

Town of Eatonville CRA Redevelopment Plan Update

December, 2015

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Town of Eatonville

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1.0 Introduction

Historical Background

Eatonville is situated in Orange County, and is named for Josiah C. Eaton, one of a small group of white landowners willing to sell sufficient land to African Americans to incorporate as a black town. A historically black town, it was first settled by a small group of African Americans as early as 1880. Strategically located just two miles north of the City of Orlando along the Interstate 4 corridor. The City of Maitland adjoins Eatonville to the north and east, and the City of Winter Park is located to the south. Kennedy Boulevard, which runs east and west, crosses the length of the town. Interstate 4 also bisects the town, but does not provide access. The Town of Eatonville is made up of 665.8 acres and has a population of 2,299 based on 2013 Census data.

The Town was founded in 1880 and incorporated in 1887. The all black community was an outgrowth of the white municipality of Maitland which had incorporated just three years earlier. The all-white community of Maitland found the blacks and the area they inhabited to be somewhat "unsightly" and wanted them to move to another area. It was at that time that Josiah C. Eaton, who had helped to establish Maitland, offered to sell the blacks a large parcel of land one mile west of Maitland. The land was bought by Joseph Clarke, who became the first Mayor of Eatonville. In turn, Joseph Clarke sold the land to any blacks who wished to settle there.

In 1997 by adoption of Orange County Ordinance number 97-M-14, the Town of Eatonville created the Community Redevelopment Agency whose charge was to prepare a redevelopment plan, implement planned projects and obtain the necessary funding. The redevelopment area continues to be the focal point of the community and the continued redevelopment of the 665.8 acres within the redevelopment area has been a continuing effort. New studies, projects and cooperation within from the business and residential community within the redevelopment area are necessary to continue these efforts.

The goals and objectives of the plan were kept broad enough to allow for flexibility in the projects which would be implemented, but also realistic to ensure that they could be accomplished. As with any plan, the redevelopment plan should be updated from time to time in order to take advantage of new ideas and efforts to continue with redevelopment in the district.

In 1997 the original redevelopment plan was intended to be a strategic plan for the subsequent fifteen years, with the primary objective of building the infrastructure needed to support a themed community concept. The intent was to concentrate on the "downtown business core," which needed to be better defined to provide necessary guidelines for development. Having been primarily a residential community since inception, Eatonville's commercial areas developed as an accessory to the community, providing groceries and personal services to its residents. The improvements base on this initial plan have included the streetscaping of East Kennedy Boulevard and the gateway enhancements. Additional resources have been provided as grants to homeowners and businesses for physical improvements.

The key elements of the original Finding of Necessity identified in the 1997 plan included:

- + Inadequate roadways and public transportation
- + Deterioration of site and other improvements
- + Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area
- + Faulty lot layout in relation to size adequacy, accessibility and usefulness.

As quoted in the 1997 plan "these conditions as they exist in the Town of Eatonville, negatively affect the general welfare of the residents of the area, as well as impairing the progressive economic growth that the city need to prosper." The redevelopment plan included four goals;

1. Develop guidelines for Eatonville's proposed themed development

This updated plan has included the input from community participants over a series of four workshops in the fall of 2015. Building on the base of the original plan and developing additional perspective and opportunities, this plan has identified five themes that are interconnected to meet a desired vision of a healthy, vibrant and livable town that embraces history and culture. These five themes include the following:

- + Creating a quality sense of place, character and image
- + Developing high performance infrastructure
- + Reinforcing a place that embraces history, culture, and education
- + A connected town
- + A place that is attractive to business and economic opportunity

1.1 Creating a quality sense of place, character, and image

The Town has a unique opportunity to create a new sense of place with the development of the Hungerford site. This will require creative master planning, updating current land use regulations with particular attention to the mixing of uses, parking requirements, density and intensity, as well as mass and scale of future developments. Consistency of zoning regulations with future land use designations for overall compliance with the Comprehensive Plan is essential. Modification to existing regulations should be consistent with the community's vision for the overall urban design in creating a viable "sense of place." Continue to invest in neighborhoods, with particular emphasis on infill housing and infrastructure enhancements.

1.2 High performance infrastructure and environmental enhancements

The sensitive accommodation of stormwater can provide significant environmental, economic, and aesthetic assets to the CRA. Environmentally, a well designed stormwater facility will improve water quality, not only as a result of improved collection and retention, but also long term maintenance. Economically, an area-wide stormwater system provides better utilization of real estate for development or redevelopment encouraging new investment opportunities. Aesthetically, a well-designed system can become an amenity enhancing natural habitats, appealing open spaces, and an overall attraction for resident and visitor alike. In addition to stormwater facilities, upgrades to sanitary sewer, and water systems should be assessed to determine capacity for projected new growth.

1.3 Embracing history, culture, and education

The highest priority identified in the workshops, along with creating a quality sense of place, was the importance of the acknowledgement of Eatonville's history and culture as the nation's oldest incorporated black community. Toward this end the plan addresses the physical accommodation of a specific cultural/historical area within the master plan as well as coordinating infrastructure development needs for the proposed new Hungerford Elementary School. Programs that will enhance the overall awareness through partnerships for capital and marketing support are also highlighted as important aspects of the plan's implementation program.

1.4 A connected town: access and mobility within community

Connecting the town takes on numerous aspects – the physical, the social and economic. Connectivity is a key issue in the Town as it relates to creating an overall sense of place. Given that Interstate 4 is a significant barrier that separates the community, creating connections that provide a cohesive urban design program is difficult. Historically, Eatonville's road connections have basically been through three corridors: Wymore Road, Kennedy Boulevard, and South Lake Destiny, with traffic coming together at the Wymore Road and Kennedy Boulevard intersection. Creating additional capacity on West Kennedy Blvd, providing a connection to Lee Road from South lake Destiny, and creating another east-west connector from 17-92 to Wymore Road are essential to creating improved mobility and greater access to the Town. This, in turn, should ease traffic congestion in peak drive times as well as enhance vehicular exposure for business

development opportunities. Including “green street” design, trails, bike paths, and sidewalks to newly developed areas will improve overall connectivity for residents as well.

1.5 Attractive to business and economic development opportunity

All of the above elements of the plan create an environment that is conducive to attracting business and development opportunities in the town. Identifying and supporting catalytic development sites on both the east and west sides of the interstate are a priority. Job generation and business sustainability are keys to a vibrant community. Supporting job training, S.T.E.M. (science, technology, engineering, math) education, and healthy community living are all part-and-parcel to a quality livable environment. Up-to-date land use policies and regulations, as well as a responsive permitting process are indications to the development community that the town is serious about encouraging investment.

Current ownership of parking areas along East Kennedy for church services and activities create certain restrictions to the economic development opportunities in this corridor. Care must be given to future needs as addressed in land use regulations for additional uses, particularly an increase in weekday uses. Accommodation for business parking requirements could be addressed in the development of joint use agreements with the town and churches. At some point in the future, consideration may be needed to develop a parking structure that would serve both business development in the core as well as church services and public events.

2.0 Legal Boundary Description of Redevelopment Area

The Community Redevelopment Area legal boundaries are coterminous with the incorporated city limits. See Apprndix A.

3.0 Redevelopment Objectives and Initiatives

3.1 Creating a quality sense of place, character and image

Enhancement of the image of the CRA is encouraged to provide greater investment options, improve business recruitment and retention opportunities, enhance overall market brand, and create a greater sense of pride in the community.

3.1.1 Master plan

Preparation of an overall master plan is recommended, with specific attention to the Hungerford site. The plan will assist in guiding policies consistent with the town vision regarding development opportunities for new job generating employers, new for- sale and rental housing products, open space, cultural recreational and educational amenities consistent with sound infrastructure and circulation systems that enhance existing neighborhoods.

3.1.2 Modify land use regulations

A thorough review of existing land use and zoning regulations and policies should be made for the area to determine the viability as it relates to mixed use developments and contemporary development patterns. This review should address such elements as floor area ratio (FAR), height, site permeability, setback, stormwater and parking requirements.

3.1.3 Coordinate infrastructure sharing with proposed new elementary school

A near term significant investment by the Orange County Public Schools will be the construction of a completely new, state-of-the-art, Hungerford Elementary School. The new facility will accommodate up to 500 students, twice the current enrollment. Possibilities exist that joint use/expansion of the Boys & Girls Club will allow for opportunities for the student population to have additional cutting edge programs and activities all on the same campus. Joint use of stormwater facilities and roadway enhancements can add to the efficient use of site and add to the recreational opportunities for students and residents alike.

3.1.4 Create open space and recreational amenities

Part of the master plan concept will be the incorporation of the various infrastructure needs such as stormwater accommodation and pedestrian movement into integrated amenities that all residents can enjoy, be they active or passive recreational areas.

3.1.5 Enhance landscaping along Kennedy Boulevard (east& west)

As indicated later in this plan, the improvements to West Kennedy Boulevard will be a significant opportunity to enhance the physical image of the town. Augmenting the County's landscaping investment in the median with enhanced foliage, signing, and related amenities is an important investment.

3.1.6 Design stormwater facilities as community amenities

Too often stormwater retention and detention facilities have been constructed as a utilitarian facility without consideration of its impact on surrounding properties. This plan recommends the adoption of development policies that encourage area-wide systems that are designed as amenities for the town and surrounding neighbors.

3.1.7 Adopt overall community development design guidelines

Identified in the original plan as a priority was the creation and adoption of design guidelines for developments within the CRA. These guidelines would establish certain consistency in massing and scale and provide certainty to investors of a basic quality of development upon which all would adhere.

3.1.8 Enhance code enforcement program

Often sound code regulations and policies fail to meet desired results simply due to lack of consistent enforcement. Additional resources should be allocated to enhance code enforcement as well as develop neighborhood educational workshops to review the benefits of a sound enforcement program.

3.1.9 Continue to invest in neighborhoods

Support the development of infill housing opportunities through code enforcement, land acquisition, loans, and grants to encourage home ownership. Provide infrastructure support to stabilize residential areas including utilities, sidewalks, bike paths, and recreational amenities.

3.2 High performance infrastructure and environmental enhancements

Having quality infrastructure with capacity to support existing and future development is an essential element in creating a viable community for overall sustainability.

3.2.1 Develop area-wide stormwater system

Creating an area-wide stormwater system would increase individual site development opportunities. Newer retention facilities should be developed to handle offsite storage to accommodate development for the foreseeable future.

3.2.2 Upgrade existing stormwater, sanitary sewer, and water systems

Assess all utilities for current capacity, maintenance issues, and future capacity needs and support upgrades as required.

3.2.3 Support low impact designed "green streets" and sidewalks

Establish policies and guidelines that support the design of "environmentally friendly" streets, sidewalks, trails and paths. All hardscapes such as roadways and sidewalks should be designed to incorporate the latest low impact techniques in accommodating stormwater cleansing.

3.2.4 Establish cost sharing policies for infrastructure improvements

As part of creating area-wide stormwater and parking systems, as well as other infrastructure improvements consideration should be given to establishing cost sharing policies with private sector developments.

3.2.5 Incorporate environmentally designed parking facilities

Establish policies and guidelines that support the design of "environmentally friendly" parking lots and facilities. As part of the overall assessment of the infrastructure improvements, all future parking lots should be designed to maximize the sites ability to collect, detain, retain and cleanse the stormwater.

3.3 Embracing history, culture and education

Creating a quality sense of place, should highlight Eatonville's history and culture as the nation's oldest incorporated black community.

3.3.1 Establish a specific cultural and arts area within master plan

Within the overall Hungerford site master plan, a specific area should be designated for the development of cultural- and arts-related facilities and areas for public events.

3.3.2 Support development of cultural, art and educational facilities

Within the area designated for cultural/arts activities, support the development of specific facilities such as a museum, art education center, or multipurpose facility catering to complementary programs.

3.3.3 Support the promotion of the town's cultural history

Through the various town and regional organizations develop promotional messages to be used in print, electronic and social media to market the cultural heritage to the hospitality industry, tourists, visitors and area residents.

3.3.4 Encourage partnerships to leverage local assets

As part of the implementation of the master plan, begin to identify partners that would be supportive of capital and programmatic investments in Eatonville's cultural history. This can be through private or public resources as part of an economic development initiative to build facilities and/or sponsor programs furthering the town's promotional message.

3.4 A connected town: access and mobility within the community

The movement of pedestrians, cyclists and vehicles to and through the town in a safe manner are essential to the long term viability of the community. Providing residents options, beyond the use of the automobile, to access shopping, work, get educated or recreate, encourages a healthier lifestyle.

3.4.1 Continue enhancements to Kennedy Boulevard corridor

Support the County's initiative to widen Kennedy Boulevard from Wymore Road to Forrest City Road. The reconstruction should include four traffic lanes, two bike lanes, a raised, landscaped median, and sidewalks. Support should be provided to enhance landscaping and lighting to create a quality image for the corridor.

3.4.2 Support the connection of South Lake Destiny to Lee Road

A project highlighted as a priority in the original CRA Plan continues to be a key element to improving accessibility and mobility in the town. Linking South Lake Destiny Drive to Lee Road is a priority to provide relief to congestion on the west of the interstate.

3.4.3 Establish a district parking system to support businesses

Future development of businesses on East Kennedy Boulevard is compromised by the significant amount of privately controlled parking that is used mostly on Sundays and Wednesday evenings. Strong consideration should be given to developing a joint parking agreement to encourage investment in retail and related businesses along the corridor.

3.4.4 Develop a new east-west connector to Wymore Road

Current peak hour drive-time traffic has created major congestion issues at the intersection of Wymore Road and Kennedy Boulevard. Another east-west corridor can be developed to the south connecting US 17-92 to Wymore Road providing additional east west traffic capacity and access to Lee Road. It will also improve access and circulation to future developments on the Hungerford site as well as the enlarged, new elementary school. Support of right-of-way acquisition and joint cost sharing for the development of the road is recommended.

3.4.5 Design and install way finding system and gateway enhancements

Establishing a well-designed and appropriately installed signage system to enhance access to the area, improve the overall image, is recommended and should address all modes of transportation: pedestrian, cyclists, and automobile.

3.4.6 Incorporate pedestrian connections through sidewalks, trails and paths in future development policies

Accommodating the pedestrian along streets that connect residential areas to the business corridor, schools and future recreational and cultural facilities is a part of the economic and healthy environment being supported.

3.5 Attractive for business and economic development opportunities

This element of the plan addresses the establishment of a framework in which the physical, regulatory and administrative policies align to create an environment that encourages public and private investment for business retention, recruitment and job generating economic development opportunities.

3.5.1 Modify land use polices to encourage better utilization of (re)development opportunities

A thorough review of exiting land use and zoning policies should be made for the area to determine the viability as it relates to mixed use developments. This review should address **rush** elements as floor area ratio (FAR), height restrictions, site permeability requirements, setback, stormwater and parking requirements.

3.5.2 Establish cost sharing policies for infrastructure improvements

As part of creating area-wide stormwater and parking systems, as well as other infrastructure improvements consideration should be given to establishing cost sharing policies with private sector developments.

3.5.3 Develop criteria to identify and support catalytic developments

A key goal of the plan is to create an environment to enhance the development of key sites that are currently vacant or underutilized but are in strategic locations and would most likely leverage additional investments.

3.5.4 Support job training, education and business development programs

An issue highlighted in the community workshops was recommending support for job training, technical support, and continuing education opportunities within the town. Possible renovation of existing, publicly owned buildings could be made available for these types of programs.

3.5.5 Support land assembly, code enforcement, and demolition, for redevelopment opportunities

Through strategic use of existing policies and regulations, the redevelopment/investment environment can be encouraged through code enforcement and purchase of available sites to support improvements.

3.5.6 Provide incentives for the retention and recruitment of businesses along Kennedy Boulevard corridor

Review existing policies and continue to incorporate the various CRA grant programs addressing facades, code compliance, impact fees, and residential renovations.

3.5.7 Establish funding and development partnerships

Acknowledging that increment resources alone will not be sufficient to implement all of the desired improvements, partnerships with the County, other public funding agencies, non-governmental organizations, and the private sector should be sought to leverage CRA assets as part of the overall redevelopment strategy.

3.5.8 Develop a loan pool to support CRA district investment opportunities

Identify local lending institutions willing to collaborate with CRA to develop criteria and policies to establish a loan pool for businesses and property owners.

Promote further investment in the area. Other assistance could be incorporated to include sidewalk use for outdoor cafés, meeting ADA and fire code upgrades, to assistance in tenant recruitment, outdoor security cameras and lighting to leverage greater private investment.

4.0 Financial analysis and implementation program

The cornerstone of an effective plan is the ability to match resources to the community goals and objectives. Toward that end, it should be understood that the CRA's annual increment revenue is limited and should be used to leverage other types of internal and external funding. There are always more projects than there is money to fund them. It is the intent of the CRA to prioritize the projects and look for ways to fund or find funding for the high priority projects and programs that can be completed by 2057. Based on the projects and programs identified in Chapter 3.0, below is a chart that suggests allocation of types of resources recommended for the respective projects or programs. In describing resources that may be allocated, it should be noted that they do not necessarily need to be financial. In fact, the chart includes four distinct categories in which resource support for projects or programs can be used and are labeled administrative, regulatory, financial, and infrastructure.

1. Administrative resources would include such action as the creation of a one-stop permitting; reorganization of Town services to consolidate planning and project management, etc.
2. Regulatory resources would deal with the change in land use policies to allow for mixed use development areas; increasing the allowable density, signature signing ordinances, loosening parking requirements for certain uses, code enforcement, etc.
3. Financial resources would deal with the direct allocation of funds such as façade grants and loans, land assembly, business improvement grants, demolition of distressed properties, and incentives that may be required for transformational public/private partnerships.
4. Infrastructure resources would include the construction of an area-wide comprehensive stormwater management system that would serve multiple sites; construction of parking facilities, connection of trails and other features incorporating recreational infrastructure, signage, road improvements, sidewalk improvements, etc.

	Resource Allocation Options	Regulatory	Administrative	Financial	Infrastructure
Develop Quality Sense of Place, Character & Image					
3.1.1	- Development community Master Plan	X	X	X	
3.1.2	Modify land use regulations	X			
3.1.3	-Coordinate infrastructure sharing with elementary school			X	X
3.1.4	Create open space and recreational amenities	X		X	X
3.1.5	Enhance landscaping along Kennedy Boulevard corridor			X	
3.1.6	Design stormwater facilities as community amenities			X	X
3.1.7	Adopt overall community development design guidelines	X	X		
3.1.8	Enhance code enforcement program		X		
3.1.9	Continue neighborhood investment	X	X	X	X
High Performance Infrastructure					
3.2.1	Develop area-wide stormwater system			X	X
3.2.2	Upgrade existing stormwater, sanitary sewer, and water systems			X	X
3.2.3	-Support low impact green streets and sidewalk designs	X		X	
3.2.4	-Establish cost-sharing policies for infrastructure improvements		X	X	
3.2.5	-Incorporate environmentally designed parking facilities	X			X
Embracing History, Culture, & Education					
3.3.1	-Establish cultural arts area within Master Plan		X	X	
3.3.2	-Support development of cultural, art, & educational facilities		X	X	
3.3.3	-Support promotion of cultural history		X	X	
3.3.4	-Encourage partnerships to leverage local assets		X	X	

	Resource Allocation Options	Regulatory	Administrative	Financial	Infrastructure
A Connected Town					
3.4.1	-Continue enhancements to Kennedy Boulevard			X	X
3.4.2	-Support connection of S. Lake Destiny to Lee Road			X	X
3.4.3	-Establish a district parking system	x	X		
3.4.4	-Develop and east-west connector to Wymore Road			X	X
3.4.5	Design/install way finding system and gateway enhancements			X	X
3.4.6	Incorporate pedestrian connections through sidewalks, trails, & paths in future development policies	X		X	X
Attractive for Business & Economic Development Opportunities					
3.5.1	Modify land use policies to enhance development opportunities	X			
3.5.2	Establish cost sharing policies for infrastructure		X	X	
3.5.3	-Develop criteria to identify and support catalytic developments		X	X	
3.5.4	-Support job training, education, and business development programs		X	X	
3.5.5	-Support land assembly, code enforcement, and demolition for redevelopment opportunities		X	X	
3.5.6	Provide incentives for retention and recruitment of businesses along Kennedy Blvd.		X	X	
3.5.7	-Establish funding and development partnerships		X	X	
3.5.8	-Develop loan pool to support investment opportunities		X	X	

The plan identifies a number of projects that are priorities and establishes a process to review funding priorities on an annual or bi-annual basis. A combination of funding strategies should be considered by the CRA Board to fund the key projects list as amended from time to time.

4.1 Increment Funding

Community redevelopment will not be successful without funding through increment financing. Therefore, the ultimate goal of the redevelopment program is to increase the tax base to generate additional revenue for capital improvements and services through implementation of projects and programs, as described in this plan. Managed effectively, tax increment resources can be leveraged to enable the undertaking of a substantial portion of the public projects and also leverage private sector improvements.

With this in mind, the following finance and management practices should be employed.

1. Coordinate with the Town departments to strategically devise annual operating and capital improvements budgets to maximize the use of anticipated increment revenues.
2. Coordinate with appropriate Town, County, State and other public officials which may be sponsoring capital improvements in the area to maximize the leveraging of CRA resources. This may include the Florida Department of Transportation, the Florida Parks System, the Florida Department of Environmental Protection, and the Citrus County Transportation Planning Organization.
3. Work with the Town to augment capital budgets through the use of increment financing and other funding sources for infrastructure improvements such as water, sanitary sewer, electrical, telephone, and cable, internet, and stormwater conveyance systems. These supplemental funds should be used for the design and construction of infrastructure improvements to ensure capacity to meet demand based on the future land use activities.
4. Leverage increment revenues through grants, short term commercial loans, or other financial mechanisms to expedite the completion of projects.
5. Work with area banks, the Town's finance consultants, and the Town Manager's office to research short term and long term debt instruments for financing major public facilities.
6. Work with area financial institutions to develop favorable loan programs for private sector development and property rehabilitation projects.
7. Undertake individual project pro forma analysis on proposed development and redevelopment projects to determine projected revenues and devise strategies to maximize the use of these resources on a site-specific project or on an area wide programmatic basis.

While increment revenues are the base resource of the CRA, it should not be considered the sole source. The key to the successful implementation of the plan will ultimately be determined on the agency's ability to leverage other resources, whether they are private or other public funds. Below are other types of funding sources that may, over the course of the planning horizon, be tapped for one or more projects.

4.2 Special Assessment District

A Special Assessment District is a special district formed by a local government (County, Town, Water District, etc.) and includes property that will receive direct benefit from the construction of new public improvements or from the maintenance of existing public improvements. Special assessment districts often take Municipal Service Benefit Units (MSBU's) for capital improvements usually assessed on a linear front footage calculation on private property or Municipal Service Taxing Unit (MSTU's) for services such as police or recreational services and are generally assessed district wide in areas where the additional services are received. The most common types of public improvements financed include roads, sidewalks, street lighting and streetscape improvements, sewer facilities and water facilities. The local CRA that forms the assessment district sells bonds to raise the money to build or acquire the public improvement. The CRA then levies a special assessment against each parcel of land within the district, in proportion to its share of

benefit from the improvement. The owners of the assessed land repay the bonds over a period of years through annual assessments, which are included on the County's general ad valorem property tax bill.

4.3 Local Financing

While increment financing is an essential component of any redevelopment project, the mechanism may not generate sufficient revenue to cover all redevelopment investment projects proposed. As discussed above, increment financing uses contributions to the Trust Fund based on increased valuations from new development and as property valuation increases to assist in paying for improvements that stimulate the development. The CRA should consider utilizing additional or alternative financing methods to fund the planned improvements that are either currently available or could be secured in the future. Some of these financing methods that are potential revenue sources for funding redevelopment at the local level include, but are not limited to:

1. General Fund Revenue Sources
2. Local Government Half-Cent Sales Tax
3. Local Option Sales Tax
4. Charges for Services
5. Establishment of a Special Assessment District or Special Improvement District
6. Issuance of General Obligation Bonds Tourist Development Taxes

4.5 Debt Financing

This method essentially requires a community to sell bonds or otherwise borrow money to be repaid from an annual automatic lien on the general fund. Or a community can pay for its infrastructure in the same way a person borrows money to purchase a home. In both instances, the capital need is immediate and high, the equity appreciation reasonably assured, and the monthly or annual principal and interest payments generally fixed. Like all forms of infrastructure financing, there are some disadvantages and risks. This strategy should be used wisely and with caution. One major risk is voter aversion to approving bond issues, which may mean a future increase in property taxes to insure revenues are available to also properly provide coverage of debt service requirements.

4.6 Challenge Strategy

The challenge strategy involves the guaranteed construction of public improvements, but only after private revitalization actively reaches a certain point. This provides incentive for the developer while ensuring both parties, the Town and the developer, desired private development will take place along with public improvements. A recognizable schedule of funding can be determined with this strategy and can be selectively implemented, usually on a block-by-block or project-by project basis.

4.7 Private Investment

Generally, this is the single most important source in revitalization, if successful revitalization is to occur, private investment usually must exceed public funding by three to four fold. Such funding takes the form of equity investment and conventional real estate loans.

4.8 Project Equity Position

When the Redevelopment CRA takes an equity position in a project, the CRA contributes cash or land to the project with a return in the form of profit sharing. This CRA participation has the effect of reducing developer costs and can be used for projects such as redevelopment and parking structures.

4.9 Leasing

Town-owned land, buildings, equipment, etc. can be leased to developers for projects. For the developer, this eliminates the need for capital investment in land, buildings, etc. or debt service on money borrowed

to finance the purchase of such things as land, building, and equipment. The Town receives lease payments which are deductible from the developer's income tax. The lease may also include a purchase option.

4.10 Key Incentives/Funding Sources

In addition to the above, there are numerous federal and state funding sources that, while competitive, may provide other opportunities for additional outside resources. The following is a list of some of the more programs that may be opportunities for solicitation.

4.11 Federal

1. Small Business Administration (SBA)
2. Economic Development Program (EDP)
3. Economic Development & Growth Enhancement Programs (EDGE)
4. Brownfields Incentives
5. New Market Tax Credits Program (NMTC)
6. Low Income Housing Tax Credits (LIHTC)
7. Community Investment Program (CIP)
8. Affordable Housing Program (AHP)
9. HOME Investment Partnership Program
10. Community Block Grant Program (CDBG)
11. HUD Section 811/202 (Elderly Housing)
12. Good Neighbor Next Door (Law enforcement/teacher home ownership discounts)
13. HUD Section 108 Loan Guarantee Program
14. Keep America Beautiful Grant
15. Intermodal Surface Transportation Enhancement Act Grants (ISTEA)
16. New Markets Tax Credits Program

4.12 State

1. Qualified Target Industry Tax Refund Program (QTI) – Requires participation by a targeted industry
2. High Impact Performance Incentive Grant (HIPI) – Requires participation of a targeted industry
3. Capital Investment Tax Credit (CITI) – Requires participation of a targeted industry
4. Quick Response Training (QRT) – Direct benefit to employer
5. Brownfields Incentives
6. Urban Job Tax Credit
7. Housing Credits
8. State Housing Initiatives Partnership Program (SHIP)
9. Florida Brownfield programming
10. FDOT Highway Beautification Grants
11. Florida Recreation Development Assistance Program (FRDAP)
12. State New Markets Tax Credits Program

This list is not all inclusive but does provide an overview of possible funding sources for a variety of redevelopment and economic development related programs. It should be noted that availability of resources may be dependent on federal and state budget allocations, competitive applications, and availability of local matching funds.

4.13 Local

Support from local foundations or institutions should also be solicited as a source for capital or operational program costs, particularly as they pertain to cultural, historical, or educational initiatives.

4.14 Increment Revenue Projections

The following chart provides estimates of the increment revenues projected through 2027.

The projections are based on a negotiated formula with Orange County relating to the increment that will be contributed to the Trust Fund. The current formula caps the total annual increment contribution to \$300,000 through 2022, increasing to \$350,000 through 2027. The extension of the plan for an additional time period will require the establishment of a new formula (currently around 65% of total TIF) The extension and new formula will require an amendment to the existing interlocal agreement with Orange County. It is the intent to formally request revisions to the interlocal agreement, to request an extension of time and modifications to the formula, no more than 24 months prior to current "sunset" date of 2027.

Table 1 Increment Revenue Projections

2016	\$300,000	2021	\$300,000	2026	\$350,000
2017	\$300,000	2022	\$300,000	2027	\$350,000
2018	\$300,000	2023	\$350,000		
2019	\$300,000	2024	\$350,000		
2020	\$300,000	2025	\$350,000		
	\$1,500,000		\$1,650,000		\$700,000

4.15 Capital Improvement Program

Work with the County, FDOT, St. Johns Water Management District and other agencies as needed to ensure provision of the necessary public facilities at acceptable levels of service to accommodate existing needs as well as new demands as proposed development occurs within the Redevelopment Area. All references to "Agency" refer to the Community Redevelopment Agency (CRA) created as part of this overall plan.

4.15.1 Stormwater Management and Utility Improvements

The creation of a stormwater management system is a key element to the overall improvement of the area impacting the flooding issues, water quality, and development opportunities.

Objectives

1. In cooperation and coordination with the Town, County, other agencies, and property owners as needed, the Agency will formulate an inventory of capital improvement needs to support existing and future demands anticipated by redevelopment activities. It will also formulate a five-year capital improvement program in which projects are coordinated among all appropriate agencies and will annually incorporate funding into the budget and amended five-year capital program to coordinate with the Town and other agencies to provide the needed public facilities.
2. The Agency will continue to work with all appropriate government, private utilities and property owners to ensure the efficient provision of adequate services for future development including electricity, telecommunications, cable television, water, stormwater, sanitary sewer, gas, and solid waste.
3. The Agency will coordinate with the Town, County, St Johns River Water Management District, other public agencies, and private property owners as needed to formulate a regional approach to stormwater management. This includes working with regulatory agencies to develop creative solutions to problems that inhibit rehabilitation and development.
4. The Agency will work with the Town, County, St Johns River Water Management District and other public agencies and private organizations as needed to identify and implement alternative water supplies, re-use systems and other innovative and conservation techniques into public facilities and infrastructure planning.

Roadway and Transportation Improvements

Plan and support a safe efficient traffic circulation system that provides sufficient access for all modes of transportation between residential and commercial areas within the Redevelopment Area and the balance of the community.

Objectives

1. The Agency will continue to work with FDOT to implement improvements along Interstate 4.
2. The Agency will work with Orange County to employ access management strategies including reconfiguration of center medians, and driveway access points along Kennedy Boulevard and Wymore Road.
3. The Agency will work with the Town, County, and FDOT to assess existing traffic patterns and pursue any vehicular transportation improvements which may include access control, vacating of rights of way, redistribution of traffic, roadway realignment, directional changes in traffic flow, and other measures which will improve traffic and traveling convenience.
4. The Agency will formulate a program of streetscape improvements to assist in implementing the Kennedy Boulevard improvements.
5. The Agency will coordinate with Orange County on the planning, funding and design of and as well as the South Lake Destiny connection to Lee Road.

6. The Agency will have the area-wide transit providers, including Lynx, to encourage the expansion of an efficient transportation system, construction of bus shelters and other physical improvements which will enhance the comfort and convenience of the system.
7. The Agency will work with the Town, County, FDOT and private property owners as needed to create a safe, secure, appealing, and efficient pedestrian system linking the residential, commercial, and public lands.
8. The Agency will encourage pedestrian and bicycle pathways through the redevelopment area, appropriately designed and separated from auto circulation for safety purposes, to be used as positive tools to improve the area's environment in conjunction with the use of landscaping and other visual treatments.
9. The Agency will work with the Town, County, FDOT and private property owners as needed to provide interconnection of uses and areas by connecting driveways and parking lots, or constructing new roadway connections in appropriate areas.
10. The Agency will prevent the creation of negative impacts upon pedestrian movement within the CRA.

4.16 Government/Redevelopment Administration

Create an administrative framework and financial mechanisms necessary to achieve the goals and objectives of the Redevelopment Plan. Review existing Town policies and procedures to ensure timely and effective levels of service.

4.16.1 Agency Administration

Initially set up the management and administration framework necessary to initiate the implementation of the adopted Redevelopment Plan.

Objectives

1. The Agency will be administered by assigned Town staff.
2. The Agency will formulate and adopt by-laws to provide guidelines for the function of the governing board.
3. The Agency will formulate and adopt policies and procedures including, but not limited to:
 - + Finance, debt, and budget policies that will include appropriate procedures for five-year capital planning and annual budgeting. It will also include guidance for the agency regarding the budgeting and expenditure of funds on operating, capital, and non-capital expenditures.
 - + Policies for the expenditure of increment revenues on privately initiated development, redevelopment, and renovation projects.
 - + Policies for the acquisition and disposition of real property.
 - + Policies for assisting residents and tenants with relocation in publicly funded acquisition projects.
4. The Agency will have the ability to leverage increment revenues with other funds by applying for grants, commercial loans, or other financial mechanisms to expedite the completion of capital projects.
5. The Agency will annually evaluate its strategic objectives to be consistent with objectives contained in the Town's Comprehensive Plan.
6. The Agency will have the ability to participate in the planning process, develop the appropriate administrative policies, and will coordinate with the Town to streamline the permitting process, as needed, to implement the Redevelopment Plan effectively.
7. The Agency will have the ability to work with the Town to facilitate the expeditious approval of private development projects that further the goals and objectives of the Redevelopment Plan.

8. The Agency will have the ability to work with the various public and private leaders.
9. The Agency will utilize community leaders' talents to initiate desirable special events and activities to develop and implement sound marketing and promotional strategies.
10. The Agency will have the ability to promote effective communication with the residents and businesses throughout the community to garner public input, understanding, and support.
11. The Agency will have the ability to enhance public information services for all aspects of the redevelopment program via methods such as newspaper reporting, a more comprehensive town newsletter, advertisements, speaking engagements at neighborhood and civic organization meetings, internet web sites, other electronic media, etc.

4.16.2 Land Use and Development Regulations

Work with the Town, County, private property owners, and others as needed to implement future land use and zoning regulations and implement development of the Redevelopment Area.

Objectives

1. The Agency will have the ability to utilize available public and private resources through the redevelopment process, acquire land (if needed), master plan, design, and construct new development. The CRA may develop all or part of the Redevelopment Area independent of or in conjunction with the private sector, including hiring of design and construction professionals, and/or disposition of its interest in real property pursuant to the provisions of the Redevelopment Act.
2. The Agency will have the ability to implement land acquisition strategies to target sites for demolition and redevelopment to new improved land uses based on market opportunities ensuring consistency with objectives contained in the Redevelopment Plan pursuant to acquisition policies of the Agency.
3. The Agency will have the ability to promote and locate strategic land use activities of regional importance within the Redevelopment Area to capture additional market opportunities while reinforcing the unique character of the community.

4.17 Redevelopment Policy

Eliminate the conditions of blight identified in the Finding of Necessity and other such conditions as they may present themselves from time to time.

4.17.1 Focus on Existing Blighting Influences

The focus should address the higher priority blighting influences identified by the community and the Finding of Necessity study.

Objectives

1. The Agency will have the ability to regularly review its projects and programs to ensure that it is focused on eliminating the conditions identified in the Findings of Necessity as follows:
 - + The street layout contributes to inefficient and unsafe traffic circulation.
 - + Lots in some residential areas are smaller than the minimum required by Code, and some commercial lots are too small to be redeveloped using current land development regulations.
 - + There is a general deterioration of housing stock and a number of commercial buildings exhibit deterioration of site or building conditions.
 - + Diversity of land ownership makes redevelopment difficult.
 - + There are land use conflicts between commercial and residential with minimal buffers.
 - + There is a lack of pedestrian and vehicular connectivity in parts of the community.

- + A number of paved roads have no sidewalks, curbs, gutters and show deterioration of the underlying roadbed.
2. The Agency will have the ability to work toward the elimination of other blighting influences including:
 - + Dilapidated and unsafe structures through land acquisition and the demolition and removal of derelict structures where it is deemed appropriate.
 - + Existing substandard structures through enforcement of the Town's housing and building codes and the provision of financial incentives for rehabilitation.
 - + Unsanitary and unsightly outside storage conditions through enforcement and revision of Town zoning codes.
 - + Unsanitary and unsightly dumpsters used for the storage and removal of solid waste through consolidation of service and the revision of contracts with solid waste service providers, which designate separate service areas.
 - + Nonconforming uses that detract from the character of the community, hindering investment opportunities through negotiation, acquisition, exchange, transfer of development rights, or any other available means in cooperation with property owners.
 - + Encouraging the development of vacant infill properties for residential and commercial investment opportunities.

4.17.2 Prevent the Future Occurrence of Slum and Blight

The Agency will be proactive in identifying policies, actions, or developments that may contribute to preventing future blighting conditions.

Objectives

1. The Agency will have the ability to work with the Town departments, Planning and Zoning Board, residents of the area, and the Town Council to upgrade the zoning classifications within the Redevelopment Area to include architectural design standards for new construction and rehabilitation.
2. The Agency will have the ability to work with area economic development organizations to formulate economic development strategies for the Redevelopment Area that will ensure future economic stability and job creation.
3. The Agency will have the ability to eliminate conditions that decrease property values and reduce the tax base.
4. The Agency will have the ability to create programs promoting development and rehabilitation of properties including financial or other economic incentives to facilitate new investment, both residential and commercial, in the Redevelopment Area thereby increasing the tax base.
5. The Agency will have the ability to support programming and invest in those programs designed to identify, mitigate, or correct conditions of contamination as identified by the Agency, Town, County, or third-party.

4.17.3 Land Assembly and Demolition

Encourage the acquisition, demolition, and reuse of those properties, which, by virtue of their location, condition, or value no longer function at their highest potential economic use, are blighting influences or have a negative effect on revitalization efforts.

Objectives

1. The Agency will have the ability to work with public agencies and private organizations to facilitate redevelopment of the CRA Area including but not limited to holding events, concerts, farmers' markets, etc. on the land, renovating and reusing existing structures, and/or soliciting development partner(s) for the purpose of redeveloping all or part of the area.

2. The Agency will have the ability to develop a land acquisition policy to ensure that future acquisitions provide the greatest impact on fulfilling the objectives of the redevelopment program.
3. The Agency will have the ability to work with owners of properties located within redevelopment project areas to encourage their cooperative participation in Agency sponsored redevelopment projects.
4. The Agency will have the ability to encourage partnerships among the property owners, the private sector, and the public sector in order to implement proposed redevelopment projects that will achieve public goals.
5. The Agency will have the ability to formulate and adopt acquisition and relocation policies to address the needs of those whose properties will undergo reuse activities. This includes acquisition of commercial and residential properties, as well as relocation of the respective occupants.
6. The Agency will have the ability to formulate and adopt policies and incentive programs to encourage the private sector to participate in redevelopment projects and programs.

4.17.4 Oversee Future Development Proposals

Establishing guidelines and standards that are consistently applied to all development and help ensure quality and protection of investments in the redevelopment area will be an Agency goal.

Objectives

1. The Agency will have the ability to encourage the Town to establish a Community Appearance Board for review of development proposals.
2. The Agency will have the ability to encourage the Town to formulate and adopt development design or architectural standards to improve community appearance.

4.18 Overall Economic Development Approach

The Agency's goal is to establish a diverse, identifiable character for the Redevelopment Area while promoting economic vitality through private sector investment.

4.18.1 Supporting Existing Businesses and New Investment

Create a proactive environment supporting existing businesses and encouraging new business development and capital investment.

Objectives

1. The Agency will have the ability to establish partnerships between the public sector and private sector for the purpose of promoting the mutual benefits of proposed redevelopment projects with particular emphasis Hungerford site.
2. The Agency will have the ability to continue to identify opportunities for all sectors of the economy and work toward successful implementation of projects and programs within the Redevelopment Area.
3. The Agency will have the ability to improve the investment image of the Redevelopment Area and utilize selected public actions to stimulate private investment including streetscaping, landscaping, and gateway enhancements, as well as conducting and sponsoring area events and promotions.
4. The Agency will have the ability to expand the economic base of the Redevelopment Area retaining existing jobs while creating new diverse employment opportunities by implementing improvements to and around the Hungerford site and along the Kennedy Boulevard corridor.
5. The Agency will have the ability to create investment opportunities that will increase the tax base thereby generating additional revenues to finance actions that support public goals.
6. The Agency will have the ability to work with the Town, County, Economic Development Council, and Tourist Development Council, and other organizations and agencies as appropriate to establish business

retention, recruitment, and expansion programs including but not limited to creation of a business incubator, small business assistance program, and other programs that can help local entrepreneurs establish and grow businesses in the Redevelopment Area.

7. Provide "brownfields" incentives including clean-up credits, investment credits, and incentive measures for developers.
8. The Agency will have the ability to design and fund financial incentive initiatives to support business retention, formation, relocation, expansion, and job creation.

4.18.2 Revitalize Commercial Corridors

The Agency's goal is to invigorate the business community and revitalize existing commercial properties.

Objectives

1. The Agency will have the ability to support the Town, County and Economic Development Council to encourage their integration into the redevelopment process, including the establishment of a Main Street Business Association, non-profit community development corporations, or other mechanisms as a conduit for sharing information and implementing appropriate redevelopment programs.
2. The Agency will have the ability to consider the creation of programs to assist properties to implement and develop strategies for public and private sector reinvestment in struggling commercial properties with high vacancy rates to receive the benefits of such programs that may be developed.
3. The Agency will have the ability to evaluate economic development and revitalization tools and work with members of the community to utilize these tools locally including but not necessarily limited to creation of;
 - + Small business incubator or innovation center
 - + Main Street program (or use of the Main Street approach)
 - + Community development corporation
 - + Community development finance institutions
 - + State recognized Brownfield district
 - + Other options and opportunities as available and appropriate
4. The Agency will have the ability to formulate a master plan for the revitalization of the Community Redevelopment Area including recruitment of employers and construction of infrastructure necessary to support revitalization.

4.18.3 Market the Redevelopment Area

The Agency will assist in marketing the CRA Area as a major destination point as the oldest incorporated black community in the country.

Objectives

1. The Agency will have the ability to work with the Orange County Tourist Development Council and Visitors & Convention Bureau (C&VB) to promote the Redevelopment Area and market its assets as related to the community's environmental and eco-tourism attributes and activities.
2. The Agency will have the ability to work with County and V&CB to ensure sufficient funding for marketing that includes local and regional promotional efforts.
3. The Agency will have the ability to maximize marketing opportunities in conjunction with other promotional organizations in the region.

4. The Agency will have the ability to project the image of the Redevelopment Area as a safe and exciting place to go while encouraging both business and family oriented patronage by continuing to sponsor and hold community events, eco-tourism, and other promotional activities.

5.0 Statutory Provisions

5.1 The Trust Fund

Chapter 163.387 Redevelopment trust fund.

(1)(a) After approval of a community redevelopment plan, there may be established for each community redevelopment agency created under s. 163.356 a redevelopment trust fund. Funds allocated to and deposited into this fund shall be used by the agency to finance or refinance any community redevelopment it undertakes pursuant to the approved community redevelopment plan. No community redevelopment agency may receive or spend any increment revenues pursuant to this section unless and until the governing body has, by ordinance, created the trust fund and provided for the funding of the redevelopment trust fund until the time certain set forth in the community redevelopment plan as required by s. 163.362(10). Such ordinance may be adopted only after the governing body has approved a community redevelopment plan. The annual funding of the redevelopment trust fund shall be in an amount not less than that increment in the income, proceeds, revenues, and funds of each taxing authority derived from or held in connection with the undertaking and carrying out of community redevelopment under this part.

5.2 Redevelopment Powers

Upon a "Finding of Necessity" by the governing body and upon further finding that there is a need for a community redevelopment agency to function in the county or municipality to carry out community redevelopment purposes, any county or municipality may create a public body corporate and politic to be known as a "Community Redevelopment Agency." The Agency shall be constituted as a public instrumentality, and be afforded the authority to exercise the powers conferred by Florida Statute Chapter 163 Title XI.

Part I – Introduction, History & Background describes the redevelopment powers available to the Town of Eatonville as provided in the Act. However, these powers can only be employed by the Agency if authorized by the Plan. In that regard, the Eatonville Redevelopment Agency is vested with the following powers pursuant to Florida Statutes, Section 163.370.

1. Cities and municipalities may not exercise the power of eminent domain for the purpose of preventing or eliminating a slum area or blighted area as defined in this part; however, cities and municipalities may acquire property by eminent domain within a community redevelopment area, subject to the limitations set forth in ss. 73.013 and 73.014 or other general law.
2. Every Town and municipality shall have all the powers necessary or convenient to carry out and effectuate the purposes and provisions of this part, including the following powers in addition to others herein granted:
 - A. To make and execute contracts and other instruments necessary or convenient to the exercise of its powers under this part.
 - B. To disseminate slum clearance and community redevelopment information.
 - C. To undertake and carry out community redevelopment and related activities within the community redevelopment area, which may include:
 - + Acquisition of property within a slum area or a blighted area by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition.
 - + Demolition and removal of buildings and improvements.
 - + Installation, construction, or reconstruction of streets, utilities, parks, playgrounds, public areas of major hotels that are constructed in support of convention centers, including meeting rooms, banquet facilities, parking garages, lobbies, and passageways, and other improvements necessary for carrying out in the community redevelopment area the community redevelopment objectives of this part in accordance with the community redevelopment plan.

- + Disposition of any property acquired in the community redevelopment area at its fair value as provided in s. 163.380 for uses in accordance with the community redevelopment plan.
 - + Carrying out plans for a program of voluntary or compulsory repair and rehabilitation of buildings or other improvements in accordance with the community redevelopment plan.
 - + Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of real property in the community redevelopment area which, under the community redevelopment plan, is to be repaired or rehabilitated for dwelling use or related facilities, repair or rehabilitation of the structures for guidance purposes, and resale of the property.
 - + Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of any other real property in the community redevelopment area when necessary to eliminate unhealthful, unsanitary, or unsafe conditions; lessen density; eliminate obsolete or other uses detrimental to the public welfare; or otherwise to remove or prevent the spread of blight or deterioration or to provide land for needed public facilities.
 - + Acquisition, without regard to any requirement that the area be a slum or blighted area, of air rights in an area consisting principally of land in highways, railway or subway tracks, bridge or tunnel entrances, or other similar facilities which have a blighting influence on the surrounding area and over which air rights sites are to be developed for the elimination of such blighting influences and for the provision of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income.
 - + Acquisition by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition of property in unincorporated enclaves surrounded by the boundaries of a community redevelopment area when it is determined necessary by the agency to accomplish the community redevelopment plan.
 - + Construction of foundations and platforms necessary for the provision of air rights sites of housing (and related facilities and uses) designed specifically for, and limited to, families and individuals of low or moderate income.
- D. To provide, or to arrange or contract for, the furnishing or repair by any person or agency, public or private, of services, privileges, works, streets, roads, public utilities, or other facilities for or in connection with a community redevelopment; to install, construct, and reconstruct streets, utilities, parks, playgrounds, and other public improvements; and to agree to any conditions that it deems reasonable and appropriate which are attached to federal financial assistance and imposed pursuant to federal law relating to the determination of prevailing salaries or wages or compliance with labor standards, in the undertaking or carrying out of a community redevelopment and related activities, and to include in any contract let in connection with such redevelopment and related activities provisions to fulfill such of the conditions as it deems reasonable and appropriate.
- E. Within the community redevelopment area:
- + To enter into any building or property in any community redevelopment area in order to make inspections, surveys, appraisals, soundings, or test borings and to obtain an order for this purpose from a court of competent jurisdiction in the event entry is denied or resisted.
 - + To acquire by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition any personal or real property, together with any improvements thereon.
 - + To hold, improve, clear, or prepare for redevelopment any such property.
 - + To mortgage, pledge, hypothecate, or otherwise encumber or dispose of any real property.
 - + To insure or provide for the insurance of any real or personal property or operations of the county or municipality against any risks or hazards, including the power to pay premiums on any such insurance.
 - + To enter into any contracts necessary to effectuate the purposes of this part.

- + To solicit requests for proposals for redevelopment of parcels of real property contemplated by a community redevelopment plan to be acquired for redevelopment purposes by a community redevelopment agency and, as a result of such requests for proposals, to advertise for the disposition of such real property to private persons pursuant to s. 163.380 prior to acquisition of such real property by the community redevelopment agency.
- F. To invest any community redevelopment funds held in reserves or sinking funds or any such funds not required for immediate disbursement in property or securities in which savings banks may legally invest funds subject to their control and to redeem such bonds as have been issued pursuant to s. 163.385 at the redemption price established therein or to purchase such bonds at less than redemption price, all such bonds so redeemed or purchased to be canceled.
- G. To borrow money and to apply for and accept advances, loans, grants, contributions, and any other form of financial assistance from the Federal Government or the state, county, or other public body or from any sources, public or private, for the purposes of this part and to give such security as may be required and to enter into and carry out contracts or agreements in connection therewith; and to include in any contract for financial assistance with the Federal Government for or with respect to community redevelopment and related activities such conditions imposed pursuant to federal laws as the county or municipality deems reasonable and appropriate which are not inconsistent with the purposes of this part.
- H. To make or have made all surveys and plans necessary to the carrying out of the purposes of this part; to contract with any person, public or private, in making and carrying out such plans; and to adopt or approve, modify, and amend such plans, which plans may include, but are not limited to:
 - + Plans for carrying out a program of voluntary or compulsory repair and rehabilitation of buildings and improvements.
 - + Plans for the enforcement of state and local laws, codes, and regulations relating to the use of land and the use and occupancy of buildings and improvements and to the compulsory repair, rehabilitation, demolition, or removal of buildings and improvements.
 - + Appraisals, title searches, surveys, studies, and other plans and work necessary to prepare for the undertaking of community redevelopment and related activities.
- I. To develop, test, and report methods and techniques, and carry out demonstrations and other activities, for the prevention and the elimination of slums and urban blight and developing and demonstrating new or improved means of providing housing for families and persons of low income.
- J. To apply for, accept, and utilize grants of funds from the Federal Government for such purposes.
- K. To prepare plans for and assist in the relocation of persons (including individuals, families, business concerns, nonprofit organizations, and others) displaced from a community redevelopment area and to make relocation payments to or with respect to such persons for moving expenses and losses of property for which reimbursement or compensation is not otherwise made, including the making of such payments financed by the Federal Government.
- L. To appropriate such funds and make such expenditures as are necessary to carry out the purposes of this part; to zone or rezone any part of the county or municipality or make exceptions from building regulations; and to enter into agreements with a housing authority, which agreements may extend over any period, notwithstanding any provision or rule of law to the contrary, respecting action to be taken by such county or municipality pursuant to any of the powers granted by this part.
- M. To close, vacate, plan, or replan streets, roads, sidewalks, ways, or other places and to plan or replan any part of the county or municipality.
- N. To organize, coordinate, and direct the administration of the provisions of this part, as they may apply to such county or municipality, in order that the objective of remedying slum and blighted areas and preventing the causes thereof within such county or municipality may be most effectively

promoted and achieved and to establish such new office or offices of the county or municipality or to reorganize existing offices in order to carry out such purpose most effectively.

- O. To develop and implement community policing innovations.
- 3. The following projects may not be paid for or financed by increment revenues:
 - A. Construction or expansion of administrative buildings for public bodies or police and fire buildings, unless each taxing authority agrees to such method of financing for the construction or expansion, or unless the construction or expansion is contemplated as part of a community policing innovation.
 - B. Installation, construction, reconstruction, repair, or alteration of any publicly owned capital improvements or projects if such projects or improvements were scheduled to be installed, constructed, reconstructed, repaired, or altered within 3 years of the approval of the community redevelopment plan by the governing body pursuant to a previously approved public capital improvement or project schedule or plan of the governing body which approved the community redevelopment plan unless and until such projects or improvements have been removed from such schedule or plan of the governing body and 3 years have elapsed since such removal or such projects or improvements were identified in such schedule or plan to be funded, in whole or in part, with funds on deposit within the community redevelopment trust fund.
 - C. General government operating expenses unrelated to the planning and carrying out of a community redevelopment plan.
- 4. With the approval of the governing body, a community redevelopment agency may:
 - A. Prior to approval of a community redevelopment plan or approval of any modifications of the plan, acquire real property in a community redevelopment area by purchase, lease, option, gift, grant, bequest, devise, or other voluntary method of acquisition; demolish and remove any structures on the property; and pay all costs related to the acquisition, demolition, or removal, including any administrative or relocation expenses.
 - B. Assume the responsibility to bear any loss that may arise as the result of the exercise of authority under this subsection, in the event that the real property is not made part of the community redevelopment area.

The following powers shall remain vested in the Eatonville Town Council:

- + The power to determine an area to be a slum or blighted area, or combination thereof, to designate such area as appropriate for a Community Redevelopment Project, and to hold any public hearings required with respect thereto
- + The power to grant final approval to Community Redevelopment Plans and modifications thereof
- + The power to authorize the issuance of revenue bonds as set forth in Section 163.385

5.3 Relocation Procedures

The Agency shall be constituted as a public instrumentality, and be afforded the authority to exercise the powers conferred by Florida Statute Chapter 163 Title XI including:

To prepare plans for and assist in the relocation of persons (including individuals, families, business concerns, nonprofit organizations, and others) displaced from a community redevelopment area and to make relocation payments to or with respect to such persons for moving expenses and losses of property for which reimbursement or compensation is not otherwise made, including the making of such payments financed by the Federal Government.

5.4 Duration of Plan

From Florida Statute Chapter 163.362 Contents of community redevelopment plan.—Every community redevelopment plan shall:

Provide a time certain for completing all redevelopment financed by increment revenues. Such time certain shall occur no later than 30 years after the fiscal year in which the plan is approved, adopted, or amended pursuant to s. 163.361(1). However, for any agency created after July 1, 2002, the time certain for completing all redevelopment financed by increment revenues must occur within 40 years after the fiscal year in which the plan is approved or adopted.

5.5 Plan Modification

163.361 Modification of community redevelopment plans.—

1. If at any time after the approval of a community redevelopment plan by the governing body it becomes necessary or desirable to amend or modify such plan, the governing body may amend such plan upon the recommendation of the agency. The agency recommendation to amend or modify a redevelopment plan may include a change in the boundaries of the redevelopment area to add land to or exclude land from the redevelopment area, or may include the development and implementation of community policing innovations.
2. The governing body shall hold a public hearing on a proposed modification of any community redevelopment plan after public notice thereof by publication in a newspaper having a general circulation in the area of operation of the agency.
3. (a) In addition to the requirements of s. 163.346, and prior to the adoption of any modification to a community redevelopment plan that expands the boundaries of the community redevelopment area or extends the time certain set forth in the redevelopment plan as required by s. 163.362(10), the agency shall report such proposed modification to each taxing authority in writing or by an oral presentation, or both, regarding such proposed modification.

(b) For any community redevelopment agency that was not created pursuant to a delegation of authority under s. 163.410 by a county that has adopted a home rule charter and that modifies its adopted community redevelopment plan in a manner that expands the boundaries of the redevelopment area after October 1, 2006, the following additional procedures are required prior to adoption by the governing body of a modified community redevelopment plan:

- + Within 30 days after receipt of any report of a proposed modification that expands the boundaries of the redevelopment area, the county may provide notice by registered mail to the governing body of the municipality and the community redevelopment agency that the county has competing policy goals and plans for the public funds the county would be required to deposit to the community redevelopment trust fund under the proposed modification to the community redevelopment plan.
- + If the notice required in subparagraph 1. is timely provided, the governing body of the county and the governing body of the municipality that created the community redevelopment agency shall schedule and hold a joint hearing co-chaired by the chair of the governing body of the county and the mayor of the municipality, with the agenda to be set by the chair of the governing body of the county, at which the competing policy goals for the public funds shall be discussed. For those community redevelopment agencies for which the board of commissioners of the community redevelopment agency are comprised as specified in s. 163.356(2), a designee of the community redevelopment agency shall participate in the joint meeting as a nonvoting member. Any such hearing shall be held within 90 days after receipt by the county of the recommended modification of the adopted community redevelopment plan. Prior to the joint public hearing, the county may propose an alternative modified community redevelopment plan that meets the requirements of s. 163.360 to address the conditions identified in the resolution making a finding of necessity required under s. 163.355. If such an alternative modified redevelopment plan is proposed by the county, such plan shall be delivered to the governing body of the municipality that created the community

- redevelopment agency and the executive director or other officer of the community redevelopment agency by registered mail at least 30 days prior to holding the joint meeting.
- + If the notice required in subparagraph 1. is timely provided, the municipality may not proceed with the adoption of a modified plan until 30 days after the joint hearing unless the governing body of the county has failed to schedule or a majority of the members of the governing body of the county have failed to attend the joint hearing within the required 90-day period.
 - + Notwithstanding the time requirements established in subparagraphs 2. and 3., the county and the municipality may at any time voluntarily use the dispute resolution process established in chapter 164 to attempt to resolve any competing policy goals between the county and municipality related to the community redevelopment agency. Nothing in this subparagraph grants the county or the municipality the authority to require the other local government to participate in the dispute resolution process.
4. A modification to a community redevelopment plan that includes a change in the boundaries of the redevelopment area to add land must be supported by a resolution as provided in s. 163.355.
 5. If a community redevelopment plan is modified by the county or municipality after the lease or sale of real property in the community redevelopment area, such modification may be conditioned upon such approval of the owner, lessee, or successor in interest as the county or municipality may deem advisable and, in any event, shall be subject to such rights at law or in equity as a lessee or purchaser, or his or her successor or successors in interest, may be entitled to assert.

5.6 Severability

163.395 Property exempt from taxes and from levy and sale by virtue of an execution.—

1. All property of any county, municipality, or community redevelopment agency, including funds, owned or held by it for the purposes of this part are exempt from levy and sale by virtue of an execution; and no execution or other judicial process may issue against the same, nor shall judgment against the county, municipality, or community redevelopment agency be a charge or lien upon such property. However, the provisions of this section do not apply to or limit the right of obligees to pursue any remedies for the enforcement of any pledge or lien given pursuant to this part by the county or municipality on its rents, fees, grants, or revenues from community redevelopment.
2. The property of the county, municipality, or community redevelopment agency acquired or held for the purposes of this part is declared to be public property used for essential public and governmental purposes, and such property is exempt from all taxes of the municipality, the county, or the state or any political subdivision thereof. However, such tax exemption will terminate when the county, municipality, or community redevelopment agency sells, leases, or otherwise disposes of such property in a community redevelopment area to a purchaser or lessee which is not a public body entitled to tax exemption with respect to such property.

5.7 Safeguards, Controls, Restrictions, or Covenants

163.410 Exercise of powers in counties with home rule charters.

In any county which has adopted a home rule charter, the powers conferred by this part shall be exercised exclusively by the governing body of such county. However, the governing body of any such county which has adopted a home rule charter may, in its discretion, by resolution delegate the exercise of the powers conferred upon the county by this part within the boundaries of a municipality to the governing body of such a municipality. Such a delegation to a municipality shall confer only such powers upon a municipality as shall be specifically enumerated in the delegating resolution. Any power not specifically delegated shall be reserved exclusively to the governing body of the county. This section does not affect any community redevelopment agency created by a municipality prior to the adoption of a county home rule charter. Unless otherwise provided by an existing ordinance, resolution, or interlocal agreement between any such county and a municipality, the governing body of the county that has adopted a home rule charter shall grant in

whole or in part or deny any request from a municipality for a delegation of powers or a change in an existing delegation of powers within 120 days after the receipt of all required documentation, or such request shall be deemed granted unless this period is extended by mutual consent in writing by the municipality and county. Within 30 days after receipt of the request, the county shall notify the municipality by registered mail whether the request is complete or if additional information is required. Any request by the county for additional documentation shall specify the deficiencies in the submitted documentation, if any. The county shall notify the municipality by registered mail within 30 days after receiving the additional information whether such additional documentation is complete. If the meeting of the county commission at which the request for a delegation of powers or a change in an existing delegation of powers is unable to be held due to events beyond the control of the county, the request shall be acted upon at the next regularly scheduled meeting of the county commission without regard to the 120-day limitation. If the county does not act upon the request at the next regularly scheduled meeting, the request shall be deemed granted.

163.415 Exercise of powers in counties without home rule charters.

The powers conferred by this part upon counties not having adopted a home rule charter shall not be exercised within the boundaries of a municipality within said county unless the governing body of the municipality expresses its consent by resolution. Such a resolution consenting to the exercise of the powers conferred upon counties by this part shall specifically enumerate the powers to be exercised by the county within the boundaries of the municipality. Any power not specifically enumerated in such a resolution of consent shall be exercised exclusively by the municipality within its boundaries.

5.8 Consistency with Eatonville Comprehensive Plan

163.362 Contents of community redevelopment plan.

Every community redevelopment plan shall:

Provide for the retention of controls and the establishment of any restrictions or covenants running with land sold or leased for private use for such periods of time and under such conditions as the governing body deems necessary to effectuate the purposes of this part.

163.360 Community redevelopment plans.

1. Community redevelopment in a community redevelopment area shall not be planned or initiated unless the governing body has, by resolution, determined such area to be a slum area, a blighted area, or an area in which there is a shortage of housing affordable to residents of low or moderate income, including the elderly, or a combination thereof, and designated such area as appropriate for community redevelopment.
2. The community redevelopment plan shall:
 - + Conform to the comprehensive plan for the county or municipality as prepared by the local planning agency under the Community Planning Act.
 - + Be sufficiently complete to indicate such land acquisition, demolition and removal of structures, redevelopment, improvements, and rehabilitation as may be proposed to be carried out in the community redevelopment area; zoning and planning changes, if any; land uses; maximum densities; and building requirements.
 - + Provide for the development of affordable housing in the area, or state the reasons for not addressing in the plan the development of affordable housing in the area. The county, municipality, or community redevelopment agency shall coordinate with each housing authority or other affordable housing entities functioning within the geographic boundaries of the redevelopment area, concerning the development of affordable housing in the area.
3. The community redevelopment plan may provide for the development and implementation of community policing innovations.

4. The city, municipality, or community redevelopment agency may itself prepare or cause to be prepared a community redevelopment plan, or any person or agency, public or private, may submit such a plan to a community redevelopment agency. Prior to its consideration of a community redevelopment plan, the community redevelopment agency shall submit such plan to the local planning agency of the county or municipality for review and recommendations as to its conformity with the comprehensive plan for the development of the county or municipality as a whole. The local planning agency shall submit its written recommendations with respect to the conformity of the proposed community redevelopment plan to the community redevelopment agency within 60 days after receipt of the plan for review. Upon receipt of the recommendations of the local planning agency, or, if no recommendations are received within such 60 days, then without such recommendations, the community redevelopment agency may proceed with its consideration of the proposed community redevelopment plan.
5. The community redevelopment agency shall submit any community redevelopment plan it recommends for approval, together with its written recommendations, to the governing body and to each taxing authority that levies ad valorem taxes on taxable real property contained within the geographic boundaries of the redevelopment area. The governing body shall then proceed with the hearing on the proposed community redevelopment plan as prescribed by subsection (6).
6. (a) The governing body shall hold a public hearing on a community redevelopment plan after public notice thereof by publication in a newspaper having a general circulation in the area of operation of the county or municipality. The notice shall describe the time, date, place, and purpose of the hearing, identify generally the community redevelopment area covered by the plan, and outline the general scope of the community redevelopment plan under consideration.

(b) For any governing body that has not authorized by June 5, 2006, a study to consider whether a finding of necessity resolution pursuant to s. 163.355 should be adopted, has not adopted a finding of necessity resolution pursuant to s. 163.355 by March 31, 2007, has not adopted a community redevelopment plan by June 7, 2007, and was not authorized to exercise community redevelopment powers pursuant to a delegation of authority under s. 163.410 by a county that has adopted a home rule charter, the following additional procedures are required prior to adoption by the governing body of a community redevelopment plan under subsection (7):
 - + Within 30 days after receipt of any community redevelopment plan recommended by a community redevelopment agency under subsection (5), the county may provide written notice by registered mail to the governing body of the municipality and to the community redevelopment agency that the county has competing policy goals and plans for the public funds the county would be required to deposit to the community redevelopment trust fund under the proposed community redevelopment plan.
 - + If the notice required in subparagraph 1. is timely provided, the governing body of the county and the governing body of the municipality that created the community redevelopment agency shall schedule and hold a joint hearing co-chaired by the chair of the governing body of the county and the mayor of the municipality, with the agenda to be set by the chair of the governing body of the county, at which the competing policy goals for the public funds shall be discussed. For those community redevelopment agencies for which the board of commissioners of the community redevelopment agency are comprised as specified in s. 163.356(2), a designee of the community redevelopment agency shall participate in the joint meeting as a nonvoting member. Any such hearing must be held within 90 days after receipt by the county of the recommended community redevelopment plan. Prior to the joint public hearing, the county may propose an alternative redevelopment plan that meets the requirements of this section to address the conditions identified in the resolution making a finding of necessity required by s. 163.355. If such an alternative redevelopment plan is proposed by the county, such plan shall be delivered to the governing body of the municipality that created the community redevelopment agency and to the executive director

- or other officer of the community redevelopment agency by registered mail at least 30 days prior to holding the joint meeting.
- + If the notice required in subparagraph 1. is timely provided, the municipality may not proceed with the adoption of the plan under subsection (7) until 30 days after the joint hearing unless the governing body of the county has failed to schedule or a majority of the members of the governing body of the county have failed to attend the joint hearing within the required 90-day period.
 - + Notwithstanding the time requirements established in subparagraphs 2. and 3., the county and the municipality may at any time voluntarily use the dispute resolution process established in chapter 164 to attempt to resolve any competing policy goals between the county and municipality related to the community redevelopment agency. Nothing in this subparagraph grants the county or the municipality the authority to require the other local government to participate in the dispute resolution process.
7. Following such hearing, the governing body may approve the community redevelopment and the plan therefore if it finds that:
- A. A feasible method exists for the location of families who will be displaced from the community redevelopment area in decent, safe, and sanitary dwelling accommodations within their means and without undue hardship to such families;
 - B. The community redevelopment plan conforms to the general plan of the county or municipality as a whole;
 - C. The community redevelopment plan gives due consideration to the utilization of community policing innovations, and to the provision of adequate park and recreational areas and facilities that may be desirable for neighborhood improvement, with special consideration for the health, safety, and welfare of children residing in the general vicinity of the site covered by the plans;
 - D. The community redevelopment plan will afford maximum opportunity, consistent with the sound needs of the county or municipality as a whole, for the rehabilitation or redevelopment of the community redevelopment area by private enterprise; and
 - E. The community redevelopment plan and resulting revitalization and redevelopment for a coastal tourist area that is deteriorating and economically distressed will reduce or maintain evacuation time, as appropriate, and ensure protection for property against exposure to natural disasters.
8. If the community redevelopment area consists of an area of open land to be acquired by the Town or the municipality, such area may not be so acquired unless:
- A. In the event the area is to be developed in whole or in part for residential uses, the governing body determines:
 - + That a shortage of housing of sound standards and design which is decent, safe, affordable to residents of low or moderate income, including the elderly, and sanitary exists in the county or municipality;
 - + That the need for housing accommodations has increased in the area;
 - + That the conditions of blight in the area or the shortage of decent, safe, affordable, and sanitary housing cause or contribute to an increase in and spread of disease and crime or constitute a menace to the public health, safety, morals, or welfare; and
 - + That the acquisition of the area for residential uses is an integral part of and is essential to the program of the county or municipality.
 - B. In the event the area is to be developed in whole or in part for nonresidential uses, the governing body determines that:
 - + Such nonresidential uses are necessary and appropriate to facilitate the proper growth and development of the community in accordance with sound planning standards and local community objectives.

- + Acquisition may require the exercise of governmental action, as provided in this part, because of:
 - a) Defective, or unusual conditions of, title or diversity of ownership which prevents the free alienability of such land;
 - b) Tax delinquency;
 - c) Improper subdivisions;
 - d) Outmoded street patterns;
 - e) Deterioration of site;
 - f) Economic disuse;
 - g) Unsuitable topography or faulty lot layouts;
 - h) Lack of correlation of the area with other areas of a county or municipality by streets and modern traffic requirements; or
 - i) Any combination of such factors or other conditions which retard development of the area.
 - + Conditions of blight in the area contribute to an increase in and spread of disease and crime or constitute a menace to public health, safety, morals, or welfare.
9. Upon the approval by the governing body of a community redevelopment plan or of any modification thereof, such plan or modification shall be deemed to be in full force and effect for the respective community redevelopment area, and the county or municipality may then cause the community redevelopment agency to carry out such plan or modification in accordance with its terms.
10. Notwithstanding any other provisions of this part, when the governing body certifies that an area is in need of redevelopment or rehabilitation as a result of an emergency under s. 252.34(3), with respect to which the Governor has certified the need for emergency assistance under federal law, that area may be certified as a "blighted area," and the governing body may approve a community redevelopment plan and community redevelopment with respect to such area without regard to the provisions of this section requiring a general plan for the county or municipality and a public hearing on the community redevelopment.

Appendix A