
COMMUNITY REDEVELOPMENT AGENCY MEETING

CITY OF LAKE CITY

April 07, 2025 at 5:30 PM

Venue: City Hall

AGENDA

REVISED

Revised 4/2/2025: Item #2 supporting documentation added; Item #3 supporting documentation added

This meeting will be held in the City Council Chambers on the second floor of City Hall located at 205 North Marion Avenue, Lake City, FL 32055. Members of the public may also view the meeting on our YouTube channel. YouTube channel information is located at the end of this agenda.

Roll Call

Minutes

- [1.](#) November 4, 2024

Approval of Agenda

Public Participation

Citizens are encouraged to participate in City of Lake City meetings. The City of Lake City encourages civility in public discourse and requests that speakers direct their comments to the Chair. Those attendees wishing to share a document and or comments in writing for inclusion into the public record must email the item to submissions@lcfla.com no later than noon on the day of the meeting. Citizens may also provide input to individual CRA members via office visits, phone calls, letters and e-mail that will become public record.

New Business

Resolutions

- [2.](#) CRA Resolution No. 2025-01 - A resolution of the Community Redevelopment Agency of the City of Lake City, Florida, (the "CRA") amending the CRA component of the City budget for the fiscal year beginning October 1, 2024 and continuing through September 30, 2025 by appropriating an amount not to exceed one hundred sixty six thousand and no/100 dollars (\$166,000.00) for

preparation and development of a new CRA Development Plan and Findings of Necessity to Expand the CRA Boundary; making certain findings of fact in support of the CRA amending said budget; directing the City Clerk to forward this resolution to the City Council for due consideration and further ratification; repealing all prior resolutions in conflict; and providing for an effective date.

3. CRA Resolution No. 2025-02 - A resolution of the Community Redevelopment Agency of the City of Lake City, Florida, (the "CRA") approving that certain agreement between the CRA and Inspire Placemaking Collective, Inc., a Florida Corporation, to prepare a new CRA Redevelopment Plan and provide a Finding of Necessity to expand the CRA Boundary; making certain findings of fact in support of the CRA approving said agreement; recognizing the authority of the Chairman to execute and bind the CRA to said agreement; directing the Chairman to execute and bind the CRA to said agreement; repealing all prior resolutions in conflict; and providing an effective date.

Adjournment

YouTube Channel Information

Members of the public may also view the meeting on our YouTube channel at:
<https://www.youtube.com/c/CityofLakeCity>

Pursuant to 286.0105, Florida Statutes, *the City hereby advises the public if a person decides to appeal any decision made by the City with respect to any matter considered at its meetings or hearings, he or she will need a record of the proceedings, and that, for such purpose, he or she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.*

SPECIAL REQUIREMENTS: *Pursuant to 286.26, Florida Statutes, persons needing special accommodations to participate in these meetings should contact the **City Manager's Office at (386) 719-5768.***

File Attachments for Item:

1. November 4, 2024

The City Council in and for the citizens of the City of Lake City, Florida, met as the Community Redevelopment Agency on November 4, 2024 beginning at 5:45 PM, in the City Council Chambers, located at City Hall 205 North Marion Avenue, Lake City, Florida. Members of the public also viewed the meeting on our YouTube Channel.

CALL TO ORDER – 5:45 PM

ROLL CALL

Mayor/Council Member
City Council

Stephen M. Witt
Jake Hill, Jr.
James Carter
Chevella Young
Ricky Jernigan – absent
Clay Martin
Don Rosenthal
Chief Gerald Butler
Audrey Sikes

City Attorney
City Manager
Sergeant-at-Arms
City Clerk

MINUTES

- 1. September 5, 2023

Mr. Hill made a motion to approve the September 5, 2023 minutes as presented. Mr. Carter seconded the motion and the motion carried unanimously on a voice vote.

APPROVAL OF AGENDA

Mr. Carter made a motion to approve the agenda as presented. Mr. Hill seconded the motion and the motion carried unanimously on a voice vote.

PUBLIC COMMENT – None

NEW BUSINESS

- 2. 2023 Community Redevelopment Agency (CRA) Annual Report (Presenter: Terri Phillips, Community Program Director)

Mr. Carter made a motion to approve the 2023 Community Redevelopment Agency Annual Report. Mr. Hill seconded the motion. A roll call vote was taken and the motion carried.

**Mr. Carter Aye
Mr. Hill Aye
Ms. Young Aye
Chairman Witt Aye**

3. Resolution No. CRA – 2024-01 – A resolution of the Community Redevelopment Agency of the City of Lake City, Florida, affirming the appropriation of funds by the Community Redevelopment Agency to the Greater Lake City Community Development Corporation; ratifying the actions of the then-City Manager in furtherance of said appropriation; ratifying the actions of the City Finance Director and Finance Department in furtherance of execution of said appropriation and expenditure of funds; making certain findings of fact in support of the City affirming said appropriation and expenditure of funds arising therefrom; making certain finding of fact in support of the City ratifying the actions of the then-City Manager, City Finance Director, and City Finance Department; authorizing the Greater Lake City Community Development Corporation to loan said funds to the owner of the Sweetwater Apartments Phase II Affordable Housing Project pursuant to the terms of a grant agreement; authorizing and directing the chairman of the Community Redevelopment Agency to execute said grant agreement; providing certain conditions to the authorization to loan said grant funds; repealing all prior resolutions in conflict; and providing an effective date.

Mr. Carter made a motion to approve CRA Resolution NO. 2024-01. Ms. Young seconded the motion. A roll call vote was taken and the motion carried.

Mr. Carter	Aye
Ms. Young	Aye
Mr. Hill	Aye
Chairman Witt	Aye

ADJOURNMENT

All matters having been handled, the meeting adjourned at 5:50 P.M. on a motion made and duly seconded.

Audrey Sikes, City Clerk/Secretary

Stephen Witt, Mayor/Chairman

File Attachments for Item:

2. CRA Resolution No. 2025-01 - A resolution of the Community Redevelopment Agency of the City of Lake City, Florida, (the "CRA") amending the CRA component of the City budget for the fiscal year beginning October 1, 2024 and continuing through September 30, 2025 by appropriating an amount not to exceed one hundred sixty six thousand and no/100 dollars (\$166,000.00) for preparation and development of a new CRA Development Plan and Findings of Necessity to Expand the CRA Boundary; making certain findings of fact in support of the CRA amending said budget; directing the City Clerk to forward this resolution to the City Council for due consideration and further ratification; repealing all prior resolutions in conflict; and providing for an effective date.

MEETING DATE
4/7/2025

CITY OF LAKE CITY

Report to CRA Board

BOARD AGENDA	
SECTION	
ITEM NO.	

SUBJECT: CRA Budget Ammendment

DEPT / OFFICE: CRA

Originator: Bryan Thomas		
City Manager	Department Director	Date
Don Rosenthal	Scott Thomason	3/17/25
Recommended Action: Approve request to amend the CRA budget.		
Summary Explanation & Background: The Lake City CRA Plan has not been updated since 2011, and many changes to the economic environment in the CRA have occurred over that time, necessitating a major revision of the Plan. Staff has identified a firm (Inspire Placemaking Collective, Inc.) that specializes in CRA plans in Florida and has been approved by the Procurement department. The cost to revise the CRA Plan, including adding three additional blighted areas to the CRA district, is \$166,000. The project will cross fiscal years, and staff proposes to pay half of the cost in the 2025 fiscal year, and the remainder in the 2026 fiscal year. Currently, there is not enough money in the CRA budget allocated to Professional Services (account 030.31) to cover the expense. Therefore, staff is requesting that the Board approve moving \$85,000 from Undesignated Projects (account 060.63) to Professional Services (account 030.31).		
Alternatives: Do not allocate funds to revise the CRA Plan, and rely on an outdated Plan, substantial portions of which are no longer relevant to redevelopment efforts within the CRA district, and do not increase the area of the CRA.		
Source of Funds: CRA TIF fund.		
Financial Impact: None - reallocation of existing funds.		
Exhibits Attached: Inspire Placemaking Collective proposal.		

CRA RESOLUTION NO 2025-01

CITY OF LAKE CITY, FLORIDA

A RESOLUTION OF THE COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF LAKE CITY, FLORIDA, (THE "CRA") AMENDING THE CRA COMPONENT OF THE CITY BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2024 AND CONTINUING THROUGH SEPTEMBER 30, 2025 BY APPROPRIATING AN AMOUNT NOT TO EXCEED ONE HUNDRED SIXTY SIX THOUSAND AND NO/100 DOLLARS (\$166,000.00) FOR PREPARATION AND DEVELOPMENT OF A NEW CRA REDEVELOPMENT PLAN AND FINDINGS OF NECESSITY TO EXPAND THE CRA BOUNDARY; MAKING CERTAIN FINDINGS OF FACT IN SUPPORT OF THE CRA AMENDING SAID BUDGET; DIRECTING THE CITY CLERK TO FORWARD THIS RESOLUTION TO THE CITY COUNCIL FOR DUE CONSIDERATION AND FURTHER RATIFICATION; REPEALING ALL PRIOR RESOLUTIONS IN CONFLICT; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, Subsection 201(e) of the City Charter of the City of Lake City authorizes the City to appropriate and expend the money of the City for any lawful purpose; and

WHEREAS, the City Council of the City of Lake City (the "City") is the governing body for the City; and

WHEREAS, Florida Statutes require each municipality of the state to develop an annual budget; and

WHEREAS, Section 2-293 of the City of Lake City Code of Ordinances provides the Board of the Lake City Community Development Agency (the "CRA") may adopt a budget, subject to the approval of the City Council; and

WHEREAS, the City Council has approved an annual budget for each of the City and the CRA for the fiscal year 2024-2025 in compliance with Florida Statute; and

WHEREAS, Section 166.241(4), Florida Statutes, requires the governing body of a

municipality to amend the budget in the same manner as the original budget is adopted; and

WHEREAS, the Lake City Community Redevelopment Agency (the “CRA”) has determined a need to prepare a new CRA Redevelopment Plan; and

WHEREAS, the CRA has further determined a need to expand the boundaries of the CRA; and

WHEREAS, the CRA desires to amend the fiscal year 2024-2025 CRA budget by appropriating tax increment financing (“TIF”) funds in the amount not to exceed \$166,000 to prepare a new CRA Redevelopment Plan, and to expand the boundaries of the CRA (the “Project Purpose”); and

WHEREAS, upon adoption hereof, the CRA desires the actions taken hereby be forward to the City Council to be ratified thereby to amend the budget for the CRA adopted by Resolution 2024-106 on September 16, 2024 to achieve the Project Purpose; now, therefore,

BE IT RESOLVED by the Community Redevelopment Agency of the City of Lake City, Florida, as follows:

1. Subject to ratification hereof by the City Council, the CRA budget for fiscal year 2024-2025 shall be and is amended to reflect appropriation of TIF funds in the amount not to exceed \$166,000 to prepare a new CRA Redevelopment Plan, and to expand the boundaries of the CRA.
2. The City Clerk is directed for forward to the City Council for ratification the budgetary matters contemplated hereby.
3. All prior resolutions of the Lake City CRA in conflict with this resolution are hereby repealed to the extent of such conflict; and
4. This resolution shall become effective and enforceable upon final passage by the Lake City CRA Board.

APPROVED AND ADOPTED, by an affirmative vote of a majority of a quorum present of the

CRA Board of the Lake City Community Redevelopment Agency, at a regular meeting, this _____ day of April, 2025.

BY THE CHAIRMAN OF THE LAKE CITY
COMMUNITY REDEVELOPMENT AGENCY

Noah E. Walker, Chairman

ATTEST, BY THE CLERK OF THE CITY OF LAKE
CITY, FLORIDA:

Audrey E. Sikes, City Clerk

APPROVED AS TO FORM AND LEGALITY:

Clay Martin, City Attorney

File Attachments for Item:

3. CRA Resolution No. 2025-02 - A resolution of the Community Redevelopment Agency of the City of Lake City, Florida, (the "CRA") approving that certain agreement between the CRA and Inspire Placemaking Collective, Inc., a Florida Corporation, to prepare a new CRA Redevelopment Plan and provide a Finding of Necessity to expand the CRA Boundary; making certain findings of fact in support of the CRA approving said agreement; recognizing the authority of the Chairman to execute and bind the CRA to said agreement; directing the Chairman to execute and bind the CRA to said agreement; repealing all prior resolutions in conflict; and providing an effective date.

MEETING DATE
4/7/2025

CITY OF LAKE CITY

Report to CRA Board

BOARD AGENDA	
SECTION	
ITEM NO.	

SUBJECT: CRA Plan Revision

DEPT / OFFICE: CRA

Originator: Bryan Thomas		
City Manager	Department Director	Date
Don Rosenthal	Scott Thomason	3/17/25
Recommended Action: Approve Contract with Inspire Placemaking Collective, Inc.		
Summary Explanation & Background: The Lake City CRA Plan has not been updated since 2011, and many significant changes to the economic environment in the CRA have occurred over that time, necessitating a major overhaul of the Plan. In addition, staff recommends expanding the CRA district by adding four areas (approximately 0.8 sq. miles) suffering from blighted conditions. Staff has identified a firm (Inspire Placemaking Collective, Inc.) that specializes in CRA plans in Florida and has been approved by the Procurement department. The cost to revise the CRA Plan, including adding three additional blighted areas to the CRA district, is \$166,000. The project will cross fiscal years, and staff proposes to pay half of the cost in the 2025 fiscal year, and the remainder in the 2026 fiscal year. Inspire has been an active member in the Florida Redevelopment Association for several years, and their work has won several awards for the CRAs they have represented.		
Alternatives: Do not approve revision of the CRA Plan and rely on an outdated Plan, substantial portions of which are no longer relevant to redevelopment efforts within the CRA district, and do not increase the area of the CRA.		
Source of Funds: CRA TIF fund.		
Financial Impact: None - will use existing funds.		
Exhibits Attached: Inspire Placemaking Collective proposal, CRA expansion map		

CRA RESOLUTION NO. 2025 – 02

CITY OF LAKE CITY, FLORIDA

A RESOLUTION OF THE COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF LAKE CITY, FLORIDA, (THE "CRA") APPROVING THAT CERTAIN AGREEMENT BETWEEN THE CRA AND INSPIRE PLACEMAKING COLLECTIVE, INC., A FLORIDA CORPORATION, TO PREPARE A NEW CRA REDEVELOPMENT PLAN AND PROVIDE A FINDING OF NECESSITY TO EXPAND THE CRA BOUNDARY; MAKING CERTAIN FINDINGS OF FACT IN SUPPORT OF THE CRA APPROVING SAID AGREEMENT; RECOGNIZING THE AUTHORITY OF THE CHAIRMAN TO EXECUTE AND BIND THE CRA TO SAID AGREEMENT; DIRECTING THE CHAIRMAN TO EXECUTE AND BIND THE CRA TO SAID AGREEMENT; REPEALING ALL PRIOR RESOLUTIONS IN CONFLICT; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the Procurement Policies & Procedures Manual (the "City Purchasing Policies") of the City of Lake City ("City") provides certain items may be purchased based upon competitively solicited contracts awarded by other governmental entities; and

WHEREAS, the City has an ongoing need for certain CRA related consulting services (the "Services"); and

WHEREAS, the City of Sebastian negotiated a contract with Inspire Placemaking Collective, Inc., a Florida Corporation (the "Vendor") to provide the Services to the City of Sebastian pursuant to its RFQ NO. 23-06 (the "Sebastian RFQ"); and

WHEREAS, for purposes of economy in procurement, to conserve resources, and pursuant to the City Purchasing Policies, the City will rely on the competitively solicited contract awarded for the Services by the City of Sebastian; and

WHEREAS, the Vendor desires to enter into a contract with the CRA to provide to the CRA the Services on such terms and conditions as the Vendor has contracted with the City of Sebastian; and

WHEREAS, the CRA similarly desires to enter into such a contract with the Vendor in the form of the Exhibit attached hereto (the "Agreement"); and

WHEREAS, engaging the Vendor's services is in the public interest and in the interests of the CRA and City; now therefore

WHEREAS, Subsection 2-296(3) of the City of Lake City Code of Ordinances provides the Board of the Lake City Community Development Agency (the "CRA") may make and execute contracts and other instruments necessary or convenient to its exercise of powers under Chapter 2, Article VII of the City of Lake City Code of Ordinances; and

WHEREAS, on April 7 2025 the CRA Board by CRA Resolution 2025-001 adopted and approved, subject to ratification by the City Council an amendment to the fiscal year 2024-2025 CRA budget appropriating tax increment financing ("TIF") funds in the amount not to exceed \$166,000 to prepare a new CRA Redevelopment Plan, and to expand the boundaries of the CRA (the "Project Purpose"); and

WHEREAS, engaging the Vendor's services is in the public interest and in the interests of the CRA; now therefore

BE IT RESOLVED by the Community Redevelopment Agency of the City of Lake City, Florida, as follows:

1. Engaging the Vendor via a continuing contract to provide the products and services in the Agreement is in the public or community interest and for public welfare; and
2. In furtherance thereof, the Agreement in the form of the Exhibit attached hereto should be and is approved by the Community Redevelopment Agency of the City of Lake City; and
3. The Chairman of the Lake City CRA is the officer of the CRA duly designated by the CRA's Bylaws to enforce such rules and regulations as are adopted by the Lake City CRA; and
4. The Chairman of the CRA is authorized to execute on behalf of and bind the CRA to the terms of the Agreement; and
5. The Chairman of the CRA is directed to execute on behalf of and bind the CRA to the terms of the Agreement; and

6. All prior resolutions of the Lake City CRA in conflict with this resolution are hereby repealed to the extent of such conflict; and
7. This resolution shall become effective and enforceable upon final passage by the Lake City CRA Board.

APPROVED AND ADOPTED, by an affirmative vote of a majority of a quorum present of the CRA Board of the Lake City Community Redevelopment Agency, at a regular meeting, this ____ day of April, 2025.

BY THE CHAIRMAN OF THE LAKE CITY
COMMUNITY REDEVELOPMENT AGENCY

Noah E. Walker, Chairman

ATTEST, BY THE CLERK OF THE CITY OF LAKE
CITY, FLORIDA:

Audrey E. Sikes, City Clerk

APPROVED AS TO FORM AND LEGALITY:

Clay Martin, City Attorney



March 7, 2025

Bryan Thomas, CPM
Principal Planner
City of Lake City
205 North Marion Avenue
Lake City, FL 32055

Reference: Lake City CRA Expansion and Community Redevelopment Plan Update

Dear Bryan:

Inspire Placemaking Collective, Inc. (Inspire) appreciates the opportunity to submit this proposal for planning services for the referenced project. This proposal provides a brief overview of our understanding of the project, our proposed scope of work, and our associated fees.

Project Information

In February of 2025, Inspire began working with the Lake City CRA to update the 2011 Community Redevelopment Plan. During the initial kickoff project meeting with City staff and administration, the Community Redevelopment Area boundaries and operational timeframe was discussed. The CRA is currently set to sunset in 2031. This Scope of Work is for the following services: (1) evaluation of additional areas for potential inclusion within the Lake City Community Redevelopment Area, (2) extension of the operational timeframe of the Lake City Community Redevelopment Area, and (3) in accordance with Florida Statutes, Inspire will prepare an update to the 2011 Community Redevelopment Plan. .

Evaluation of Potential Areas for inclusion in Community Redevelopment Area

The Community Redevelopment Area boundaries may be modified utilizing specific criteria outlined within the Florida Statutes and require the completion of a Finding of Necessity(FON) Study. This scope addresses the provision of a Finding of Necessity Study also known as a 'Blight Study', to evaluate and determine if certain areas within Lake City exhibit sufficient slum and blight conditions to be considered for potential inclusion within the existing Lake City Community Redevelopment Area and to prepare a Finding of Necessity Study in accordance with Chapter 163.335 of the Florida Statutes for the Study Area shown in **Exhibit A**.

Should the preliminary evaluation and findings of the Study Area indicate that there are insufficient qualifying conditions within the Study Area to satisfy the requirements of 163.34,(7)(a-c)/ (8) (a-o), Inspire will advise the City of alternative courses of action available to qualify the Study Area for consideration of inclusion within the existing Lake City CRA including but not limited to Interlocal Agreements and/or Resolutions between the

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participating taxing authorities and the Community Redevelopment Agency.

Community Redevelopment Plan Update and Extension of CRA's Operational Timeframe

Inspire will prepare an update of the Community Redevelopment Plan to include the expansion area, and identify additional Capital Projects and redevelopment programming for the expansion area through the extension of the CRA's operational timeframe.

Inspire understands that the FON Study activities will begin immediately upon execution of this Contract.

Scope of Services

Inspire will provide the following services as part of this proposal:

TASK 1. KICKOFF & DATA COLLECTION

Inspire will coordinate with the CRA staff on the various aspects of the project including establishing the initial project schedule and performance milestones, identifying resources, reviewing public workshop options, planning stakeholder briefings/interviews, reviewing the project budget and scope, and providing the CRA timely project budget status and project completion updates.

Task 1.1. Project Kickoff, Management, & Data Request

Inspire will schedule and participate in a conference call (either by phone or MS Teams) with CRA staff to achieve the following:

- Discuss and establish the project timeline.
- Identify key stakeholders and CRA/City staff. Early identification, contact, and inclusion of key community contacts will be an integral component of an effective public involvement process.
- Review Inspire's request for data and resources.
- Schedule the in-person kick-off meeting in the Lake City CRA.

Task 1.2 Area Tour & CRA Board Update

Inspire Staff will attend one (1) day of meetings in the Lake City CRA with CRA/City representatives. The meetings will include:

- A kick-off meeting with CRA/City representatives to introduce the project teams and review the project scope and timeline in detail.
- A familiarization site tour with staff of the CRA/City to learn more about the potential expansion areas, special sites of interest, CRA redevelopment conditions, the successful application of the CRA's redevelopment programs, and to visually evaluate areas of the CRA for their redevelopment potential and/or development constraints.
- CRA Board presentation to introduce the consultant team and discuss the project goals.

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TASK 1 DELIVERABLES:

- In-Person Meeting #1 (Kick-Off and Site Tour)
- CRA Board update

TASK 2. FINDING OF NECESSITY (FON) STUDY

The City has identified several parcels for evaluation and consideration for inclusion within the Community Redevelopment Area. At the direction of the Community Redevelopment Agency, Inspire will prepare a Finding of Necessity (FON) evaluation for the targeted areas, that will include a Slum and Blight Matrix summarizing the conditions observed in accordance with Chapter 163.340 (7), (8), Florida Statutes.

Task 2.1 Evaluation of Slum and Blight Conditions

This evaluation will determine if there are sufficient conditions of slum and blight present within the targeted areas to justify the areas' consideration for inclusion within the Community Redevelopment Area.

Inspire will evaluate the FON study area to determine if conditions of a 'slum area' (i.e., conditions that endanger life or property by fire or other causes) and / or conditions of a 'blighted area' (i.e., unsanitary or unsafe conditions, deterioration of site improvements, a greater number of code violations, etc.) are present.

Inspire will conduct the following assessments as part of this proposal:

Task 2.2 Boundary Confirmation

Inspire will confirm the study area boundaries shown in **Exhibit A** with CRA/City staff.

Task 2.3 FON Data Analysis

Inspire will review other pertinent planning and redevelopment studies (City/County Comprehensive Plans, Joint Planning Agreements, Small Area Studies, etc.). Inspire will also evaluate and review pertinent statistical data including but not limited to:

- a. US Census Reports and Census Tract information;
- b. Development trends and history in the study area and immediately adjacent to the study area;
- c. Property valuation history;
- d. Existing and future land uses;
- e. Existing building stock and conditions;
- f. Code enforcement history;
- g. Calls for service histories (Law Enforcement and Fire/EMT);
- h. Lot sizes and layouts;
- i. Existing infrastructure;
- j. Planned or programmed capital investment projects in or affecting the study area;
- k. Anticipated future development trends within and adjacent to the study area; and,
- l. Projected TIF revenue that may be generated by the parcels located within the potential CRA expansion area.

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**NOT FOR
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Task 2.4 Draft FON Study

Inspire will prepare the Draft Finding of Necessity Study and provide CRA/City Team members with an electronic copy of the draft document. Inspire will participate in one (1) conference call with CRA/City Team members to discuss desired edits and changes to the document.

Task 2.5 Revised Draft FON Study

Inspire will revise the Draft Finding of Necessity Study (Blight Conditions Study), incorporating comments and input received from the CRA/City Team members during the conference call, detailing the conditions within the specific study area that are consistent with the definitions, terms and conditions of *Florida Statutes Chapter 163*. This Finding of Necessity Study (Blight Conditions Study) may be used by the CRA/City to provide justification and background data for a Finding of Necessity Resolution required to modify the CRA Boundaries.

Task 2.6 Final FON Study

Inspire will prepare the Final Draft Finding of Necessity Study and provide City Team members with an electronic copy of the draft document. Inspire will participate in one (1) conference call with the City Team members to discuss desired edits and changes to the document.

TASK 2 DELIVERABLES:

- Electronic copy of Draft FON Study/FON Study Area Map
- Up to two rounds of revisions of the FON Study

TASK 3. SUBMITTAL OF FON REPORT, REVISIONS, AND DRAFTING OF ADOPTING RESOLUTION AND ORDINANCE

Task 3.1 Presentation of FON Report to CRA Governing Board

Inspire will create a PowerPoint Presentation to present the Finding of Necessity Report to the CRA Governing Board and collect their comments.

Task 3.2 Revisions to FON Report

Inspire will revise the Finding of Necessity Report once (1) based on the comments CRA staff received from the Lake City Community Redevelopment Agency. Inspire will submit the revised Finding of Necessity Report and revised PowerPoint Presentation to the Lake City Community Redevelopment Agency for consideration of adoption. The Final FON report will be delivered to the City in an electronic format.

Task 3.3 Resolution & Ordinance for Adoption of Modified CRA Boundary and Operational Timeframe Extension

Inspire will prepare a draft Resolution for review and use by CRA/City staff for the adoption of the Finding of Necessity Report by the Lake City Community Redevelopment Agency. Inspire Staff will also prepare a draft Ordinance for review and use by CRA/City staff for the amending the Lake City Community Redevelopment Area’s boundaries and revising the parcels that participate in the contribution to the Lake City CRA Tax-Increment Trust Fund for adoption by the Lake City Council.

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RESOLUTION**

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This step will run concurrently with the Community Redevelopment Plan adoption process.

Task 3.4 Presentation to Columbia County Staff/Administration

Inspire will present the revised Finding of Necessity Report to Columbia County Planning, Redevelopment staff and County Administration.

Task 3.5 Presentation to Columbia County Commission

Inspire will present the revised Finding of Necessity Report to the Columbia County Commission at a regularly scheduled meeting to update the Commission about the project and next steps.

TASK 3 DELIVERABLES:

- Up to one (1) round of final revisions of the FON Report
- One (1) PowerPoint Presentation for CRA/City Staff to present, with one (1) set of revisions
- One (1) Finding of Necessity Resolution for use by Lake City Community Redevelopment Agency
- One (1) Ordinance for review and use by Lake City Council
- Up to three (3) briefings with County Staff and Administration
- One presentation to Columbia County Commission at regularly scheduled meeting
- An electronic file transfer (via file transfer) of the above listed documents and associated GIS data files
- Final FON Report

TASK 4. CRA EXISTING CONDITIONS: DATA & ANALYSIS

Inspire will conduct the following assessments as part of this proposal:

Task 4.1 Existing Conditions and Trends Analysis

Utilizing GIS mapping, ESRI ArcGIS Business Analyst, CoStar and Lake City and Columbia County data sources, Inspire will conduct an Existing Conditions and Trends analysis to understand the interrelated nature of the conditions in the Community Redevelopment Area and how they may be best addressed through the update of the Community Redevelopment Plan. Inspire will prepare a current, holistic picture of the Community Redevelopment Area and will evaluate and document the following social, regulatory, and physical attributes of the Community Redevelopment Area:

- Demographics characteristics
- Housing characteristics
- Planned public infrastructure projects and identified infrastructure needs
- Parks and open space inventories, service areas and locations
- Existing land use patterns
- Vacant parcels and locations
- Future land use and zoning designations

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- Overall physical conditions of the built environment, noting any specific areas where deterioration or improvement of physical conditions have occurred.

Task 4.2 Gap Analysis

Inspire will conduct a thorough review and assessment of the goals and objectives of the 2011 Community Redevelopment Plan and provide an assessment of the Plan's accomplishments, efficacy, and impacts. Inspire will also examine individual CRA projects and CRA programs to evaluate their impact upon the attainment of the Plan's stated goals and objectives. This assessment will be presented in a Technical Memorandum format that identifies full and partial achievements, shortcomings (if Plan objectives were not fully realized), and recommendations for existing goals and objectives to be incorporated into the Plan update.

Inspire will also evaluate the existing Community Redevelopment Plan for consistency with the current applicable Florida Statutes, Florida Administrative Code, and Attorney General (AG) determinations and include the findings in Technical Memorandum #1 along with recommended revisions (if necessary) to be placed in the updated Community Redevelopment Plan.

TASK 4 DELIVERABLES:

- Technical Memo #1 – Community Redevelopment Plan Assessment

TASK 5 PUBLIC INVOLVEMENT

Inspire will coordinate with the CRA to schedule public engagement activities that do not conflict with or impact other planned CRA/City activities or events. Inspire will perform the following community outreach tasks:

Task 5.1 Project Brand and Website

The Inspire team will collaborate with CRA/City staff to develop a project brand. The project branding will strengthen communication throughout the development of the Plan update. Inspire will generate up to three (3) design concepts based on an initial meeting with the CRA/City and provide two rounds of edits to finalize. The final brand will then be utilized on all planning-related documents and community outreach materials developed for the project.

As part of a robust public engagement process, Inspire will develop and maintain a Lake City CRA Plan Update project website that will provide multiple functions. The Social Pinpoint website will provide information about the project and offer interactive public engagement activities, such as surveys, maps, and priority games. The Inspire team will collaborate with CRA staff to develop all content and select engagement tools with up to two (2) rounds of revisions.

Inspire will include the project schedule, goals, key dates, draft documents, upcoming events/meetings, meeting summaries, and other relevant project-related information as it

becomes available. The team will help design marketing assets to promote public Workshops through appropriate channels identified by the CRA/City.

Task 5.2 Community Workshop/Open House

Inspire will facilitate two (2) CRA Community Workshops / Open Houses at a facility reserved by the CRA/City. These purpose of these events is to gather feedback and public input on projects and community priorities. The specific activities proposed to be utilized during the Workshops will include: an educational session about Community Redevelopment Agencies and the Lake City CRA, a hands-on base-map exercise, and a project/programming prioritization exercise. Inspire will coordinate with the CRA to identify key stakeholders and groups for participation in public input activities. The second Workshop will feature progress to date, conceptual ideas, and potential projects and programs to gauge community support.

Task 5.3 Focused Stakeholder Interviews

Inspire will conduct up to six (6) virtual Stakeholder Interviews with participants identified by the CRA/City to provide their unique insight and perspective of the CRA.

Task 5.4 Public Input Summary

Inspire will provide CRA staff with an electronic Technical Memorandum #2 summarizing the activities, attendance, and findings from the Community Workshop / Open House and stakeholder engagement.

TASK 5 DELIVERABLES:

- One (1) project website, four (2) Social media posts (1 for each workshop) in up to 2 formats (FB, Instagram, etc.), one (1) Stakeholder email graphic, one (1) flyer or poster for each workshop.
- Two (2) Community Workshops / Open Houses
- Workshop and Open House Materials
- Up to six (6) Virtual Stakeholder Interviews
- Technical Memo #2 - Public Input Summary

TASK 6. COMMUNITY REDEVELOPMENT PLAN UPDATE DRAFT

Inspire will prepare an update to the 2011 Community Redevelopment Plan that will reflect changes in the conditions of the CRA since the Plan's adoption, any modifications, and additional capital improvement projects and redevelopment programming through the CRA's operational timeframe. The update of the Community Redevelopment Plan will address the following: existing conditions, an updated map series, public input responses, Capital Projects Plan for the Community Redevelopment Area, and Tax Increment Fund Revenue projections through the CRA's operational timeframe.

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Task 6.1 Strategic Framework

The Inspire team will utilize the assessments, insight of the local community, and economic conditions gathered during the completion of Tasks 2 and 3 to develop a Strategic Framework with associated Themes, Goals, and Actions for the CRA reflective of the shared community values, objectives, and goals. At the direction of the CRA, Inspire may develop Themes, Goals, and Actions that are described generally to provide the CRA flexibility in the undertaking of redevelopment activities and projects.

Task 6.2 Creation of Updated Capital Projects and Programs List (Preliminary CIP)

Inspire will prepare an updated Capital Projects and Programs list that is based on the Strategic Framework. The proposed Capital Projects and Programs will include an estimated magnitude of costs for capital improvements identified during the update process. Specific redevelopment programming will also be presented to complement the proposed Capital Projects.

Task 6.3 TIF Revenue Projections

Inspire, in coordination with the CRA, will develop Tax Increment Financing (TIF) Revenue Fund projections through the planning horizon for the Community Redevelopment Area.

Task 6.4 Five-Year CRA Budget (Worksheet)

Inspire will prepare a Five (5)-year Budget Worksheet for the Community Redevelopment Agency utilizing the Strategic Framework, Capital Projects, and the TIF Revenue Projections. The Five (5)-year Budget Worksheet is to be used by the Community Redevelopment Agency Governing Board as a guide to assist in the formulation of Annual CRA Work Plans, and to prioritize capital projects and programs.

Task 6.5 Revisions

Inspire will submit a draft of the Community Redevelopment Plan update for review by CRA/City staff and will make up to one (1) set of revisions as part of this phase prior to the presentation of the Plan to the CRA Board.

TASK 6 DELIVERABLES:

- Strategic Framework
- Capital Projects List
- TIF Revenue Projections
- Five-year Community Redevelopment Agency Budget Worksheet
- Draft Community Redevelopment Plan Update

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TASK 7. PRESENTATIONS & FINAL CRA PLAN UPDATE

Inspire will present the revised draft of the Community Redevelopment Plan update to the CRA Board. Inspire’s presentation will include a chronological summary of the purpose, tasks, activities, analysis, findings, and recommendations that comprise the draft Plan update. Upon direction from the CRA Board, Inspire will forward the draft updated Community Redevelopment Plan to the Local Planning Agency for their review and comments (up to a 60-day review period). Inspire will document all comments received from the Planning and Zoning Board, and at the CRA/City staff’s direction shall incorporate the comments received into a revised draft of the updated Community Redevelopment Plan.

Task 7.1 Presentations of Draft CRA Plan Update to CRA Board

Inspire will present the draft Community Redevelopment Plan update to the CRA Board at a public meeting to solicit comments and discussion from the CRA Board.

Task 7.2 Transmittal of Draft CRA Plan Update to Local Planning Agency

At the direction of CRA Board, Inspire will transmit the draft Community Redevelopment Plan update to the Local Planning Agency for a sixty-day (60) review and comment period.

Task 7.3 Documentation and Incorporation of Comments and Revisions

Inspire will document all comments received from the CRA Board and Planning and Zoning Board. Inspire will perform up to one (1) set of revisions based on the compiled comments from the CRA Board, the LPA, the CRA/City, and other stakeholders.

TASK 7 DELIVERABLES:

- PowerPoint presentation of Draft Community Redevelopment Plan Update to the CRA Board
- PowerPoint presentation of Draft Community Redevelopment Plan Update to the Planning and Zoning Board
- Submittal of Draft Community Redevelopment Plan Update to Planning and Zoning Board (at direction of CRA Board)
- Final Draft Community Redevelopment Plan

TASK 8. NOTICE TO TAXING AUTHORITIES; COMMUNITY REDEVELOPMENT PLAN ADOPTION

Inspire will assist CRA Staff with the following notifications and adoption activities:

Task 8.1 Preparation of Notices to Taxing Authorities

Inspire will prepare public notices to each of the participating taxing authorities, in accordance with Florida Statute requirements, to advise them of the upcoming public hearings where the adoption of Community Redevelopment Plan update will be considered.

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Task 8.2 Preparation of Enabling Resolution and Ordinance

Inspire will prepare the enabling Resolution and Ordinance for review and use by the CRA/City Attorney and submittal to the CRA Board / City Commission to affect the adoption of the updated Community Redevelopment Plan.

Task 8.3 Presentation Materials for CRA Plan Adoption Hearings

Inspire will prepare and present a PowerPoint presentation of the Final Community Redevelopment Plan Update to the CRA Board / City Commission for the adoption of the Community Redevelopment Plan Update.

TASK 8 DELIVERABLES:

- Preparation of draft Notice to Taxing Authorities
- Preparation of draft Resolution and Ordinance
- PowerPoint presentation of Final Community Redevelopment Plan Update to CRA Board / City Commission

TASK 9. LEGAL DESCRIPTION FOR EXPANDED CRA BOUNDARIES

Inspire will work with EDA, inc. to construct a legal description for the expanded CRA boundaries concurrent with production of the Finding of Necessity (FON).

Fee

Our professional fee for the above-described services shall be a lump sum of **\$166,000** to be invoiced on a percent complete basis per the following fee schedule.

Task	Fee
Task 1: Kickoff and Data Collection	\$15,500
Task 2: Finding of Necessity (FON) Study	\$24,500
Task 3: Submittal of FON Report, Revisions, and Enabling Documents	\$10,000
Task 4: Existing CRA Conditions: Data & Analysis	\$17,500
Task 5: Public Involvement	\$25,000
Task 6: Community Redevelopment Plan Update	\$54,500
Task 7: Presentation of Final CRA Plan Update	\$8,000
Task 8: Notice to Taxing Authorities; Community Redevelopment Plan Adoption	\$6,000
Task 9: Legal Description for Expanded CRA Boundaries	\$5,000
TOTAL	\$166,000

Included in the above fees are reimbursable expenses incurred on the Project’s behalf, including mileage, printing, plotting, photocopies, reproduction, postage, express mail and/or courier services.

Inspire will bill monthly for all work performed and expenses incurred on the Project's behalf. Invoices are delivered electronically and will typically be sent from the following email address: noreply@infocuspay.com. Please add this email address to your contact/safe sender list to ensure receipt.

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Schedule

The proposed services will be completed within eleven (11) months from the issuance of a notice to proceed. The proposed schedule for the update of the Community Redevelopment Plan is as follows:

Task 1: Kickoff and Data Collection.....	Month 1
Task 2: Finding of Necessity Study.....	Months 1-2
Task 3: Submittal of FON Report, Revisions, and Enabling Documents.....	Month 3
Task 4: CRA Existing Conditions.....	Months 2-5
Task 5: Public Involvement.....	Months 3-9
Task 6: Community Redevelopment Plan Update Draft.....	Months 6-9
Task 7: Presentation of Community Redevelopment Plan Update.....	Months 9-10
Task 8: Notice to Taxing Authorities; Community Redevelopment Plan Adoption.....	Month 11
Task 9: Legal Description for Expanded CRA Boundaries.....	Months 1-2

Exclusions

Without intending to provide an exhaustive list or description of all services or potential services that may be required and that Inspire can provide, the following services are specifically excluded from this proposal:

- Additional meetings
- Illustrative renderings other than those identified
- 3D graphic imagery and perspective renderings other than those identified
- Preliminary engineering and utility coordination
- Final Design and Construction Documents
- Permitting and Bidding Phase services
- Electrical Engineering and Photometrics
- Construction phase services
- Significant design modifications to the approved design.
- Attendance at regular coordination meetings or conference calls beyond those identified.
- Preparation of additional schematic site design(s) or alternative analysis.
- Rendered site plans or exhibits for public, community, or neighborhood meetings beyond those identified.
- Zoning changes, appeals, neighborhood meetings to review elements of design or approvals, easement documents, rendered plans, or other related services not included in the above-described scope of services.
- CRA Boundary Legal Description

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Authorization

Work performed by Inspire will be in accordance with the attached terms and agreements.

If you elect to accept our proposal by issuing a purchase order, then please specifically reference this proposal date. Your purchase order will be an acceptance of our Agreement for Services and an authorization to proceed with the performance of our services.

If you choose to accept this proposal by e-mail, your reply e-mail acceptance will serve as your representation to Inspire that you have reviewed the proposal and hereby accept as written.

Closure

We appreciate the opportunity to be of service to you. If you have any questions regarding the scope of services outlined, or if we may be of further assistance, please do not hesitate to contact us.

Sincerely,

Erik A. Bredfeldt

Inspire Placemaking Collective, Inc.

Erik Bredfeldt, PhD, AICP

Project Manager

This work order shall be effective upon signature of both parties (the "Effective Date") and shall continue until completion of the Scope of Services.

AGREED BY:

EXHIBIT-NOT FOR EXECUTION

**EXHIBIT TO
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EXECUTION**