

Meeting Date
8/18/2015



AGENDA	
Section	CONSENT
Item No.	II.B.2

**AGENDA REPORT
BREVARD COUNTY BOARD OF COUNTY COMMISSIONERS**

SUBJECT:	APPROVAL RE: 2015-2020 COCOA WEST NEIGHBORHOOD STRATEGY AREA PLAN UPDATE (NO FISCAL IMPACT)
DEPT/OFFICE:	COMMUNITY SERVICES GROUP / HOUSING AND HUMAN SERVICES DEPARTMENT

Requested Action:

It is requested that the Board of County Commissioners accept the recommendation of the Brevard County Community Development Block Grant (CDBG) Advisory Board and approve the 2015-2020 Cocoa West Neighborhood Plan Update.

Summary Explanation & Background:

Brevard County currently has seven (7) Board Approved Community Development Block Grant (CDBG) Neighborhood Strategy Areas (NSAs). They are East Mims, Sharpes-City Point, West Canaveral Groves, Clearlake, Cocoa West, North Tropical Trail (Merritt Island), and Micco. These NSAs are located in neighborhoods in unincorporated Brevard County where 51% or more of the residents have low to moderate incomes as defined by the Department of Housing and Urban Development (HUD).

The Housing and Human Services Department staff worked with stakeholders and neighborhood residents of the Cocoa West NSA, to conduct a neighborhood planning process that has resulted in the development of a community driven five (5) year plan update. During the process residents and stakeholders learned about their neighborhood, envisioned and shared future ideas, and developed strategies to further shape their neighborhood for long term sustainability. At the numerous community meetings and workshops; information was gathered from residents, land owners, and neighborhood surveys, and used to develop the plan update. The sections of the plan update and desired projects are listed in order of importance based on ranking exercises conducted by citizens, and members of a Neighborhood Planning Committee. The Neighborhood Planning Committee consisted of members of the Whispering Pines, Lakeview, and Catalina Village (WLC) Neighborhood Association.

Approval of the plan does not require a commitment of funds. It is a tool that provides direction for delivery of coordinated services to the neighborhood residents. It will be implemented through partnerships with local government agencies, neighborhood organizations, businesses, and stakeholders. Projects or actions requiring expenditure of public funds will be reviewed for feasibility and available funding sources, presented to the applicable Advisory Board (CDBG Advisory Board or Affordable Housing Council), and then presented to the Board of County Commissioners for final approval.

This plan has been endorsed by the Cocoa West Community and the CDBG Advisory Board.

(Continued on next page)

Clerk to the Board Instructions:

Exhibits Attached: (1) West Cocoa Neighborhood Plan Update

Contract /Agreement (If attached): Reviewed by County Attorney Yes No PR N/A

County Manager	Assistant County Manager	Department Director / Extension
Stockton Whitten	Venetta Valdengo	Ian Golden, Director (X52007)

Fiscal Impact: FY 14/15 – The approval of this action will have no fiscal impact to the general fund.

FY 15/16 – There will be no fiscal impact to the general fund

Contact: Chenita Joiner, Community Development and Resource Manager (633-2007)



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August 19, 2015

MEMORANDUM

TO: Ian Golden, Housing and Human Services Director Attn: Chenita Joiner

RE: Item II.B.2., 2015-2020 Cocoa West Neighborhood Strategy Area Plan Update

The Board of County Commissioners, in regular session on August 18, 2015, accepted the recommendation of the Brevard County Community Development Block Grant (CDBG) Advisory Board; and approved the 2015-2020 Cocoa West Neighborhood Plan Update.

Your continued cooperation is greatly appreciated.

Sincerely yours,

BOARD OF COUNTY COMMISSIONERS
SCOTT ELLIS, CLERK

Tammy Etheridge, Deputy Clerk

**Cocoa West CDBG Neighborhood Strategy Area
Brevard County, Florida**

2015-2020

Cocoa West Neighborhood Plan - Update

**As approved by the
Board of County Commissioners
on August 18, 2015**



Brevard County Housing & Human Services Department
Brevard County Board of County Commissioners (BOCC)
2015-2020

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**The Whispering Pines, Lakeview & Catalina Village “Cocoa West”
Neighborhood Association**

A Historical Glance

- Neighborhood Crime Watch group organized in the early 1980’s to address criminal activities in Cocoa West
 - Purpose – Overall to enhance the quality of life for residents of the community
- Residents then organized the *Whispering Pines, Lakeview & Catalina Village Homeowners Association, Inc. (WLC)
 - Purpose - Address issues related to crime, education, recreation, infrastructure and health
- WLC was issued a charter by the State of Florida on November 22, 1982 as a non-profit organization

A Historical Glance (continued)

- In April 1987 an issue involving the rezoning request of property located on South Burnett Road (That was also being used as a county dumpsite) from commercial to agricultural use, in order to house large livestock, was protested by the residents
- After the denial of the rezoning request by the Board of County Commissioners, the County designated approximately 30 acres for the development of the present Cocoa West Recreation Complex
- Housed at the Complex, the Cocoa West Community Center was funded and constructed and officially opened in November 1990
- Over a number of years, the complex has evolved into a venue for many neighborhood services, activities and special events and has proven to be a valuable asset to the community

A Historical Glance (continued)

- After attending training at a Florida Neighborhoods Conference it became evident that the organization's name should be inclusive and reflect both homeowners and tenants of rental units in the neighborhood
- On March 6, 2009, the Neighborhood Association officially changed its name from the Whispering Pines, Lakeview, and Catalina Village Homeowners Association, Inc. to the Whispering Pines, Lakeview, and Catalina Village Neighborhood Association, Inc.
- Realizing that the organization would be more partnership friendly if it were tax exempt, The Neighborhood Association filed for, and received 501©3 non-profit status from the IRS in December 2009

A Historical Glance (continued)

- The Neighborhood Association has engaged; county, state, and federal officials on social, political, environmental, infrastructure, transportation and land use issues and challenges within the community, that have resulted in successful outcomes
- Over a period of over 30 years the community has transitioned from one with a detestable dumpsite, to one with sidewalks, improved lighting, updated drainage systems, housing rehabilitation, increased law enforcement, and other improvements
 - These have led to a safer, healthier, and more friendly neighborhood environment
- The Neighborhood Association is constantly seeking ways to improve the quality of life for all residents of the community

Our Neighborhood Profile

- Since 1953 (61 Years Ago) residential subdivisions of primarily single family homes developed along the roads south of Route 520 and West of South Burnett Road
- Our unincorporated neighborhood area of Brevard County has approximately 2360 residents, 650 households, a few small businesses and neighborhood churches, and is located in Central Brevard County, South of Route 520, East of Interstate I-95, West of South Burnett Road, and North of Pluckebaum Road
- The neighborhood has 690 total housing units. 450 units are owner occupied and 200 units that are occupied by renters. A few dozen are vacant.
- Sixty-four percent (64%) of the residents, 1520 of 2360, are of low to moderate income per the American Community Survey Data Certified by HUD in 2014 resulting in the neighborhood being eligible as a CDBG Neighborhood Strategy Area, and eligible to receive and use Federal CDBG Funds from US HUD for Community Development Projects and Public Services

Our Neighborhood Profile (continued)

- The neighborhood, through its many families, residents, and institutions, have made significant contributions to local economic and cultural history, and has diversified and continued to grow to its present day size
- As the neighborhood has grown, the consistent efforts of neighborhood leaders and organizations, elected officials, land owners, private developers and institutions has led to:
 - The building of churches, the improvement of public streets, installation of utilities and construction & staffing of private neighborhood schools and day care centers
 - New housing units, neighborhood commercial buildings and the construction of the Cocoa West Community Center and Recreation Facilities

Our 2015 Plan Update Summary

- Over a period of two years residents within the Cocoa West Neighborhood Strategy Area led by the WLC Neighborhood Association assembled to create an update to their first plan known as the Neighborhood Action Plan for West Cocoa
- The neighborhood planning and strategy area is generally located south of State Road 520 (SR 520), east of the Intersection of SR 520 & Interstate I-95, West of South Burnett Road, and North of Pluckebaum Road
- The Cocoa West Strategy Area was previously located in BOCC District 2. In 2011 the area was included in BOCC District 1 after a county wide redistricting exercise. The residents that participated in the neighborhood planning update process have expressed a strong desire to remain as an unincorporated community of Brevard County
- For background and comparison purposes the top priorities established in the first plan centered around a comprehensive approach to; facilitate partnerships and funding sources to make the neighborhood a safer and more pleasant place to live, housing rehabilitation, the installation of utilities infrastructure to facilitate development opportunities, market studies, traffic safety and transportation improvements, and public services for youth and senior citizens

Our 2015 Plan Update Summary (continued)

- The following 2015 Cocoa West Neighborhood Plan Update does not significantly change the direction, goals, priorities or actions of the first neighborhood plan
- It does make some changes based on recent public input to priorities and desired future projects based on; past and recent accomplishments, economic conditions, available funding resources and a less structured local agency coordination and reporting process
- Since the approval of the initial Neighborhood Plan in 2004
 - The Neighborhood Association participated in a capacity exercise with the help of a community development consultant, staff from the Housing and Human Services Department and supporting County Departments and Agencies
 - The County funded feasibility studies on multiple development options recommended in the first plan. They included senior housing, multi-family rental units, and retail business. These studies were found helpful by the development community, land owners and supporting county agencies and will need to be updated to reflect current economic and market conditions
 - Many new development opportunities and activities were curtailed by local economic conditions beginning in 2007
 - There are many challenges and opportunities facing the future of neighborhood residents. These strategies, goals, priorities and proposed projects are detailed in the following sections of this 2015 plan update

Our Strategies For The 2015 Neighborhood Plan Update

- **Identify and prioritize current neighborhood issues in Cocoa West as raised by residents**
- **Focus future funding resources on prioritized needs and concerns**
- **Continue to build consensus around the accomplishments of the first neighborhood plan and the 2015 Plan Update**
- **Forge stronger partnerships between; neighbors, civic groups, Brevard County, the business community, investors and land owners**
- **Further implement the plan using neighborhood organization partnerships with local government agencies, non- profits and private sector interests**
- **Encourage partners to follow through on the; strategies, goals, projects, and recommendations outlined in the plan update**
- **Create an active neighborhood based plan update implementation committee**

Our Goals From the First Plan (2004 – 2009)

For background and comparison purposes the following goals were established, and listed in order of priority as ranked by the participating residents in the public process for the first plan:

1. **Nuisance & Public Safety Issues:** To make the neighborhood a safer and more pleasant place to live and play
2. **Utilities & Infrastructure:** Install and maintain utilities infrastructure to enhance neighborhood property values and encourage investment
3. **Beautification:** Improve the appearance of the neighborhood with neighborhood gateways, litter receptacles and planting shade trees
4. **Transportation:** Make travel by vehicle, bicycle, and foot safer for all neighborhood residents
5. **South Burnett Road Improvements:** Reconstruct South Burnett Road into a shaded and pedestrian friendly street in the heart of the neighborhood, that safely links residential streets to all facilities, while facilitating residential and commercial redevelopment, and creating a sense of place

Our Goals From the First Plan (2004 – 2009) (continued)

6. **Housing:** Improvement to housing inventory with the construction of single family homes and housing for seniors
7. **Youth Programs:** Improve recreation, educational, social activities, and economic advancement opportunities for neighborhood youth
8. **Parks & Recreation:** Improve recreation, educational, and social activities for youth and seniors at the Cocoa West Community Center and County Parks with programs and site improvements
9. **Business & Vocational Skills Development:** Provide economic advancement opportunities through computer training, vocational education, youth employment programs, and provision of infrastructure
10. **Seniors:** Improve health, housing, and recreation opportunities for seniors that will allow them to “age in place” in or near their existing homes and families if they so choose
11. **Land Uses & Zoning:** Facilitate the redevelopment and development with changes to the County Comprehensive Plan and Land Use Regulations

Our Accomplishments

CDBG Funded Public Facilities & Infrastructure Improvements Completed (1995-2010)

- Cocoa West Community Center Building, The Computer Lab & The Community Room
- Cocoa West Community Center Playground & Exterior Restroom Facilities
- Cocoa West Recreation Area, Lighted Softball & Multi-Purpose Fields, Paved Walking Trail, Basketball & Tennis Courts
- Burnett Road Improvements (Phase 1), Sidewalks & Paved Multi-Use Trail
- WLC Residential Subdivision Improvements, Subdivision Signs & Landscaping, Major Storm Drain Piping Replacements
- Other CDBG Funded Efforts: Demolition and clearing of old homes & vacant lots, replacement homes for eligible seniors and families, and down payment assistance for first time home buyers

Our Accomplishments (continued)

CDBG Funded Public Facilities & Infrastructure Improvements Completed or Underway (2011 - 2015)

- Brophy Avenue Sidewalks
- Speed Control Humps on Multiple Neighborhood Streets
- Neighborhood Gateway Signs & Landscaping
- Cocoa West Neighborhood Pocket Park (Underway, 2015)
- Short Street Storm Water Drainage Improvements (Underway, 2015)
- South Burnett Road (Phase 2) – Streetscape & Landscaping Improvements (Underway, 2015)

Our Accomplishments (continued)

CDBG Funded - Public Services

- Non-profit organizations have provided public services on an annual basis to the residents of the West Cocoa Neighborhood. These services include; child care, prescription medication assistance, family and child nutrition, emergency food banks and special services for seniors
- The Cocoa West neighborhood based organization, The Friendship Community Development Corporation (FCDC), also known as Central Brevard Community Services, and the WLC have provided a community based comprehensive approach, on a continued annual basis, that meet the educational, economic, social and cultural needs of residents in all age groups from Pre-Kindergarten to the esteemed Senior Citizen population
- During the period of 2012-2014, Central Brevard Community Services provided a variety of programs to over 285 individual residents that included pre-school children, youth and seniors. This included arts & crafts, computer lab/training, reading assistance, and nutrition workshops
- Other special workshops included; financial planning and budgeting, health screening, personal development, clerical training, resume writing and job hunting skills, and program related field trips

Our Accomplishments (continued)

Organizational Capacity Development, CDBG Funded – Friendship Community Development Corporation, Central Brevard Community Services & WLC

- In 2005-06 an independent community development consultant was funded to help provide training and technical assistance to increase the capacity of the Friendship Community Development Corporation (FCDC), Central Brevard Community Services (CBCS) and the Whispering Pines, Lakeview & Catalina Village Neighborhood Association, Inc (WLC)
- It was the desire of FCDC to take their programs to the next level and achieve desired social and development outcomes, and secure needed funding, partners & investors
- The FCDC formed new committees, further defined its mission, developed a strategic development plan, updated aerial mapping, increased board participation and developed a new website

Our Accomplishments (continued)

Organizational Capacity Development, CDBG Funded – Friendship Community Development Corporation, Central Brevard Community Services & WLC

- FCDC decided to undertake single family home development and rehabilitation as their first program effort, to complement the neighborhood infrastructure development projects planned, and their continued public service
- Vacant lots and a number of dilapidated homes were identified within the neighborhood. Many homes and lots were cleared and 6 new homes were replaced for families and seniors
- Market & feasibility studies were funded to help FCDC stimulate neighborhood based development options. They included senior housing, multi-family rental units, and retail business projects. These studies were frequently used and found helpful by the development community, private investors, land owners and supporting county agencies

Our Accomplishments (continued)

Other Important Accomplishments

- Established a new daily SCAT bus transit route for Cocoa West
- Participated in the FDOT SR 520 Improvement & Realignment Process
- Maintained the A-Lane turn lane on SR 520
- Secured the traffic signal at the intersection of South Burnett Rd. & SR 520
- Secured piping of deep open drainage ditch at intersection of South Burnett Rd. & SR 520
- Helped secure the installation sound barriers by FDOT behind homes on I-95
- Received United Way grant and improved the exteriors of single family homes in need of repairs & cleared vegetation and debris from overgrown lots near existing homes
- Provided temporary shelter and meals at the Cocoa West Community Center for Cocoa West residents displaced by flooding events during Tropical Storm Fay and other past natural disasters

Our Accomplishments (continued)

Tropical Storm Fay-CDBG Disaster Recovery Funding Projects (2011-2014) **Neighborhood & Area Flood Control Improvements**

West Cocoa Service Areas 1, A-Lane Channel Improvements

Cleaning and re-grading the existing drainage ditch from south of SR 520, upgrading existing culverts (closed system) north and south of Mobile Avenue, cleaning and re-grading the existing ditch between I-95 and the Pluckebaum Road ditch. Length of project, 5,000 feet. Also Replaced Pluckebaum Culvert # 5

West Cocoa Service Area 2, Phase 1, Lake Drive Drainage Improvements

Ditch clearing and re-grading, drainage pipe and inlet replacement within the right-of-way of Lake Drive, between Burnett Road and Cox Road. Length project, 3,000 feet

West Cocoa Service Area 3, Lake Drive Drainage Improvements

Ditch clearing and re-grading, drainage pipe and inlet replacement within right-of-way of Lake Drive, between Range Road and County Lane Drive. Length of project, 1,500 feet

Our Plan Update Public Process-The Meetings & Site Visits

- Six meetings were held in the neighborhood during the plan update process between 2012-2014. The neighborhood planning committee made up by members of the WLC Neighborhood Organization conducted meetings and worked with County Staff in reviewing the status of the neighborhood and future needs
- A neighborhood wide public meeting was promoted and was held to present the draft plan on January 28, 2013. The revised plan elements were reviewed and comments were received for inclusion. Those present at the neighborhood meeting voted by a show of hands and was approved unanimously
- The Planning Committee met in working sessions with staff at the West Cocoa Community Center between June 18, 2012 and November 29, 2012 and presented the draft plan at a neighborhood wide public meeting
- On September 9, 2012 the planning committee and staff visited locations along the entire South Burnett Road Corridor, and the State Route 520 Corridor west to the Intersection with I-95. Observations were made on motor vehicle traffic conditions and interactions with pedestrians & bicycle users & potential solutions

What We Found Out!

Our Neighborhood Wide Public Meeting

The following were concerns and comments raised by residents at the neighborhood wide public meeting held on the plan on January 28, 2013. Those present discussed and felt that some minor changes in prioritization of the plan elements were in order. The plan update includes language that addresses the issues raised during the public meeting above and by the Neighborhood Planning Committee in the 2012-2014 update review and planning process.

Concerns and Comments – Neighborhood Public Meeting, January 28, 2013

- “There is a desire for additional police patrols and community policing. Evaluation of methods that provide and secure funding for these activities in the long term should be further looked into, discussed and considered in relation to neighborhood needs.”
- “Finish up the funded larger projects in the neighborhood that have been taking a long time to finish before starting any new projects in the update. These include Short Street drainage, traffic calming, the larger flood control projects, the pocket park and beautification of South Burnett Road.”

What We Found Out! (continued)

Concerns and Comments – Neighborhood Public Meeting, January 28, 2013 (cont.)

- “There is a continued desire to improve community center space for hosting larger events. An updated kitchen concept would help with local food production and catering for a wider range of indoor and outdoor neighborhood and family events. Additional parking and connections to sanitary sewer are also important.”
- “Continue discussions with the Sheriff’s Office on further options to resolve noise and traffic impacts to the neighborhood from the shooting range located to the south of Pluckebaum Road.”
- “There was discussion about priority areas for improvements. These included the pocket park, State Route 520, and the South Burnett and Parrish Road Corridors.”
- “There is a need to improve north/south pedestrian and bicycle crossings on State Route 520 now that it is finished. Also to the west on 520 under 1-95.”

What We Found Out! (continued)

Concerns and Comments – Neighborhood Public Meeting, January 28, 2013 (cont.)

- “A SCAT bus transit line loop has been established with neighborhood assistance and provides weekday service through the center of the neighborhood, and west along 520 under I-95, and east to Varr Ave. We would like to see the route stay and provide weekend service for those who currently work on weekends along the new route.”
- “Infill development of a new neighborhood business center and other uses is desired along the east side of South Burnett Road. Connection to the sanitary sewer system would help.”
- “Land along Parrish Road has potential and the zoning for multi-family development. Newer housing for seniors is needed in the neighborhood and this would be a good location among others.”
- “Consider traffic signals for intersections like South Burnett Road and Parrish Road to calm traffic and help pedestrians cross the streets.”
- “There is a need for additional street lighting of public areas.”

Neighborhood Challenges

- Absentee ownership vacant properties
- Absentee ownership of homes and vacant parcels without clear title
- Limited public funding to seed utility infrastructure, housing and commercial development projects
- Location of lands and buildings in Regulatory Floodplains
- Inland wetlands, watercourses, ponds, and high water table soils on or near large vacant parcels
- Many acres of open ditches in the neighborhood and along major street corridors needed to facilitate storm water drainage and prevent flooding. Improved, but limited capacity to move storm waters through culverts under and west of I-95 during peak events

Neighborhood Challenges (continued)

- Noise and traffic from the County Sheriff's Office Target Range to the South and noise from highway corridors
- State Route 520, high vehicle speeds and traffic volumes isolating the neighborhood
- I-95 and State Route 520 Intersection, high vehicle speeds and traffic volumes isolating the neighborhood, pedestrians and bicyclists from areas west of I-95
- Lack of sanitary sewer lines in the vicinity of large vacant residential and commercial parcels.
- Maintain buffers to avoid negative impacts from additional commercial development along State Route 520, and to the West of South Burnett Road

Neighborhood Challenges (continued)

- Vacant land available for residential, commercial and industrial development
- Zoning in place to allow development of a range of uses identified in the neighborhood plan.
- Application of the Brevard County Affordable Housing Incentives Ordinance to new development.
- Application of the Brevard County Mixed Use Section of the land development regulations to new development.
- Good Access to Major State Highway Routes and Interstate I-95 Interchanges, Beaches & Cocoa Village Gateway, Port Canaveral, MCO-Orlando International Airport, UCF-Orlando

Neighborhood Opportunities

- Neighborhood demand for most goods and services now being met by providers outside of the neighborhood
- Active & continued commercial development activities within 1 mile of area
- An active neighborhood organization with non-profit status as a Community Development Corporation (CDC)
- Established commercial properties with utilities (not sewered) & parking, South Burnett Road & The SR 520 Corridor
- Waterbodies and vacant land for improved stormwater treatment and management methods
- Recent improvements to area drainage in watershed to mitigate flooding
- High levels of drive-by traffic desired for new retail and service related business's on South Burnett Road & SR 520
- Established Space Coast Area Transit (SCAT) Bus Transit Route, Service & Stops

Potential Neighborhood Resources

- Vacant and underdeveloped land owned by neighborhood churches & current residents
- Community Development Block Grant (CDBG) funding, for public facilities, infrastructure, housing and public services from the US Department of Housing & Urban Development (HUD)
- State Housing Initiative Programs (SHIP) funding for housing construction and rehabilitation from the State of Florida
- Partnerships with established non-profit organizations, foundations and locally certified Community Housing Development Organizations (CHDOs) for development projects
- Use & partner with Community Development Financial Institutions (CDFI)

Potential Neighborhood Resources (continued)

- Long term funding methods. Fund and conduct feasibility studies on the potential application and use of long term funding resources that can include, but not be limited to:
 - Municipal Services Taxing Units (MSTU)
 - Municipal Services Billing Units (MSBU)
 - Special Development Districts (SDD)
 - Community Redevelopment Areas (CRA)
 - Tax Increment Financing Programs (TIFF)
 - Other Related Methods, Options, Best Practices & Solutions
- Fund and conduct updated market analysis and preliminary feasibility studies for desired neighborhood development projects, and use in business plans

Potential Neighborhood Resources (continued)

- County owned park and recreation land, buildings and facilities with room for improvements, expansion and renovations, but no funding to construct and maintain new facilities or provide staff services
- State and Federal Brownfield Planning and Redevelopment Funds
- Access to business development programs at East Central Florida State College (EFSC), the Small Business Development Council (SBDC) and The University of Central Florida (UCF) for the development of community based businesses
- Space Coast Transportation Planning Organization (TPO), Long Range Transportation Plan (LRTP) & Brevard County, Road and Bridge Department Programmed Capital Improvement Plan (CIP) Funding
- Brevard County, University of Florida Institute of Food & Agricultural Science (UF-IFAS) Extension Office and Programs & Florida Agricultural & Mechanical University Extension Programs (FAMU)
- Recent Drainage, Flood Zone, Watershed Studies & Recent LIDAR Mapping Data Resources

2015-2020 Plan Goals

The following Goals are listed in order of priority as ranked by the participating residents in the 2015 Plan Update process. For background and comparison purposes the previous priority ranking in the first plan can be found at the end of each Goal.

1. **South Burnett Road Improvements:** The reconstruction of South Burnett Road into a shaded, pedestrian friendly street in the heart of the neighborhood that safely links residential streets to recreational, educational, religious and commercial facilities while facilitating residential and commercial redevelopment, and creating a sense of place along the corridor (Was # 5)
2. **Public Safety:** To make the neighborhood a safer and more pleasant place to live and play with expanded law enforcement activities and through the maintenance of street lights, storm water facilities, vacant lots, homes, yards, and the implementation of traffic calming devices (Was # 1)
3. **Utilities and Infrastructure:** Install and maintain neighborhood utilities infrastructure to enhance neighborhood property values, encourage investment, and promote the renovation and construction of new homes and small businesses (Was # 2)

2015-2020 Plan Goals (continued)

4. **Transportation:** Make travel by vehicle, bicycle, and foot safer for all neighborhood residents with improved street lighting, sidewalks, trails, traffic calming techniques, and traffic signal improvements (Was # 4)
5. **Beautification:** Improve the appearance of the neighborhood by creating neighborhood gateways, installing litter receptacles and planting of low maintenance shade trees (Was # 3)
6. **Housing:** Improvement to housing inventory with the construction of new in fill single family structures for home ownership and housing for seniors in and near the neighborhood (Was # 6)
7. **Business and Vocational Skills Development:** To provide economic advancement opportunities in the neighborhood through computer training, vocational education, summer employment programs, and the provision of infrastructure that will stimulate business expansion and development (Was # 9)

2015-2020 Plan Goals (continued)

8. **Seniors:** Improve health, housing, and recreation opportunities for seniors that will allow them to remain in the neighborhood and age in place in or near their existing homes, families and services if they so choose (Was # 10)
9. **Youth Programs:** Improve recreation, educational, social activities, and economic advancement opportunities for youth and young adults (Was # 7)
10. **Parks and Recreation:** Improve recreation, educational, and social activities for youth and seniors at the West Cocoa Community Center and Parks by funding of needed programs and site improvements (Was # 8)
11. **Land Uses and Zoning:** Facilitate the redevelopment and development of residential and commercial properties using the County Comprehensive Plan and Land Use Regulation Incentives (Was # 11)

2015-2020 Plan Goals with in Short Term (1-2 Years), Mid Term (3 Years) and Long Term (4-5+ Years) Desired Projects

1. South Burnett Road Improvements:

- Short Term – Complete the currently funded and designed South Burnett Road Corridor beautification improvements. Complete sidewalk south to Pluckebaum Road. *WLC and County Partners.*
- Long Term - Design and develop a mixed use neighborhood commercial core area along and east of Burnett Road. Work with landowners and developers on future projects. Include housing options for seniors in walking distance. Adopt & apply desired project design guidelines including lighted waterfront walking trails. *WLC, County Partners, Landowners, Developers, Business Owners and Financial Institutions.*
- Long Term - Fill area with new small business enterprises facilitated by micro and community based lending. *WLC, County Partners, Landowners, Developers, Business and Financial Institutions.*

2015-2020 Plan Goals with in Short Term (1-2 Years), Mid Term (3 Years) and Long Term (4-5+ Years) Desired Projects (continued)

2. Public Safety Issues:

- Short Term - Install pedestrian and bicycle crossing improvements at A-Lane and SR 520, and other critical SR 520 locations. Includes pavement markings, pedestrian refuge islands, street level signage and crosswalk signal options. *WLC, County Partners, State Partners and Business Owners.*
- Short Term & Mid Term - Additional police patrols and community policing are desired. Evaluate and apply methods that provide and secure permanent funding. *WLC and County Partners.*
- Mid Term - Study and discuss operations of the County Sheriff's Office shooting range and training facility. Study noise impacts, solutions, sound mitigation measures and costs, hours of operation, and related vehicle traffic impacts through the neighborhood. *WLC and County Partners.*
- Short Term - Install street lights on Brophy and Robeson. *WLC and County Partners.*
- Short Term - Install speed humps on Lakeview, Brophy, Catalina, Parrish, Tomlin, and A-Lane. *WLC and County Partners.*

2015-2020 Plan Goals with in Short Term (1-2 Years), Mid Term (3 Years) and Long Term (4-5+ Years) Desired Projects (continued)

Public Safety Issues Continued:

- Short Term - Conduct fire hydrant mapping, maintenance, flushing and install new hydrants where needed. See Queen Street and Johnson first. *WLC and County Partners.*
- Short Term - Investigate and seek planning funds for evaluating potential brownfield locations, redevelopment opportunities and additional project funding. *WLC, County Partners, State Partners, Federal Partners, Landowners, Business Owners, Developers and Financial Institutions.*
- Mid Term - Develop new bike path/multipurpose trail east to west on the south side of SR 520. *WLC, County Partners, State Partners, Land Owners, Business Owners and Area Employers.*
- Mid Term & Long Term - Develop new bike path/multipurpose trail east to west on the south side of Pluckebaum Road to Range Road. *WLC, County Partners, City Partners, Land Owners, Developers.*

2015-2020 Plan Goals with in Short Term (1-2 Years), Mid Term (3 Years) and Long Term (4-5+ Years) Desired Projects (continued)

3. Utilities & Infrastructure:

- Short Term - Inspect drainage ditches and ponds for soil erosion on slopes throughout the neighborhood. Repair and stabilize problem areas as needed. *WLC, County Partners and Property Owners.*
- Short Term - Inspect and inventory existing utility systems and capacity, including the gas transmission system. Also see South Burnett Road Improvements and Business Development Goals. *WLC, County Partners, State Partners, Federal Partners, Public and Private Utility Service Providers.*

4. Transportation:

- Short Term - Provide weekend SCAT bus service for those who currently work on weekends along the new route. *WLC, County Partners and Area Employers.*

2015-2020 Plan Goals with in Short Term (1-2 Years), Mid Term (3 Years) and Long Term (4-5+ Years) Desired Projects (continued)

5. Housing:

- Short Term - Map vacant homes, have inventory of vacant homes inspected, secure vacant units, demo and clear if needed. Start with A-Lane and Lincoln Avenue. *WLC, County Partners and Property Owners.*
- Short Term - Work with property owners on resolving family property title and legal issues. Communicate and partner with absentee property owners. *WLC, County Partners, Property Owners and Local Attorneys.*
- Short Term - Help to further resolve foreclosure and bank owned property issues. *WLC, County Partners, Property Owners, Financial Institutions and Local Attorneys.*
- Mid Term - Explore and apply in-law apartments & accessory dwelling unit concepts in new development projects and other locations. *WLC, County Partners, Land Owners and Developers.*
- Long Term - Work with land owners to locally develop and construct planned community developments for seniors on nearby larger parcels and as infill. *WLC, County Partners, Land Owners and Developers.*

2015-2020 Plan Goals with in Short Term (1-2 Years), Mid Term (3 Years) and Long Term (4-5+ Years) Desired Projects (continued)

6. Business Development & Vocational Skills:

- Short Term – Fund and conduct feasibility studies, market studies and business plans for neighborhood based economic and business development options. *WLC and County Partners.*
- Short Term - Map and identify sanitary sewer, utility and site plan needs for an expanded Cocoa West Community Center. *WLC and County Partners.*
- Short Term - Conduct sanitary sewer and waterline mapping and capacity analysis. Research and calculate cost estimates of needed improvements and locations. Conduct feasibility study if needed. *WLC and County Partners.*
- Short Term - Work with land owners on the use of lakes and ponds for public recreation and potential aquaculture options. *WLC, County Partners and Land Owners.*

2015-2020 Plan Goals with in Short Term (1-2 Years), Mid Term (3 Years) and Long Term (4-5+ Years) Desired Projects (continued)

Business Development & Vocational Skills Continued:

- Short Term - Explore local alternative energy production applications and opportunities. *WLC and County Partners.*
- Mid Term - Further evaluate community kitchen improvements that could support event catering or retail sales from community gardens, small scale agriculture or aquaculture enterprises and other options. Receive UF-County Extension Service Training. *WLC and County Partners.*
- Mid Term - Explore & apply home occupation options in existing homes, and live and work unit concepts in new development areas. *WLC, County Partners, Land Owners and Developers.*

2015-2020 Plan Goals with in Short Term (1-2 Years), Mid Term (3 Years) and Long Term (4-5+ Years) Desired Projects (continued)

7. Senior Citizens:

- Mid Term - Explore locally developed, owned and operated senior housing options for neighborhood preservation, economic development and job creation. *WLC, County Partners, Land Owners and Developers.*

8. Youth Programs:

- Short Term - Develop new funding sources for neighborhood based educational services. *WLC and County Partners.*

9. Parks & Recreation:

- Short Term - Address annual fundraising needs and long term funding solutions for services, programs, additional space and staffing needs. *WLC and County Partners.*
- Short Term - Address routine annual maintenance needs of the new pocket park. *WLC and County Partners.*
- Mid Term - Extend utility services to support community center facilities expansion and building renovations including energy conservation and onsite production applications. *WLC and County Partners.*

2015-2020 Plan Goals with in Short Term (1-2 Years), Mid Term (3 Years) and Long Term (4-5+ Years) Desired Projects (continued)

10. Land Uses, Zoning & Floodplains:

- Short Term – Study and understand recent area future land use map and zoning map amendments, regulatory impacts and incentive based codes in relation to existing neighborhood conditions & future development. *WLC and County Partners.*
- Short Term - Study and understand new floodplain mapping and regulatory impacts in relation to existing neighborhood conditions & future development. *WLC and County Partners.*

Potential Funding Sources and Partners

- Private Investors, Developers & Commercial Financial Institutions
- Annual CDBG and HOME funding from HUD
- State of Florida SHIP funding for housing construction and rehabilitation
- Partnerships with established non-profit organizations, certified CHDOS, foundations and local, state and federal agencies for funding and development of projects
- Application and use of recurring funding sources available to local governments in Florida that can include MSTU, MSBU, SDD, CRA, TIFF, and other best practices, methods or programs for solutions, See Pages 29 - 30
- Community Development Financial Institutions (CDFI)

COMMUNITY DEVELOPMENT BLOCK GRANT
 WEST COCOA NEIGHBORHOOD STRATEGY AREA
 Census Tract 625 Block Group 3 (part)

Strategy Area

