

Downtown Investment Authority

AGENDA

City Hall at St. James, 117 W. Duval Street.

Lynwood Roberts Room, 1st Floor

Wednesday, May 28, 2014 – 5:00 PM

MEMBERS:

Oliver Barakat, Chairman

James Bailey, Vice Chairman

Kay Harper Williams, Secretary

Antonio “Tony” Allegretti, Board Member

Melody S. Bishop, Board Member

Robert Clements, Board Member

Craig Gibbs, Board Member

Jack Meeks, Board Member

Michael Saylor, Board Member

I.	CALL TO ORDER – Chairman Barakat
	Pledge of Allegiance
II.	ACTION ITEMS - Chairman Barakat (✓ Requires DIA Action and/or Approval)
	II.A APPROVAL OF MINUTES
	Approval of the April 1 st , Special Meeting Minutes ✓
	Approval of the April 8 th , Special Meeting Minutes ✓
	Approval of the April 16 th , Regular Meeting Minutes ✓
	Approval of the April 24 th , Special Meeting Minutes ✓
	Approval of the April 30 th , Special Meeting Minutes ✓
	II.B RESOLUTIONS
	Resolution 2014-05-01✓
	Resolution 2014-05-02✓
	Resolution 2014-05-03✓
	II.C RED COMMITTEE REPORT (TO BE PROVIDED UNDER SEPARATE COVER)
	CRA Goal 1✓
	CRA Goal 2✓
	CRA Goal 3✓
	CRA Goal 6✓
III.	INFORMATION ITEMS – Aundra Wallace (TO BE PROVIDED UNDER SEPARATE COVER)
	DIA Administrative Budget 2014-2015
IV.	DOWNTOWN BRIEFING – Jim Klement
	DDRB May 8, 2014 Meeting Update and Next Meeting Date June 5, 2014
V.	OLD BUSINESS – Chairman Barakat
VI.	NEW BUSINESS – Chairman Barakat
	DIA Officer Nominating Committee
VII.	PUBLIC COMMENTS – Chairman Barakat
VIII.	ADJOURNMENT – Chairman Barakat
	Next Scheduled Meeting: Tuesday, June 17, 2014 at 5:00 pm – Location Ed Ball Training Room

Staff Distribution:

Aundra Wallace, DIA Chief Executive Officer

Guy Parola, DIA Redevelopment Manager

Tom Daly, DIA Redevelopment Analyst

Susan Grandin, Office of General Counsel

Lawsikia Hodges, Office of General Counsel

Paul Crawford, OED, Deputy Director

Jim Klement, OED, DDRB

Alex Rudzinski, OED

DIA Council Liaison, Lori N. Boyer, Council Member District 5

Jack Shad, Public Parking Officer

Karen Underwood, DIA Executive Assistant

David DeCamp, Public Information Office



Downtown Investment Authority
Regular Meeting

City Hall at St. James
117 West Duval St., Lynwood Roberts Room

Wednesday, May 28, 2014 5:00 p.m.

DIA Meeting
MEETING MINUTES

Board Members Present: Oliver Barakat, Chairman; Jim Bailey, Vice Chairman, Tony Allegretti; Melody Bishop; Craig Gibbs; Jack Meeks; and Michael Saylor

Board Members Absent: Robert Clements and Kay Harper Williams, Secretary

Office of General Counsel: Susan Grandin and Lawsikia Hodges

Council Member: Lori Boyer

Attendees: Aundra Wallace, DIA Chief Executive Officer; Guy Parola, DIA Redevelopment Manager; Tom Daly, DIA Redevelopment Analyst; Alex Rudzinski, OED, Director of Development; Jim Klement, DDRB/OED; and Karen Underwood, DIA Executive Assistant

I. CALL TO ORDER

Chairman Barakat opened the floor with the Pledge of Allegiance and called the regular meeting to order at approximately 5:00 p.m.

II. ACTION ITEMS

APPROVAL OF APRIL 8, 2014 DIA SPECIAL MEETING MINUTES

A MOTION WAS MADE BY BOARD MEMBER MEEKS AND SECONDED BY BOARD MEMBER GIBBS APPROVING THE APRIL 8, 2014 DIA SPECIAL MEETING MINUTES. THE MOTION PASSED UNANIMOUSLY 7-0

APPROVAL OF THE APRIL 16, 2014 DIA REGULAR MEETING MINUTES

A MOTION WAS MADE BY BOARD MEMBER MEEKS AND SECONDED BY BOARD MEMBER SAYLOR APPROVING THE APRIL 16, 2014 DIA REGULAR MEETING MINUTES. THE MOTION PASSED UNANIMOUSLY 7-0

APPROVAL OF THE APRIL 24, 2014 DIA SPECIAL MEETING MINUTES

A MOTION WAS MADE BY BOARD MEMBER BISHOP AND SECONDED BY BOARD MEMBER MEEKS TO APPROVE THE APRIL 24, 2014 SPECIAL MEETING THE MOTION PASSED UNANIMOUSLY 7-0

APPROVAL OF THE APRIL 30, 2014 DIA SPECIAL MEETING MINUTES

A MOTION WAS MADE BY BOARD MEMBER MEEKS AND SECONDED BY BOARD MEMBER GIBBS TO APPROVE THE APRIL 30, 2014 DIA SPECIAL MEETING MINUTES AS AMENDED. THE MOTION PASSED UNANIMOUSLY 7-0

RESOLUTIONS

CEO Wallace brought forward Resolution 2014-05-01 for the board's consideration.

B. RESOLUTION 2014-05-01 – SUPPORTING RECOMMENDED CONDITIONS PROPOSED BY MULTIPLE MEMBERS OF THE JACKSONVILLE CITY COUNCIL REGARDING THE PROPOSED FLORIDA DEPARTMENT OF TRANSPORTATION I-10/9-95 INTERCHANGE PROJECT, JACKSONVILLE, FLORIDA

A MOTION WAS MADE BY BOARD MEMBER MEEKS AND SECONDED BY BOARD MEMBER GIBBS APPROVING RESOLUTION 2014-05-01. THE MOTION PASSED UNANIMOUSLY 7-0.

Chairman Barakat opened and then closed the floor for public comments.

CEO Wallace brought forward Resolution 2014-05-02 for the board's consideration.

B. RESOLUTION 2014-05-02 – SUPPORTING THE CITY'S FINANCIAL CONTRIBUTION TO DOWNTOWN VISION, INC. ("DVI"), EQUAL TO 1.1 MILS OF THE ASSESSED VALUE OF PRIVATELY HELD COMMERCIAL PROPERTIES WITHIN DVI'S BUSINESS IMPROVEMENT DISTRICT AND RECOMMENDING THAT THE CITY COUNCIL APPROVE DVI'S 2014-2015 ANNUAL BUDGET AND WORKPLAN.

A presentation by Terry Lorince and Bill Prescott, Heritage Capital Group. The Board members made relative comments regarding Resolution 2014-05-02, Downtown Vision 2014-/2015 Budget Summary and Downtown Vision, Inc., FY '13/14 vs. FY '15/16 Budget Comparison.

- DIA tentatively had \$275,000 for additional cleaning for downtown that has not been approved.
- \$275, 000 has to be determined by the DIA Board members, where it goes and who's going to do the cleaning, etc.
- The attempt was to address concerns of the board regarding cleaning and safety as an issue for downtown.
- \$275,000 could be a part of a separate discussion, motion and resolution. The intention was not to roll them together.
- Concern about the program being tied in with the sheriff's work crew.
- Homeless services facilities.

- Membership revenue
- Both Chairman Oliver Barakat and Board member Tony Allegretti abstained from voting due to their DVI Board memberships
- Board Member Tony Allegretti abstained from voting because is a board member of DVI.
- Sponsorship in DIA's current budget is a total of \$35,000.
- Downtown marketing collaborative versus outside marketing
- Light post banners
- Increase café seating through incentives Resolution is to approve the DVI's budget and work plan.
- Governance conversations will be presented in the future.
- The Resolution is not approving work programs items for DVI.
- Board Member Bishop cautioned the DIA Board to be very aware of efficiencies.
- Grants
- The recommendation that is before the board has been increased to \$153,000 from last year.
- The number that is recommended by the administration will be the number that they set forth in their actual budget.

Chairman Barakat asked if someone would like to make a friendly amendment to the resolution.

CEO Wallace read Section 2 of the resolution.

Chairman Barakat stated that the DIA has a motion to approve the resolution as written. Board Member Saylor made a friendly amendment for \$464,000 in Section 2 and Section 3.

A MOTION WAS MADE BY BOARD MEMBER MEEKS AND SECONDED BY BOARD MEMBER GIBBS TO APPROVE RESOLUTION 2014-05-02. THE MOTION PASSED 5-2 (CHAIRMAN BARAKAT AND BOARD MEMBER ALLEGRETTI ABSTAINED FROM VOTING).

Board Member Melody Bishop offered an amendment to modify the resolution for the DIA fair share to be paid at the \$1.1 millage rate.

A MOTION WAS MADE BY BOARD BISHOP AND SECONDED BY VICE CHAIRMAN BAILEY TO AMEND THE \$464,000 TO THE DOWNTOWN CITY-OWNED PROPERTIES TO BE ASSESSED AT \$1.1 MILS. THE MOTION PASSED 5-2 (CHAIRMAN BARAKAT AND BOARD MEMBER ALLEGRETTI ABSTAINED FROM VOTING).

CEO Wallace commented that DVI's budget will have to go through the Administration process because they will be developing their budget by July 15th.

A motion was made by vice chairman Bailey and seconded by board member Melody Bishop to change the amendment that the \$1.1 mils solely be fair share.

Ms. Hodges noted that the board is saying the same thing but stating it in a different way.

She asked the board to move vice chairman Bailey's motion, adding additional language that would read "fair share."

A MOTION WAS MADE BY VICE CHAIRMAN BAILEY AND SECONDED BY BOARD MEMBER BISHOP THAT THE DIA RECOMMENDS THE CITY VOLUNTARILY PROVIDE THE AMOUNT EQUAL TO THEIR FAIR SHARE THE MOTION PASSED 6-1 (BOARD MEMBER GIBBS VOTED IN OPPOSITION).

The board reconsidered the previous motion.

Guy Parola pointed out that The timing of the millage discussion will occur again with the reauthorization.

Vice Chairman Bailey made a suggestion and asked if the board could withdraw the motions. Ms. Hodges stated that the board could take Board Member Meek's motion as amended, vote it down and then start all over again.

Chairman Barakat opened and then closed the floor for public comments.

The board made a motion to approve Board Member Meek's motion. The motion was rejected unanimously.

A MOTION WAS MADE BY VICE CHAIRMAN BAILEY AND SECONDED BY BOARD MEMBER GIBB'S THAT DIA ENDORSE FUNDING DVI AND THAT THE CITY PROVIDE VOLUNTARY FUNDS IN THE AMOUNT EQUAL TO \$1.1 MIL. THE MOTION PASSED UNANIMOUSLY 7-0.

AN AMENDMENT WAS PROPOSED BY BOARD MEMBER BISHOP AND SECONDED BY BOARD MEMBER GIBBS THAT THE DIA ENDORSE FUNDING TO DVI AND THAT THE CITY PROVIDE VOLUNTARY FUNDS IN THE AMOUNT EQUAL TO \$1.1 MIL SO THAT IT IS PROPORTIONAL TO PRIVATE INDUSTRY. THE MOTION PASSED UNANIMOUSLY 7-0.

B. RESOLUTION 2014-05-03 –

APPROVING THE SCOPE OF SERVICES IDENTIFIED IN THE EXPANDED/NEW CONVENTION CENTER FEASIBILITY ANALYSIS UPDATE REQUEST FOR PROPOSAL AND IDENTIFYING DIA AS THE MANAGING ENTITY OF ANY AGREEMENT ENTERED INTO BY THE CITY AND A CONTRACT AWARDEE PURSUANT TO THE RFP.

CEO Wallace brought forward Resolution 2014-05-03 for the board's consideration.

A MOTION WAS MADE BY BOARD MEMBER MEEKS AND SECONDED BY BOARD MEMBER GIBBS TO APPROVE RESOLUTION 2014-05-03. THE MOTION PASSED UNANIMOUSLY 7-0.

Chairman Barakat opened and then closed the floor for public comments.

C. RED COMMITTEE REPORT

None provided

III. INFORMATION DISCUSSION ITEMS

DIA ADMINISTRATIVE BUDGET

CEO Wallace requested that the 2014-2015 budget be established by a committee because it is getting close to finalizing the plan. He stated that the 2014-2015 budget needs to be in balance with the plan and duties of the board. He will provide a 2013-2014 comparative analysis in committee at the next board meeting.

Chairman Barakat stated that the Chair, Vice Chair and Board Member Meeks will serve on that committee and make recommendations to the full board.

Board Member Bishop suggested that the board look at a timeline and understand what it will take to get the entire plan completed.

IV. DOWNTOWN BRIEFING

Jim Klement provided the DDRB update to the board and stated that the next meeting date will be on June 5, 2014, at 2:00 p.m.

V. OLD BUSINESS

Vice Chairman Bailey requested that the board filter the unfinished business from the special meetings in April 2014. Chairman Barakat noted two unfinished items to be discussed, the National Historic District and the Downtown Jacksonville Public Art Proposal for Urban Art Façade and Streetscape program presented by Kerri Stewart on April 16, 2014.

Guy Parola responded in reference to the Cultural Council, and stated that a meeting was set up tomorrow with Board Member Allegretti.

VI. NEW BUSINESS

Chairman Barakat requested that the board form a Nominating committee. He selected Board Member Gibbs to serve as Chair and included board members Harper, Meeks, Allegretti and Saylor. Board Member Saylor stated that he will be leaving out of town on June 13th.

VII. PUBLIC COMMENTS

None

VIII. ADJOURNMENT

There being no further business, Chairman Barakat adjourned the meeting at approximately 4:48 p.m.

The next scheduled DIA Regular Board meeting is scheduled for Monday, June 16, 2014, at 5:00 p.m., in the Lynwood Roberts Room.

Please note that all attachments referenced will be posted on the DIA web site <http://www.coj.net/departments/downtown-investment-authority.aspx>

The written minutes for this meeting are only an overview of what was discussed. For verbatim comments of this meeting, an audio CD is available upon request. Please contact Karen Underwood, at (904) 630-3492 or by email at karenu@coj.net.

RESOLUTION 2014-05-01

A RESOLUTION OF THE DOWNTOWN INVESTMENT AUTHORITY SUPPORTING RECOMMENDED CONDITIONS PROPOSED BY MULTIPLE MEMBERS OF THE JACKSONVILLE CITY COUNCIL REGARDING THE PROPOSED FLORIDA DEPARTMENT OF TRANSPORTATION I-10/I-95 INTERCHANGE PROJECT, JACKSONVILLE, FLORIDA.

WHEREAS, in December 2013 the Florida Department of Transportation proposed an approximately \$136 million project that would widen the Fuller Warren Bridge on I-95, create/modify lanes on I-10 from Stockton Street eastbound, and create a fly-over ramp for westbound I-10 traffic onto US 17; and

WHEREAS, the project as originally proposed would have expanded the I-10/I-95 interchange footprint that would have negatively impacted an area of the Urban Core; and

WHEREAS, the Florida Department of Transportation presented a revised, scaled down project on February 10, 2014, which did not include increasing the existing the I-10/I-95 interchange footprint; and

WHEREAS, a letter attached hereto as Attachment "A" dated April 1, 2014, from Councilmembers Robin Lumb, Greg Anderson, Reginald Brown, William Bishop, Doyle Carter, Dr. Johnny Gaffney, Warren Jones, Jim Love, and Don Redman, to the District 2 Secretary of the Florida Department of Transportation recommended several additional design conditions; and

WHEREAS, the above referenced design conditions would serve to maintain the surrounding area's health, safety and welfare, reduce negative impacts on adjacent property as well as Downtown's Urban Core; and

WHEREAS, the Downtown Investment Authority ("DIA") has been designated by the City of Jacksonville as the Community Redevelopment Agency ("CRA") for community redevelopment areas within the boundaries of Downtown pursuant to Ordinance 2012-364-E; and

WHEREAS, portions of the project fall within DIA's jurisdictional boundaries as codified in Section 55.305, Jacksonville, Florida, Code of Ordinances.

BE IT RESOLVED, by the Downtown Investment Authority ("DIA"):

Section 1. The DIA finds that the recitals set forth above are true and correct and are incorporated herein by this reference.

Section 2. The DIA respectfully submits this Resolution in support of the recommended design conditions identified in the letter dated April 1, 2014 and attached hereto as Attachment "A" regarding the proposed I-10/I-95 interchange project.

Section 3. This Resolution 2014-05-01 shall become effective upon its approval by the DIA this _____th day of May, 2014.

WITNESS:

DOWNTOWN INVESTMENT AUTHORITY

Oliver Barakat, Chairman

VOTE: In Favor: _____ Opposed: _____ Abstained: _____

FORM APPROVAL:

Office of General Counsel

Exhibit A is not ADA-compliant but is available upon request via the DIA contact form or a public records request. We appreciate your patience.

Note: The City of Jacksonville and the Downtown Investment Authority are committed to making its website compliant with all state and federal laws, as well as accessible to as many people as possible. The City is currently developing a procedure to make all documents posted on the City's website readable via screen reader. **In the meantime, public records that are not currently accessible via screen reader will not be posted to the City's website but remain available pursuant to a public records request.** To submit a public records request online visit [MyJax](#) or call (904) 630-CITY and provide a description of the documents being requested. For documents requiring screen reader compatibility requests will be directed to the originator of the correspondence.

RESOLUTION 2014-05-03

A RESOLUTION OF THE DOWNTOWN INVESTMENT AUTHORITY (“DIA”) APPROVING THE SCOPE OF SERVICES IDENTIFIED IN THE EXPANDED/NEW CONVENTION CENTER FEASIBILITY ANALYSIS UPDATE REQUEST FOR PROPOSAL; AND IDENTIFYING DIA AS THE MANAGING ENTITY OF ANY AGREEMENT ENTERED INTO BY THE CITY AND A CONTRACT AWARDEE PURSUANT TO THE RFP.

WHEREAS, the City of Jacksonville and DIA are desirous to undertake an Expanded/New Convention Center Feasibility Analysis; and

WHEREAS, the City and DIA find it prudent to seek outside expert consultation for the analysis; and

WHEREAS, in accordance with local and state procurement requirements, the City and DIA will issue a Request for Proposal (“RFP”) to hire an individual or firm (“Consultant”); and

WHEREAS, the DIA finds that the Scope of Services included within this Resolution 2014-05-03 as Attachment ‘A’ will provide the analysis necessary for future policies and actions relating to a new or expanded convention center; and

WHEREAS, Ordinance 2012-364-E created the Downtown Investment Authority (“DIA”), identifying DIA as the Downtown Community Redevelopment Agency (“CRA”) and assigning to it certain authorities relating to investment and development within the CRA Boundaries (i.e. “Downtown”); and

WHEREAS, the existing convention center is located within the jurisdictional boundaries of DIA.

BE IT RESOLVED, by the Downtown Investment Authority:

Section 1. The DIA finds that the recitals set forth above are true and correct and are incorporated herein by this reference.

Section 2. The DIA approves the Scope of Services included as Attachment ‘A’.

Section 3. DIA recommends to the City Council that DIA is the appropriate managing entity of any agreement entered into by the City of Jacksonville and a contract awardee pursuant to the RFP.

Section 4. This Resolution 2014-05-03 shall become effective upon its approval by the DIA this _____th day of May, 2014.

WITNESS:

DOWNTOWN INVESTMENT AUTHORITY

Oliver Barakat, Chairman

VOTE: In Favor: _____ Opposed: _____ Abstained: _____

FORM APPROVAL:

Office of General Counsel

**RESOLUTION 2014-05-03
ATTACHMENT A**

**Section 4
Description of Services and Deliverables**

Task1: Business Demand, Market Support & Infrastructure Analysis

As an initial step in the engagement, the Consultant hired by the Downtown Investment Authority (“DIA”) will work under the direction of DIA, and engage the City of Jacksonville, Visit Jacksonville, the Jacksonville Chamber, and other key project representatives to establish the specific project goals and time frame. An initial planning meeting will take place to collect pertinent project data and interview key industry stakeholders. Additionally, we will conduct on-site inspections of existing convention, hotel, restaurant, entertainment and related visitor industry amenities.

Step I. Existing Market Conditions Analysis

The purpose of this step is to update the previous research into relevant local hospitality industry characteristics within the Jacksonville area as well as the existing event facility infrastructure (i.e., convention, conference, meeting, civic, and spectator facilities).

The primary components of a successful new convention facility/destination package will be evaluated in order to assess the area's ability to support added convention, conference, trade, meeting and other event activity. This aspect of the analysis is critical in updating an assessment of the community's visitor industry resources and infrastructure. Characteristics to be evaluated as part of this overall analysis step include the following:

- Committable, quality hotel properties and rooms.
- Existing/planned conference, event and hotel facilities in the local area.
- Hotel cost structures.
- Air, rail, ground transportation and shuttle access.
- Entertainment offerings and attractions.
- Restaurant and food service capacity.
- Key community resources and other such characteristics.
- Planned development in the downtown area that can impact the convention attendee experience.

The results of this step will be used in combination with updated data prepared throughout the study to assess Jacksonville's competitive position within the national, regional and state marketplace and its ability to accommodate additional event demand.

Step 2: Analysis of Existing Convention Center Data

The Consultant will update the prior analysis of existing/historical physical and operational characteristics of existing convention and event facilities including the Hyatt Regency Jacksonville (Hyatt) and the Prime Osborne Convention Center. This analysis will help form the basis for updating estimates of future demand levels and the *incremental* level/mix of business that a new Center could generate. This analysis will also include a site visit and detailed interviews with facility representatives. As the information is available, the updated collection and review of data will include, but will not be limited to:

- Center physical components, configuration, functionality, amenities and related issues.
- Event characteristics:
 - Number of events by type
 - Utilization days (move-in, event, move-out)
 - Space used, by area
 - Attendance
 - Origin of attendees
 - Length of stay
- Square footage and daily occupancy by type of space.
- Event seasonality.
- Operating revenues.
- Operating expenses.

The results of this step will provide an updated assessment of the capacity, performance and limitations of a new Center and, importantly, benchmark data for subsequent tasks and steps.

Step 3: Industry Characteristics and Trends Analysis

As we near the middle of 2014, there are indications that the overall economy has started to rebound. Subsequently key demand indicators for the convention and tradeshow industry have responded similarly. As this rebound continues to emerge, there have been some changes to the selection criteria used by convention and tradeshow planners. Planners are highly focused on factors that impact the experience of the event attendee, including walkable access to hotels, restaurants and entertainment. Event attendees seek productive work spaces within facility pre-function areas to collaborate with other industry professionals. Event exhibitors and corporate sponsors increasingly look to a defined return on investment.

The Consultant must demonstrate an understanding of these and related important characteristics and how they have and will continue to affect the industry. The Consultant's understanding of industry trends and their implications on specific markets and needed convention center and destination amenities is something that will factor highly in the decision making process. The focus of the feasibility

analysis during this step should be to generate selection criteria, demand, supply and other trends in the industry that may impact future Jacksonville convention center demand and supportable building program options.

Step 4: Comparable and Competitive Facility Analysis

In this step, the Consultant will update the prior analysis of the physical and operational characteristics of existing and planned facilities in the region and throughout the country that could compete with a proposed Jacksonville Convention Center. Projects around the country that may offer some element of comparable insight should also be evaluated.

As available, the types of data that should be assembled for comparable and competitive facilities include, but are not limited to the following types:

- Exhibit, meeting, ballroom/multipurpose space and capacities.
- Fixed and temporary seating components.
- Future expansion plans.
- Event characteristics (levels, attendance, utilization, future bookings, etc.).
- Operating revenues and expenses.
- Hotel availability, quality and proximity to the facility.

This analysis will assist in providing data as to how a new Center in Jacksonville could compete within specific event markets, as well as later assisting in the evaluation of the associated development scenarios, financial operations and economic and fiscal impacts of the proposed project.

Step 5: Market Survey Research

The Consultant will conduct an updated survey of potential users of a new Center from a national and regional basis. It is expected that the Consultant will contact a number of event planners from the following event specialties: professional associations, corporations, SMERF (social, military, religious, educational and fraternal) groups, government and related organizations. Such interviews are an important component of any study, allowing us to go beyond simply relying on competitive and comparable facility data. The Consultant's current and recent work in various comparable communities nationwide will provide a strong basis for the identification of specific groups and organizations that could represent market potential for Jacksonville.

Event organizer survey results will be analyzed to provide updated summaries of the following data specific to added Jacksonville facilities:

- Assessment of the strengths and weaknesses of existing Jacksonville event facilities.

- Likelihood of using a new Center in Jacksonville.
- Reasons for not choosing the Jacksonville area.
- Space/seating levels required to attract the event.
- Hotel room requirements and the positive impact of adjacencies to the existing Hyatt.
- Other important community requirements to attract the event.
- Event seasonality.
- Length of event data.
- Event attendance data.
- Perceptions of the Jacksonville area, and other related event information and relevant opinions.

By combining the results of this step with the analysis results generated in previous steps, the Consultant should be able to provide a complete update to the prior assessment of the capability of a new Center to generate additional event activity, as well as the various facility and destination requirements associated with such activity. This data will provide important information for current and future project decision making purposes.

Task 2: Building Program and Event Levels Analysis

In the previous task, we will have prepared an updated analysis of the market demand potential for a new Center in Jacksonville. In this task, we will review the market-supportable facility development options, based on market demand and related data. Building components focused on will include exhibit, meeting, ballroom, general session and related areas. Market capture levels under various facility development scenarios will be prepared.

Based on the results of the market demand and building program analyses, we will prepare updated estimates of the level and characteristics of added events and activities that could be attracted to a new Center during the initial start-up period, as well as a stabilized year of operations. The market potential will be presented for those sources of demand that are identified as being supportable in the Jacksonville area. These event sources could include conventions, tradeshows, conferences, meetings and other events.

Task 3: Financial Operating Analysis

Based on the results of the previous steps, the Consultant will prepare an updated financial operating analysis based on the recommended program approaches detailed in previous steps. As an initial effort, the updated financial operating analysis should develop a model incorporating comparable facility data, along with the estimated levels of incremental event utilization and attendance associated with recommended center development options in order to prepare updated estimates with regard to future Center operating revenues and expenses. Revenues including rental, food service, event service, parking, advertising and sponsorship revenues, and other such sources will be estimated. Expenses including salaries (permanent and event driven staff costs), utilities, maintenance, supplies, insurance, contract service costs and others will be estimated.

Task 4: Community Economic Impact Analysis

In this task, the Consultant will prepare updated assessments of economic and fiscal (tax) impacts associated with a potential new Center. The operation of convention centers typically attracts some level of out-of-town event delegates/attendees/exhibitors to the community. The non-local attendees brought into the community by Center operations represents the basis for added local economic and fiscal impacts.

As part of this analysis, the Consultant shall develop estimates of total incremental out-of-town attendees to the Jacksonville area generated as a result of a proposed Center. These estimates will then be applied to appropriate per-delegate/attendee/exhibitor spending estimates using industry data adjusted to the local area. The resulting delegate spending levels will be segmented by industry and applied to economic impact multipliers.

The multipliers, specific to the Jacksonville area and provided by leading input/output multiplier models, will be used to estimate total economic output, earnings and employment generated as a result of a potential facility. From these economic impact variables, the Consultant shall apply appropriate local, regional and statewide tax rates to estimate the added tax revenue generated as a result of the project.

Task 5. Preparation of Reports/Presentations

In this final task, the Consultant will prepare a written report summarizing the updated findings and conclusions. The Consultant will summarize these matters in a draft report, which will be submitted to the working group prior to finalizing the document. The report will consist of a detailed briefing of research findings and recommendations. The Consultant will present study results to the project working group and key decision makers in Jacksonville.