

MINUTES OF THE MEETING OF THE  
CADDO PARISH COMMISSION'S  
ECONOMIC DEVELOPMENT COMMITTEE  
HELD ON THE th DAY OF SEPTEMBER,2021

The Caddo Parish Economic Development Committee met in legal session on the above date, at 2:0 p.m., via Zoom teleconference, with Mr. Cawthorne, Chairman, presiding, and the following members in attendance: Commissioners Atkins, Burrell, Cawthorne, Johnson, and Young (5). ABSENT: Commissioner Gage-Watts (1).

Mr. Burrell gave the invocation, and Mr. Atkins led the Committee in the Pledge of Allegiance.

**CERTIFICATE OF TELECONFERENCE**

WHEREAS, the Governor of the State of Louisiana has declared a statewide Public Health emergency, inclusive of Caddo Parish, in Proclamation Number 25 JBE 2020;

WHEREAS, the Governor, has further extended that declaration via Proclamations Number 158JBE 2020 and Number 159 JBE 2020; and

WHEREAS, R.S. 42:17.1 allows members of political subdivisions to participate in its meetingselectronically under certain limited circumstances.

THEREFORE, in accordance with the provisions of R.S. 42:17.1, the presiding officer of the CaddoParish Commission hereby certifies that this meeting is to address matters that are:

- (a) directly related to the public Commission's response to the Coronavirus Pandemic and arecritical to the health, safety, or welfare of the public.
- (b) that if they are delayed will cause curtailment of vital public services or severe economicdislocation and hardship.
- (c) critical to continuation of the business of the Commission and that are not able to be postponed to a meeting held in accordance with the other provisions of Open Meetings Law due to a legal requirement or other deadline that cannot be postponed or delayed by the public body.
- (d) critical or time-sensitive and have been determined by the undersigned shouldnot be delayed;\*

\* Consideration of matters under Paragraph (d) will initially require a two-thirds vote of those members present. (This does not affect the vote necessary for adoption or any motion).

Date: September 17, 2021

/s/Lynn D. Cawthorne  
Chair

**CITIZENS COMMENTS**

Rachel Mayo submitted the following comment:

I'm writing on behalf of a private development team currently at a crucial deliberation point for deciding if they will invest in around the are of the North Shreveport Corrido. Due to legal disclosures and the competitive nature of economic development, I cannot share as much as we would like; however, I can share that the development would create approximately 750 new jobs for this area across multiple sectors and pay above minimum wage and benefits that commiserate with employment. We believe that the creation of an economic development district is very proactive at this time. If set up at the right time with the right structure, the district can encourage additional investments, support existing businesses, and create jobs without raising taxes on businesses and residents in the district. I can now also share that the development team has conducted market analysis in North Shreveport and North Bossier to determine the best fit for additional development. It seems reasonable to locate as close to the new development site as possible, but market trends also show that much of the Shreveport traffic frequency does business in North Bossier Parish as well. The team has a very short window of time to make decisions. Having resources that don't create any additional tax burden to help improve the appearance for structure and curb appeal for the immediate area looks favorable for the consideration.

## NEW BUSINESS

The Chair moved to the New Business item, *Proposed Amazon TIF District discussion to include invited remarks from Drew Mouton of the City of Shreveport and Justyn Dixon of NLEP.*

Cawthorne: If Commissioner Jackson is on the line, I would like for him to start off and lay out this proposed TIF—the benefits and whatever else he wants to say. Then after that, we can let Drew Mouton chime in and Justyn Dixon.

Jackson: Thank you, Mr. Chair. I appreciate your patience and diligence. The TIF District laid out in the ordinance basically covers a section of the North Market area. I'd like to start off always by saying, the proposed TIF District does not raise any taxes. I also tell folks, there's not anything that the Caddo Commission, the City of Shreveport, or the Caddo Parish School Board would do to increase anybody's evaluations. The proposed TIF basically takes the increments, which is the improved values, or the increase in Sales Tax Revenue, or the increase in School Board Tax Revenue, and they basically just dedicate it to improvements within the district. Councilwoman Taylor, myself, and School Board Member Terrence Vinson—we've had conversations among ourselves about this concept and this idea. I have looked at East Baton Rouge, and what they have done with regards to their TIF District. I will say that this is not uncommon. If you look across the country where Amazon locations pop up, these TIF districts pop up. I have heard concerns about—is this the same as what took place as at Mall St. Vincent? Is this the same as what took place in the Downtown Development area? I want to ensure folks that these two—or this particular district has nothing to do with those two. Those two districts were set up in a fashion in which they were set up after the fact. If you set it up at the right time with the right purpose and mission with the right structure—as the respondent or the commentator just made—and Jeff, I got that email as well—you will know that now is the time to set up your TIF district and not wait until after the fact. There are jobs on the line—listening to that person who wrote in. It's the right thing to do at the right time to do it. No one is chasing any pipe dreams. We understand, in some cases, a TIF District didn't work out the way it should work. No one will lose anything from lose anything from this TIF District; no one will receive any extra burdens from this TIF District. I know there may be a lot of anxiety—I don't know for whatever reason that's been either misplaced or placed out there into some folks' mind, but there's nothing that's going to put anybody at a competitive disadvantage in this particular district. Some folks indicated that they have some questions or concerns. I'm here today to answer those questions or concerns that they may have. The TIF District follows the statute that's laid out in Louisiana Law. It also follows in the same and is consistent with what has been put in place with regards to the TIF District in North Caddo with Wal-Mart and those that are being looked at in the undeveloped areas of Caddo Parish in Todd's district. This is something that we see. We know there's a lot of retail leakage over to North Bossier. I went to lunch today—and Mr. Mouton and Councilwoman Taylor and if the Mayor is listening or Chief Whitehorn—unfortunately, y'all didn't get any sales tax from me for lunch today. Bossier got it because I hopped the river instead of making a 20 mile trip down to Youree Drive to go to Smoothie King. What you'll find is that I do that often, unfortunately. I don't eat fried food and that's not my preference. That's not a lot of folks' preference. I think its just smart development for us to take resources that are going to be generated right here in Shreveport/Caddo and reinvest it back into the businesses in the corridor that's right here in Shreveport and Caddo Parish. I'll end by saying that I had a very good call with Jessica Breaux on Friday. Myself, Assistant Administrator Erica Bryant, Justyn Dixon, and Angie White of NLEP and the comments that Mrs. Breaux made are 'they have no issues with this'. In fact, they were very happy that I reached out to them because in certain areas, no one had ever reached out to them. They just did it. They stand ready to support and comply in any way that they can. She closed with the comments saying, 'this is your area. you all know what's best.' She specifically said, 'you know what's best for your district'. If I'm misquoting that, Erica, please correct me. She said, 'you know what's best for your district because you're elected to represent them and we'll look to you.' That's it in a nutshell. I don't want to mislead people. I don't want people to read anything more or less into the concept because it's not a foreign concept. It's a tool that the state statute allows for us to do to encourage investments and developments within certain areas. Mr. Chairman, at this time, I'll end my comments and I think the meeting was intended for Mr. Dixon and Mr. Mouton to provide commentary. I'll yield my time to them. I'm here to respond. Mr. Jerry Jones, who I anticipated on being on the call, he had a conflict and couldn't join, but I'm here. I think I can handle any questions. As far as the legal stuff, we have our legal team that's here to answer any legalities. So, thank you.

Dixon: Thank you, Commissioner Cawthorne. I appreciate the Committee letting NLEP speak with you guys today. I hope to be speaking with this same committee in the very near future over some other business. I was asked to give my comments on this having been in economic development—having been around these, and I would imagine they're going to match up with others. I've talked with Commissioner Jackson and Commissioner Atkins on this, and my comments to both were the same. I think if you're going to do something like this, I think it could be very powerful if structured the correct way, but I think you've got to

touch four points and make sure through this process that you hit these four points. Number 1, do no harm to your existing tenants; you can't penalize anybody that's there. The decisions they've made in the past, they can't adjust now. Number 2, do nothing to negatively affect the recruitment of additional investment into the area. Number 3, you have to have a well-defined plan. This is where it gets choppy. I've seen this in the past. If it is not very specific that we're going to use the proceeds for this exact point, and you leave it up to interpretation, that's where the challenges come in. I've seen it done where they've done it on the retail level. I was not involved; that's not my alley. They said that we're going to create a TIF District, and the proceeds are going to community development. Well, I promise you that there's 97 million things in my mind that I could attach to community development. You just have to be very specific for which route you're going to be using the proceeds for. The fourth thing, you always have to protect the community. Looking down the road, what does this TIF mean when it rolls off? What are the impacts or the unforeseen impacts that we need to think about? Those are the four points. Do no harm to the existing tenants. Do nothing to negatively affect recruitment. Have a well-defined plan. Protect the community. Having said that, that's my stance on it. It's pretty much down the middle of the line. I love both sides of the aisle, and I need both sides of the aisle to accomplish my goals. I appreciate what you guys are doing. Having said that, I'll stop and yield back to you.

Mouton: Justyn and I have talked about this off and on, even proceeding this particular area. personally, I love economic development districts. I love the idea of a TIF district, and I appreciate Commissioner Jackson for proposing it here. I don't want to say that on behalf of the City that we have any concerns, but I think we do have some questions. Part of that is to Justyn's third point, a well-defined plan for use of proceeds. This is sort of one question mark that I didn't see addressed in detail in the proposal that we saw. The other part is more of a reflection of what we have up here. You know I have the benefit of never having been elected to anything, and I can say something that doesn't sound very cheerleadery, but I'm going to speak to the truth here. We don't have in our region a well-defined strategic planning function. And I say that in contrast to Lafayette, Baton Rouge, New Orleans, etc. where there are generally publicly funded highly engage well-staffed well-resourced planning units. Baton Rouge has a very detailed plan for that region that Cortana Mall region. It does not address just the TIF district, but additional infrastructure of investment that will go into the area. I think my concern, and again I want us to use TIF districts, but I want us to use them as part of a broader plan to ensure we can produce the plan that we want to produce in this area. Part of my concern too is that, but when we're collecting an increment because we've been successful in a district, and those dollars are directed solely into an increment. That also means, to a degree, we are depriving the immediate neighbor of the benefits sometimes of that investment. So we're taking the money. We're keeping it home. I like the idea, but the consequence sometimes is that we may have other joining businesses, residents, homeowners, and so on that won't directly receive the benefit of this economic upside. So we are indirectly—at least potentially—taking something away from folks that really could benefit from it. In a 136 mile footprint in a city that has been under-resourced for a really long time. For me, that's a very important point. I want to make sure we're doing this in a way that can allow us to look forward and develop infrastructure across the city. And the last point, is that as an incentive, as the rest of the country has sort of demonstrated to us, every time Amazon has gone into an area, they've brought businesses with them. So this TIF district here does not appear to be strictly necessary to bring other businesses to that area. And again, that's not to say we don't do it, but that's to say, we're going to bring businesses in people want to locate by Amazon and let's make sure that we're building this program out in a way that ensures success longer term. And I'll end by pointing out the two examples that Commissioner Jackson brought up, Mall St. Vincent and Red River District. In a way, these are good examples of both success and failure. The Mall St. Vincent TIF district is sort of the easy version of an EDD. You got a mall owner, a mall manager, and businesses that all have the same incentive to increase the tax base. Although that mall has not been particularly widely successful over the years, it has produced a stream of tax increment over time. Red River District is exactly the example we need to follow in terms of what not to do. Its boundaries were defined in a way that didn't bring in that additional aligned incentive that ensure it could sustain itself or continue to grow or that there was an incentivized owner or participant there that could weather tough times and adapt to the changing economy and so forth. As a result, we derived almost no increment and benefit from the Red River District. Now we're having to reimagine how that whole part of town works. There are examples here where we can do a good job or we can do a less-than good job. I would like to see us do this. I do believe, Commissioner Jackson, this is a good area, but I think the best practices around the country demonstrate that we bring all of the parties that are related here and develop a more comprehensive investment and development plan for that area. Not just the proceeds, but what else can we bring to it to ensure that we maximize the opportunity here. That's my comments.

Atkins: Some people feel that I'm against this project. I'm not necessarily against it. I just want to learn more about it and make sure we understand it and make sure we go about it the right

way. With that statement being made, what is—I guess this legislation that's on the Commission agenda would actually allow the TIF district to be established. So would we then have a committee? Is a board formed for the TIF that then develops all of the structure around it and all the rules and the development plan associated with it?

Jackson: To be short, yes. What folks are asking for is—they're asking to put the cart before the horse. You're asking for a strategic plan, but I want to go back to North Baton Rouge. North Baton Rouge is an Economic Development District that was created by an act of the Legislature. They got a dedicated hotel/motel tax. They were created. The reason why they were able to do a plan for the Amazon TIF District is because the North Baton Rouge—which is sort of an umbrella organization was created. The only way they got their plan for the Amazon TIF district was they created the district. They've had the benefit of having a parent organization. We do not have the benefit of having the parent organization. I'd love to do that, but the reality is, we don't have time for that. If we drag, drag, drag, drag, drag, it won't even be beneficial to create anything. I'm going to disagree with the notion that if we do nothing, the development will come. We just had—our Clerk just read a note from someone saying that 750 jobs are on the line here. They believe a TIF district is doable. We've got to do infrastructure improvements because the State had to step up and do the \$1.5M street for Amazon. We didn't have those resources locally to do it. We have to put some skin in the game. I'm going to disagree, but I'll come back to that about another point that was made about depriving another area. So, to answer your question, there has to be a district created; there has to be a board that is established—just with everything. There are steps to it, but you got to create the district first. If we wait, we might as well do nothing. Yes, the goal is to create the district first. You can't create a plan for something that doesn't exist.

Atkins: Another follow-up question, you stated in the opening statements that there will be no new taxes on anybody or no new fees paid or something to that nature. How do you envision this TIF district being funded if there are no new taxes or no new fees.

Jackson: That's a good question. When you have a tax increment finance district, if you set it up right now. If you read the articles from East Baton Rouge, the reason why they felt time was of the essence is because the baseline is low right now. I'll give you the example that I gave Councilwoman Taylor and others is there's an empty gas station sitting right out front of that area right now. Its collecting zero, and so once somebody locates in there, that increment now will start going to help fund the district. So that's what funds the district, but if you wait until everything is complete—which is what happened with St. Vincent Mall and downtown. None of those tax finance districts were create prior to St. Vincent Mall being set up and prior to the downtown area being created. They all were created after the fact. So the only way they could realize an increment—which is obvious was to levy or raise a tax. If you do it now, pre-development, you don't to come in and say 'ok, we have to realize an increment to make this TIF district realize an increment, so now we have to raise taxes'. That's unnecessary to do.

Atkins: You made reference to Ms. Breaux. Is she with LED?

Jackson: No, she's the Economic Developer Manager for Amazon. Mrs. Bryant and Mr. Dixon were on that call as well.

Atkins: In your mind, Amazon is ok with this?

Jackson: They have no problem with it at all. Their thing was they stand ready to support the compliance aspect of it, which is tell them where they should pay their tax receipts to. They have no issues with this at all. In fact, her thing was, 'you know what's best for the district'. They were happy because East Baton Rouge didn't involve them in the conversation whatsoever.

Atkins: One of the concerns I had is that we kind of had taxation without representation because if there were residents in the district, they would be able to vote, but there aren't any residents, only businesses. I was concerned that we'd be putting an incremental tax as—

Jackson: there's not an incremental tax.

Atkins: Let me clarify my statement. As the property values increase, which they actually allow to happen, then there will be taxes on that incremental amount, correct?

Jackson: If I'm correct, Mrs. Bryant, they are going to pay that regardless of whether we do nothing today or not, right? That's just going to happen. So the only way to avoid is to not build the building over there.

Bryant: Right, that's correct. They would pay additional taxes on increases in assessments.

Atkins: I'm with you.

Jackson: It rolls forward. Is that my understanding?

Bryant: What was the question? As long as we, what?

Jackson: Is it is that a-that's under the assumption that there's any increase or there's a roll forward?

Bryant: Right. So, in four years, if the overall assessment actually increases, which as you know that's it may or may not considering how our current economic climate. Then, yes it I will be put in the Commission's hands as to whether or not to roll it forward.

Atkins: And so, Commissioner Jackson continuing in my education here. The-so once the-if legislation were established, then a board of some nature would be, well, a board or some governing body would be put in place around the legislation to develop the rules of operation and the development plan? And then they would ultimately control the use of the dollars that go into the fund over time?

Jackson: That is one way to do it. Or it could be directly the City or the Parish or a joint agreement between the City of the Parish. So, it's not necessarily any. Its not like how we do with the IDB, but that is one way to do it. But there are multiple ways to structure the deal.

Burrell: Thank you, Mr. Chairman. This is probably more on an educational basis. I'm very supportive of districts that they are done correctly. I'm supportive of any economic development district, because that is some of the things that I worked on, I guess, in the last 20 years of being in politics on the city level, at the state level and now the parish. But I had a couple questions. I think John may have, Atkins may have asked one and the first one. There's no-there are no voters in this district. I noticed the layout of the district in the map. Looked like it, based upon my knowledge of this area, that it looked like it follows most of the business corridor in there. It does branches-branch out near some residential areas but here are no voters in this area. That's the question.

Jackson: That's my understanding. There are no voter's in the area.

Burrell: Okay, because if it does you know you have to put it before them even if there's one.

Jackson: I don't mind at some point maybe drawing this to where, because I-my thought is and you can ask whatever Steven's last name is that draws the maps-I don't mind putting Cherokee Park, which is probably going to be the most affected neighborhood. I don't mind drawing Cherokee Park, School Park. And I'm just talking about the areas that I represent and that little area right around CCC into it. But to get to an election creates more time to set it up and so if this was sent to voters they would definitely affirm it. Because they are tired of doing is, they're tired of jumping over the river to Bossier. And they're tired of the only option that they have particularly around the retail area is going down to Youree Drive. And I'm not talking about cannibalizing anything, but what I'm talking about is stopping the retail leakage that's taking place in the Northern part of Caddo. That was the whole point of putting the Walmart up in North Caddo. Was stopping this leakage that takes place going over to Bossier. We- Councilwoman Taylor and I-we've done a great job at fighting back liquor stores and we believe that the North Shreveport area is right for some other more conducive developments. So, I think if this was put to voters, they wouldn't have a problem at all supporting it.

Burrell: I support including some residential areas, if the area need redeveloping. It serves as a good tool to work along with economic development to do community development at the same time. That's been my experience in dealing with TIFs and how it can help jump start redevelopment areas. The second thing that I wanted to ask is if their existing business-if this district only can involve existing businesses, how will we set the tax base level in order to get the increment financing that we need in order to create our fund?

Jackson: Yes sir. If any staff can jump in if I'm wrong. But we have to spend a period of time establishing a baseline. And so, once that baseline is set that's why timing is important. Because if we spend six months setting it up the goal is for the place to be open by Spring 2022. And so, we could keep kicking the can. We're prolonging the baseline. And that's what East Baton Rouge realized is the longer you prolong, the longer it takes. Because by law we have to establish a baseline. And so, the notion that we're going to-the notion that we're going to deprive an area is not true. The taxes that the City have-if the City got \$100 today. They're going to get \$100 tomorrow. And everything over that \$100 after that baseline is established will go back into the district. And so, nobody's losing anything, Commissioner Burrell. As it was stated earlier to no one is being deprived of anything. That baseline is going to be set.

Burrell: That was my whole point because you have three different taxes that you can use. Sometimes that creates a timeline that is not always conducive to what you're trying to do. I'm saying that to help you not to hurt you. The next question. Let's see. I guess my last question was, you know, which taxes would be levied in order to create the added investment dollars for your funds. But because you know you got occupancy tax that you can use. You have property taxes, as well as sales taxes. Are we looking at one or all three, which is what created the baseline?

Jackson: Right, well. Of course, we can't take those that are dedicated already. So, you have certain sales taxes, I mean, certain taxes that are dedicated like to the Board and to the Sherriff and things like that. That's not what we're talking about. We're talking about, right now, we're talking about the increment from the Parish property taxes. And then, Councilwoman Taylor has stated an interest or at least support or initial support for the City sales tax. And School Board member Vincent he's stated support for doing the same with the school board for schools only. Because the School Board taxes can't be rededicated for any other use other than schools. And so, you've got, I think the way he stated is there's no reason why a person who works at Amazon can't drop their child off at school on their way to work and pick them up on their way home. And so, we're looking at a combination of those things to help support the district. And that's what's going to ultimately make it work.

Burrell: Okay, well. Mr. Chairman, I think that's about the last. And I did call community development, because as I stated in our meeting, I remember when I was on City Council we set up some redevelopment districts. And I thought economic development district, which was called the central economic development district when Beau William was there. And I have a map that showed it going up into this area, but I don't know how far. So, if that be the case, I don't know if we're overlaying one district onto another district. Not that it's anything wrong with it from what I can understand, but I just wanted to make sure that, you know, we weren't creating something that may. We already have a vehicle. We just need to maybe refine it or something. That's the only other thing. Thank you, Mr. Chairman, I appreciate you.

Johnson: Thank you, Mr. Chairman. I think Commissioner Burrell led up to one of the questions I was going to ask about which taxes we was looking at using. Because I know initially when I talked to Commissioner Jackson it was strictly the property tax. And if we-and I support the property tax assessment on the TIF. Now, if we're going to go into the sales tax piece of it then I'm about to stand on the firm ground of no. Because a lot of people in District 2 shop in that same corridor and that would be additional taxes on them, because of Brookshires, The County Market, things they do every day. You just said that you was talking about sales tax as well-

Jackson: I don't know if that's a question or statement, but I hope you're going to let me respond to that.

Johnson: Well I mean you can respond after I finish. But based on what I just heard from what Commissioner Burrell asked-

Jackson: Clarified what you heard.

Johnson: It's not you saying property taxes and then you also mentioned sales taxes from the School Board and maybe the City.

Johnson: I'm just. I'm just. I'm just stating my voted will be a no if sales tax are involved, because the people that I represent do not want a new tax delivered upon-

Jackson: Tax?

Johnson: -from. Like I said, if there is a sales tax levied on the TIF-

Jackson: And like I said there is not-

Johnson: I simply said that if it's a property taxes fine. If it is a sales tax levy on this TIF, I will be against it. That's all I'm saying. I'm through, Mr. Chairman.

Cawthorne: Commissioner Johnson you directed that to Commissioner Jackson for an answer?

Johnson: It was not a question. It was a statement. I'm basically saying that if there is a sales tax levy on the TIF, then I would not support it. If it's just only on property taxes, I'm good with it.

Jackson: Yes, thank you Mr. Chairman. And I'm saying very loud and clear. There is no new taxes being levied. I'm making that very clear. And I want to be plain on that. The existing tax rate that is there is the only tax rate that will be there. And so, I don't know who's coming

up with this notion that there's going to be a new tax. This is going to be the existing tax rate. Whatever that is. If the city is levying four percent of three percent. It's going to stay four percent of three percent. The increment, the increased activity after a baseline is established. So, if the city is getting \$100 in taxes right now, when that baseline is established. That baseline comes back that they're getting \$100.01. That one penny now will go to the district. It's not a new tax. So, stop. I want people to don't walk away from here. And I'm going to be passionate about that, because people will hear something and they'll take it and they'll misrepresent it. This is not a new tax. This will not be a new tax. I'm not going to support a new tax. What I'm saying is the increment. The increased activity. The increased value. That is it. That is all. Thank you.

Burrell: No, I wanted to. Maybe if I would have made a statement to clarify what I said maybe we wouldn't have even gotten into this conversation. I only said that there were three taxes that you could use in a-in the TIF district. And then I said which of the three or will all three be used? I don't know. I don't remember sales tax ever being mentioned that we were going to increase any of that. I want to make statement clarification that we could use three tax. That we could use different tax because that what the statute says. That's all Mr. Chair. There was no comment about raising any sales taxes. I don't remember that ever being said. I was the only one that brought up anything about sales taxes before that.

Johnson: Yes, so after this meeting, and you all get a chance, listen to the verbiage of the comments that were said. Second of all, who is going to be running the TIF?

Jackson: So, as stated when Commissioner Atkins asked me, he said there are any number of way that this could be set up? There's a board that can be established, an independent board. It could be a joint agreement between the City, The Parish and the School Board. It could be a joint agreement between the City and the Parish. That's what we have to get to and not predetermine the outcome and try to pigeonhole it. So, I'm not here to say that somebody or some group or some organization is going to run the TIF district. My point-

Johnson: I got it. I got it. I got it. I got that part. All right. My next question is what does the Parish get if we utilize sales tax?

Jackson: The Parish gets nothing, because we don't levy a sales tax in the City of Shreveport. We know that.

Johnson: I know. I know. So, my point is, well, who will be running-and that goes back to who's going to be running the TIF. Because if we're not in control of the TIF, the TIF can get out of control.

Jackson: No. It can be a joint agreement between the City. That's how I envision is that everybody who was involved would be at the table. Those conversations are being had. Who-

Johnson: It benefits. If it's the City that's going to take the lead on that, then, why-

Jackson: No, it's not the City taking the lead, Lyndon. You misrepresenting it. This is-

Johnson: I'm asking questions. I'm not misrepresenting. I'm asking questions.

Jackson: Everybody has said that this is a joint effort. And, so, you can do it under a joint management agreement. Where you have a representative from the City Council, a representative from the Parish Commission, a representative from the School Board. If you're going to use all three. But it's got to be set up first. And we're trying to determine things that. We are way-we are trying to get five steps ahead of ourselves.

Johnson: I think it goes parallel, personally. That's just me.

Jackson: Well, I mean. We can also try to decide what projects are going to be funded as well. That could be done parallel as well too.

Johnson: That's a after come of-

Jackson: No, it's not.

Cawthorne: Gentlemen, gentleman. Hold on for just a second.

Johnson: Based on the income that you get will determine what projects you can actually run. If you're trying to set it up you also need to set up who is going to be one that's going to be managing. That's the only thing I'm saying.

Cawthorne: Hey, Attorney Frazier. There's been several concerns as it relates to the formation and creation of this TIF district. Quote unquote what are going to be the guard rails that protect us against some of the concerns that have been mentioned and are you all offices are

going to actually work with Commissioner Jackson in forming this TIF? How's that process going to be made to come to realization?

Frazier: Yes, Commissioner. We will. As far as forming the TIF, the legislation you had-have in front of you will create the TIF district. Now as far as forming a board to run the TIF district, you all have the options of as was stated entering into agreements with other government subdivisions and appointing folks. You have the option to participate directly and be the board yourself. So, you all will decide who that board is. You will have to promulgate further legislation to decide who sits on that board.

Cawthorne: Similar to what Todd, Commissioner Hopkins, recently did with his board, advisory board, he set up something-a process-something similar to that?

Frazier: The advisory board? I'm not familiar with. Are you talking about the zoning?

Cawthorne: Yes. And what I'm alluding to he did formulate a board and members of the Commission were asked to add appointees. My question is that process what he gets is going to be similar to the TIFs?

Frazier: No. That is not that process. Because see those advisory boards have to come back and make recommendations to you. Whatever board you put in place will actually be the ones levying the taxes and putting in place for where the funds are going to go.

Cawthorne: So, to be more kin to similar what the IDB board does.

Frazier: More similar, yes.

Johnson: All right. So basically, what Donna said is, in my opinion is, that you can actually create who's going to be running the board at the same time you do the district. If you don't have the district, you got to know who's going to run it. Who's going to manage it. And then if you don't have the district, it doesn't make any sense. But if you are going to do it, you still need to know who's going to be the one that's going to be running the TIF. And that's what I'm saying. We don't have to wait until down the road and then say this is how it's going to be ran by what organization. You already got the votes by that time. I say you can do it parallel and then that way you know how it's going to be operated if it's passed. I mean we've done that before on many different situations that we know how it's going to be set up. But we don't have to do it. You do A and then you come back and do B. And then you come back and do C. You can do A and B together. That's all I'm saying.

Jackson: I just want to respond to that. It's easy to come back after somebody's put something on the table and say what could have been done. I drafted this legislation with the purest intent in mind. And for somebody to come in and say 'well, I want to see or I think or its my opinion that you ought to do the board at the same time'. I would prefer to go step A, step B, step C. Because as we can see. Because I don't know that Todd's district was this convoluted. I'd be interested to see what the comments and what the commentary and if we asked about a-if anybody asked Todd if he was going to have, when his board was going to be set up, or who that board was going to be? Because I don't even think that was that even came up.

Johnson: There's no other entities involved.

Jackson: But again, the School Board is out there. It's Parish wide. Levies a tax. The Sherriff is out there. The Port is out there-will be out there on a property. So, my thing is-my preference-is to see the TIF established and then we create the board. And my hope is that this would be a joint endeavor. But what I don't want to do is try to drag this all the way out. Trying to get everything done at point A when we know, and Attorney Frazier just affirmed, there are many ways that this could be set up. Because what I heard her say was you have options. And you can either go into a joint management agreement with those municipalities or you can contract that out. There are multiple ways in which that can be done. And what I don't want to do is jump to step B or C, when we're at step A, which is the creation of the district. If nothing is created all we do is deal with the Parish property tax part of it. That's why the stature requires the City give consent or give a resolution of support. So, I think for my legislation I would prefer us take a step by step incremental approach. And I would appreciate if folks wouldn't assume that because I want to take it step by step that 'oh well you got the TIF district set up and we're just going to go on down the road'. That's not how I operated in the past and that's not how I would come to this committee or this body to operate today.

Frazier: Commissioners, I do want to point out. I was not looking at the ordinance that was drafted initially, but it does say in the ordinance that is currently up for consideration that the governing body for the TIF district would be the Parish Commission. So, that's what it says now. I don't know if there will be any changes to that, but that's what the ordinance currently says.

Jackson: But Attorney Frazier, we, as that governing body, to my point is we can go in and we can do a joint management agreement with anybody is that correct.

Frazier: Commissioner, I do think you can do that, but I'm thinking you're going to have to change the ordinance to do that. Or at least leave that part out of the ordinance so that you have some flexibility for that in the first place. Because the problem will become who is going to actually vote on new taxes to be levied.

Jackson: Don't say new taxes to be levied.

Frazier: I mean, well. That's what-I'm sorry but I'm-

Cawthorne: receipts above the baseline.

Johnson: But there can be new taxes levied in the future if there's a vote to do that. There can be that. That can happen. Right now, the taxes will not be no new additional taxes. But you can levy new taxes on top of the TIF. Let's get that point out there and not sugarcoat it.

Jackson: Yeah. I appreciate the commentary today. And I hope that the conversation has been had in earnest. Because I talked to Commissioner Johnson at your request, Mr. Chairman, a couple weeks ago. And the items that were discussed here today, the only concern that was provided was simply was about what would happen with the valuation if they decide to put that inside the product. And we talked through that. I didn't draft this legislation. And so, if there's something in there that shouldn't be in there, Commissioner Jackson can't get that charge. Because if you recall we leave that all up to the legal staff. And so for somebody to even insinuate that that's my doing. I took the legislation-I asked staff to draft the legislation. They drafted it. And what I'm saying is, we can enter into an agreement with anybody to run this district. What is before us is creating the district. What's levied, how its levied, when its levied, that is something for that group that is going to be managing this. The strategic plan, that's for that group to sit down and start discussing. But for us to sit here and say 'well, you know I don't want to just create it just because'. No. There are safeguards inside that legislation that gives us the ability to set it up right. And so the district is a great idea. It is what we need in North Shreveport. I think it's interesting for folks to say my constituents that I represent going to be negatively impacted as is the folks that I represent wouldn't be as well. Because the folks who live in MLK are the same people who live in same demographical people who live in Cherokee park, School Park, Allendale, and the surrounding area. So, it's all the same people. The same people who live in Cherokee Park go to the Walmart up in North Caddo. I don't. I'm not complaining about the TIF district up there. They don't complain about the TIF district up there. I want to make sure that we keep the conversation where it is. The conversation before us is creating the district. So that we- the primary part of creating the district is one, to establish its boundaries and two, begin the process of establishing a baseline. We've got at least four years before we even do property tax reassessments. We've got to go to the Council and get a resolution of support. But what I head the Clerk say, and I hope whoever submitted that comment, whatever firm, they're watching I hope they're not watching this. Because those 750 jobs I got to believe will not come to Caddo Parish. This is embarrassing. And we sit back and we wonder, Mr. Chairman, why is it that it's so difficult to do business and attract business here. Because people sit back and they see us fight over the simplest things. Thank you.

Cawthorne: Let me chime in and say this, you know. What we have before us is your legislation that we're going to have to vote on. And I think just as a caution to you Commissioner Jackson. I think what you've got to do. You've got to convince in the minds of the other 11 Commissioners that this is a good deal. And the concerns that they have are being answered. I know we're going back and forth with methodology. This sort of thing. But I think we've got to come to the point where the concerns that whatever the commissioners have that needs to vote for this that you can work that out with them.

Cawthorne: And we got a couple people ahead of you. We got City Council, I mean, Councilwoman Taylor wants to speak. Commissioner Burrell and Commissioner Johnson. I'll come back to you. But be mindful we got a 3:30 meeting. Go ahead Council Lady Taylor.

Councilwoman Taylor: Mr. Chair, Thank you. I think the TIF District is very important to establish. But I think that we also have enough intelligence and that have laid the framework for us going in and doing this. So, I think Mr. Dixon pointed out those particular relevant points of what we need to do and going in and establishing it. If we have the consent from the Economic Development Director or liaison for Amazon, then I think that we should move with the framework as it relates to this. We have-when Commissioner Burrell talked about the central economic development district. I'll look that up to Commissioner Burrell and see what information is in there for legislation that you have previously done as it relates to that. But I do think that this TIF district is very important without any new sales taxes, which is which I know is, what I've always said to Commissioner Jackson as well, being imposed

on or any of our constituents. But again, gentlemen, you all are intelligent enough and I know this but beyond a shadow of a doubt. Because I can pick your brains from each one of you all that we can go over here and develop this TIF district where its going to be viable for North Shreveport and that community. Because we understand that this district is on the rise. So, I want to move forward in that framework, as it relates to that. I'm going to speak to some of my other Council colleagues, but Commissioner Burrell I would like to have a conversation with you regarding that central economic development district for sure. And see what that does cover and see in what way that we can move ahead and support this.

Burrell: Always here to assist. I didn't spend all those years there twiddling my thumb. You know, there are some things that has happened in the City that has been good. There are things that have been happening in the City that wasn't so good like the Red River District. I was there fighting against that at one time, believe it or not if you go back and look at the records. But my comments, Mr. Chairman. My final comments. I was listening to Councilman Jackson and Councilman Johnson, I, you know, I try to be a mediator because I try to listen and see how they all fit. I think what we have here is a framework. A framework that can be conducive to a, you know, to a district that could do a lot of good. I still caution and support the fact that there are some residential properties that are around that need redevelopment. Include some of that in there even if there's a few votes. Commissioner Jackson said that he didn't feel uncomfortable that the people would not support it even if there were voters there. But there are some areas in that, I mean, there are some communities up in that area that could use some boosts. You know, some boost along, you know, along with this economic development initiative that has taken place. Similar to what I was hoping to do with the I-49 issue coming through the City, that we would also create an economic development TIF to parallel that section to create a business corridor in there, along there. That's the reason why this is so interesting to me. The second thing is, as I was listening, I don't see a big problem with modifying the language in the legislation where it would be more inclusive. I heard the attorney-our attorney-said that right now it's exclusively for the Commission, but that can be changed if it's creating heartburn. And I don't think Commissioner Jackson was his intent was to be able to hog this, because we're going to have to have the support of the City and other organizations. The third thing is to create that baseline. I think that's going to take more time probably than all the others. But those three things are the major things that I've heard here. And all of them are doable. So, I don't think we need to get be suspicious of one another in terms of we're trying to set this thing up so that we can get certain people to govern it. I did not hear that. Maybe I'm naïve, but I did not hear that. And even if that's the case I don't think any one commissioner can direct it anywhere even if its in his district. So hopefully that will create some sort of comfort level here, Mr. Chairman. Thank you.

Johnson: Let's see am I. Okay. I just want to say that, you know, you should have dialogue between commissioners whether it's informative, whether it's this is how I feel, without someone getting all bent out of shape. This is what we have committee meetings for. I would rather do it in the committee meeting that do it on the floor of the body. Because at that point in time it does make us look bad because we couldn't hash it out in the committee. There's a big difference between this TIF and the TIFs that's being created on I-49 corridor and the TIF that was built up on Highway 1. The Parish run those. The Parish is the governing body on those. We said what happens to those. Not nobody else. So, that's why I was making sure of who is going to be governing those TIFs. Because when you introduce the piece about sales. Yeah, initially you got the baseline and then any increments above it. But that governing body, if it's not the right one could come back and say 'okay, we're in the deficit. We need to levy some taxes in that particular area'. And now you can do that in the TIF because you don't have to go before the votes. Simply just being informative, making sure everybody knows what's going on about TIFs. Because there are a lot of people that probably on this call that don't fully understand the TIF. So, I was just basically making sure that these are discussions that we should have, who's going to be running it and how. I said how I feel about the TIF. If there's going to be sales tax levied upon it then I would be against it and I'm quite sure other people on here will be feel the same way. If it's property taxes I'm good with it. That was my statement. That was not a question. That was just a statement that I made. So, if me making statements make people bend out of shape. I'm sorry about that, but at the same time this is how I do my debate. This is how I talk about things that have not been brought up. Because you still have some people that's on, that's listening or watching us that still don't understand what a TIF is. What are they talking about? So, I'm bringing all this out. So, now that person who is not politically engaged will understand what a TIF is as much as possible.

Atkins: Thank you, Commissioner Cawthorne. I'll be brief. Thank you. I want to thank you Mr. Chairman for setting up this meeting. It's been helpful to get all of us on the same discussion, the same call, the same discussion and work through some of these issues in real time. So, thank you for setting it up. I'd also like to ask as we move forward with this legislation and if it's this phase or the next phase that we consider having an economic development professional or two on the body, the governing body, to ensure that we have

some content expertise on the governing body as we move forward. So, just something for us all to keep in mind. Thank you very much, Mr. Chairman.

Cawthorne: And thank you Commissioner. I always want to chime in before Commissioner Jackson get on just to offer another word of advice that I think there are some issues that have been narrowed down today. and I think it would serve as well if Commissioner Jackson could get one-on-one with maybe Commissioner Johnson, maybe Commissioner Atkins. Just to make sure you guys are on the same page. So, when we do bring the economic development professional to the table, we will be further down the road and understanding and kind of working out those differences that we may have. Commissioner Jackson and then Attorney Frazier.

Attorney Frazier: Commissioners I was just going to say that I think I'm going to want to provide some further clarification on that governing of the TIF district. So, I will send a memo to the committee within the next two days.

Jackson: Yes. Let me say to your later point, Mr. Chairman. You indicated that I should reach out to Commissioner Johnson and Commissioner Atkins. When this legislation was first brought onto the agenda, and I could be wrong, but I don't think the record will prove me wrong, Commissioner Atkins said that the Chairman of the E.D. Committee had questions. And my direct response to him was I talked to the chairman of the E.D. Committee and he had no questions. And I proceeded to say if he had questions I will reach out to you again and I did. In that conversation, you encouraged me to reach out to Commissioner Johnson. And I immediately did. I called him. I asked him if he had any concerns. I asked him if I could answer any questions. He told me what his concerns were and right then and there I answered those questions. Here, today, these are questions or concerns that I had never head of about the governance structure. And you all should know me by now to know that if there is something that I could do to work with anybody I try to do that. And I think Commissioner Burrell alluded to that. I've always been willing to work with people who want to work on a solution not hit you with these gotcha moments or surprises. I'm all for a conversation. At that meeting I said I welcomed an economic development committee conversation. I welcomed that. And then people started saying well it seem like you don't want to have a conversation I don't know where that stuff comes from. Because I said I welcome the conversation. But what I do not welcome is people kind of withholding commentary or withholding questions or withholding suggestions. That's not how anything gets done. When I ask you, what are your comments? What are your concerns? Give them to me. And if these pop into your head a week later, reach out to me. A commissioner reached out to me two weeks after we had that meeting and said I got a question about this can you educate me? Can you enlighten me on this? And I did. And so, if these are some after the fact questions that you had, we've had more than enough time. I've talked to several folks on this all and none of these questions came up. So, I can do my best to try to alleviate concerns and questions, but I can't address what I don't know. Our concerns and questions. If the only time that they come up is if they come up at a meeting. We're going to wait until we get here to have this conversation, because the only concern that was presented to me by some was- is this a tax increase? And I emphatically told them no and I stand by that today. My understanding, and this directed to the Parish Attorney, Attorney Frazier, when I asked you all to draft this didn't I send you all some model legislation to draft this behind?

Attorney Frazier: Actually, you asked us to do it based on the one that we did for the North Caddo TIF district.

Jackson: Walmart, right?

Attorney Frazier: Right.

Jackson: So, you all basically took what you had in there and you changed the legal description of the location. So, this legislation is cookie cutter. Word for word. Word for word. And basically, all they do is take the statute and turn it into an ordinance. That's what is seems like. Is that correct, Attorney Frazier?

Attorney Frazier: Somewhat. It's a little bit more detailed in there, but that's-

Jackson: So, I don't want folks and I don't want to legal to think that I'm upset at them. But I want folks to understand that the Parish Commission adopted this ordinance in 2015. This exact ordinance in 2015 and I get that there are other municipalities involved, but the only new player in the game at this point is the City of Shreveport. Because the School Board, Mrs. Brown or Mrs. Barnett, the School Board collects taxes out there by the Walmart, too right?

Dr. Wilson: Yes.

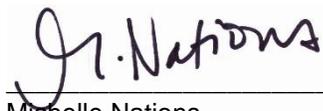
Jackson: So, the School Board. So, the only new partner at this point is the City of Shreveport. This is word for word, except the location. The same thing that was adopted in 2015. Nothing different. So, I don't want folks leaving here thinking Commissioner Jackson is trying to pull the wool over anybody eyes. No. I've asked them to take what they already-what we already-approved and do it for this. The baseline and setting this thing up is the most important thing that we need to do now. And as you heard earlier, we've got folks who are looking at bringing jobs here. That say that they have a crucial deadline that they need to get to. And I hope that we would support jobs in North Caddo as I have supported jobs all across this Parish before. All across this Parish. I hope we would be unwavering and supporting jobs the same way. If we hadn't already lost. Thank you, Mr. Chair.

Johnson: Thank you Mr. Chairman. I just want to say that, you know, based on what I see that there is a difference between the ones that were already created by the Parish or being created by the Parish in this one. And that's why I wanted to get the governing body of who's going to be the one that's going to run this TIF down pat. Because if we set up this TIF, but say the School Board or the City of Shreveport decides well we want to do something that we don't want to do, but we're in the minority of this, then we're out of control. I mean that piece is going to pass if it's two to one. And so, with the one that's in the Highway 1 Walmart area, that TIF, because we control it the School Board is going to get whatever we set up. They can't come in and say well we want to raise this and we want to take a vote on it. They out of the picture. We control that. The School Board and The City, if we're going to set it up with them being joint partners, have the opportunity now to say okay we want to get some sales tax revenue more than just the increment. And based upon if its two of their votes to our one. Then we're out. So, I just wanted to set all that out there so everybody would know what we're dealing with when you're talking about joint ventures. And things of that sort. Even with the funds that we run, raise, with this and you talking about doing improvements, you still got to do an M.O.U. with the city in order to do that if its infrastructure. So, just let that all lay out. Not just saying that this is just an easy piece of one piece of paper with some words on it. And it moves forward. There are some things that has to be moving along with it in order for it to work right. And not just saying we got a TIF in this area and that's it. We got other things that has to move and work simultaneously for it to work right. That's all I'm saying and I think that's what the two other guys that came on earlier was saying. We just got to make it work right and not just have a TIF on a piece of paper.

Cawthorne: Thank you very much for your comments. Obviously, we've got a little bit more work to do. I'm confident that we'll be able to work it out and I just leave this quotation. Seek ye first to understand and then to be understood. All right entertain a motion for adjournment.

There be no further business to come before the Committee, the meeting was adjourned

3:21 p.m.



Michelle Nations  
Assistant Commission Clerk