality, to the greatest extent it determines to be feasible in carrying out the provisions of this part, shall afford maximum opportunity, consistent with the sound needs of the county or municipality as a whole, to the rehabilitation or redevelopment of the community redevelopment area by private enterprise. (emphasis added)

REDEVELOPMENT IN FLORIDA

- **REDEVELOPMENT IS GUIDED BY:**
 - **FLORIDA STATUTES, CHAPTER 163, PART III**
 - **LOCAL COMPREHENSIVE PLANS**
 - **LOCAL CODES OF ORDINANCES**
 - **LOCAL LAND USE AND ZONING CODES**
 - **LOCAL DESIGN GUIDELINES**

SUCCESSFUL REDEVELOPMENT

5 KEYS TO SUCCESSFUL REDEVELOPMENT



SUCCESSFUL REDEVELOPMENT

- NEIGHBORHOOD CENTERED
 - NEIGHBORHOOD HAS DISTINCT BOUNDARIES
 - INVOLVE STAKEHOLDERS
 - ESTABLISH **SHARED VISION**
- PUBLIC INVOLVEMENT
 - **SHARED VISION**
 - IDENTIFY ASSETS OF NEIGHBORHOOD
 - REDEVELOPMENT PLAN SHOULD BE BASED ON ASSETS
 - USE WORKSHOPS/COMMUNITY MEETINGS/CHARRETTES
 - CREATE CLEARING HOUSE FOR REDEVELOPMENT INFORMATION

SUCCESSFUL REDEVELOPMENT

- QUALITY OF THE BUILT ENVIRONMENT
 - SHARED VISION
 - COMP PLAN AMENDMENTS
 - ZONING CODE CHANGES
 - DESIGN REGULATIONS
 - OTHER CODE REVISIONS
 - AGENCY MANAGEMENT
- ECONOMIC ELEMENT
 - IMPLEMENT SHARED VISION
 - HAVE FUNDING VARIETY
 - TAX INCREMENTS
 - TAX ABATEMENTS
 - REVOLVING LOAN POOL
 - RESTRUCTURE PERMIT FEES

SUCCESSFUL REDEVELOPMENT

- POLITICAL PROCESS
 - SHARED VISION
 - LEADERSHIP: PUBLIC (ELECTED)/PRIVATE (UNELECTED LEADERS)
 - INVOLVE STAKEHOLDERS
 - ESTABLISH CLEARLY DEFINED GOALS



SUCCESSFUL REDEVELOPMENT

- THE COMMON THREAD?

SHARED VISION!



SUCCESSFUL REDEVELOPMENT

- CRA FUNDING IS BASED ON FIVE PRINCIPLES:
 - Project phasing and funding coincide with other expenditures and events;
 - Utilize the widest possible variety of funding resources;
 - Recover and roll-over funds;
 - Utilize the CIP process for projects; and
 - Leverage funds to stimulate private investment.

REVIEW YOUR REDEVELOPMENT PLANNING PROCESS – DOES IT...

- IDENTIFY COMMUNITY ASSETS AS WELL AS NEEDS;
- STRENGTHEN COMMUNITY CAPACITY;
- DEVELOP CLEARING HOUSE OF INFORMATION FOR NEIGHBORHOOD GROUPS;
- ACT AS CATALYST FOR ENTREPRENEURSHIP IN NEIGHBORHOODS; AND
- ACT AS CATALYST FOR BUSINESS IN NEIGHBORHOOD CENTERS AND EDGE COMMERCIAL

**REDEVELOPMENT PLANNING – IT'S
NOT JUST BRICKS AND MORTAR:**

***A CHECK LIST OF CRA PLAN BASICS
FOR THE TRIPLE BOTTOM LINE***

DOES YOUR CRA PLAN...

- **HELP PEOPLE**

- Provide for affordable housing
- Provide for job opportunities
- Provide access to government services
- Provide access to transportation opportunities
- Provide for improved quality of life

IS IT IN YOUR CRA PLAN?

- HELPING PEOPLE:
 - Affordable Housing:
 - Develop partnerships: Habitat for Humanity, Community Development Corporations, For-profit businesses; and
 - Provide incentives: land, down payment/mortgage assistance, design services
 - Jobs:
 - Develop partnerships: Chambers of Commerce, County Economic Development Agencies, Enterprise Florida, School Boards, Local Business (contractors, retail, industrial)

IS IT IN YOUR CRA PLAN?

- *HELPING PEOPLE continued:*
 - Access to government services:
 - Websites, meetings, newsletters, kiosks, signage
 - Access to transportation:
 - Land Use and Zoning, Bus Routes / Shelters, Community Trolleys
 - Improved quality of life
 - A combination of the above;
 - Identify crime reduction actions and opportunities; and
 - Involve neighborhood children

DOES YOUR CRA PLAN...

- **HELP THE ENVIRONMENT**
 - Provide green spaces
 - Provide for green design (architecture / engineering)
 - Provide for multi-modal transportation
 - Provide for community gardens or local farmers' markets

IS IT IN YOUR CRA PLAN?

- HELP THE ENVIRONMENT

- Provide green spaces
 - Streetscapes, neighborhood parks, pocket parks, native plants, involve neighborhood children
- Provide for green design (architecture / engineering)
 - Tie to incentives, provide design assistance, update codes, green infrastructure
- Provide for multi-modal transportation
 - Build partnerships: local transportation agencies; Amend Comprehensive Plan and land development codes, rebuild bicycle / pedestrian connections
- Provide for community gardens or local farmers' markets

DOES YOUR CRA PLAN...

- **HELP BUSINESS**

- Provide administrative incentives
- Provide for financial incentives
- Provide for planning and land use incentives
- Provide for marketing incentives

IS IT IN YOUR CRA PLAN?

- HELP BUSINESS

- Provide administrative incentives

- Streamline development review / building permit review (one-stop approval)
- Site selection assistance
- Restructure permit fees for CRA projects
- Waive fees such as demolition
- Provide technical assistance for property owners and small businesses

IS IT IN YOUR CRA PLAN?

- HELP BUSINESS continued
 - Provide for financial incentives
 - Tax credits / abatements
 - Loans or interest subsidies
 - Local, State, Federal Grants or Loans
 - Micro loans using local banks and savings and loans
 - Public assembly of land
 - Shared cost of upgraded / new utilities
 - Environmental remediation cost
 - Relocation costs / training costs
 - Per Job Bounty
 - Cash Payments for Developer's Costs

IS IT IN YOUR CRA PLAN?

- HELP BUSINESS continued
 - Provide for planning and land use incentives
 - Land use / zoning amendments (new zoning for old land)
 - Create density bonus program
 - Mixed use land use designation
 - Prepare and complete streetscape projects

IS IT IN YOUR CRA PLAN?

- HELP BUSINESS continued
 - Provide for marketing incentives
 - Prepare market analysis for target industries / business
 - Assist with local business promotion
 - Hold design competitions to generate interest
 - Work with local businesses and media
 - Assist with recruiting / job fairs

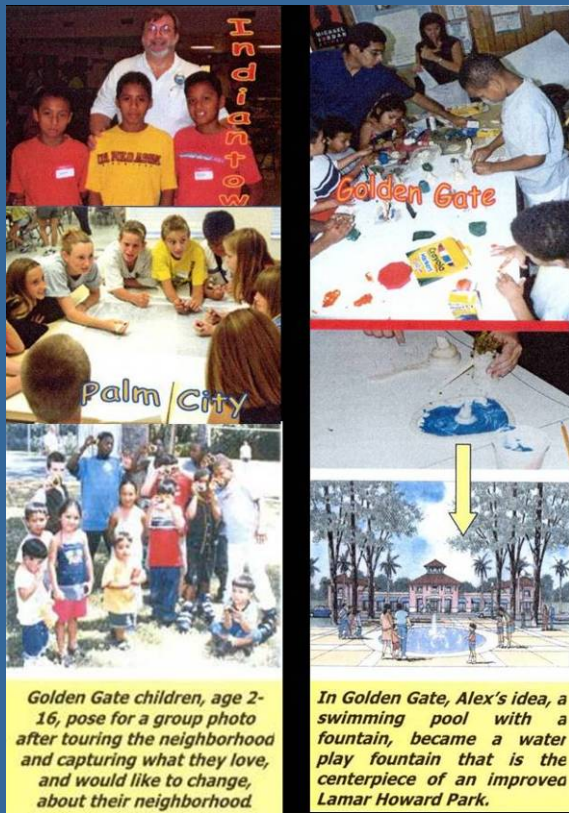
SUCCESSFUL REDEVELOPMENT

OK, SO NOW THAT WE KNOW WHAT BUILDS
THE TRIPLE BOTTOM LINE IN
REDEVELOPMENT,

LET'S TAKE A LOOK AT SOME PROJECTS
THAT HAVE USED THESE SUCCESSFUL
TECHNIQUES IN REDEVELOPMENT.

HELPING PEOPLE

MARTIN COUNTY, FL. – CHILDREN’S PLANNING INITIATIVE



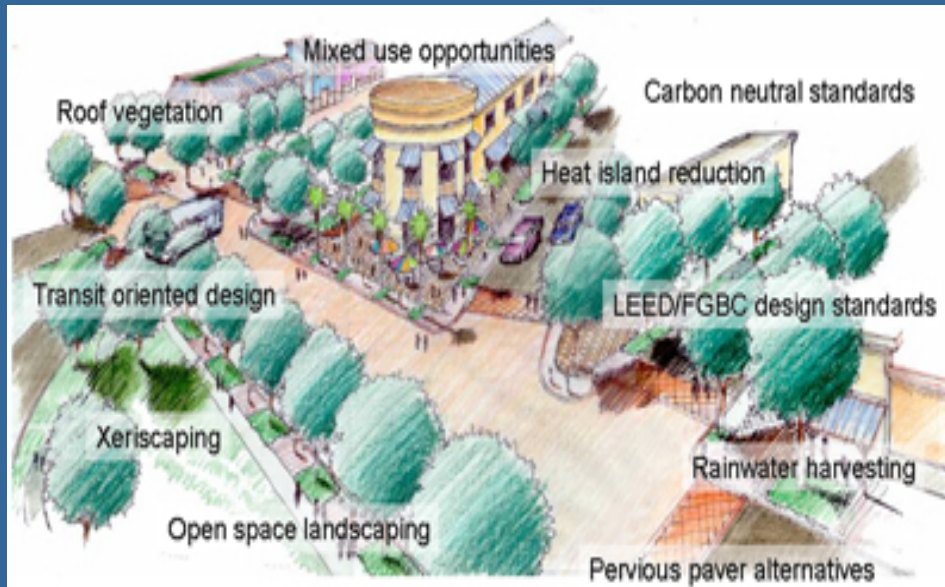
Golden Gate children, age 2-16, pose for a group photo after touring the neighborhood and capturing what they love, and would like to change, about their neighborhood.

In Golden Gate, Alex's idea, a swimming pool with a fountain, became a water play fountain that is the centerpiece of an improved Lamar Howard Park.

As part of the CRA’s planning process, the CRA staff organized a charrette for adults in three communities; and concurrently, the communities’ children were asked to participate in their own planning workshop to identify what they liked about their neighborhood and what things they’d like to change. This program was an APA Florida award winner.

HELPING THE ENVIRONMENT

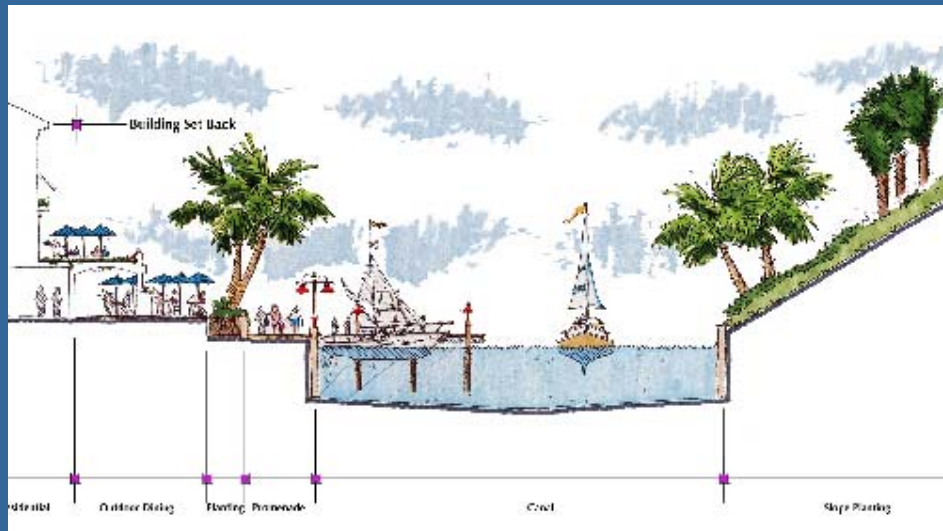
DORAL, FL. – GREEN PLANNING



The City of Doral, located in Miami-Dade County, hired Iler Planning Group (IPG) to develop the City's first Green Master Plan. The Green Plan establishes strategies for reducing the City's contribution to global warming. The Plan was an APA's Florida award winner.

HELPING THE ENVIRONMENT

DEERFIELD BEACH, FL. – REDEVELOPMENT PLAN



The community wanted redevelopment continuing the “Old Florida” feel of the waterside commercial and neighborhood areas. The Master Plan achieved the community goal by proposing a low-scale, mixed use redevelopment pattern with a new transportation “greenway spine” and better transit, bicycle and pedestrian facilities.

HELPING BUSINESS

APOPKA, FL. – FAÇADE RENOVATIONS



As part of the CDBG application process, the Facade Renovation Grant Program (FRGP) was established to give assistance to existing businesses. The FRGP grants were available for up to \$5,000 per store front, which resulted in nine business renovations. In addition, seven businesses were funded by the CRA.

HELPING PEOPLE, ENVIRONMENT, AND BUSINESS

LAUDERDALE LAKES, FL. – BELLA VISTA



Bella Vista, a mixed-use project, was developed through a partnership between the Lauderdale Lakes Community Redevelopment Agency and developer United Homes International. The project is designed in the “New Urbanist” style. It was a Florida Redevelopment Association award winner.

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SUCCESSFUL REDEVELOPMENT

RESOURCES: FLORIDA INCENTIVES

– TARGETED INDUSTRY INCENTIVES:

- Qualified Target Industry Tax Refund (QTI)
- Qualified Defense and Space Contractor Tax Refund (QDSC)
- Capital Investment Tax Credit (CITC)
- High Impact Performance Incentive Grant (HIPI)

– WORKFORCE TRAINING INCENTIVES:

- Quick Response Training Program (QRT)
- Incumbent Worker Training Program (IWT)

– INFRASTRUCTURE INCENTIVE:

- Economic Development Transportation Fund

– SPECIAL OPPORTUNITY INCENTIVES

- Rural Incentives
- Urban Incentives
- Enterprise Zone Incentives
- Brownfield Incentives

– Florida Opportunity Fund



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