



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

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.

### **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.

#### **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.

***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

- 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. The 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.

### **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



## **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.

### 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
<b>TOTAL</b>	<b>\$166,000</b>

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](mailto:noreply@infocuspay.com). Please add this email address to your contact/safe sender list to ensure receipt.

## 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

## 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,

### 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:

\_\_\_\_\_  
Name

\_\_\_\_\_  
Date

\_\_\_\_\_  
Title