



SOUTH CENTRAL WATERFRONT ADVISORY BOARD RETREAT SUMMARY REPORT FOR JUNE 26, 2019 AT 5:00 PM

Board Members in attendance:

Chair Samuel Franco
Alfred Godfrey
Linda Guerrero
Lynn Kurth
Francoise Luca
Wendy Price Todd
Cory Walton

Ex Officios:

Lauren Avioli
Molly Alexander
Rolando Fernandez

City of Austin Planning & Zoning Staff:

Alan Holt
Sravya Garladenne
Mac Bruce



Retreat Objective:

Create a plan of action to address challenges and to move forward on items of high priority

Summary:

Board members participated in a series of exercises, facilitated by Marion Sanchez and Cara Welch of the Public Information Office. The purpose of these exercises was to surface themes or areas of work, which require attention from the board, and to begin developing action items to move these areas of work forward. During the first exercise, board members put forward achievements, opportunities, and challenges which were then grouped into themes and discussed. Next, board members created actions steps for each theme and noted what resources might be needed to execute the action steps.

Four important work areas for the South Central Waterfront Advisory Board emerged from the retreat exercises.

1. Regulating Plan and District Guiding Documents
2. Tax Increment Reinvestment Zone
3. District Governance Structure
4. City Department/ Staff Structure

During the retreat several board members suggested that the board's next strategic action could be organizing working groups around these areas of focus. Each working group would take the lead in

accomplishing action items related to its area of focus. The following descriptions outline each focus area in more detail and include specific action items for each one. These action items were developed by board members during the retreat. Once the working groups are established, however, they will determine the full scope of the goals, actions, and resources needed for their group. The items listed below are not meant to be a comprehensive inventory of all relevant actions, only to restate and highlight those which were suggested and discussed by the full board during the retreat. Other main themes or topics, which came up during the exercise were collaboration, process, vision, budget, affordability, PUDs, Texas School for the Deaf, Park and Public Space, Public Improvement District, Awareness, CodeNEXT, Buildings, and Mobility. The full results of the facilitated exercises can be found in the appendix of this document.

Regulating Plan and District Guiding Documents

The regulating plan will identify what the developer/partner gives (community benefits) and receives (entitlements). During the exercise some board members noted the established rules for trail development as an accomplishment. Others noted that the main challenges were getting the regulating plan updated and finished and then getting the plan adopted.

Initial Action Items:

- Pass/Approve the Regulatory Plan within 3 months
- Determine method for adding new parcels if they want to opt in
- Board: Formal recommendation to P.C./Council: “No entitlements before Regulatory and Financial”
- Ability to expand boundaries
- Work with consultants to update modeling and determine fees and affordable housing set-asides to finish regulatory plan

Some resources needed to accomplish these action items are Austin Water coordination, Austin Energy Coordination, Wastewater management coordination, and watershed protection for trail and buffer infrastructure.

Tax Increment Reinvestment Zone

The Tax Increment Reinvestment Zone will be the primary source of public funds to further public/private partnerships and plan projects. During the exercise some board members recognized the accomplishment of moving forward with the Tax Increment Financing Study. Some of the opportunities include the creation of a TIF and establishment of TIRZ. Some challenges include a political climate that may not support a TIF or TIRZ.

Initial Action Items:

- Support Tax Increment Financing study (advocate)
- Tax Increment Financing agenda item w/in 3 months at council
- Define Data to Tax Increment Financing
- Bring completed regulating plan to council for adoption
- PUD moratorium for SCW until Tax Increment Financing or TIRZ
- Board to understand state statute covering Tax Increment Financing
- Tax Increment Financing Plan

Some of the resources needed to move these action items forward include sustainable funding source for consultant work/expertise, and leverage the funding of CapMetro, capital planning office, and Finance department to understand future funding needs a potential of the South Central Waterfront.

District Governance Structure

The district governance structure will be an entity allowed by State law, with authority and resources to issue debt as required, facilitate public-private partnerships and ensure successful project delivery. Some opportunities related to this theme include creating a community development corporation and starting serious conversations with LGC/EDC. The main challenge noted was a disconnect between City of Austin Staff and EDD to move LGC forward.

Initial Action Items:

- Study other examples; pros and cons
- Activate CDC committee
- Working Group to Study LGCs/EDCs in Texas and find what's appropriate for SCW District
- Consultant reports Tax Increment Financing
- Educate the board and staff on successful LDC/Tax Increment Financing models
- Start to internalize tradeoffs of various implementation alternatives
- Detailed Governance study
- Activate a governance committee (get going!)
- Meeting w/ CoA attorneys on governance
- Develop consultant scope of work

The resources identified to move these action items forward include legal counsel and consultants.

City Department / Staff Structure

New staff will be required to provide consistent city coordination throughout the life of the South Central Waterfront Plan implementation (20+ years). Some opportunities identified by board members is more dedicated staff support and leadership for implementation of the SCWP. Major challenges include lack of city council leadership, lack of leadership from Economic Development staff, and the City Manager transition.

Initial Action Items:

- Find Political Champion
- Identify Tax Increment Financing members for community development corporation
- Continue pushing city leadership to move on priority implementation items
- Establish communication line with City Manager
- Collaborate with other stakeholders like Waller Creek, Trail Foundation, Bat Conservancy, Bicycle Community, CNU, DANA--build a larger coalition
- Educate all council on plan
- Meet with new EDD Director about SCWD staff lead
- Have dedicated staff from EDD
- Identify Tax Increment Financing community influencers/leaders and educate them to increase our influence.
- Work with mayor, council, finance/EDD, etc. to establish a SCWD LGC and Tax Increment Financing

The board identified the resources needed to execute these action steps such as harnessing more political will to prioritize this SCWP effort, time with city leaders to advocate for the plan, additional city staff with expertise in TIF and economic modeling, SCWAB to form working groups.

Other Key Themes

Other themes identified throughout the exercises completed by the board at the retreat were collaboration, process, budget, affordability, Planned Unit Developments (PUDs), Texas School for the Deaf, Park and Public Space, awareness, and mobility. The board identified several accomplishments, opportunities and action steps related to the theme of **collaboration**. Some accomplishments included an engaged board, good working relationship with Planning and Zoning staff, met with SCWAB developers and listed concerns, and the board continues to build relationships and trust with various stakeholders. Some action items to further collaboration include finding community partners to champion the plan, educate media, council, and public that so far the development framework and renderings are only samples and represent conceptual visions of what is possible, collaborate with endeavor to get what we need, and work with developers to implement the plan. Some resources needed to accomplish these action steps include outreach to elected officials, real estate council, chamber of commerce, city council, and work with ECONorthwest.

The board identified several accomplishments opportunities and action steps related to the theme of **process**. The board has consistently made quorum, successfully on-boarded new members, brought consultants on board, and has been engaged in a retreat to recharge the work. Some challenges include communicating to the public and council the urgency and of implementing the SCWP and especially the four priorities (City Department/Staff Structure, District Governance Structure, Tax Increment Reinvestment Zone, and Regulating Plan and District Guiding Documents). Action steps include creating deadlines and accountability with city staff and consultants, start to internalize and synthesize consultant work, using it to tell the story of the water front and advocate for the plan and its implementation. The resources necessary to execute these action steps include council support and project applicants who promote and actively ask for public sector participation.

The board identified some opportunities, challenges and resources related to the theme of **budget**. The opportunity is to secure a budget to do the work of implementing the South Central Waterfront Plan. The challenge is getting enough money to continue the work of the consultants and convincing council and others to devote more resources to implementing the plan. The main resource needed to meet these challenges are funding for consultants to study EDC/LGC options.

The board identified several opportunities, challenges, and action steps related to the theme of **affordability**. Clear opportunities are to establish affordable housing boundaries in the South Central Waterfront District and to formally recognize One Texas Center as site for affordable housing. The main challenge is putting in place the mechanisms to have affordable housing units available in the district. Some action items in the affordability work area include meeting with City of Austin about the use of One Texas Center, get city commitment with bond funding for affordable housing, expand the area for use of affordable housing funds, meet with facilities planning staff entity to designate One Texas Center as housing site, get council to allocate money for affordable housing consultants, and continue to raise awareness of the positive outcomes of mixed income housing.

The board identified several accomplishments, opportunities and challenges related to the theme of **planned unit developments**. The major accomplishment related to the PUD theme was having the 425 W. Riverside Drive Planned Unit Development (“Snoopy PUD”) recommendations adopted by council. The significant opportunity related to the PUD work area is to have all regulating mechanisms in place before the Statesman PUD is negotiated. The challenges include implementing regulating framework

and financial tools before more significant PUD decisions and implementing TIRZ zone before more PUDs are negotiated.

The board identified the initial outreach to **Texas School for the Deaf** as an accomplishment and also as an opportunity for further engagement and inclusion in planning efforts.

The board identified some accomplishments, opportunities and challenges related to **parks and public space**. The major accomplishment was the inclusion of “Bat Plaza” in initial plans. There is an opportunity to have more park land donated by property owners, but some challenges include some developers not appreciating the public nature of lady bird lake and trail, and proper respect and weight given to the work of Bat Conservation International. Resources needed related to the main theme of parks and public space include dedicated funding for trails and open space in the South Central Waterfront District.

The board identified some major accomplishments related to the theme of **awareness**, including writing letters to council to raise awareness of the plan and release some funds for consulting, garnering valuable citizen input, Snoopy PUD positive outcome, good media awareness, potential Statesman site developers presented to the South Central Waterfront Advisory Board first, and good start at stakeholder/property owner outreach. Opportunities for more awareness include, getting more buy-in from political leaders and council members and better communicating the urgency of this work. One action step the board identified was to schedule and prepare for a major meeting and presentation to the city council.

The board identified some challenges and action steps related to the key theme of **mobility**. The challenges are high congestion and inadequate transit service in the South Central Waterfront district. Action steps include placing a SCWAB member onto the 2020 Bond Advisory Committee and meeting with City of Austin Transportation Department planners. The major resource needed for increased mobility is transportation funding for the district.



APPENDIX

Complete Results from Facilitated Exercise:

REGULATING PLAN AND DISTRICT GUIDING DOCUMENTS (REGULATORY PLAN)

Accomplishments

- Rules for trail development--Watershed, PARD

Opportunities

- Reg. plans approved
- Solidify regulating plan
- Inclusion into ED report
- Adopt the regulating plan three years ago
- Regulating plan not yet finished
- Regulating plan adopted
- Further ahead of plan implementation--CodeNEXT, resources, council policy privatization

Challenges

- Flexible regulating plan
- Were unable to finish the regulatory plan--the work of the consultants

Action Steps

- Pass/Approve the Regulatory Plan within 3 months
- Determine method for adding new parcels if they want to opt in
- Use updated modeling and results to finish regulatory plan
- Board: Formal recommendation to P.C./Council: "No entitlements before Regulatory and Financial"
- Ability to expand boundaries
- Work with consultants to update modeling and determine fees and affordable housing set-asides.

Resources Needed

- Austin water for supply
- Austin Energy for power capacity
- Wastewater for infrastructure
- Watershed protection for trail and buffer infrastructure

TAX INCREMENT REINVESTMENT ZONE (FUNDING)

Accomplishments

- Move Forward with Tax Increment Financing study

Opportunities

- Create Tax Increment Financing
- Tax Increment Financing
- PID
- Tax Increment Financing creation
- Did not get Tax Increment Financing in 2018
- Establishment of a TIRZ
- Establish Tax Increment Financing in 2016-17

Challenges

- A political climate that may not support Tax Incremental Financings
- TIRZ
- Tax Incremental Financing hasn't happened yet
- Tax Incremental Financing PID Framework
- CodeNEXT, complete Tax Incremental Financing, current data, direction of work
- Did not get consultant funding earlier to do Tax Incremental Financing and Reg plan
- Not Tax Incremental Financing; lost tax increment yet provided entitlement opportunity
- Tax Incremental Financing

Action Steps

- Support Tax Incremental Financing study (advocate)
- Tax Incremental Financing agenda item w/in 3 months at council
- Define Data to Tax Incremental Financing
- Bring completed regulating plan to council for adoption
- PUD moratorium for SCW until Tax Incremental Financing or TIRZ
- Board to understand state statute covering Tax Incremental Financing
- Tax Incremental Financing Plan

Resources Needed

- Sustainable Funding
- Embrace; city council will approve Tax Incremental Financing plan
- Expertise for Tax Incremental Financing
- Working Group for Tax Incremental Financing
- CapMetro, capital planning office, finance to understand future funding and development to leverage for SCWF

DISTRICT GOVERNANCE STRUCTURE (GOVERNANCE)

Accomplishments

- N/A

Opportunities

- Economic Development Office not keeping deal to create Tax Incremental Financing
- No Economic or Governance for SCW
- EDC/LGC
- Create community development corporation
- Start serious conversations/actions of LGC/EDC
- New By-laws approved

Challenges

- Disconnect w/ CoA and EDD to move LGC forward--left out
- Only 2 CoA staff assigned to SCW/ lack of dedicated staff
- EDC/ LGC
- Governance
- CDC (hasn't happened yet)

Action Steps

- Study other examples; pros and cons
- Activate CDC committee
- WG to Study LGCs/EDCs in Texas and find what's appropriate for SCW District
- Consultant reports Tax Incremental Financing
- Educate the board and staff on successful LDC/Tax Incremental Financing models
- Start to internalize tradeoffs of various implementation alternatives
- Detailed Governance structure study

- Activate a governance committee (get going!)
- Meeting w/ CoA attorneys on governance
- Develop consultant scope of work

Resources Needed

- Legal council

CITY DEPARTMENT/ STAFF STRUCTURE (LEADERSHIP)

Accomplishments

- Thought leadership
- Working groups (completed PUD recommendation)

Opportunities

- Adequate support from internal city staff
- 100% council support
- Failed to hold council and staff to their financial and regulatory framework deadlines
- More council support
- Dedicated staff leadership--someone in charge with authority

Challenges

- CM was on board to implement plan. Then he was gone--lost time
- Unable to get economic dev department to take a leadership role
- Council leadership
- Unable to get the attention of city staff leadership as to the importance of plan
- Unable to get all departments to work together on "Snoopy PUD" as opposed to working in silos
- Lack of early buy-in from city leadership
- Waiting on transitions
- Assignment of city lead "czar"/dept.

Action Steps

- Find Political Champion
- Identify Tax Increment Financing members for community development corporation
- Continue pushing city leadership to move on priority implementation items
- Establish communication line with City Manager
- Collaborate with other stakeholders like Waller Creek, Trail Foundation, Bat Conservancy, Bicycle Community, CNU, DANA--build a larger coalition
- Educate all council on plan
- Meet with new EDD Director about SCWD staff lead
- Have dedicated staff from EDD
- Identify Tax Increment Financing community influencers/leaders and educate them to increase our influence.
- Work with mayor, council, finance/EDD, etc. to establish a SCWD LGC and Tax Increment Financing

Resources Needed

- Political will
- Point person on City manager's staff
- Time with city executives
- Standing meetings with city leadership
- Dedicated staff team (EDD, Planning, Finance)
- Diverse, knowledgeable regulatory board/ commission
- City staff with economic modeling skills for ongoing calibration
- City staff in finance/budget office (Tax Increment Financing work)

- Additional Staff
- Assistant C.M. bring SCWT PUD into his office (like code redo)
- City Staff in EDD (lead)
- Assistant for Alan and Sravya
- SCWAB working groups for
 - Consultant work
 - Governance
 - Tax Increment Financing
 - Statesman site
- City Manager Support
- Dedicated staff team for Statesman PUD that mimics an LGC staff structure
- Board Effort

COLLABORATION

Accomplishments

- Met with the SCWAB developers and listed concerns
- Developed levels (varying degrees) of trust
- Great working relationship with SCW staff at PAZ
- Engaged Board
- AIA Report
- Great understanding of super complex issues in plan (Tax Increment Financing/LAG)
- Working together with vision in mind
- Brilliant cooperative liaisons
- Engaging EDD/Finance, they've taken notice of board's actions
- We value others expertise
- Public outreach--presentations and talks
- Created a review board form diverse interest groups

Opportunities

- Public Engagement

Challenges

- N/A

Action Steps

- Demand developers of real estate execs support SCW plan implementation
- Public (Dev.) outreach, understand timelines
- Create working groups in collaboration with consultants
- Collaborate with endeavor to get what we need
- Find community partners to help champion plan
- Educate media, council, public that development framework is samples only

Resources Needed

- Time with elected officials
- Real estate council of Austin
- Chamber of Commerce
- Sponsor to fly Ian Carlton [ECONorthwest] to Austin for talk. And for facetime with us
- Consultant scope of work shared with SCWAB

PROCESS

Accomplishments

- Retreat for new direction

- Contracts
- Reinvent the process
- Make quorum
- Consultants
- Published Reports

Opportunities

- N/A

Challenges

- Explain to public and council the SCWP Development Options
- A general understanding of the urgency of implementing the 4 priorities

Action Steps

- Create Deadlines for city staff--accountability to deliver
- Start to internalize consultant work and what it means for Tax Increment Financing/ other SCW implementation tools

Resources Needed

- Council Support
- Project applicants promote/ ask for public sector participation

VISION

Accomplishments

- Buy-in of vision framework
- Vision plan

Opportunities

- N/A

Challenges

- N/A

Action Steps

- Build public infrastructure first--roads, parks, trails

Resources Needed

- N/A

BUDGET

Accomplishments

- N/A

Opportunities

- Did not get consult \$ in 2018 (or 2017)
- Budget needed item
- Lack of funding for city staff to hire consultants in 2018
- Budget to do THE WORK— Implementation

Challenges

- \$\$\$ for consultants as needed

Action Steps

- N/A

Resources Needed

- Money for consultants and plan doc
- Funding to study EDC/LGC for SCW District

AFFORDABILITY OTC

Accomplishments

- N/A

Opportunities

- Establish Affordable Housing Boundaries
- Formally recognize OTC as site for affordable housing

Challenges

- Affordable housing
- Affordable housing (in district)
- OTC
- Affordable housing within the 1 mile

Action Steps

- Expand the area for the affordable housing funds
- Working meeting with CoA on OTC
- Meet with facilities planning staff entity to designate OTC as housing site
- Get housing specialist on board
- Get city commitment w/ bond \$\$\$ for affordable housing
- Council will allocate money for consultants until all items resolved
- Resources and consultants
- Education/awareness of and outcomes of mixed income housing

Resources Needed

- Housing Bond \$
- \$\$ for public engagement

PUDs

Accomplishments

- SNOOPY PUD recommendations adopted by council
- Passed Hooters/Snoopy PUD with no financial or regulatory framework
- Shaped snoopy PUD, Tax Increment Financing Study, \$3.1M
- Reviewed Snoopy PUD proposal

Opportunities

- 305 S. Congress not using plan. Filing PUD amendment
- 425 Riverside not in plan, using PUD
- Did not stop a premature development project
- All mechanisms in place before statesman PUD

Challenges

- PUDs before regulating plan/TIRZ
- Implement Regulation and financial tools before staff and council make another bad PUD decision
- PUD = every dept. Fights for their share rather than a concerted approach

Action Steps

- N/A

Resources Needed

- N/A

TX SCHOOL FOR DEAF

Accomplishments

- TX school for the deaf outreach

Opportunities

- TX school for deaf (Leg.)

Challenges

- N/A

Action Steps

- N/A

Resources Needed

- N/A

PARK AND PUBLIC SPACE

Accomplishments

- Bat Plaza

Opportunities

- Donated Parkland

Challenges

- Little appreciation from developers for lady bird lake and trail as PUBLIC
- Misuse of Bat Conservation International good will and work

Action Steps

- N/A

Resources Needed

- Parks funding for trail and open space

PUBLIC IMPROVEMENT DISTRICT

Accomplishments

- DAA Involvement in PID
- Provided (at least temporary) Public Improvement District

Opportunities

- N/A

Challenges

- N/A

Action Steps

- N/A

Resources Needed

- N/A

AWARENESS

Accomplishments

- Raise awareness of SCW and needs
- Letters to council
- Got Statesman to unroll at SCWAB
- Citizen input
- Media awareness
- March 2019 letter to council unleashed funding
- SDAT Tour
- Traction
- Memos related to concerns
- stakeholder /property owner outreach
- Endeavor came first to this board
- Visibility

- Got PAZ and CoA to release \$ for consultants (finally!)
- Recognition of/by developers
- Start of Tax Increment Financing effort (work by Charles H.)
- Snoopy PUD outcomes
- Hosted Chinese delegation

Opportunities

- Clear answers

Challenges

- More visibility

Action Steps

- meeting/presentation to council

Resources Needed

- N/A

CODE NEXT

Challenge

- Getting tied with CodeNext hampered progress

Action Steps

- Re-state: de-coupled SCWPI from CodeNext

BUILDINGS

Accomplishments

- N/A

Opportunities

- N/A

Challenges

- Lack of interest from Crocket to cooperate
- No respect from development community for waterfront overlay ordinance
- Hyatt Garage
- Catherine Building

MOBILITY

Challenges

- Transit
- Traffic Northbound
- Traffic Southbound

Action Steps

- Get a member of SCWAB onto 2020 Bond Advisory Committee
- Meeting with CoA Traffic Dept. Planners
- Resolve transit and traffic first

Resources Needed

- Transit funding