



# *New Perspectives*

City of Live Oak Community Redevelopment Agency  
Annual Report 2017-2018



## CITY OF LIVE OAK COMMUNITY REDEVELOPMENT AGENCY

City Hall Annex  
416 Howard St. E.  
Live Oak, FL 32064  
Phone: (386) 362-2276  
Fax: (386) 330-6507  
[www.cityofliveoak.org/cra](http://www.cityofliveoak.org/cra)

**Kim Smiley, CPP**  
Purchasing Agent | CRA  
Project Specialist (to May  
2018)

**George Curtis**  
Planning, Zoning &  
Development Manager

**Gabrielle Redfern**  
CRA Project Specialist  
(began July 2018)

**Gina M. Salvati**  
Planning Assistant | CRA  
Specialist

**Mercedes Walker**  
Annex Receptionist

### SPECIAL THANKS TO

City of Live Oak  
Live Oak Police Department  
Live Oak Fire Department  
Friends of Heritage Park  
Live Oak Artists' Guild  
Kimley-Horn & Associates  
Environmental Consulting  
Technologies (ECT)

### FOLLOW US ONLINE

 Find us on  
**Facebook**  
[www.facebook.com/LiveOakCRA](http://www.facebook.com/LiveOakCRA)

 **Instagram**  
[www.instagram.com/liveoakcra](http://www.instagram.com/liveoakcra)

# ANNUAL REPORT

Fiscal Year 2017-2018

In compliance with Florida Statute Chapter 163.356 (3)(c), this report is being filed concerning the annual redevelopment activities of the City of Live Oak Community Redevelopment Agency for the 2017-2018 fiscal year.

The required notice of this report is posted at Live Oak City Hall and was published in the Suwannee Democrat on March 27, 2019.

Florida Statute (FS) 189.418 requires the governing body of the special district (Agency) to adopt a budget by resolution each fiscal year, and under FS 163.387 (8), to provide each year an independent financial audit of its trust fund to each taxing authority that pays into the trust fund.

Based on this organization, the audit of the Agency's assets, liabilities, income and expenses, as required under FS 163.356 (3)(c) is included with the City's Comprehensive Annual Financial Report (CAFR) for each fiscal year.

The fiscal year CAFR is normally completed and accepted by City Council at the beginning of May of each year. A copy of this audit will be made public and provided at that time to each taxing authority upon completion and acceptance.

This annual report will be filed with the City Clerk of the City of Live Oak and other taxing entities. It will also be available at the CRA Staff Offices, and published on the CRA Webpage under the general city website, <http://www.cityofliveoak.org>.

The direct link to the CRA webpage is <http://www.cityofliveoak.org/cra>.

# Contents

- 003** Introduction
- 004** Catching up with the CRA
- 005** Festivals & Events
- 006** Grant Programs Ahoy!
- 016** New Perspectives: The Heritage Square Project
- 020** Looking to Build New Memories
- 022** Art in Public Places
- 023** Heritage Park & Gardens Lighting Project
- 024** Court Street Projects
- 025** Just the Facts, Ma'am

## ON THE COVER

New Perspectives - the Heritage Square Master Plan



### Catching up with the CRA

A quick highlight of the CRA's activities during this fiscal year: social media, events, you name it!



### Grant Programs, Ahoy!

The Façade Grant Program Continues strong with a new reimbursement cap. Meanwhile, two new programs have been added to the Live Oak CRA's repertoire.



### New Perspectives in Live Oak, Florida

The Live Oak CRA's most ambitious project to date is now in planning and awaiting implementation.



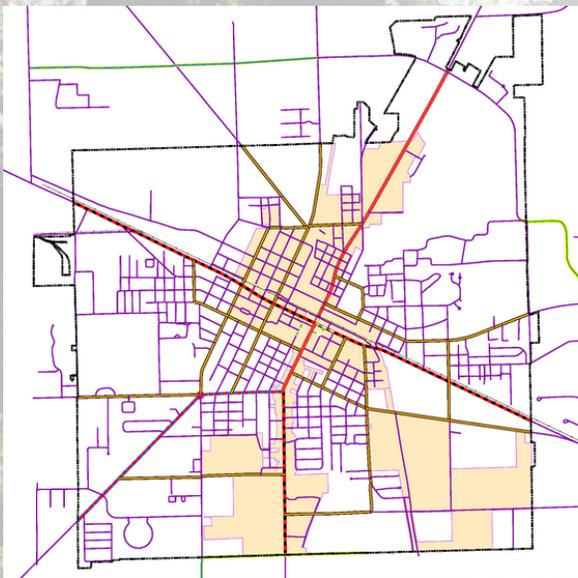
### Just the Facts, Ma'am

Required financial documentation and additional information

## The Live Oak CRA aims to accomplish its mission through:

- Outreach to residents and businesses in the redevelopment area for input and collaboration;
- Promotion of the district in order to attract quality investment;
- Identification of viable projects which will have both an immediate and long-term positive effects; and
- Implementation of these projects in a feasible, yet timely, manner.

## The Redevelopment Area



The Area adopted in our current Plan serves to direct funding and focus on areas of the city that are considered blighted and in great need of redevelopment.

CRA Area spans across 1,083± acres. This is 22.3% of the current city limits, which comprises 4,857 acres total.

## The CRA Board

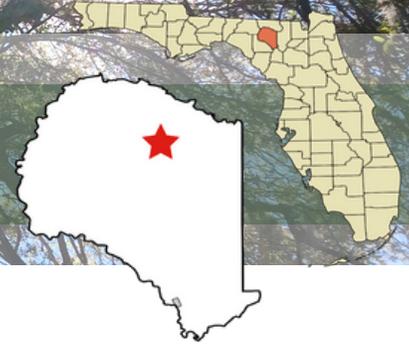
John W. Yulee, Sr. | City Council, District 1 (to July 2018)  
Robintina Reed | City Council, District 1 (began July 2018)  
Bennie L. Thomas | City Council, District 2  
David Burch | Board Chair (began July 2018) | City Council, District 3  
Frank C. Davis | Board Chair | City Council, District 4 (to July 2018)  
Mark Stewart | City Council, District 4 (began July 2018)  
J. Don Allen | City Council, District 5  
Cynthia Robinson | Board Member at Large  
Bruce Tillman | Board Member at Large

# *Our mission*

is to establish and maintain effective partnerships within the Live Oak Community by building a stronger, more vibrant, livable and economically sustainable redevelopment area that provides an enhanced quality of life for both residents and businesses, while preserving our historical and cultural heritage.

# Introduction

## Live Oak, Suwannee County, Florida



On December 21, 1858, Suwannee County was established as the 37th county in the State of Florida. At the time of its establishment, there were only 200 families (approximately 2,000 people) residing in the area.

The City of Live Oak, Suwannee County's seat, was formally incorporated April 24, 1878. The town was named after the large Live Oak tree next to a deep, clear pond on the route of the Old Spanish Trail, which ran from the military post at Suwannee Springs to the Gulf of Mexico. In 1857, construction began on an east-west railroad across North Florida from Jacksonville to Tallahassee, and was finished in 1861. During the Civil War, when Union soldiers occupied parts of Jacksonville and Pensacola, a strategic railroad was constructed from DuPont, Georgia, south to intersect with the east-west railroad in North Florida. Near the junction of these railroads, where several trails converged, was the giant Live Oak tree under which railroad crews ate their lunches, and settlers watered their horses and rested in the shade. When the railroad station was erected near that site, it seemed only natural to name the town after the tree.

## The City of Live Oak Community Redevelopment Agency

In 1969, the Florida Legislature enacted the Community Redevelopment Act of 1969 (Chapter 69-305). This Act has been amended many times since its initial adoption and is codified in Part III of Chapter 163 of the Florida Statutes. The Act is the enabling legislation for community redevelopment agencies throughout Florida.

The City of Live Oak Community Redevelopment Agency has seen many positive changes since it was established on July 11, 1995, along with the first Plan and Trust Fund, established by ordinance on November 14, 1995. The scope of the adopted plan has been amended twice on a small scale, and once as a major overhaul and re-write.

This "new" CRA Plan was drafted over the summer of 2009, and adopted via Ordinance 1267 on November 10, 2009, to further enhance the quality of life for both our residents and businesses. This new plan was the first step to outline and identify areas for redevelopment for the next 30 years, from 2009 to 2039.

Additional Plan amendments were finalized during this fiscal year. These amendments are intended to hone and fine-tune the future endeavors of the Agency and Area, as well as provide needed detail for analysis and funding for various areas and sub-areas within the existing district.



# Catching up with the



The 2017-2018 fiscal year proved to be a busy one for the Live Oak CRA! From the adoption of the amended CRA Plan 2039, to community outreach and social media, to new grant programs, the CRA has been moving from one project to the next. In addition to its projects, the CRA has maintained a strong social media presence through Facebook and Instagram, showcasing its redevelopment projects and sharing projects highlighted by the Florida Redevelopment Association (FRA) and other CRAs throughout the state. The Live Oak CRA developed a logo and slogan for public outreach and promotions, which were featured on the CRA's promotional items. The new logo and the "Redevelopment Life" slogan were featured on social media in January of 2018.

## Redevelopment Life



The CRA's impact shows even online through its social media presence. The Live Oak CRA Facebook page is currently just under 2,000 followers, and the Instagram page continues to grow. To help promote the Heritage Square Master Plan Community Outreach event (discussed later in this report), the CRA utilized Facebook's "ad boost" function, allowing for further exposure of the event.

And to cap it all off, the Live Oak CRA began serving free popcorn, made fresh daily, as a method of outreach to all visitors to its offices, located in the City Hall Annex building. Come in, make up a bag, and talk to us about your ideas for our City!





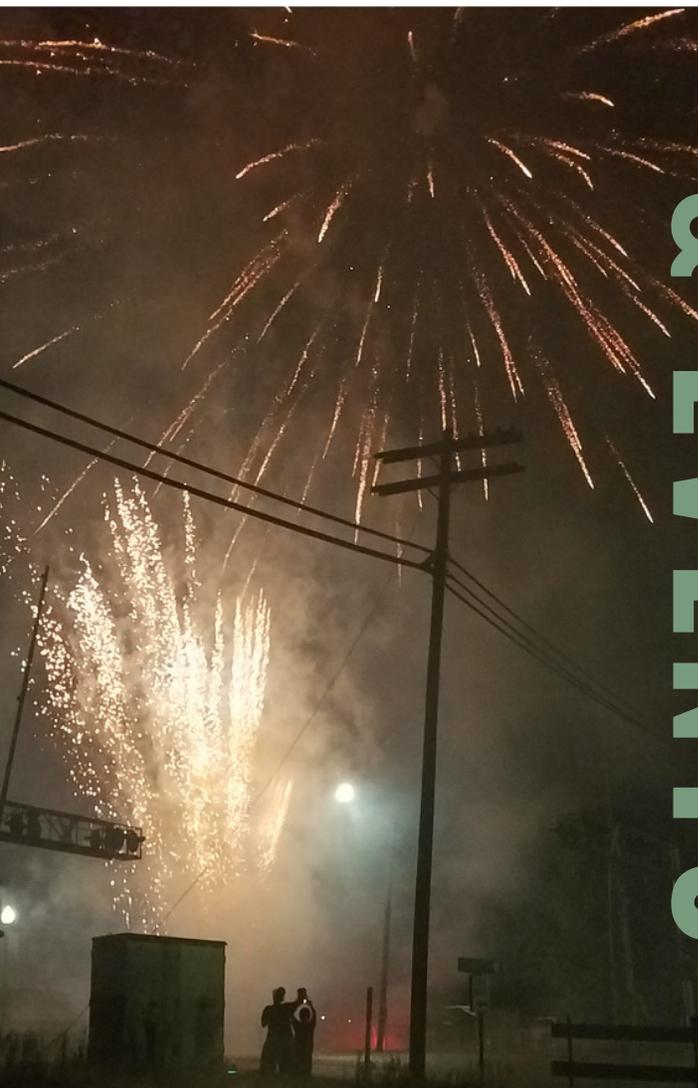
## HALLOWEEN CANDY CARNIVAL

The 2017 Candy Carnival, sponsored by the Live Oak CRA and the Live Oak Police Department, was attended by approximately 3,000 people. Attractions for the event included a small "petting zoo", face-painting, and carnival activities. Various social service partners and businesses also participated in the event, showcasing community resources.

\$3,250 in CRA funds were budgeted for this event.



# FESTIVALS



# & EVENTS

## LIVE OAK FREEDOM ★★★★FESTIVAL

Despite the rainy weather, the 2018 City of Live Oak Freedom Festival kicked off with a lineup of local talent and vendors with goods ranging from Himalayan Ice to homemade cakes. The event began at 5:00 PM and attracted between 3,000 and 5,000 attendees. The night ended in a crescendo of fireworks, courtesy of a local pyrotechnician.

\$10,250 in CRA funds were budgeted for this event.





# Grant Programs, Ahoy!

**Façade Grant Program**

**Business Startup Grant  
Program (NEW!)**

**Housing Initiative  
Grant (NEW!)**



Featured image: The Façade Grant for 927 and 929 Ohio Ave. S., owned by Ni's Management, included landscaping in order to meet code requirements. Following the construction portion of the project, the owner of the two properties purchased and installed the landscaping materials himself, resulting in the beautiful planters as seen here. A fence was erected to act as a buffer between the new parking lot and the adjacent residential property.

# Façade Grant Program

The Live Oak CRA continued its Façade Grant program from previous years, this fiscal year increasing the maximum reimbursement opportunity to up to \$12,000 (75% of \$16,000) for exterior rehabilitation of commercial properties – a \$4,500 increase from the previous fiscal year. Façade Grant funds may be utilized for a variety of improvements, including, but not limited to: corrections of existing code violations, handicap accessibility improvements, windows, doors, signage, painting, awnings, parking areas, and landscaping.

Six projects were approved during the 17-18 fiscal year, with an estimate of up to \$70,185 in approved possible grant reimbursements.

Also completed during this fiscal were the carryover FY 2016-2017 Façade Grants for Worknest, Live Oak Insurance, Inc., and Ni's Management, LLC. Remaining funds not utilized to provide for these grants were reallocated from FY 2016-2017 to FY 2017-2018.



# Façade Grant Program Projects & Highlights

16-17 Wrap-Ups



## Worknest 201 Ohio/Martin Luther King, Jr. Ave. S.

Worknest is a new business venture in Live Oak. True to its name, Worknest offers community "nest" of workspaces and conference rooms in the old State Attorney's portion of the Ameris Bank Building. A carryover Façade Grant Project from the 2016-2017 Fiscal Year, Worknest's electronic sign for advertisements was completed during the 2017-2018 fiscal year.

## Live Oak Insurance, Inc. 118 Ohio/Martin Luther King, Jr. Ave. N.

Another new business and a carryover project from the previous fiscal year, Live Oak Insurance, Inc. moved in next door to the Live Oak Realty business, which had completed its own Façade Grant Project during the 2016-2017 Fiscal Year. The business owner applied for a full façade improvement; however, due to extenuating circumstances, only the windows were completed for the previous year's grant cycle. Live Oak Insurance was reimbursed at 75% of the cost of the completed improvements, and the business owner applied for a second grant during this fiscal year, to complete the initially proposed improvements.



## Ni's Management, LLC 927 & 929 Ohio/Martin Luther King, Jr. Ave. S.

The final carryover project from FY 16-17, the owner of Ni's Management sought assistance from the Live Oak CRA to expand the existing parking lot of his small, two-tenant building into the blighted vacant lot he owns, adjacent to his business property. A process which had taken the owner three years to have engineered drawings completed for, the project was approved during the previous fiscal year and completed at the beginning of the 17-18 fiscal year. This new, beautifully landscaped parking lot not only took a previously unused area and turned it into something functional and appealing, it also addressed serious safety issues by turning a previously entry only into an in-and-out drive from a main highway and improved the viability of existing and future businesses.

# Façade Grant Program Projects & Highlights

## New Projects

### Edward Jones Building 123 Howard St. E - Ongoing

The first approved Façade Grant project of the 2017-2018 fiscal year, and the first to be eligible for the increased reimbursement amount, the owners of this 1920 building sought grant assistance to aid in restoration of the northern, eastern, and western walls. Brick and mortar improvements were ongoing at the end of the fiscal year. Further improvements include washing and sealing on all three walls, and the replacement of 25 or more bricks. Project completion is anticipated in the 2018-2019 fiscal year.



### Law Office 118 Parshley St. SW - Ongoing

118 Parshley St. SW has been many things in its lifetime. Outside of its original function as a residence, it was also previously a photography studio and is soon to be the home of a new law office. This Façade Grant project is intended to improve the existing 1900 structure's visible roofing by removing the existing asbestos shingles and replacing them with new shingles, as well as replacing rotting plywood decking. Additional renovations and construction work was in-progress prior to CRA grant funding application. The project is still ongoing and is anticipated to be completed in the 2018-2019 fiscal year.



### Salon Suites, LLC 941 & 943 Ohio/Martin Luther King, Jr. Ave. N - Complete!

In early 2018, this location was cited for code violations relating to the expansion of the Salon Suites business into the former insurance company's space and subsequent lack of parking. To assist the business in conforming with City Codes, the CRA Staff, along with the Planning and Zoning Manager, worked with the building owner to remedy the deficiencies through the assistance of a CRA Façade Grant. The CRA Board approved this project in May 2018. In addition to the new requirements based on the business expansion, the proposed parking lot improvements would also address previously noted ADA and landscaping deficiencies. This project was completed at the end of the 2017-2018 fiscal year.



# Façade Grant Program Projects & Highlights

## New Projects



### Cheek & Scott Pharmacy 1520 Ohio/Martin Luther King, Jr. Ave. S. - Ongoing

The owner of Cheek & Scott Pharmacy approached the Live Oak CRA in the summer of 2018 with a multi-aspect improvement project. This Façade Grant project is intended to improve the existing structure's façade with the replacement of the building's damaged front, lighted signage, and the pressure washing, repair, and application of new paint to the building's exterior, as well as the addition of concrete curbing around the flowerbeds in the business's parking lot for a cleaner look. Currently in-progress, this project is anticipated to be completed in the 2018-2019 fiscal year.

### Precision Auto & Muffler, LLC 500 Howard St. W - Ongoing



The owners of Precision Automotive, LLC, met with City Staff in mid-2017 to discuss what would be required to move their establishment to the old Grady's Automotive location, which had been vacant since 2015. After multiple conversations with City and CRA Staff, as well as a site visit in January of 2018, the owners purchased the property and applied for two grants under the CRA, one of which was the Façade Grant. This project will rebrand the building façade to reflect the new business location with three LED signs, with the business name and tire and muffler logos. This project is anticipated to be completed in the 2018-2019 fiscal year.



### Live Oak Insurance, Inc 118 Ohio/Martin Luther King, Jr. Ave. N. - Ongoing

Picking up with improvements proposed during the 2016-2017 fiscal year, Live Oak Insurance, Inc. applied for a new grant, this time with a new contractor, to complete the remainder of the initially proposed project. The project proposes to remove damaged exterior siding, window trim and wall framing and replace the deteriorated siding with painted HardiPlank Lap Siding. Additionally, as part of this project, the applicant proposes to remove the rotted trim on the front doors and windows and replace the front door, providing for new hardware featuring a mail slot. The applicant selected a mint color for the exterior color, and the trim will be in white to evoke a "beachy" feel for the business. This project is anticipated to be completed in the 2018-2019 fiscal year.

# Business Startup Grant Program (NEW!)

In a continued effort to revitalize and further invest into the Community Redevelopment Area, and in conformance to Part VIII, subsection iv of the adopted CRA Plan 2039, the Live Oak CRA developed a comprehensive program of financial incentives geared towards the development and establishment of new, relocating, and returning businesses. This grant program, for qualifying properties, was designed to offer commercial property owners, business owners, and possible tenants the opportunity to make physical improvements to the inside of vacant and/or underutilized spaces and properties within the CRA district. This opportunity is aimed to fill these spaces and improve the overall environment of the commercial corridor, with the goal of fostering renewed interest in opening and operating businesses within the CRA district. Application for this program is contingent upon recommendation by the Planning & Zoning Director, confirming that the project is consistent with current zoning standards and the Land Development Regulations (LDRs). Potential business owners are encouraged to meet with City Staff regarding potential projects prior to entering any purchase contract or lease agreement in order to verify required improvements to properties. Applicants are encouraged to review current Planning & Zoning regulations with the Planning & Zoning Director, and are required to schedule a Pre-Application Meeting with the CRA Co-Director(s) prior to submitting an application.

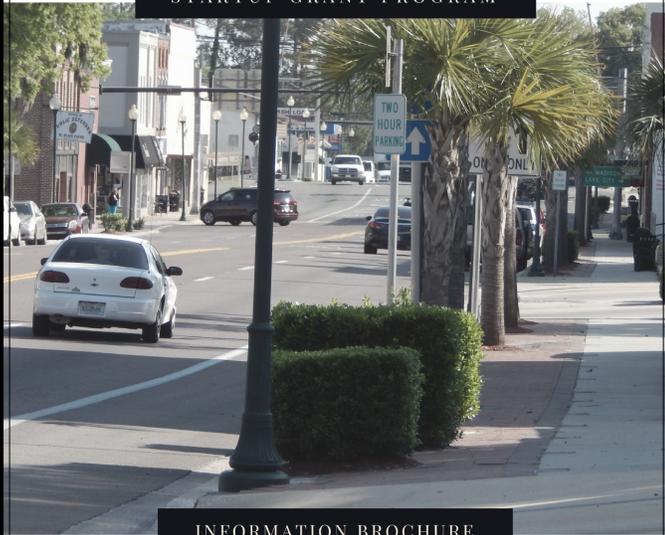
\$97,000.00 was budgeted for the program during this fiscal year.

The first business to apply for this new grant opportunity was Precision Auto & Muffler, LLC, which had also applied for a Façade Grant, for improvements to be made to

CITY OF LIVE OAK COMMUNITY REDEVELOPMENT AGENCY

# BUSINESS

STARTUP GRANT PROGRAM



INFORMATION BROCHURE

City of Live Oak Community Redevelopment Agency  
416 Howard St. E., Live Oak, FL 32064  
Phone: (386) 362-2276 | Fax: (386) 330-6507

their future location at 500 Howard Street West. Improvements to the building are to include: the replacement of three HVAC units and the repair of one; the installation of an ADA access ramp; the replacement of all cracked, painted or broken storefront windows and the removal of glass windows for the installation of a door at the new ADA ramp entrance; and the replacement of showroom floor tiles. This project is currently in progress and is anticipated to be completed in the 2018-2019 fiscal year.

# Business Startup Grant Program

## How it Works

### Grant Criteria

The grant scoring criteria for this program is contingent upon the project scope and type of project applied for. The following scoring rubric was approved by the CRA Board during the April 2018 Board Meeting:

#### Point Value

- 25** Whether the proposed project is to improve a currently vacant storefront, building, or property, thus making it more attractive to a prospective tenant, or if the project is to construct a new site for prospective businesses.
- 25** Whether the proposed project is sought to enable a new, relocating, or returning business to become established, in particular a business type which is determined to be a contributing asset to the CRA district.
- 25** The number of new/additional jobs that will be created as a result of the project and business at opening.
- 15**
  - a. For existing locations. Whether the proposed project will remedy any existing code violations, or eliminate any other identified non-conforming situations.
  - b. For new construction. Whether the proposed project will have a marked impact on the proposed location or surrounding area
- 10** Whether local contractors and businesses will be utilized for materials and/or labor (including design professionals).

### Cumulative Score

**0-24** No funding      **25-49** 50% of maximum funding      **50-100** 100% of maximum funding



### Grant Funding Brackets

Funding amounts for existing locations are also based upon the size (in square feet) of the building or tenant space remediation has been applied for; funding for new construction projects are based on 10% the total project cost.

#### Reimbursement Amount

Up to \$5,000\*  
Up to \$10,000\*  
Up to \$15,000\*

#### Existing Structure Remediation

Small Project (under 2,500 sq. ft.)  
Medium Project (2,500-9,000 sq. ft.)  
Large Project (over 9,000 sq. ft.)

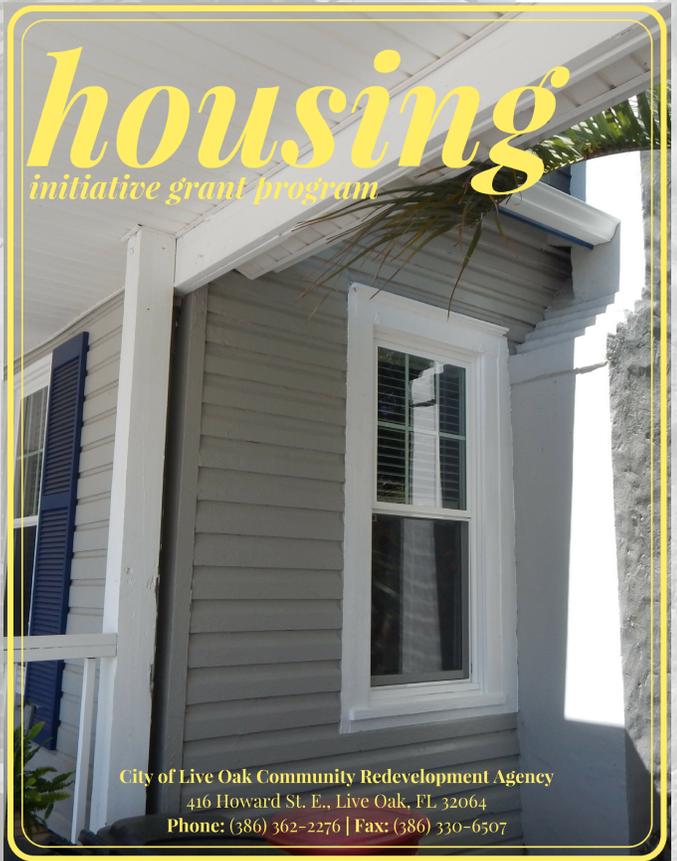
#### New Construction Project

Over \$50,000  
Over \$100,000  
Over \$150,000

(\*) Subject to CRA Board approval on an application, the maximum reimbursement amount for each tier may potentially qualify for increased funding, up to an additional \$5,000 to the stated maximum, for projects proposed with multiple and distinct components or aspects that will be phased over the course of the renovations or construction.

# Housing Initiative Grant Program (NEW!)

During the previous fiscal year, the CRA Board voted to have the CRA Plan 2039 updated to include housing initiatives. Following the completion and approval of the updated plan, the CRA Board also requested a new grant program be drafted to incentivize new and replacement housing within the CRA. Per Board directive and after careful research of similar programs hosted by other CRAs throughout the state, the Live Oak CRA Staff drafted the Housing Initiative Grant Program, which provides reimbursements of up to \$12,000 per project for certain qualifying expenses related to the construction/setup of new site-built or modular homes, as well as the demolition of sub-standard housing. The new grant program began with its focus on the vacant lots in the CRA's Sub-Area District #12, which includes the lots in the Azalea Park housing development. \$108,000 was budgeted for this program.



# Housing Initiative Grant Program

## How it Works

Grant funding is available on a first-come, first-served basis. The grant program is only applicable to targeted redevelopment areas or other eligible properties as defined within the Community Redevelopment Area and authorized by the CRA Board, and only for homes to be built/set up on currently vacant properties or to replace currently existing blighted or hazardous structures. Applicants interested in participating in the program must first contact and meet with the City of Live Oak Planning and Zoning Director to have a housing assessment completed for the property or properties the grant is being applied for. This housing assessment is to provide the applicant with information regarding options and requirements for establishing housing on said property or properties. There is no cost for the housing assessment. Following the results of the housing assessment, a completed and signed application, along with required supporting documentation, must be submitted to the CRA Staff. Once the application is approved by the CRA Board, the CRA and the Applicant will enter in an agreement, similar to that of the Façade Grant. Following completion of the project and upon final written approval by the CRA Board, payment reimbursement to the Grantee, to the maximum extent possible, will be made within 60 business days of receipt and verification of all expenditure documents.

## Grant Criteria

The reimbursement criteria breakdown is as follows:

### Fees and Permits for New Construction

- (including: Impact Fees, Tapping Fees, and Permits) up to \$4,200.00
- Driveway/Parking up to \$3,000.00
- Surveying up to \$500.00
- Landscaping (materials only) up to \$300.00

### Other associated costs, as supported by the CRA Plan

- (including, but not limited to: engineering, zoning, demolition-related costs, etc.) up to \$4,000.00



**Maximum Possible Grant Reimbursement: \$12,000.00**

The following expenses are not eligible for grant funding, including, but not limited to:

- Any costs associated with the purchase of the property on which new construction/structure replacement is to take place, and
- Any costs associated with the purchase and/or construction/setup of the home to be built/set up on said property.



Heritage  
Square

# New Perspectives

The Heritage Square Redevelopment Project





# The Live Oak CRA's most ambitious project to date

Featured image: Conceptual rendering for the proposed Heritage Square Redevelopment Project. Artwork by Kimley-Horn and Associates.



# Heritage Square

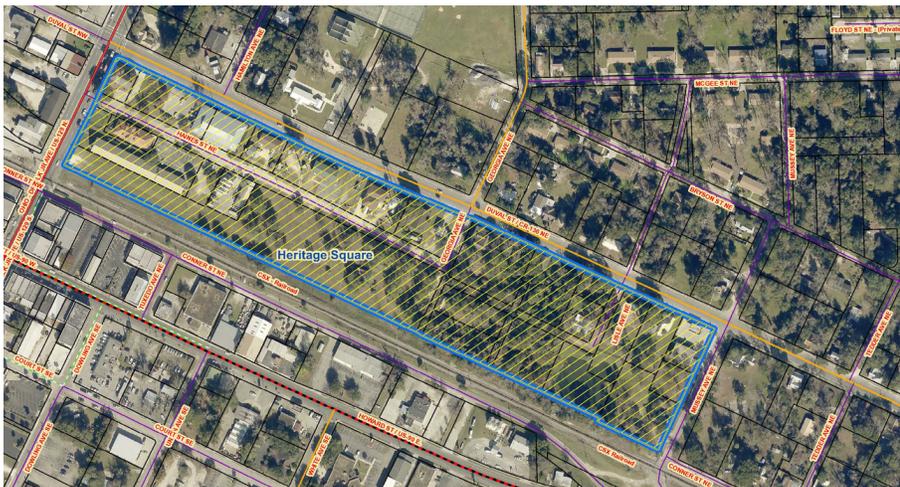
## A Project to Bring New Perspectives to Live Oak

Live Oak's downtown corridor faces the unique issue of being located on two major highways: US-90 and US-129, with the heart of the City and CRA district being their intersection. Although a boon during the 50s and 60s when it was a common practice for cities to build up around their major roadways, the trend of yesteryear has proven detrimental to "modern" Live Oak in terms of parking and pedestrian safety. Busy and bustling with vehicular activity, pedestrians shy away from the downtown experience, opting instead for other, potentially safer options for themselves and their families.

The original concept of Heritage Square was championed by former Council Member Keith Mixon, who sadly passed away in February of 2018. His vision included an entertainment-centric complement to the existing downtown area, which would promote walkability and connectivity with the existing Heritage Trail and historic downtown Live Oak.

Various studies and reports have been done regarding Live Oak's downtown corridor, with multiple possibilities available to reinvigorate it. In early 2017, the City Council passed a resolution to expand the borders of the existing Heritage Square designated area, established by Resolution 11-07 in April of 2011, with the goal of making it the CRA's primary focus. During the 2016-2017 fiscal year, students from the University of Florida College of Design, Construction, and Planning toured downtown Live Oak and the Heritage Square site, and brought back a presentation of a new vision for the town, entitled "A Weekend Live Oak". Following their presentation, the CRA Board approved a market analysis to be done by the Florida Atlantic University regarding the potential for a large-scale redevelopment endeavor for Heritage Square. The Market Analysis was presented to the Board during the August 2017 CRA Board Meeting. While the findings indicated that growth in Live Oak would indeed be slow, it indicated some hope in the form of a catalyst project that could spark growth and development.

Based on the findings from the Market Analysis and with staff recommendation, the CRA Board approved the CRA Staff to proceed with procuring services for a master plan to be developed, as well as a conceptual rendering of the proposed redevelopment of the Heritage Square site. Kimley-Horn and Associates, a planning and design firm, was contracted for this endeavor.



The existing Heritage Square area, after the 2017 Resolution to expand its borders. CIS map and layers created by George Curtis, City of Live Oak Planning, Zoning & Development Manager

Kimley-Horn and Associates, a planning and design firm, was contracted for this endeavor.

Staff met with Jon Sewell of Kimley-Horn throughout the duration of the project. During the initial meetings with Mr. Sewell, a plan of action was devised in order for Kimley-Horn to produce a master plan that would target the needs and desires of the community, as well as pinpoint the expectations for the project. As the CRA Staff and Mr. Sewell arranged to meet with identified stakeholders and citizens of the area, Kimley-Horn



Advertisements of the Heritage Square Community Outreach included small hints of what the conceptual drawing would look like.

would develop a conceptual rendering of what Heritage Square could look like after redevelopment, based on initial input from the CRA Board and Staff, and finalized after receiving input from key stakeholders.

In late November and early December of 2018, the CRA arranged one-on-one meetings in which CRA Board members and members of the community identified as stakeholders for Heritage Square were invited to provide input and ask Staff questions pertaining to the redevelopment of the area. The initial conceptual rendering and map layout for Heritage Square were used during these meetings as a visual aid for the proposed idea behind the project.

Following the conclusion of the stakeholder meetings and the finalization of the conceptual rendering, the Live Oak CRA and Kimley-Horn held a community outreach event to receive further input from Live Oak's residents and business owners to aid in the development of the Master Plan. Prior to the event, the Live Oak CRA utilized a multimedia approach to promote the event, including flyers, mentions in the local paper, and social media advertising. Social media advertisement for the event began in January of 2018, which included a Facebook event boost for better reach and multiple posts conducted on a weekly basis. Promotional items sporting the newly designed CRA logo were created and the popcorn machine the CRA had kept in storage was cleaned up for use during the event.

The Heritage Square Master Plan Community Outreach Event was held on February 1, 2018, at the newly restored second floor of the historic Old City Hall Building from 5:30 PM-7:30 PM. The event kicked off with an introduction from Mr. Sewell and staff, and attendees were divided into groups. Tables had been arranged prior to the event, and at each table, attendees were able to draw in their ideas for the project on copies of the concept map, as well as prioritize a pre-set list of potential businesses and amenities to submit to the CRA Staff and a comment sheet was provided for attendees to submit additional ideas and comment on potential concerns. It is estimated that there had been over 75 attendants.

The feedback obtained during the event was then collected by Kimley-Horn and taken back to their offices to begin work on the Heritage Square Master Plan draft. The CRA Staff communicated with the firm and met again with Mr. Sewell several times before a draft was completed. The draft was presented before the CRA Board by at a workshop held in early May. The plan highlighted the purpose of the project and the challenges faced in Live Oak, identified key properties for acquisition, and provided a starting cost of \$5.1 million dollars for the entirety of the project – the cost of which could be ameliorated by grant funding. Mr. Sewell, who presented the draft and provided a PowerPoint presentation for the workshop. He stated during his presentation that he had been pleasantly surprised the turnout for the outreach, and that he never seen such positive reception from a community.

The Heritage Square Master Plan was adopted by the CRA Board during the May 2018 CRA Board Meeting. Shortly after, the CRA was authorized to begin land banking properties that had been identified in the Master Plan. In addition, the CRA Board requested that the Master Plan be submitted to the Florida Redevelopment Association (FRA) for their annual Awards program. By the end of the 2017-2018 fiscal year, the CRA had acquired the property located at 210 Georgia Ave. NE and was in negotiations for the acquisition of 202 Georgia Ave. NE and 324 Duval St. NE, with award determinations from the FRA pending. Planning is currently in-progress, with Phase I anticipated to begin in the coming fiscal year for this project to bring new perspectives to Live Oak, Florida.





# Looking to Build *New Memories*

## Suwannee Packing

The Suwannee Meat Packing Company served Live Oak from 1925 until its closure approximately 20 years ago. Following the facility's closure, it stayed vacant and unused, eventually becoming a considerable health and safety hazard to the community. Fronting the existing Heritage Trail, it was a site that begged for aid.

The CRA Board originally discussed the potential of redeveloping the site for potential housing in 2016, only to veto any further discussion of property acquisition, citing

that there were other areas in the city and the CRA district better suited for housing initiatives. This site was later indicated as a possible location for new development housing in the 2016 Housing Assessment done by the Florida Atlantic University. The CRA revisited the topic of acquiring the property again in mid-2017, after staff met with the property owner to discuss their future plans for the property. Due to the expenses that renovating the site would incur, the property owner agreed to discuss the possibility of selling the property, along with a small adjacent vacant lot, to the CRA.

Staff was authorized to proceed according to the property procurement procedures laid out in the CRA's Land Acquisition Policy, which was adopted during the previous fiscal year. An appraisal was done for both parcels, which resulted in both totaling at a value of \$57,000. The Board approved to moving forward with purchase at appraised value. The owner also agreed to the sale at the appraised value, and in February 2018, the property was closed on.

## Eliminating Slum & Blight

Staff visited the site the following month, along with the City Fire Chief, Building Official, Mayor, and a consultant from Environmental Consulting Technologies, Inc. (ECT) to tour the facility prior to putting out a demolition bid. The exterior of the building had already shown how poorly it had survived the testament of time, but the interior added further to the facility's story: dilapidated, unkempt, trash strewn about, glass littering areas of floor. Evidence of previous trespassers was found in the form of graffiti,

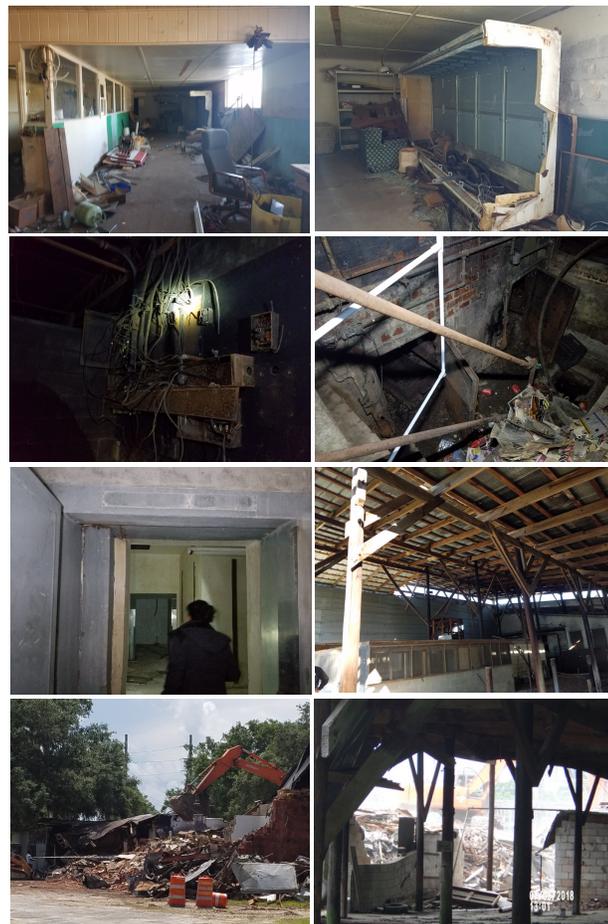


Suwannee Packing prior to demolition, meat market side

crumpled cigarette packs, and carelessly discarded beer and soda cans. But despite the amount of damage done by unwelcome passersby and the elements, the old meat packing facility itself still showed: a small, albeit ruined refrigeration unit still stood near the front windows of the old meat market, rotating racks in the old freezers where meat used to hang. Shotgun shells from the slaughterhouse portion of the site littered the area. It was trip to the past stopped short by the reality of time.

During the tour, staff and the consultant found additional ruined and littered areas, and the consultant from ECT indicated previously noted areas where asbestos had been found in previous environmental assessments done on the site, and would need to be abated. The CRA staff would later make additional trips to the site prior to placing an invitation to bid for demolition services and asbestos abatement. A mandatory on-site pre-bid meeting was held in April of 2018, where bid document holders were able to tour the facility as well.

Asbestos abatement services began in July the same year, with demolition services soon following. By the end of the month, the blighted memorial of a past era was gone, and in its place now stands a cleared field sporting three live oak trees, awaiting future development.



Former Suwannee Packing site, after demolition

## Looking to Build New Memories

While the old Suwannee Meat Packing facility is gone, memories of it are cemented in the minds of older residents of the area. The Live Oak CRA kept the public noticed of the abatement and demolition services' progress via social media, an endeavor that was met with a variety of comments and reactions from local residents. Many commenters had mixed feelings about the demolition, with several wishing the facility could be saved but acknowledging that it had been neglected for far too long for renovation to be feasible. Most commenters, however, shared stories of when they were younger and would go to the Meat Market with their families.

The Live Oak CRA hopes to begin a project that will build new memories for current and future residents alike. Discussions continue in the direction of turning the property into a residential site, possibly for multi-family use, to front along the existing Heritage Trail. These discussions will continue into the upcoming 2018-2019 fiscal year.

What could you see here?

# Art

## in Public Places

### Florida Quilt Trail - Live Oak Chapter

The members of the Live Oak branch of the Florida Quilt Trail have continued to add to the beauty of Live Oak through their endeavors, with more contributions to the public art scene of our rural area. Beginning during the 2016-2017 fiscal year, the Live Oak Quilt Trail has only continued to grow, with well over 40 painted quilt blocks now featured in Suwannee County.

The Artists' Guild posted a pricing guide to their Facebook page, promoting not only their options for interested parties but also the pricing for locations within the CRA district, which are eligible for a 50% cost match for painted quilt block installations.

New locations on the Live Oak Quilt Trail include:

- Armando's Mexican Bar & Grill
- Cheek & Scott Pharmacy
- Custom Illusionz
- The Dixie Grill
- Edward Jones Investments
- First Baptist Church
- Shear Design
- The Suwannee Democrat
- Suwannee River Regional Library
- The 406 on Duval
- Town & Country Tire

The Live Oak CRA was invited again to visit the members of the Quilt Trail project during this fiscal year, this time at their new location in the Poole Realty building, dubbed the "Quilt Factory," where staff was able to see the progress being made on the various ongoing projects and talk to the artists present at the Quilt Factory that day about their involvement in the Quilt Trail and the designs they were working on for future painted quilt blocks.

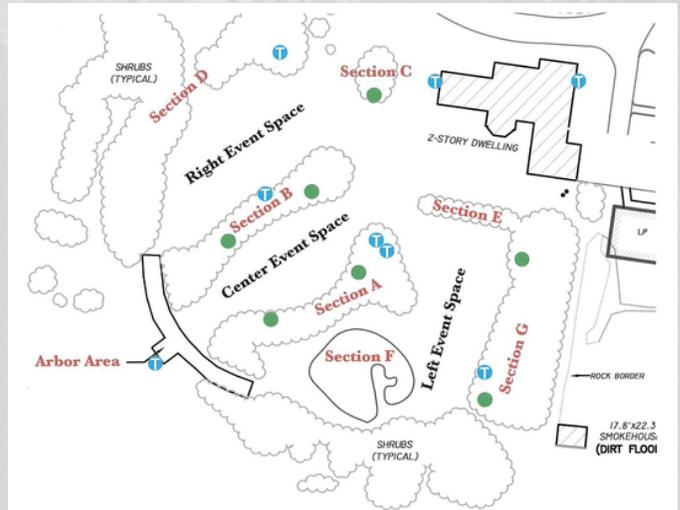




# Lighting Project

The site of the former Crapps Mansion, Heritage Park & Gardens is one of the City's notable historical attractions, as well as a park and recreational site. The Friends of Heritage Park, who manage and coordinate events and projects for Heritage Park, approached the Live Oak CRA during budgeting for the 2017-2018 fiscal year with a proposal to add additional exterior lighting to the parking lot and event venue areas for evening events and to ensure the safety of staff and visitors. The Friends of Heritage Park selected Outdoor Lighting Perspectives of Jacksonville, Florida, for the project.

The CRA committed \$15,000.00 to this project. By February of 2018, low voltage path lights had been installed in Sections A & B of the proposed lighting plan, which had been submitted to the City and CRA for the necessary approvals and electrical permits prior to installation. The decorative post top lighting followed shortly after.



#### Section Key

- Section A - Left side of the main/center event space
  - Section B - Right side of the main/center event space
  - Section C - Small bedding area nearest home
  - Section D - Right side of the right event space
  - Section E - Strip directly behind house
  - Section F - Rock/memorial Garden
  - Section G - Left side of the left event space
  - Arbor Area - Front of Sections A and B
- Globe light positions - Various bedding areas
  - Ⓡ Transformer positions





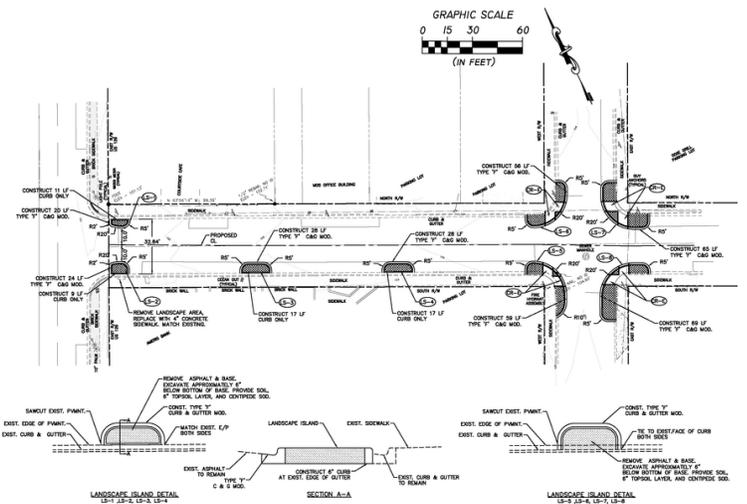
# Court Street Projects

## Adding Some Pop to Court Street An Update

During the 2016-2017 fiscal year, the CRA Board voted to approve the reallocation of unexpended funds from a sidewalk project to the proposed Court Street Phase I project. This proposed project would add landscaped bulb-outs to this blighted street, located across from the historic Suwannee County Courthouse, giving the area a little “pop” to reinvigorate it. \$51,725.00 was reallocated for the project and rolled over into the 2017-2018 fiscal year.

An Invitation to Bid was advertised in late 2017; however, the bids received were

significantly higher than the budgeted amount. The bids were rejected, and a re-bid was advertised in early 2018. The results from the re-bid returned at even higher amounts. The CRA Staff reported the bid results at the May 2018 CRA Board Meeting, and the Board once again voted to reject the bids received. It was then agreed that, for now, the budgeted funds could be re-appropriated to the Heritage Square redevelopment project or other viable projects.



## Proposed Public Parking CRA Property Acquisition

Also during this year, to complement the proposed Court Street Phase I project, the CRA acquired the parking lot located 125 Court St. SE in early 2018. A barren, blighted dirt lot, the proposed parking lot project is currently in the engineering phase for stormwater and design, focusing on pervious pavement for drainage to alleviate the existing drainage issues generated from the surrounding area. Additional conversations pertaining to this proposed project, with the possibility of incorporating it into a future new Court Street Project, are expected to continue in the upcoming 2018-2019 fiscal year.





# Just the Facts, Ma'am

The City of Live Oak Community Redevelopment Agency (CRA) Trust Fund is funded through Tax Incremental Financing (TIF), which are the revenues from increases in property values over the CRA's base year of 1995. These TIF revenues are used to help fund improvements within the CRA Area for redevelopment, economic development, and infrastructure improvements. The taxing authorities are Suwannee County and the City of Live Oak.

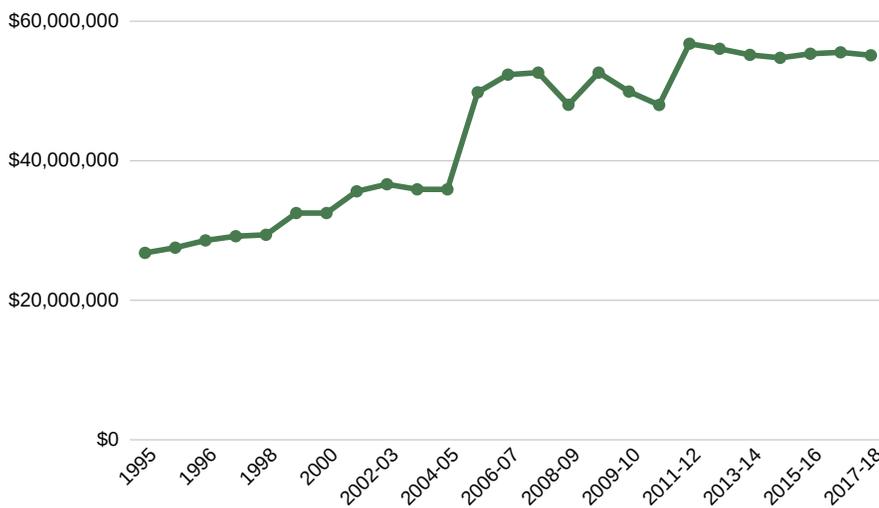
The established 2017 taxable property value for real property within the boundaries of the Live Oak Redevelopment Area, as determined by the Suwannee County Property Appraiser's Office, was \$55,118,337. The Base Year Value of the district in 1995 was \$26,794,350.

The adopted millage rate for the reporting period for Suwannee County .009000, and for the City of Live Oak was .0089132.

The current CRA Plan and funding for the district runs through the year 2039. Florida Statutes allow the trust fund to be established for a maximum of 60 years, if future amendments to the CRA Plan are adopted to support such. Based on an initial establishment date of 1995, the CRA has a potential lifespan through the year 2055.

# Taxable Values

## Live Oak CRA Property Values Throughout the Years



### CRA Area Properties: County Portion

1995 Tax Assessor records		\$26,794,350
2017 Tax Assessor records		\$55,118,337
Difference		\$28,323,987
County General Millage	x	.009000
	.....	
		\$254,915.88
% of difference between	x	.95
1995 & 2017	.....	
Amount then due to the		\$242,170.09
City of Live Oak CRA		

### CRA Area Properties: City Portion

1995 Tax Assessor records		\$26,794,350
2017 Tax Assessor records		\$55,118,337
Difference		\$28,323,987
City Millage	x	.0089132
	.....	
		\$252,457.36
% of difference between	x	.95
1995 & 2017	.....	
Amount then due to the		\$239,834.49
City of Live Oak CRA		

## Total TIF Revenue for FY 2017-2018:

# \$482,004.58

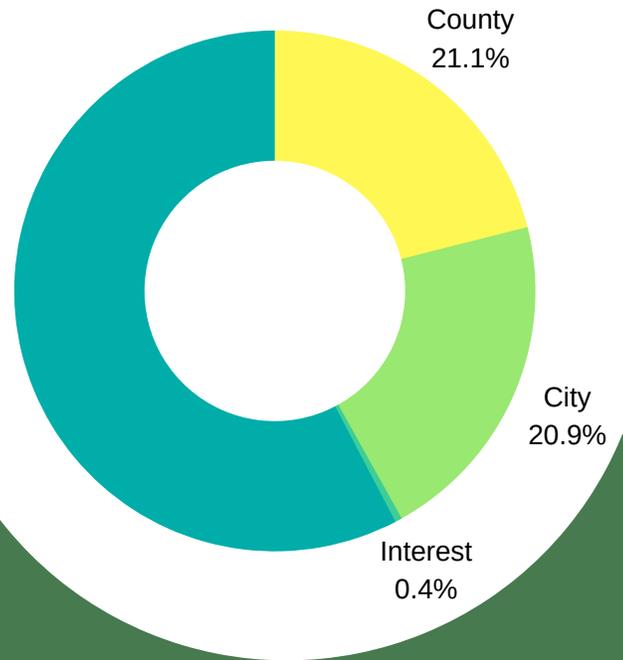
# Revenue & Expenses Summary

For the 2017-2018 reporting period, revenues included funding received from both taxing authorities, interest, and multi-year project funding from previous fiscal years. Budgeted expenditures equaled revenue totals, resulting in a balanced budget.

## Revenues

Suwannee County	\$242,170.09
City of Live Oak	\$239,834.49
Interest	\$4,978.36
Re-Appropriated Funds from FY 16-17	\$663,237.78
.....	
<b>Total FY 17-18 Revenues</b>	<b>\$1,150,220.72</b>

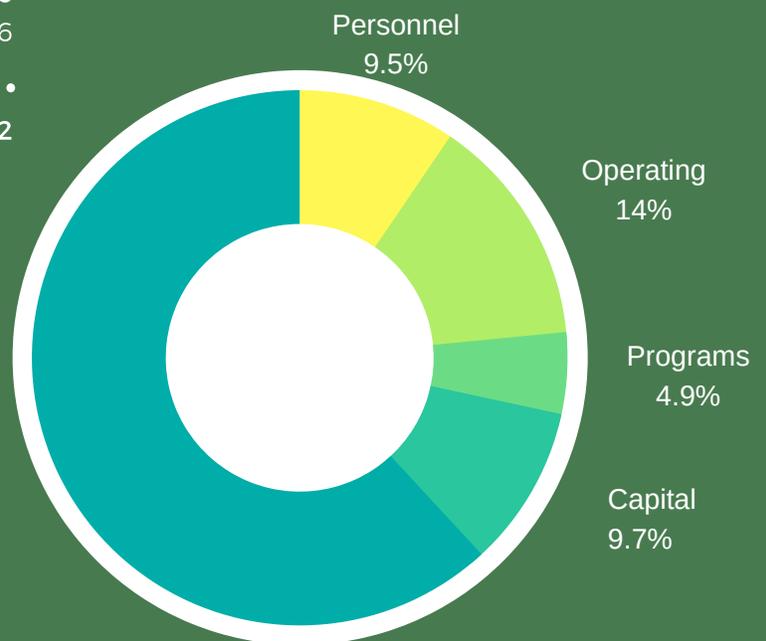
Re-Appropriated FY 16-17  
57.7%



## Budgeted Expenditures

Personnel Services	\$109,252.95
Operating Expenses	\$160,611.48
Programs	\$56,550.67
Capital	\$112,067.16
<b>Total FY 17-18 Expenditures</b>	<b>\$438,482.26</b>
Future Project Funds*	\$711,738.46
.....	
<b>Total FY 17-18 Expenditures</b>	<b>\$1,150,220.72</b>

Future Projects  
61.9%



\*Future project funds include Board approved expenditures pertaining to Land Acquisition, demolitions and cleanup, as well as the ongoing Heritage Square Redevelopment Project planning, consulting, and proposed Phase I construction costs; continuing and planned redevelopment projects; and new projects. This also includes advance travel funding for the annual Florida Redevelopment Association (FRA) Conference.

# Expenditures

Pertaining to the adopted CRA Budget, which was based on estimated TIF revenue and appropriated funds to specific projects, as follows:

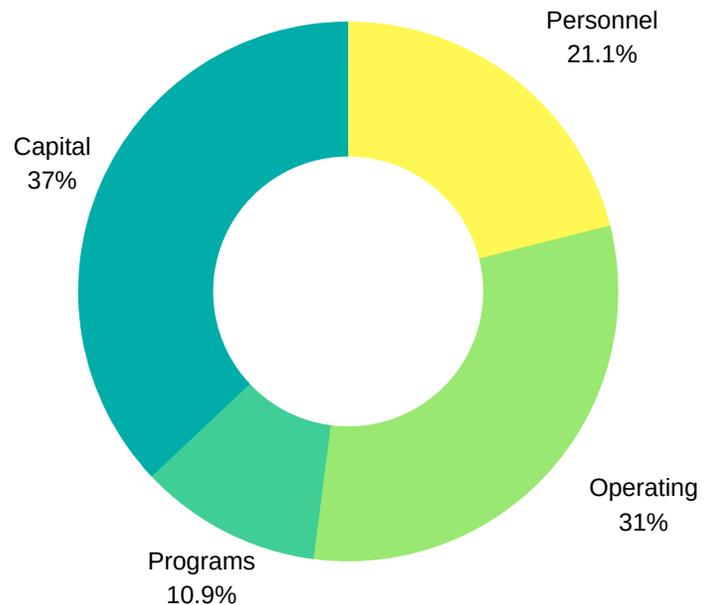
Pertaining to the adopted CRA Budget, which was based on estimated TIF revenue and appropriated funds to specific projects, as follows:

Budgeted personnel services expenses included salaries, taxes, retirement, life & health insurance, and worker compensation, totaling \$109,252.40.

Budgeted operating expenses were allocated for items such as utility services, professional services and legal fees, legal advertising, office equipment rentals and leases, operating supplies, printing services, training and travel expenses, general liability insurance and membership fees, totaling \$160,611.48.

Budgeted programs included Façade Grants, Business Start-Up Grants, Housing Initiative Grants, and Economic Development, along with the Festivals and Events in downtown Live Oak, for a combined total of \$56,550.67.

Budgeted capital expenditures are utilized for various projects such as land and property acquisitions, street and infrastructure improvements, and Heritage Park improvements. The total expenditures for this fiscal year comes to \$191,955.16.



## Additional Expenditures Breakdown

Other actual expenditures not specified under Program or Project Activities, rounded to the nearest dollar, are as follows:

• Training Seminars & FRA Conference Attendance .....	\$7,324
• Insurance .....	\$10,001
• Regular Salary .....	\$79,556
• FICA/Med Tax Contributions .....	\$6,149
• Retirement Contributions .....	\$6,123
• Life & Health Insurance Contributions .....	\$16,060
• Worker's Compensation .....	\$444
• Legal Fees for Board Attorney .....	\$4,000
• Contracted Services & Operating Costs .....	\$133,242
• Legal Advertising .....	\$1,118
• FRA and DEO Memberships .....	\$770

# Detail Trial Balance

Fiscal Year 2017-2018

Account Description	Debit Balance	Credit Balance
Cash/Investments / Redev. Tax Increment	\$705,146.46	
A/R / Advance Travel	\$6,092.00	
Prepaid / Prepaid Item	\$500.00	
Due To / Accounts Payable		\$204.27
Due To / General Fund		\$17,379.45
Accrued / Wages Payable		\$480.96
Accrued / Taxes Payable		\$76.03
F/B Reserve / TIF		\$448,226.21
Equity / Unreserved Fund Balance		\$196,870.86
Ad Valorem Taxes / Comm. Redev. Tax Increment		\$242,170.09
Interest / Interest on Investment		\$4,978.36
Contributions / General		\$239,834.49
Regular Salaries	\$79,556.55	
Overtime	\$442.15	
Phone Compensation	\$478.44	
Fica/Med Taxes	\$6,149.45	
Retirement	\$6,123.28	
Life & Health Insurance	\$16,059.58	
Worker's Comp	\$443.50	
Professional Services/Legal Fees	\$4,000.00	
Misc. Contractual Services	\$133,241.75	
Travel & Per Diem	\$2,370.56	
Conferences/Hotel	\$4,953.32	
General Liability Insurance	\$10,001.27	
CRA Promotions	\$966.23	
Legal Advertising	\$1,117.82	
Office Operating Supplies	\$3,190.53	
Memberships	\$770.00	
Capital Outlay / Land	\$95,371.16	
Street Supplies	\$1,696.00	
FY 16-17 Façade Grants (Carryover Projects)	\$31,781.25	
FY 17-18 Façade Grants (New Projects)	\$10,312.50	
Quilt Trail Program	\$1,740.00	
Freedom Festival Expenses	\$9,730.00	
Candy Carnival Expenses	\$2,986.92	
Heritage Park & Gardens Project	\$15,000.00	
<hr/>		
<b>Funds Total</b>	<b>\$1,150,220.72</b>	<b>\$1,150,220.72</b>

**Fund is in Balance**



# *New Perspectives*

City of Live Oak Community Redevelopment Agency  
FY 17-18 Annual Report