



AGENDA REPORT  
September 5, 2019

**Interlocal Agreement between Brevard County, City of Cocoa, the U.S. 1  
Corridor Community Redevelopment Agency, and Diamond Square  
Redevelopment Agency**

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**SUBJECT:**

Interlocal Agreements between Brevard County Board of County Commissioners, City of Cocoa, the U.S. 1 Corridor Community Redevelopment Agency, and the Diamond Square Redevelopment Agency.

**FISCAL IMPACT:**

The U.S. 1 Corridor Community Redevelopment Agency will expire on September 30, 2020; The County, however, will not owe the Agency a tax increment after September 30, 2019. The General Fund will realize a saving of \$130,854 in FY 2019-2020. The Diamond Square Redevelopment Agency will extend to September 30, 2032 under its interlocal agreement. This is an extension of 10 years. Under the interlocal agreement, the County's contribution to the Redevelopment Agency is capped at an amount not-to-exceed \$150,000 in any fiscal year. The payment from the County's General Fund to the Diamond Square Redevelopment Agency in FY 2019-20 is \$86,875.

**DEPT/OFFICE:**

County Manager

**REQUESTED ACTION:**

It is requested that the Board of County Commissioners approved the proposed Interlocal Agreements between the Brevard County Board of County Commissioners, the City of Cocoa, the U.S. 1 Corridor Community Redevelopment Agency and the Diamond Square Redevelopment Agency and authorize the Chair to execute the Interlocal Agreements.

**SUMMARY EXPLANATION and BACKGROUND:**

On May 10, 2017, the Board directed the County Manager to move forward with interlocal agreement negotiations with the Community Redevelopment Agencies (CRAs). The following guidelines were discussed by the Board and utilized during negotiations: (1) CRAs prohibited from incurring any new debt; (2) CRAs closure prior to the statutory sunset dates; (3) possibility of the tax increment funds (TIF) payments above the debt service go to County roads located within the boundaries of the CRAs; (4) CRAs to provide an universal annual report with information and in the format requested by the Board. On July 11, 2017, the Board further directed the County Manager to add additional language in discussions with CRAs that would clarify and define the types of

audit that would be applicable.

Subsequent to the Board guidelines, the Florida Legislature enacted Chapter 2019-163, Laws of Florida that provided many changes relating to Community Redevelopment Agencies (CRAs). Such changes include, but are not limited to, requiring ethics training, submitting an annual budget to the Board within 10 days of its adoption, reporting requirements, procurement procedures, boundary maps, and annual reporting requirements to the Board that include the most recent audit report, performance data, projects started and completed, assessed value within the boundaries, funds expended for affordable housing and to what extent, the CRA has achieved the goals of their plan.

The County Manager and the County Attorney had various meetings with the City of Cocoa's City Manager, City Attorney and staff to discuss the needs of the City's CRAs. The attached Interlocal Agreements provide the following:

- U.S. 1 Corridor Community Redevelopment Agency
  - CRA Expires 2 years prior to the original expiration date of August 2022.
  - The County will not owe the CRA a tax increment payment after September 30, 2019.
    - This will provide a General Fund savings of \$130,854 in FY 2019-20.
    - This will provide a Brevard County Recreation Special District Four a savings of \$22,874 in FY 2019-20.
- Diamond Square Redevelopment Agency
  - The CRA is extended 10 years beyond its original expiration date of August 2022.
  - The City and the CRA will obtain County agreement prior to incurring any new indebtedness for which the City and CRA will use County tax increment funds as a source of payment.
  - The County's tax increment payments is capped at an amount not-to-exceed \$150,000 in any fiscal year

**ATTACHMENTS:**

**Description**

- **ILA City of Cocoa U.S. 1 Corridor Community Redevelopment Agency**
- **ILA City of Cocoa Diamond Square Redevelopment Agency**
- **Chapter 2019-163, Laws of Florida**



Tammy Rowe, Clerk to the Board, 400 South Street • P.O. Box 999, Titusville, Florida 32781-0999

Telephone: (321) 637-2001  
Fax: (321) 264-6972  
Tammy.Rowe@brevardclerk.us

September 6, 2019

MEMORANDUM

TO: Frank Abbate, County Manager

RE: Item I.1. Interlocal Agreements with City of Cocoa, the U.S. 1 Corridor Community Redevelopment Agency, and Diamond Square Redevelopment Agency

The Board of County Commissioners, in regular session on September 5, 2019, authorized you or the Chair to execute the approved Interlocal Agreement with the City of Cocoa for the U.S. 1 Corridor Community Redevelopment Agency; and directed a provision for the Diamond Square Redevelopment Agency to not extend any TIF funds for travel expenses. Enclosed is one executed Interlocal Agreement for the U.S. 1 Corridor CRA.

**Upon adding the provision made to the Diamond Square Redevelopment Agency Interlocal Agreement, the execution by the City of Cocoa, and the recordation of each, please return the fully-executed and recorded Interlocal Agreements to this office for inclusion in the official minutes.**

Your continued cooperation is greatly appreciated.

Sincerely yours,

BOARD OF COUNTY COMMISSIONERS  
SCOTT ELLIS, CLERK

*for* *Donna Scott*  
for Tammy Rowe, Deputy Clerk

/ds

Encl. (1)

cc: Budget  
Finance

**INTERLOCAL AGREEMENT  
BETWEEN CITY OF COCOA,  
U.S. 1 COMMUNITY REDEVELOPMENT AGENCY, AND  
BREVARD COUNTY**

**THIS INTERLOCAL AGREEMENT** is entered into by and between the following Parties: the CITY OF COCOA, a Florida municipal corporation, 65 Stone Street, Cocoa, Florida 32922 (hereinafter "the CITY"), the CITY OF COCOA U.S. 1 CORRIDOR COMMUNITY REDEVELOPMENT AGENCY, (hereinafter "the AGENCY"), and BREVARD COUNTY, a political subdivision of the State of Florida, in its own name and in behalf of each County Taxing Authority, as defined in section 2b., below), 2725 Judge Fran Jamieson Way, Viera, Florida 32940 (hereinafter collectively called "the COUNTY").

**WITNESSETH:**

**WHEREAS**, the CITY created the AGENCY pursuant to CITY Ordinance 12-98 after the COUNTY delegated its authority under Part III, Chapter 163, Florida Statutes, as set forth in COUNTY Resolution 97-160; and

**WHEREAS**, the CITY created a tax increment redevelopment trust fund (TRUST FUND) pursuant to section 163.387, Florida Statutes as a part of the noted CITY and COUNTY enabling authority; and

**WHEREAS**, the CITY and COUNTY have continuously paid their respective full trust fund payments required by section 163.387(1), Florida Statutes since the first fiscal year of the AGENCY's operation; and

**WHEREAS**, the COUNTY is facing certain budget issues relating to road maintenance, construction and reconstruction due to county charter restrictions on ad valorem tax revenues and other factors; and

**WHEREAS**, the COUNTY has evaluated multiple options to address these budget issues; and

**WHEREAS**, part of a solution to the COUNTY budget concerns would involve negotiation of an interlocal agreement with various cities and community redevelopment agencies with the goal of working toward reducing or ceasing the COUNTY's future annual trust fund contributions in order to utilize those funds for road maintenance, construction, and reconstruction; and

**NOW, THEREFORE**, the Parties mutually agree as follows:

1. **RECITATIONS**. The foregoing recitations are true and correct and are

incorporated by this reference.

2. **DEFINITIONS.** The terms below shall have the indicated meanings.

a. "Increment" or "Tax Increment" shall have the same meaning as "increment" as set forth in section 163.387(1)(a), Florida Statutes.

b. "County Taxing Authority" means Brevard County, through its Board of County Commissioners and any COUNTY established Municipal Services Taxing Unit (MSTU) or dependent special districts on behalf of which the COUNTY levies taxes or approves a budget to the extent that such MSTU or dependent special district is required to contribute a tax increment to the trust fund established by the CITY for the AGENCY in accordance with the requirements of section 163.387, Florida Statutes.

3. **AUTHORITY.** This agreement is being entered into under the authority vested in the Parties by section 163.387(3)(b), Florida Statutes and, pursuant to that authority, supersedes any provision or requirement set forth in section 163.387, Florida Statutes to the extent of any conflict with this agreement and that statutory provision.

4. **AGENCY TERMINATION DATE.** The AGENCY termination date is September 30, 2020. The parties agree that the AGENCY, the CITY and COUNTY shall take such actions as may be required to terminate the AGENCY on the termination date, which actions shall include the amendment or repeal of any CITY or COUNTY resolutions or ordinances (1) delegating authority to the CITY to create a community redevelopment agency and (2) creating the community redevelopment agency and trust fund.

5. **COUNTY TAX INCREMENT PAYMENT.** In accordance with section 163.387(3)(b), Florida Statutes, the COUNTY will not owe AGENCY any tax increment after September 30, 2019. In the event payments occur after September 30, 2019, the CITY and the AGENCY agree to reimburse the COUNTY all such COUNTY tax increment payments made into the AGENCY Trust fund from October 1, 2019 to September 30, 2020. The COUNTY shall be responsible for transferring the appropriate proportion of the tax increment back to each COUNTY taxing authority.

6. **INDEBTEDNESS AND PROPERTY.** The CITY agrees to assume, and to be fully liable for any indebtedness owed, and receive title to all property owned by the AGENCY after the AGENCY termination date, as provided in section 189.076(2), Florida Statutes. The CITY and AGENCY further agree not to incur any new indebtedness of any kind prior to the AGENCY termination date.

7. **CITY PAYMENT INTO AGENCY TRUST FUND.** Nothing in this agreement shall be deemed to prevent the CITY from continuing to contribute into the AGENCY trust fund through the AGENCY termination date.

**8. ANNUAL AUDIT; REPORT; AND MEETING.** The AGENCY will comply with the annual reporting requirements in section 163.371, Florida Statutes and the financial audit report requirements in section 163.387(8), Florida Statutes, as amended from time to time. In accordance with Section 163.371(1), the COUNTY agrees that a digital map identical to the current version published by the AGENCY meets the requirement to show geographic boundaries. See <http://cocoacity.maps.arcgis.com/apps/webappviewer/index.html?id=a9691ce49ac84cf193a6a42aab77f4f0>. No provision of this Agreement shall be construed or interpreted to restrict or prohibit the COUNTY from conducting, at its expense, any other audit of the AGENCY's expenditures as allowed by law.

7. **LIMITATION ON ADMINISTRATIVE EXPENSES.** No provision of this Agreement shall be construed or interpreted as limiting or prohibiting the CITY from annually providing administrative services to the AGENCY which are necessary and incidental to the implementation of the AGENCY Community Redevelopment Plan adopted by the CITY and the AGENCY. Additionally, each fiscal year, the AGENCY shall be permitted to reimburse the CITY for such annual administrative services.

8. **EFFECT OF AGREEMENT.** This agreement, including the exhibits, and any written amendments executed by the parties to this agreement constitute the entire agreement between the parties. This agreement may be amended only by written agreement approved and executed with the same formalities as this Agreement by all parties. This agreement supersedes all prior agreements to the extent that they are in conflict with this agreement. This Agreement does not alter CITY Resolution No. 98-20, CITY Ordinance No. 12-98, as modified, and COUNTY Resolution No. 97-160. The Parties agree to modify, amend or repeal these documents on an individual basis, as applicable and necessary, to implement this Agreement. Nothing in this Agreement shall be interpreted as modifying the authority of the Board of County Commissioners as outlined in Section 3(b) of Resolution 97-160.

9. **ATTORNEY'S FEES.** In the event any litigation arises out of this Agreement or under this Agreement, each party shall bear its own attorney's fees and costs.

10. **NOTICES.** All notices, requests, demands and other communications which are required or may be given under this agreement shall be in writing and, in the case of notice to the City or County Manager, by email. Notice shall be deemed to have been duly given if emailed and by personal delivery or deposit of the same in first class mail, postage prepaid by certified mail:

CITY:

City Manager  
City of Cocoa  
65 Stone Street  
Cocoa, FL 32922  
(email address available at City Website)

AGENCY: Community Redevelopment Agency Director  
c/o City Manager  
U.S. 1 Community Redevelopment Agency of Cocoa  
65 Stone Street  
Cocoa, FL 32922

COUNTY: Brevard County Manager  
2725 Judge Fran Jamieson Way  
Viera, Florida 32940  
(email address available at County Website)

or to such other addresses such by notice in writing to any other parties.

11. **GOVERNING LAW.** The validity, construction and enforcement of and the remedies under this agreement shall be governed in accordance with the laws of the State of Florida, and venue of any proceeding shall be Brevard County, Florida.

12. **SAVINGS CLAUSE.** The invalidity or unenforceability of any particular provision of this Agreement shall not affect the other provisions, and this Agreement shall be construed in all respects as if such invalid or unenforceable provisions were omitted.

15. **EFFECTIVE DATE.** This Agreement shall take effect on the date that it is executed by all Parties and recorded in the Official Records of Brevard County, Florida. Upon execution of this Agreement by both Parties, the COUNTY shall promptly record this Agreement in the Official Records of Brevard County, Florida and return a recorded copy of this Agreement to the CITY's City Manager at the address listed in the Notice Section of this Agreement.

**(Signature Page Follows)**

IN WITNESS WHEREOF, the Parties have caused this agreement to be executed and delivered by their duly authorized representatives.



**CITY OF COCOA**

By: [Signature] 9/25/2019  
Its: \_\_\_\_\_ Date  
(as approved by the board on September 25, 2019)



**CITY OF COCOA COMMUNITY REDEVELOPMENT AGENCY**

By: [Signature] 10/28/2019  
Its: \_\_\_\_\_ Date  
(as approved by the board on October 28, 2019)



**BREVARD COUNTY**

By: [Signature]  
Kristine Isnardi, Chair Date  
(as approved by the Board on September 5, 2019)

not recorded

**INTERLOCAL AGREEMENT  
BETWEEN CITY OF COCOA,  
U.S. 1 CORRIDOR COMMUNITY REDEVELOPMENT AGENCY, AND  
BREVARD COUNTY**

**THIS INTERLOCAL AGREEMENT** is entered into by and between the following Parties: the CITY OF COCOA, a Florida municipal corporation, 65 Stone Street, Cocoa, Florida 32922 (hereinafter "the CITY"), the CITY OF COCOA U.S. 1 CORRIDOR COMMUNITY REDEVELOPMENT AGENCY, (hereinafter "the AGENCY"), and BREVARD COUNTY, a political subdivision of the State of Florida, in its own name and in behalf of each County Taxing Authority, as defined in section 2b., below), 2725 Judge Fran Jamieson Way, Viera, Florida 32940 (hereinafter collectively called "the COUNTY").

**WITNESSETH:**

**WHEREAS**, the CITY created the AGENCY pursuant to CITY Ordinance 12-98 after the COUNTY delegated its authority under Part III, Chapter 163, Florida Statutes, as set forth in COUNTY Resolution 97-160; and

**WHEREAS**, the CITY created a tax increment redevelopment trust fund (TRUST FUND) pursuant to section 163.387, Florida Statutes as a part of the noted CITY and COUNTY enabling authority; and

**WHEREAS**, the CITY and COUNTY have continuously paid their respective full trust fund payments required by section 163.387(1), Florida Statutes since the first fiscal year of the AGENCY's operation; and

**WHEREAS**, the COUNTY is facing certain budget issues relating to road maintenance, construction and reconstruction due to county charter restrictions on ad valorem tax revenues and other factors; and

**WHEREAS**, the COUNTY has evaluated multiple options to address these budget issues; and

**WHEREAS**, part of a solution to the COUNTY budget concerns would involve negotiation of an interlocal agreement with various cities and community redevelopment agencies with the goal of working toward reducing or ceasing the COUNTY's future annual trust fund contributions in order to utilize those funds for road maintenance, construction, and reconstruction; and

**NOW, THEREFORE**, the Parties mutually agree as follows:

1. **RECITATIONS**. The foregoing recitations are true and correct and are

incorporated by this reference.

2. **DEFINITIONS.** The terms below shall have the indicated meanings.

a. "Increment" or "Tax Increment" shall have the same meaning as "increment" as set forth in section 163.387(1)(a), Florida Statutes.

b. "County Taxing Authority" means Brevard County, through its Board of County Commissioners and any COUNTY established Municipal Services Taxing Unit (MSTU) or dependent special districts on behalf of which the COUNTY levies taxes or approves a budget to the extent that such MSTU or dependent special district is required to contribute a tax increment to the trust fund established by the CITY for the AGENCY in accordance with the requirements of section 163.387, Florida Statutes.

3. **AUTHORITY.** This agreement is being entered into under the authority vested in the Parties by section 163.387(3)(b), Florida Statutes and, pursuant to that authority, supersedes any provision or requirement set forth in section 163.387, Florida Statutes to the extent of any conflict with this agreement and that statutory provision.

4. **AGENCY TERMINATION DATE.** The AGENCY termination date is September 30, 2020. The parties agree that the AGENCY, the CITY and COUNTY shall take such actions as may be required to terminate the AGENCY on the termination date, which actions shall include the amendment or repeal of any CITY or COUNTY resolutions or ordinances (1) delegating authority to the CITY to create a community redevelopment agency and (2) creating the community redevelopment agency and trust fund.

5. **COUNTY TAX INCREMENT PAYMENT.** In accordance with section 163.387(3)(b), Florida Statutes, the COUNTY will not owe AGENCY any tax increment after September 30, 2019. In the event payments occur after September 30, 2019, the CITY and the AGENCY agree to reimburse the COUNTY all such COUNTY tax increment payments made into the AGENCY Trust fund from October 1, 2019 to September 30, 2020. The COUNTY shall be responsible for transferring the appropriate proportion of the tax increment back to each COUNTY taxing authority.

6. **INDEBTEDNESS AND PROPERTY.** The CITY agrees to assume, and to be fully liable for any indebtedness owed, and receive title to all property owned by the AGENCY after the AGENCY termination date, as provided in section 189.076(2), Florida Statutes. The CITY and AGENCY further agree not to incur any new indebtedness of any kind prior to the AGENCY termination date.

7. **CITY PAYMENT INTO AGENCY TRUST FUND.** Nothing in this agreement shall be deemed to prevent the CITY from continuing to contribute into the AGENCY trust fund through the AGENCY termination date.

**8. ANNUAL AUDIT; REPORT; AND MEETING.** The AGENCY will comply with the annual reporting requirements in section 163.371, Florida Statutes and the financial audit report requirements in section 163.387(8), Florida Statutes, as amended from time to time. In accordance with Section 163.371(1), the COUNTY agrees that a digital map identical to the current version published by the AGENCY meets the requirement to show geographic boundaries. See <http://cocoacity.maps.arcgis.com/apps/webappviewer/index.html?id=a9691ce49ac84cf193a6a42aab77f4f0>. No provision of this Agreement shall be construed or interpreted to restrict or prohibit the COUNTY from conducting, at its expense, any other audit of the AGENCY's expenditures as allowed by law.

7. **LIMITATION ON ADMINISTRATIVE EXPENSES.** No provision of this Agreement shall be construed or interpreted as limiting or prohibiting the CITY from annually providing administrative services to the AGENCY which are necessary and incidental to the implementation of the AGENCY Community Redevelopment Plan adopted by the CITY and the AGENCY. Additionally, each fiscal year, the AGENCY shall be permitted to reimburse the CITY for such annual administrative services.

8. **EFFECT OF AGREEMENT.** This agreement, including the exhibits, and any written amendments executed by the parties to this agreement constitute the entire agreement between the parties. This agreement may be amended only by written agreement approved and executed with the same formalities as this Agreement by all parties. This agreement supersedes all prior agreements to the extent that they are in conflict with this agreement. This Agreement does not alter CITY Resolution No. 98-20, CITY Ordinance No. 12-98, as modified, and COUNTY Resolution No. 97-160. The Parties agree to modify, amend or repeal these documents on an individual basis, as applicable and necessary, to implement this Agreement. Nothing in this Agreement shall be interpreted as modifying the authority of the Board of County Commissioners as outlined in Section 3(b) of Resolution 97-160.

9. **ATTORNEY'S FEES.** In the event any litigation arises out of this Agreement or under this Agreement, each party shall bear its own attorney's fees and costs.

10. **NOTICES.** All notices, requests, demands and other communications which are required or may be given under this agreement shall be in writing and, in the case of notice to the City or County Manager, by email. Notice shall be deemed to have been duly given if emailed and by personal delivery or deposit of the same in first class mail, postage prepaid by certified mail:

CITY:

City Manager  
City of Cocoa  
65 Stone Street  
Cocoa, FL 32922  
(email address available at City Website)

AGENCY: Community Redevelopment Agency Director  
c/o City Manager  
U.S. 1 Corridor Community Redevelopment Agency  
65 Stone Street  
Cocoa, FL 32922

COUNTY: Brevard County Manager  
2725 Judge Fran Jamieson Way  
Viera, Florida 32940  
(email address available at County Website)

or to such other addresses such by notice in writing to any other parties.

11. **GOVERNING LAW.** The validity, construction and enforcement of and the remedies under this agreement shall be governed in accordance with the laws of the State of Florida, and venue of any proceeding shall be Brevard County, Florida.

12. **SAVINGS CLAUSE.** The invalidity or unenforceability of any particular provision of this Agreement shall not affect the other provisions, and this Agreement shall be construed in all respects as if such invalid or unenforceable provisions were omitted.

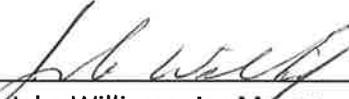
15. **EFFECTIVE DATE.** This Agreement shall take effect on the date that it is executed by all Parties and recorded in the Official Records of Brevard County, Florida. Upon execution of this Agreement by both Parties, the COUNTY shall promptly record this Agreement in the Official Records of Brevard County, Florida and return a recorded copy of this Agreement to the CITY's City Manager at the address listed in the Notice Section of this Agreement.

**(Signature Page Follows)**

IN WITNESS WHEREOF, the Parties have caused this agreement to be executed and delivered by their duly authorized representatives.

**CITY OF COCOA**

ATTEST:  
  
Casey Mealy

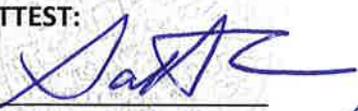
By:  9/25/2019  
Its: Jake Williams, Jr., Mayor Date  
(as approved by the board on September 25, 2019)

**US1 CORRIDOR COMMUNITY REDEVELOPMENT AGENCY**

ATTEST:  
  
Casey Mealy

By:   
Its: \_\_\_\_\_ Date  
(as approved by the board on 10/28/ 2019)

**BREVARD COUNTY**

ATTEST:  


By:   
Its: Kristine Isnardi, Chair Date  
(as approved by the Board on \_\_\_\_\_ 2019)

**INTERLOCAL AGREEMENT  
BETWEEN CITY OF COCOA,  
DIAMOND SQUARE REDEVELOPMENT AGENCY, AND  
BREVARD COUNTY**

**THIS INTERLOCAL AGREEMENT** is entered into by and between the CITY OF COCOA, a Florida municipal corporation, 65 Stone Street, Cocoa, Florida 32922 (hereinafter "the CITY"), the CITY OF COCOA DIAMOND SQUARE REDEVELOPMENT AGENCY, (hereinafter "the AGENCY"), and BREVARD COUNTY, a political subdivision of the State of Florida, in its own name and in behalf of each County Taxing Authority, as defined in section 2b., below), 2725 Judge Fran Jamieson Way, Viera, Florida 32940 (hereinafter collectively called "the COUNTY").

**WITNESSETH:**

**WHEREAS**, the CITY created the AGENCY pursuant to CITY Ordinance 13-98 and after the COUNTY delegated its authority under Part III, ch.163, Florida Statutes, as set forth in COUNTY Resolution 097-161; and

**WHEREAS**, the CITY created a tax increment redevelopment trust fund (TRUST FUND) pursuant to section 163.387, Florida Statutes, and CITY as a part of the noted CITY and COUNTY enabling authority; and

**WHEREAS**, the CITY and COUNTY have continuously paid their respective full trust fund payments required by section 163.387(1), Florida Statutes to the AGENCY since the first fiscal year of the AGENCY's operation; and

**WHEREAS**, the COUNTY is facing certain budget issues relating to road maintenance, construction and reconstruction due to county charter restrictions on ad valorem tax revenues and other factors; and

**WHEREAS**, the COUNTY has evaluated multiple options to address these budget issues; and

**WHEREAS**, part of a solution to the COUNTY budget concerns would involve negotiation of an interlocal agreement with various cities and AGENCIES with the goal of working toward reducing or ceasing the COUNTY's future annual trust fund contributions in order to utilize those funds for road maintenance, construction, and reconstruction; and

**WHEREAS**, the COUNTY and CITY also recognize that the AGENCY continues to serve an important public purpose and that continuing to encourage and foster redevelopment activities within the AGENCY's boundaries using AGENCY TIF Payments, consistent with the AGENCY's Redevelopment Plan, remains necessary to alleviate blight and slum conditions within the

AGENCY boundaries, and that the alleviation of these conditions is in the best interests of not only the citizens and businesses within the CITY, but the citizens and businesses of Brevard County as a whole; and

**NOW, THEREFORE**, the parties mutually agree as follows:

1. **RECITATIONS.** The foregoing recitations are true and correct and incorporated by this reference.
2. **DEFINITIONS.** The terms below shall have the indicated meanings.
  - a. "Increment" or "Tax Increment" shall have the same meaning as "increment" as set forth in section 163.387(1)(a), Florida Statutes.
  - b. "County Taxing Authority" means Brevard County, through its Board of County Commissioners and any COUNTY established Municipal Services Taxing Unit (MSTU) or dependent special districts in behalf of which the COUNTY levies taxes or approves a budget to the extent such MSTU or dependent special district is required to contribute a tax increment to the trust fund established by the CITY for the AGENCY in accordance with the requirements of section 163.387, Florida Statutes.
3. **AUTHORITY.** This agreement is being entered into under the authority vested in the parties by section 163.387(3)(b), Florida Statutes and, pursuant to that authority, supersedes any provision or requirement set forth in section 163.387, Florida Statutes to the extent of any conflict with this agreement and that statutory provision.
4. **AGENCY BOARD.**
  - a. Effective October 1, 2019, the Parties agree the Agency Board will be reformed in accordance with section 163.356, Florida Statutes as a seven (7) member board and as required by this Agreement.
  - b. In accordance with the provisions of section 163.356(2), Florida Statutes, one member of the board of commissioners for the AGENCY will be the Brevard County Board of County Commissioner in whose District the Agency is located. If that Commissioner desires to appoint a designee to take his/her place as the representative of the taxing authority, the designee must be approved by the COUNTY board as its representative and the designee must otherwise meet the qualifications at section 163.356(3)(b), Florida Statutes. The remaining six (6) members of the AGENCY Board shall be appointed by the CITY. Existing Agency Commissioners may be reappointed to the AGENCY Board. The Parties agree that section 163.356(3)(b) and 163.340(17), Florida Statutes, define the Agency's area of operation as equal

to the CITY's corporate limits. This Agency position is a full voting position. The District Commissioner's duty is considered an additional duty of office for the Brevard County Commissioner as authorized by section 163.356(2), Florida Statutes.

c. Section 163.356(2), Florida Statutes provides that the terms of office of each Agency Commissioner will be for four years, except that three of the CITY appointed members first appointed hereunder shall be designated to service terms of 1, 2, and 3 years, respectively, from the date of their appointments, and all other members shall be designated to serve for terms of four years from the date of their appointments. A vacancy occurring during a term shall be filled for the unexpired term.

d. Additionally, the Parties agree that upon completion of his or her current term, no Agency Commissioner may serve more than two (2) consecutive terms followed by at least one year off of the board before they may be considered for reappointment. Upon reappointment, said individual will again be subject to the two (2) consecutive term limit.

5. **AGENCY TERMINATION DATE.** The AGENCY termination date is September 30, 2032. The Parties agree that the AGENCY, the CITY, and COUNTY shall take such actions as may be required to terminate the AGENCY on the termination date, which action shall include the amendment or repeal of any CITY or COUNTY resolutions or ordinances (1) delegating authority to the CITY to create a community redevelopment agency and (2) creating the community redevelopment agency and trust fund.

6. **COUNTY TAX INCREMENT PAYMENT.** As required by section 163.387, Florida Statutes, the COUNTY will continue its annual tax increment contribution to the AGENCY trust fund in every fiscal year through the AGENCY's termination date, however, said annual COUNTY contribution shall be capped at an amount not to exceed \$150,000 in any fiscal year in which the AGENCY exists. In the event the COUNTY's tax increment exceeds \$150,000 in any fiscal year ("Extra TIF"), nothing in this Agreement shall be construed or interpreted as preventing the COUNTY from contributing, in its sole discretion, the Extra TIF to fund any portion of an AGENCY redevelopment project described in Section 10 of this Agreement. The Parties agree that no County tax increment funds (TIF) will be used to fund travel expenses for Agency Board Members.

7. **INDEBTEDNESS AND PROPERTY.** No provision of this Agreement shall be construed or interpreted as limiting or prohibiting the Agency from incurring indebtedness of any kind allowed by law. However, the Parties agree the maturity date for any existing or future indebtedness incurred by the Agency, for which COUNTY Tax Increment Fund payments have been pledged as a source of revenue, shall not extend beyond the Agency Termination Date. The CITY and AGENCY agree to obtain COUNTY agreement prior to incurring any new indebtedness for which the CITY and AGENCY will use COUNTY increment funds as the source of repayment. The CITY agrees to assume, and to be fully liable for any indebtedness owed, and

receive title to all property owned by the AGENCY after the AGENCY termination date, as provided in section 189.076(2), Florida Statutes.

8. **CITY PAYMENT INTO AGENCY TRUST FUND.** Nothing in this agreement shall be deemed to prevent the CITY from continuing to contribute into the AGENCY trust fund through the AGENCY termination date.

9. **ANNUAL AUDIT; REPORT; AND MEETING.** The AGENCY will comply with the annual reporting requirements in section 163.371, Florida Statutes and the financial audit report requirements in section 163.387(8), Florida Statutes, as amended from time to time. In accordance with Section 163.371(1), the COUNTY agrees that a digital map identical to the current version published by the AGENCY meets the requirement to show geographic boundaries. See <http://cocoacity.maps.arcgis.com/apps/webappviewer/index.html?id=a9691ce49ac84cf193a6a42aab77f4f0>. Additionally, the CITY and AGENCY agree to contractually require the independent auditor preparing the AGENCY's annual audit report to examine AGENCY expenditures and certify that all AGENCY tax increment revenues have been lawfully expended for the community redevelopment purposes authorized under the provision of chapter 163, Part III, Florida Statutes. If any AGENCY expenditure is not certified as compliant by the independent auditor, the CITY and AGENCY, at their discretion, will take whatever steps are necessary to bring any such expenditure into compliance including, but not limited to, contesting the independent auditor's opinion, reimbursing the AGENCY for such expenditure with CITY funds, or by such other lawful means. After submitting the annual AGENCY audit report, the City Manager of the CITY shall annually meet with the County Commissioner in whose District the AGENCY is located to discuss the annual audit reports, if the annual meeting is requested by said County Commissioner. No provision of this Agreement shall be construed or interpreted to restrict or prohibit the COUNTY from conducting, at its expense, any other audit of the AGENCY's expenditures as allowed by law.

10. **PROJECT IDENTIFICATION.** The Parties agree that the Diamond Square Community Redevelopment Plan Update, City of Cocoa, Florida, prepared by Real Estate Research Consultants, Inc., AECOM, and Planning Design Group, and dated March 2014 ("Agency Plan"), has been approved by the CITY, AGENCY and COUNTY, and that the Agency Plan is in full force and effect. The Agency plan specifically identifies the Agency redevelopment projects to be funded by tax increment funding and the funds proposed to be allocated to each such project. A list of the currently approved AGENCY projects, as set forth in the current Agency plan, is at Exhibit "A", attached and incorporated by this reference. Nothing in this section shall prevent the AGENCY, in its discretion, from reallocating plan approved funding to other projects identified in the approved Agency plan, provided that any new projects do not exceed the total planned expenditures outlined in the Plan. Any changes to the AGENCY's Plan subsequent to the execution of this Agreement shall require the approval of the Brevard County Board of County Commissioners. Acceptance of the Agency plan by the COUNTY shall

not be deemed to extend the term of the AGENCY beyond the term provided in this Agreement.

11. **LIMITATION ON ADMINISTRATIVE EXPENSES.** No provision of this Agreement shall be construed or interpreted as limiting or prohibiting the CITY from annually providing administrative services to the AGENCY which are necessary and incidental to the implementation of the AGENCY Community Redevelopment Plan adopted by the CITY and the AGENCY. Additionally, each fiscal year, the AGENCY shall be permitted to reimburse the CITY for such annual administrative services. Said reimbursement, payable from COUNTY tax increment funds, shall not exceed twenty -five percent (25%) of the COUNTY TIF payments. However, the CITY may use other tax increment funds to reach the amount previously authorized by COUNTY Resolution No. 97-161 and CITY Ordinance No. 13-98 (Sec. 8-58(b), City Code) for each fiscal year in which reimbursement is made.

12. **EFFECT OF AGREEMENT.** This Agreement, including the exhibits, and any written amendments executed by the Parties to this Agreement constitute the entire agreement between the Parties. This agreement may be amended only by written agreement approved and executed with the same formalities as this Agreement by all parties. This Agreement supersedes all prior agreements to the extent that they are in conflict with this Agreement. This Agreement does not alter CITY Resolution No. 98-19, City Ordinance No. 13-98 and COUNTY Resolution No. 97-161. The Parties agree to modify or amend these documents on an individual basis, as applicable and necessary, to implement this Agreement. Nothing in this Agreement shall be interpreted as modifying the authority of the Board of County Commissioners as outlined in Section 3(b) of Resolution 97-161.

13. **ATTORNEY'S FEES.** In the event any litigation arises out of this Agreement or under this Agreement, each party shall bear its own attorney's fees and costs.

14. **NOTICES.** All notices, requests, demands and other communications which are required or may be given under this agreement shall be in writing and, in the case of notice to the City or County Manager, by email. Notice shall be deemed to have been duly given if emailed and by personal delivery or deposit of the same in first class mail, postage prepaid by certified mail:

CITY: City Manager  
City of Cocoa  
65 Stone St.  
Cocoa, FL 32922  
(email address available at City Website)

AGENCY: Community Redevelopment Agency Director  
c/o City Manager  
Diamond Square Community Redevelopment Agency

65 Stone St.  
Cocoa, FL 32922

COUNTY: Brevard County Manager  
2725 Judge Fran Jamieson Way  
Viera, FL 32940  
(email address available at County Website)

or to such other addresses such by notice in writing to any other parties.

15. **GOVERNING LAW.** The validity, construction and enforcement of and the remedies under this agreement shall be governed in accordance with the laws of the State of Florida, and venue of any proceeding shall be Brevard County, Florida.

16. **SAVINGS CLAUSE.** The invalidity or unenforceability of any particular provision of this Agreement shall not affect the other provisions, and this Agreement shall be construed in all respects as if such invalid or unenforceable provisions were omitted.

17. **EFFECTIVE DATE.** This Agreement shall take effect on the date that it is executed by both parties and recorded in the Official Records of Brevard County, Florida. Upon execution of this Agreement by both Parties, the COUNTY shall promptly record this Agreement in the Official Records of Brevard County, Florida and return a recorded copy of this Agreement to the CITY's City Manager at the address listed in Notice Section of this Agreement.

18. **CONTINGENT.** This Agreement is contingent on the execution of an Interlocal Agreement between the Parties which terminates the U.S. 1 Corridor Community Redevelopment Agency by September 30, 2020 and which provides for the AGENCY to reimburse the COUNTY for the County portion of any tax increment funds paid to the AGENCY from October 1, 2019 to September 30, 2020.

(Signature Page Follows)

IN WITNESS WHEREOF, the Parties have caused this agreement to be executed and delivered by their duly authorized representatives.



*Carrie Stealy*

**CITY OF COCOA**

By: *[Signature]* 09/25/2019  
Its: \_\_\_\_\_ Date  
(as approved by the Board on September 25, 2019)



*Carrie Stealy*

**CITY OF COCOA COMMUNITY REDEVELOPMENT AGENCY**

By: *[Signature]* 10/21/2019  
Its: \_\_\_\_\_ Date  
(as approved by the Board on October 21, 2019)

ATTEST:

*[Signature]*

Scott Ellis, Clerk

**BREVARD COUNTY  
BOARD OF COUNTY COMMISSIONERS**

By: *[Signature]*

Kristine Isnardi, Chair  
(as approved by the Board on September 5, 2019)

**INTERLOCAL AGREEMENT  
BETWEEN CITY OF COCOA,  
DIAMOND SQUARE REDEVELOPMENT AGENCY, AND  
BREVARD COUNTY**

**THIS INTERLOCAL AGREEMENT** is entered into by and between the CITY OF COCOA, a Florida municipal corporation, 65 Stone Street, Cocoa, Florida 32922 (hereinafter "the CITY"), the CITY OF COCOA DIAMOND SQUARE REDEVELOPMENT AGENCY, (hereinafter "the AGENCY"), and BREVARD COUNTY, a political subdivision of the State of Florida, in its own name and in behalf of each County Taxing Authority, as defined in section 2b., below), 2725 Judge Fran Jamieson Way, Viera, Florida 32940 (hereinafter collectively called "the COUNTY").

**WITNESSETH:**

**WHEREAS**, the CITY created the AGENCY pursuant to CITY Ordinance 13-98 and after the COUNTY delegated its authority under Part III, ch.163, Florida Statutes, as set forth in COUNTY Resolution 097-161; and

**WHEREAS**, the CITY created a tax increment redevelopment trust fund (TRUST FUND) pursuant to section 163.387, Florida Statutes, and CITY as a part of the noted CITY and COUNTY enabling authority; and

**WHEREAS**, the CITY and COUNTY have continuously paid their respective full trust fund payments required by section 163.387(1), Florida Statutes to the AGENCY since the first fiscal year of the AGENCY's operation; and

**WHEREAS**, the COUNTY is facing certain budget issues relating to road maintenance, construction and reconstruction due to county charter restrictions on ad valorem tax revenues and other factors; and

**WHEREAS**, the COUNTY has evaluated multiple options to address these budget issues; and

**WHEREAS**, part of a solution to the COUNTY budget concerns would involve negotiation of an interlocal agreement with various cities and AGENCYS with the goal of working toward reducing or ceasing the COUNTY's future annual trust fund contributions in order to utilize those funds for road maintenance, construction, and reconstruction; and

**WHEREAS**, the COUNTY and CITY also recognize that the AGENCY continues to serve an important public purpose and that continuing to encourage and foster redevelopment activities within the AGENCY's boundaries using AGENCY TIF Payments, consistent with the AGENCY's Redevelopment Plan, remains necessary to alleviate blight and slum conditions within the

AGENCY boundaries, and that the alleviation of these conditions is in the best interests of not only the citizens and businesses within the CITY, but the citizens and businesses of Brevard County as a whole; and

**NOW, THEREFORE**, the parties mutually agree as follows:

1. **RECITATIONS.** The foregoing recitations are true and correct and incorporated by this reference.

2. **DEFINITIONS.** The terms below shall have the indicated meanings.

a. "Increment" or "Tax Increment" shall have the same meaning as "increment" as set forth in section 163.387(1)(a), Florida Statutes.

b. "County Taxing Authority" means Brevard County, through its Board of County Commissioners and any COUNTY established Municipal Services Taxing Unit (MSTU) or dependent special districts in behalf of which the COUNTY levies taxes or approves a budget to the extent such MSTU or dependent special district is required to contribute a tax increment to the trust fund established by the CITY for the AGENCY in accordance with the requirements of section 163.387, Florida Statutes.

3. **AUTHORITY.** This agreement is being entered into under the authority vested in the parties by section 163.387(3)(b), Florida Statutes and, pursuant to that authority, supersedes any provision or requirement set forth in section 163.387, Florida Statutes to the extent of any conflict with this agreement and that statutory provision.

4. **AGENCY BOARD.**

a. Effective October 1, 2019, the Parties agree the Agency Board will be reformed in accordance with section 163.356, Florida Statutes as a seven (7) member board and as required by this Agreement.

b. In accordance with the provisions of section 163.356(2), Florida Statutes, one member of the board of commissioners for the AGENCY will be the Brevard County Board of County Commissioner in whose District the Agency is located. If that Commissioner desires to appoint a designee to take his/her place as the representative of the taxing authority, the designee must be approved by the COUNTY board as its representative and the designee must otherwise meet the qualifications at section 163.356(3)(b), Florida Statutes. The remaining six (6) members of the AGENCY Board shall be appointed by the CITY. Existing Agency Commissioners may be reappointed to the AGENCY Board. The Parties agree that section 163.356(3)(b) and 163.340(17), Florida Statutes, define the Agency's area of operation as equal

to the CITY's corporate limits. This Agency position is a full voting position. The District Commissioner's duty is considered an additional duty of office for the Brevard County Commissioner as authorized by section 163.356(2), Florida Statutes.

c. Section 163.356(2), Florida Statutes provides that the terms of office of each Agency Commissioner will be for four years, except that three of the CITY appointed members first appointed hereunder shall be designated to service terms of 1, 2, and 3 years, respectively, from the date of their appointments, and all other members shall be designated to serve for terms of four years from the date of their appointments. A vacancy occurring during a term shall be filled for the unexpired term.

d. Additionally, the Parties agree that upon completion of his or her current term, no Agency Commissioner may serve more than two (2) consecutive terms followed by at least one year off of the board before they may be considered for reappointment. Upon reappointment, said individual will again be subject to the two (2) consecutive term limit.

5. **AGENCY TERMINATION DATE.** The AGENCY termination date is September 30, 2032. The Parties agree that the AGENCY, the CITY, and COUNTY shall take such actions as may be required to terminate the AGENCY on the termination date, which action shall include the amendment or repeal of any CITY or COUNTY resolutions or ordinances (1) delegating authority to the CITY to create a community redevelopment agency and (2) creating the community redevelopment agency and trust fund.

6. **COUNTY TAX INCREMENT PAYMENT.** As required by section 163.387, Florida Statutes, the COUNTY will continue its annual tax increment contribution to the AGENCY trust fund in every fiscal year through the AGENCY's termination date, however, said annual COUNTY contribution shall be capped at an amount not to exceed \$150,000 in any fiscal year in which the AGENCY exists. In the event the COUNTY's tax increment exceeds \$150,000 in any fiscal year ("Extra TIF"), nothing in this Agreement shall be construed or interpreted as preventing the COUNTY from contributing, in its sole discretion, the Extra TIF to fund any portion of an AGENCY redevelopment project described in Section 10 of this Agreement. The Parties agree that no County tax increment funds (TIF) will be used to fund travel expenses for Agency Board Members.

7. **INDEBTEDNESS AND PROPERTY.** No provision of this Agreement shall be construed or interpreted as limiting or prohibiting the Agency from incurring indebtedness of any kind allowed by law. However, the Parties agree the maturity date for any existing or future indebtedness incurred by the Agency, for which COUNTY Tax Increment Fund payments have been pledged as a source of revenue, shall not extend beyond the Agency Termination Date. The CITY and AGENCY agree to obtain COUNTY agreement prior to incurring any new indebtedness for which the CITY and AGENCY will use COUNTY increment funds as the source of repayment. The CITY agrees to assume, and to be fully liable for any indebtedness owed, and

receive title to all property owned by the AGENCY after the AGENCY termination date, as provided in section 189.076(2), Florida Statutes.

8. **CITY PAYMENT INTO AGENCY TRUST FUND.** Nothing in this agreement shall be deemed to prevent the CITY from continuing to contribute into the AGENCY trust fund through the AGENCY termination date.

9. **ANNUAL AUDIT; REPORT; AND MEETING.** The AGENCY will comply with the annual reporting requirements in section 163.371, Florida Statutes and the financial audit report requirements in section 163.387(8), Florida Statutes, as amended from time to time. In accordance with Section 163.371(1), the COUNTY agrees that a digital map identical to the current version published by the AGENCY meets the requirement to show geographic boundaries. See

<http://cocoacity.maps.arcgis.com/apps/webappviewer/index.html?id=a9691ce49ac84cf193a6a42aab77f4f0>. Additionally, the CITY and AGENCY agree to contractually require the independent auditor preparing the AGENCY's annual audit report to examine AGENCY expenditures and certify that all AGENCY tax increment revenues have been lawfully expended for the community redevelopment purposes authorized under the provision of chapter 163, Part III, Florida Statutes. If any AGENCY expenditure is not certified as compliant by the independent auditor, the CITY and AGENCY, at their discretion, will take whatever steps are necessary to bring any such expenditure into compliance including, but not limited to, contesting the independent auditor's opinion, reimbursing the AGENCY for such expenditure with CITY funds, or by such other lawful means. After submitting the annual AGENCY audit report, the City Manager of the CITY shall annually meet with the County Commissioner in whose District the AGENCY is located to discuss the annual audit reports, if the annual meeting is requested by said County Commissioner. No provision of this Agreement shall be construed or interpreted to restrict or prohibit the COUNTY from conducting, at its expense, any other audit of the AGENCY's expenditures as allowed by law.

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CITY: City Manager  
City of Cocoa  
65 Stone St.  
Cocoa, FL 32922  
(email address available at City Website)

AGENCY: Community Redevelopment Agency Director  
c/o City Manager  
Diamond Square Community Redevelopment Agency

65 Stone St.  
Cocoa, FL 32922

COUNTY: Brevard County Manager  
2725 Judge Fran Jamieson Way  
Viera, FL 32940  
(email address available at County Website)

or to such other addresses such by notice in writing to any other parties.

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(Signature Page Follows)

IN WITNESS WHEREOF, the Parties have caused this agreement to be executed and delivered by their duly authorized representatives.

ATTEST:

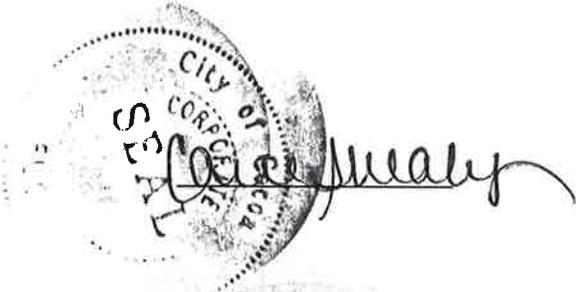
CITY OF COCOA



By: [Signature] 09/25/2019  
Its: Jake Williams, Jr., Mayor Date  
(as approved by the Board on September 25, 2019)

ATTEST:

DIAMOND SQUARE COMMUNITY REDEVELOPMENT AGENCY



By: [Signature]  
Its: \_\_\_\_\_ Date  
(as approved by the Board on October 21, 2019)

ATTEST:

BREVARD COUNTY BOARD OF COUNTY COMMISSIONERS

[Signature]  
Scott Ellis, Clerk

By: [Signature]  
Kristine Isnardi, Chair Date  
(as approved by the Board on \_\_\_\_\_ 2019)

# EXHIBIT A

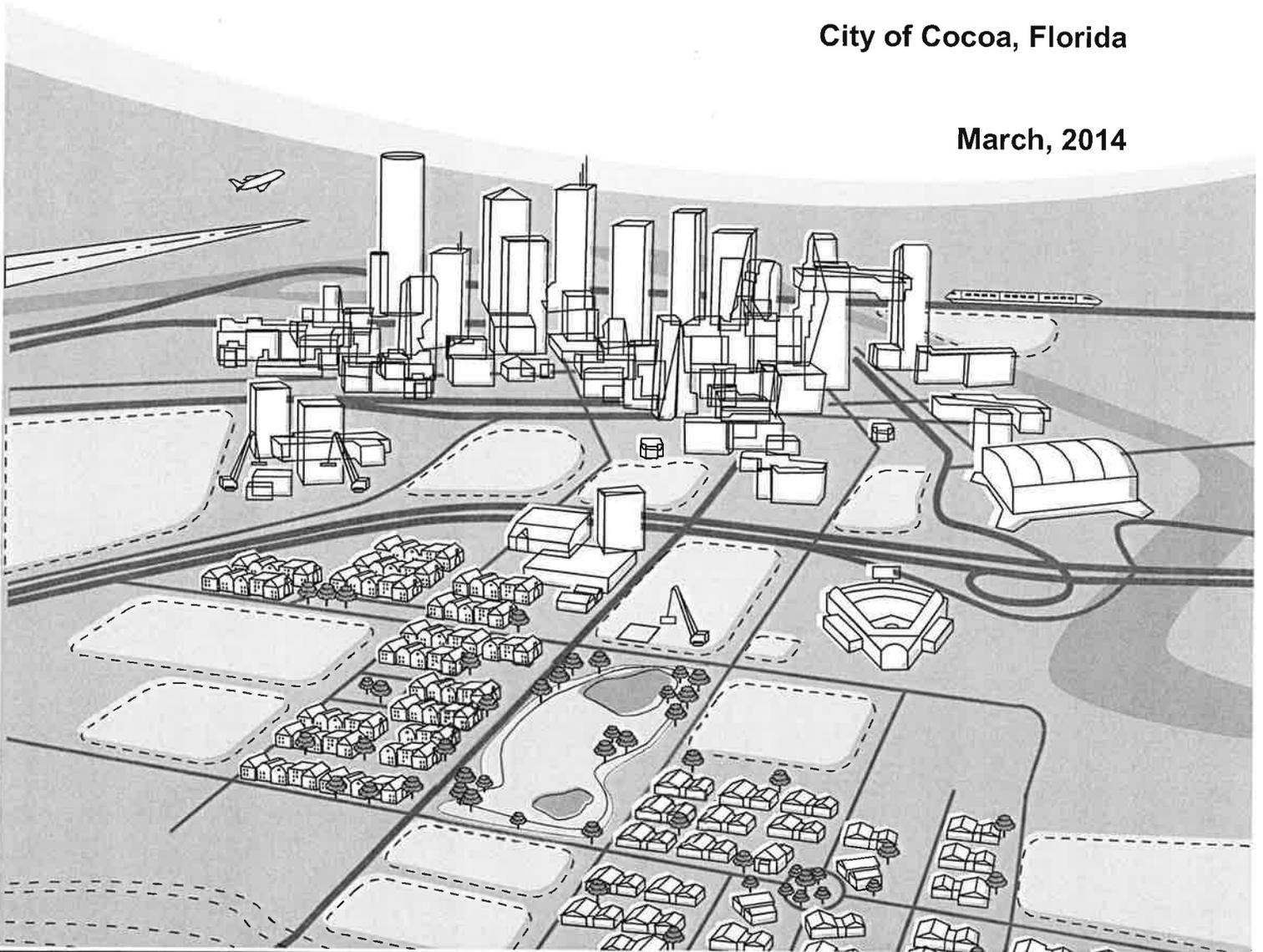
A GAI COMPANY  
**Real Estate RESEARCH**  
CONSULTANTS



## Diamond Square Community Redevelopment Plan Update

City of Cocoa, Florida

March, 2014



STRATEGISTS ■ ECONOMISTS ■ PLANNERS ■ ADVISORS

Diamond Square CRA Board  
City of Cocoa  
65 Stone Street  
Cocoa, FL 32922

Dear Diamond Square CRA Board:

Since 1998, the objective of the Diamond Square Community Redevelopment Agency (CRA) Redevelopment Plan has been to leverage the neighborhood's existing assets to support the revitalization of the area and remove the blighting influences identified in the original "Finding of Necessity" study. Over the recent past, the City and the CRA have invested substantially in upgrading infrastructure, removing blighted structures, assembling land, and funding façade improvements. This proposed updated plan is designed to build on these initiatives to prepare a realistic action plan based on sound economic principles reflecting the community's vision. The original plan was completed in 1998 by HOYT.DSW of Sarasota, Florida

The key to this updated redevelopment plan is to acknowledge that the work of redeveloping Diamond Square is an ongoing effort. The goal is to translate the community's vision into an organized series of implementable action strategies that will help the CRA Board make informed decisions in achieving its goal to make Diamond Square a vibrant and economically sustainable part of the City of Cocoa. This plan builds on the planning efforts of the past fifteen years, serving as a guide to implement the community's vision through refocusing of the roles, priorities, and connections of the CRA with other organizations. The update is intended to be a strategic plan designed to support desired future growth and development in order to stimulate private investment and enhance community identity.

The plan for the Diamond Square CRA has been developed following a thorough investigation of the redevelopment area's existing urban fabric and through extensive community input solicited during the planning process. Since the time of the redevelopment plan's original approval in 1998, a number of programmatic, infrastructure and other physical improvement projects have been completed that have laid the initial foundation to support reinvestment and work towards positive change.

The consulting team for the community assessment and plan update is made up of Real Estate Research Consultants, Inc. (RERC), AECOM, and Planning Design Group (PDG). After a series of meetings with the community members and steering committee members, the consulting team has received valuable input that has been considered while drafting the plan update.

Under the direction of the Diamond Square Steering Committee, the consulting team, along with the guidance of City Staff, has developed recommendations for six transformational initiatives:

- Enhance Streetscapes and Pedestrian Connectivity
- Increase Partnerships with Housing Developers
- Create Neighborhood Gateways
- Explore the feasibility of creating new community-based activity centers.
- Enhance support for Community-Based Organizations and Educational Institutions
- Establish a Community-based Committee composed of representatives of a diverse cross section of the community in order to coordinate activities within the community and assist in building non-profit organization capacity.

These main transformational ideas form the pillars of the plan update and are buttressed by a series of incremental initiatives. All initiatives fit into one or more of five strategic framework categories:

- Community Living
- Community Places
- Community Connections
- Community Identity
- Community Opportunity.

We are pleased to submit this report to Steering Committee, the Diamond Square CRA, and City Council for their consideration and adoption.

On behalf of the consulting team,  
Sincerely,

A handwritten signature in cursive script that reads "Thomas R. Kohler".

Thomas R. Kohler  
Senior Principal  
Project Manager

## **ACKNOWLEDGEMENTS**

### **City Council**

Mr. Henry U. Parrish III, Mayor  
Deputy Mayor Clarence Whipple, Jr. – District 1  
Councilwoman Brenda Warner – District 2  
Councilman Don Boisvert – District 3  
Councilman Tyler Furbish – District 4

### **Community Redevelopment Agency Board**

Ruby Jenkins, Chairperson  
Tracy Moore, Vice Chairperson  
Adrian Moss-Beasley  
Ed Jones  
Jewel Collins  
Larry Robinson  
Delores Martin

### **Community Redevelopment Agency Steering Committee**

Thomas Cole, Chair  
Delores McLaughlin, Vice Chair  
Linda Graham  
David Trout  
Tracy Moore  
Larry Robinson  
Delores Martin  
Ann Simmons

### **City Staff**

John A. Titkanich, Jr., AICP, City Manager  
Steven P. Belden, AICP, Community Services Director  
Nancy A. Dresser, Deputy Community Services Director  
Susan D. McGrady, CRA Program Manager

### **Consultants**

Thomas Kohler, Senior Principal, RERC  
Alexandra Winsler, Associate, RERC  
Peter Sechler, RLA/AICP, AECOM  
Andrew McCowan, AICP, AECOM  
Andre Anderson, AICP, LEED AP, President, Planning Design Group  
Kendell Keith, AICP, Principal, Planning Design Group

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## **1.0 Introduction**

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### **1.1 *Historical Perspective and Integrity of the Study Area***

The Diamond Square area of the City of Cocoa is located on the southern border of the City and encompasses those parcels on the western boundary of the Florida East Coast Railroad right-of-way, south to Rosa L Jones Drive, north to School Street, and west to Pineda Street. This planning area plus the neighborhood just to the east of US 1 was the original African-American settlement area in the Cocoa community. During the past century and a half, this community has undergone many changes in its evolution to its present condition.

Growth came slowly to the Cocoa area due to its relative isolation. The community began to grow in a big way when railroad access reached Titusville to the north and a direct steamship connection to Cocoa was developed in 1885. This steamship connection allowed for the development of the fish and fruit industries. This era resulted in the development of ice plants, canneries, and packing houses. This commercial development began around present day Harrison Street, Brevard Avenue, and Delannoy Avenue. This was land originally homesteaded by R. A. Hardee. In 1895, the community population was approximately 50; with four of these individuals being African-Americans (three laborers and one preacher). These individuals began the black community in the area around Orange Street and Hughlett Avenue.

After 1885, the community began to boom, as the region's landscape converted to citrus groves. Steamboat travel on the Indian River remained the major form of travel until 1893 when Flagler brought the Florida East Coast Railway to Cocoa and Titusville. Once the railway came to Cocoa, all major distribution and travel was via rail. Packing and canning centers were re-oriented toward the tracks. In 1895 the City of Cocoa was incorporated with W. L. Hughlett elected as the first mayor. The same year brought the great freeze which severely damaged the local groves and caused the population to drop from 700 to 380. This was a temporary setback. In the subsequent years, the Indian River Region became famous for its high quality citrus production. North Florida growers flocked to the region, and citrus growing and production rapidly became the backbone of the economy. The rapid growth of the citrus growing and packing industry provided employment opportunities for a large quantity of laborers. Many of these positions were filled by African-Americans who relocated to the area for the employment opportunities that the citrus industry was providing. These new citizens of the community continued to settle in the Diamond Square area west of the railroad and north of the City of Rockledge.

In 1915, the Dixie Highway was built along the Brunson Boulevard/Florida Avenue alignment. This roadway again transformed the major land use patterns in the area. Trucking took over from the railways as the major transportation route for citrus distribution. Cocoa experienced the same land development boom that the rest of Florida experienced in the 1920's. The 1930's and 1940's were slow growth times for the region. The 1950's and 1960's saw the influx of many new residents to the area (from 3,000 to 12,000) as a result of the NASA space program at Cape Canaveral.

During this same boom period, two major transportation routes were developed in the City of Cocoa; US 1 and State Road 520. US 1 became the major north/south automobile network on the east coast of Florida. State Road 520 is a major east/west connection from Orlando to Cocoa Beach. State Road 520 cuts right through the Diamond Square area.

These major thoroughfares began to develop as typical strip commercial areas, thriving in the 1950's and 1960's. Major changes occurred in the region in the 1980's and early 1990's that would impact the course of the commercial market in Cocoa. During this time frame, the emphasis for residential development shifted to the new developments in the surrounding communities of Rockledge, Merritt Island, Melbourne, and Cocoa Beach. In the 1990's the growth in the Merritt Island area had become phenomenal. The new residential developments created a strong demand for commercial shopping centers, which were also developed in these communities outside of the City of Cocoa. Almost overnight, these new centers began to dominate the retail/commercial shopping market in the region. Over the last 10 years, Cocoa's market share of commercial shopping has dropped drastically. As a result of this major market shift, the strip commercial development patterns, and roadway widening impacts, the main commercial arteries of the City of Cocoa have begun to show evidence of severe physical and economic decline. Many of the structures along these main corridors have older, physically substandard buildings, which lack parking and safe access. These conditions, combined with obsolete signage, overhead utilities, and non-existent landscaping, have contributed to a cluttered visual character for the area. Most importantly, the tax base of the City has begun to decline. Obviously, these conditions are not conducive to the City's long term goal of sustainable economic health.

Today, major roadways have become the source of visual and economic blight for the community. These stretches of roadway are typified by: signage clutter, unimproved buildings, outdated architecture, and less than optimal forms of land use, such as pawn shops, used car dealerships, and strip centers.

The above conditions prompted the City Council to sponsor a "Vision Planning" process to research the alternatives available to the City to reverse this trend. In June of 1996 the City Council adopted the Vision Plan recommendations. One of those recommendations was to create a Community Redevelopment Agency for the Diamond Square area.

Subsequent to the completion of a "Finding of Necessity" study (Appendix A) which determined the need for redevelopment of this area, the City Council adopted a resolution which established the Community Redevelopment Agency and appointed a seven member Board of Directors. This Board has been charged with overseeing the preparation and implementation of the Community Redevelopment Plan as provided by Florida Statute.

In June 2012, the City of Cocoa Diamond Square CRA issued an RFQ for an experienced firm to perform a comprehensive reassessment of existing conditions and formulate a plan for future development. The updated plan reflects on the history of the area, while including suggestions for present and future recommendations received from the community, and assimilated by the consultant team.

**Figure 1: Diamond Square Community Redevelopment Area**



## **1.2 Finding of Necessity Overview**

The creation of the Community Redevelopment Agency (CRA) and redevelopment plan for the Diamond Square area was initiated to establish a source of new funding options that could be utilized to improve existing conditions and stimulate new development activity. A key issue for Diamond Square is affordable housing: ranging from design and appearance of existing housing stock to encouraging more residential development in the neighborhood. A redevelopment initiative designed to identify new economic potential for the area and a program to support upgrades to the existing infrastructure, housing stock, and overall physical environment, as well as initiatives to build community identity will serve as the core elements in drafting the redevelopment plan.

Before identifying prospective private sector interest in the area, current blighting influences should be addressed by reassessing the existing infrastructure needs required to support and encourage future reinvestment. Deteriorating conditions of structures, utilities, and general resources undermine economic development efforts and negatively impact the development of the area. To attract investment, the area must demonstrate improvement of its physical character, infrastructure, and available services to enhance competitiveness as a desirable location for residences and business operation.

The initial step in pursuing the creation of a CRA and redevelopment area is documenting and determining if blight conditions exist. The Finding of Necessity (FON) Report assessed conditions of slum and blight in the Diamond Square Redevelopment Area and determined that the formation of a Community Redevelopment Agency was necessary to protect the public health, safety, morals, and welfare of the resident and business interests.

Providing the basis for creating a Community Redevelopment Agency (CRA), in accordance with Chapter 163.355, Florida Statutes requires a detailed examination of existing land use characteristics and other indicators. The FON was completed by Russell G. Moore of Design Studios West in 1997. Since the boundary of the CRA has not changed since completion of the FON report, it is still acceptable to use as a basis for the CRA plan update. In the context of assessing substantial deterioration under the Redevelopment Act, we believe the term "structure" reasonably includes not only the buildings in the area but the infrastructure such as roads and stormwater systems. Many structures built or constructed previously are now incapable of supporting substantial development in the future.

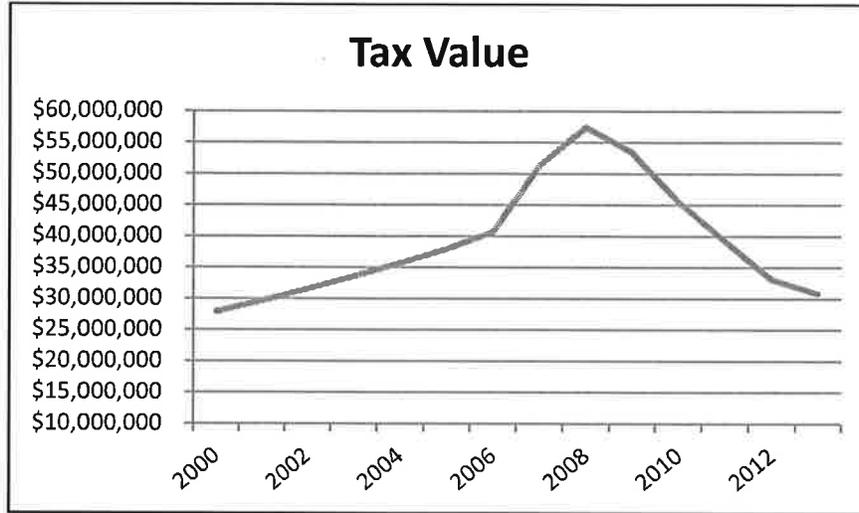
Since 1998, the Diamond Square Redevelopment Agency has made progress in providing:

- Façade/signage improvements through grants;
- Demolition and acquisition of the Ritz Condominium property on Rosa L. Jones Drive
- Down payment assistance for first-time homebuyers;
- Funding for recreational equipment at Provost Park, Fern and Prospect Park and Joe Lee Smith Park;
- Funding for community policing efforts with the Cocoa PD for the lemonade stand, Cops and Kids, and the Youth Summit;
- Funding for youth programs with Weed and Seed;
- Funding for land acquisition and site preparation for Habitat for Humanity to build homes in the Diamond Square area;
- Funding for benches and trashcans at bus stops on SR 520;
- Acquisition of the old Skyview Trailer Park site and assistance from the City and County with the installation of a stormwater pond; and
- Funding for the Diamond Square Drainage Study and assistance from the City with drainage improvements on Catherine Court and Donley Street as well as on Bernard Street to Railroad Avenue.

Despite these efforts, Diamond Square is still suffering from the blighting conditions and more work remains in addressing the issues identified in the original 1997 "Finding of Necessity" Report. These include the following:

- Defective or inadequate street layout
- Faulty lot layout
- Unsanitary or unsafe conditions
- Deterioration of site and other improvements
- Diversity of ownership

### Trend of Tax Value, 2000-Present



The table of tax values shows the overall Diamond Square Redevelopment area has not been growing since 2008. The growth of the tax values halted in 2008 and has continued to decline since then. Projections for future years expect growth in the tax value as the nationwide economy continues to stabilize. However, Cocoa's housing market will continue to cripple the tax value of the CRA until positive changes are made. The update of the redevelopment plan continues to address these blighting influences with specific recommendations regarding implementation of programs and strategies.

### **1.3 Intent of the CRA Update Plan**

In pursuit of addressing the compounding issues associated with the Diamond Square area, the City of Cocoa created a Community Redevelopment Agency to provide focus to the rehabilitation of the area. The CRA possesses the authority to govern the course of action concerning the redevelopment and rehabilitation of the redevelopment area. The recommended initial period for the sunset date for this plan was proposed for 25 years, to the year 2022. **As a result of the proposed catalytic projects and the funding requirements, this update includes the recommendation to add 25 years to the current sunset date which would mean a new sunset date of 2047.**

## **2.0 Legal Boundary Description of Redevelopment Area**

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### **626 REDEVELOPMENT AREA**

Beginning at the intersection of the Easterly line of the Florida East Coast Railroad, a 100.00 foot wide strip of land, and the South line of the North half of the Southwest quarter of Section 33, Township 24 South, Range 36 East; Thence West, along said South line of the North half of the Southwest quarter of Section 33, to the West line thereof; Thence continue West, along the South line of the North half of the Southeast quarter of Section 32, Township 24 South, Range 36 East, to the West line of said Southeast quarter of Section 32; Thence continue West, 691.95 feet along the North line of the South half of the Southwest quarter of said Section 32 to a point on the West right of way line of Aurora Street; Thence North along the West right of way line of Aurora Street to the Southeast corner of Lot 11, Block "D" of Pinegrove Park Unit No. 2, Third Addition, according to the plat thereof recorded in Plat Book 19, page 46 of the Public Records of Brevard County, Florida; Thence West, along the South line of aforesaid Lot 11, a distance of 97.00 feet to Southwest corner thereof; Thence North, along the West line of aforesaid Lot 11, a distance of 110.00 feet to the Southeast corner of Lot 23, Block "D" of aforesaid Pinegrove Park, Unit No. 2, Third Addition; Thence West, along the South line of Lot 23, Block "D", and along the South lines of Lots 9 and 12, a distance of 400.00 feet to the West right-of-way of Gardenia Avenue; Thence South, along the West right of way of Gardenia Avenue, a distance of 5.00 feet to the Southeast corner of Lot 16, Block "F" of Pinegrove Park, Unit No. 2, Third Addition; Thence West, along the South line of aforesaid Lot 16, a distance of 128.86 feet to a point on the West line of Block "F" of Pinegrove Park, Unit No. 2, Third Addition; according to the plat thereof recorded in Plat Book 19, Page 46, of the Public Records of Brevard County, Florida; Thence North, along the West line of said block "F" and the West line of Cocoa Village Subdivision, according to the Plat thereof recorded in Plat book 18, page 19, of the Public Records of Brevard County, Florida, a distance of 1183.75 feet to the South right of way line of Jackson Street; Thence East, along the South right of way line of Jackson Street, a distance of 686.19 feet to the East right of way line of Aurora Street, Thence South along the east right of way line of Aurora Street, a distance of 500.00 feet to a point which is on the North line of Block "A", Pinegrove Park, Unit No. 2, First Addition, as recorded in Plat Book 17, page 88. Public Records of Brevard County, Florida; Thence East, along the North line of said Block "A", a distance of 631.29 feet to the East line of the Northeast quarter of the Southwest quarter of said Section 32; Thence North, along the East line of aforesaid quarter section and the East line of the Southeast quarter of the Northwest quarter of said Section 32, a distance of 1180.90 feet to a point which is the Easterly projection of the South line of a tract of land described in Deed Book 344, page 182, of the Public Records of Brevard County, Florida; Thence West, along the aforementioned line, a distance of 230.00 feet to a point which is the Southwest corner of the tract of land described in Deed Book 344, Page 182; Thence North, along the West line of said described tract of land, as described in Deed Book 344, page 182, Public Records of Brevard County, Florida, a distance of 200.00 feet to the South right of way line of State Road 520. Thence East, along the South right of way line of State Road 520, a distance of 230.00 feet to the East line of the Southeast quarter of the Northwest quarter of said Section 32; Thence North, along the East line of the Southeast quarter of the Northwest quarter, of said Section 32, to the South line of Lots 19, 20, and 21 of Barlow's Subdivision, according to the plat thereof recorded in Plat Book 3, Page 5, of the Public records of Brevard County, Florida; Thence West, along aforesaid South line of Lots 19, 20, and 21, to the West property line of aforesaid Lot 21; Thence North, along the West property line of aforesaid Lot 21, to the South right of way of Lake

Drive; Thence Southeasterly, along the South right of way line of Lake Drive, to the East line of the Northeast quarter of the Northwest quarter of said Section 32; Thence North, along the East line of the Northeast quarter of the Northwest quarter of Section 32, to the centerline of West School Street; Thence, East, along said centerline of West School Street and said centerline projected Easterly, to the West line of Lot 49, Block "A", of the Plat of C. L. Hughlett's Washington Heights Addition to Cocoa, Florida, as recorded in Plat Book 0, at page 18, of the Public Records of Brevard County, Florida; Thence, North, along the West line of said Lot 49, and said West line of Lot 49 projected Northerly, to the Southwest corner of Lot 33, Block "A", of said Plat of C. L. Hughlett's Washington Heights Addition to Cocoa, Florida; Thence East, along the South line of Lots 33 through 48 inclusive Block "A", of said Plat of C. L. Hughlett's Washington Heights Addition to Cocoa, Florida, to the Southeast corner of Lot 48; Thence continuing East, to the Southwest corner of Lot 27, Block "B" of said Plat of C. L. Hughlett's Washington Heights Addition to Cocoa, Florida; Thence East, along the South line of Lots 27 through 32 inclusive, of Block "B", of said Plat of C. L. Hughlett's Washington Heights Addition to Cocoa, Florida, and said South line extended Easterly, to the Easterly line of the Florida East Coast Railroad, a 100.00 foot wide strip of land; Thence Southeasterly, along said Easterly line of the Florida East Coast Railroad, to the Point of Beginning.

### 3.0 Redevelopment Goals and Objectives

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Strategic investments in Diamond Square will provide the foundation for the implementation of the community's vision. It will be essential to further establish the critical mass of development and adjacent employment, residential life, and recreational venues in and related to the CRA district. The following plan elements are a compilation of the goals and priorities for the Diamond Square CRA District. The goals listed below are the transformational initiatives, while the objectives are incremental initiatives. Just as the transformational goals fall under more than one strategic framework category, the incremental objectives can apply to more than one goal, but have been placed under the goal to which they are most related.

#### Goal 1: Enhance Streetscapes and Pedestrian Connectivity

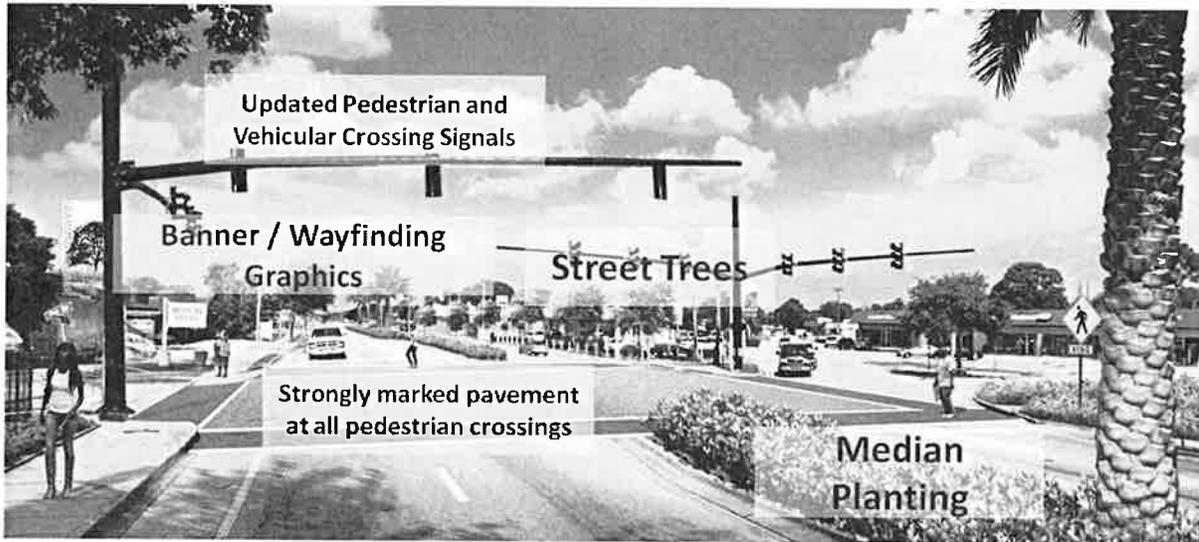
##### *Objective 1.1 – State Road 520*

State Road 520 is a 34 mile east-west state highway that runs from SR 50 in east Orange County to A1A in Cocoa Beach. In Cocoa, SR 520 is known as King Street. The aesthetic quality of a streetscape design in Diamond Square is severely lacking on many roads and thoroughfares, including SR 520. However, a limited portion of SR 520 recently received a landscape grant from FDOT that was augmented with City funds to help the road be both more aesthetically pleasing and. Enhanced pedestrian connectivity could be improved throughout the Diamond Square area. Widen sidewalks and the construction of new sidewalks where none exist could provide a buffer between the busy lanes of traffic. There is no apparent public signage for automobiles or pedestrians, other than standard regulatory signs. Additional signage types including storefront signage, public wayfinding and regulatory signage could not only serve a navigational purpose, but can also help create a "sense of place" in the community.



Recent SR 520 Landscape Enhancements

Possible Intersection Enhancements (below)



*Objective 1.2 –Peachtree Street Complete Street*

Currently a Complete Street design is underway, and is through the 60% design stage for Peachtree Street. The Complete Street design includes sidewalks, curbing, landscaping and a bicycle lane. With funding from the Space Coast Transportation Planning Organization and the City of Cocoa, it is anticipated the Project will commence in 2015.

*Objective 1.3 – 5-Points Realignment and Pedestrian Improvements*

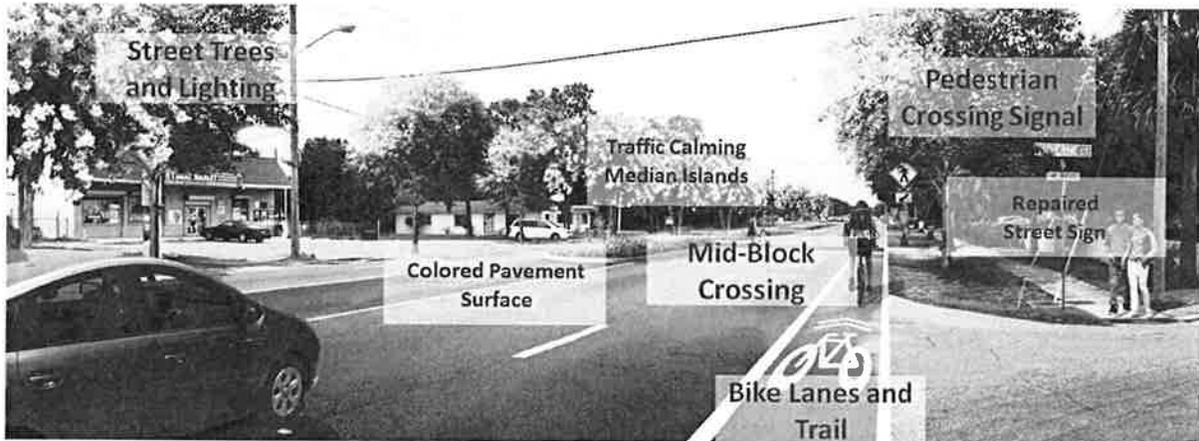
The intersection of SR 520, Varr Avenue, and Lake Drive is located near the western boundary of the CRA district and is referred to as “5-Points.” Due to the convergence of the three roads, a five way intersection is created that makes for a dangerous traffic pattern for both automobiles and pedestrians. The intersection needs realignment and pedestrian improvements to increase safety and flow of traffic. Pedestrian improvements include better signage and traffic signals, decorative elements, and improved sidewalks.

*Objective 1.4- South Fiske Boulevard Landscaping and Mid-Block Crossing*

The City sought, and was awarded a Corridor Study to be conducted by the Florida Department of Transportation which will assess vehicular and pedestrian traffic on this particular stretch of Fiske Boulevard. It is anticipated that some of the recommendations will include curbs, gutters, landscaping, and appropriate signage. A particular emphasis should be the accommodation of a safety crosswalk.

The distance on S Fiske between King Street (SR 520) and Rosa L Jones Drive is a little more than four tenths of a mile. This is anywhere from double to four times the length of an average city block. In other words, it is too far for pedestrians to walk to find a crosswalk, and therefore they are crossing unsafely in the middle of S Fiske. An ideal spot for a mid-block crossing

would be near the commercial development on the west side of Fiske Boulevard at or around Holmes Street where many pedestrians already cross without the help of a crosswalk.



Fiske Boulevard Possible Enhancements

*Objective 1.5 – Transportation Terminus*

Due to the income status of the majority of the Diamond Square residents, it is imperative that public transportation is readily available to the community. The availability of buses, such as Space Coast Area Transit (SCAT), will allow for access to educational opportunities, medical care, employment, and shopping. The location of a SCAT terminus in the CRA would facilitate this access and will promote even greater access.

**Goal 2: Increase Partnerships with Housing Developers**



Current Curb Appeal

### Possible Enhancements



Cocoa has a unique situation occurring in the current real estate market which severely discourages any new residential development. The cost of construction is currently higher than the value of the new home once it is built. Due to this unique situation, housing developers are unable to construct new homes in the Diamond Square CRA without selling for a loss. However, Habitat for Humanity of Brevard County Inc., Community Housing Development Organizations (CHDOs) or other such not for profit housing developers are able to build new residential units in Diamond Square with various housing programs support and without a loss. For this reason, additional financing mechanisms, such as housing grants, tax credits, bonds, and fee waivers, should continue to be sought to assist housing developers to be partners in the Diamond Square redevelopment efforts.

In July 1994, the City adopted a SHIP Local Housing Assistance Plan that put into place expedited permitting policies and procedures to ensure that affordable housing projects receive priority processing. On February 14, 2006, City Council adopted Resolution No. 2006-20 waiving building permits and inspection fees for City projects or projects completed on City property. Other incentives include requests for a reduction of parking and/or setback requirements for affordable housing which are reviewed by the city staff and the appropriate board (Planning & Zoning, Board of Adjustment) and/or City Council. Any reductions will be allowed on a case by case basis if appropriate through development agreements. Development agreements must be approved by City Council.

Since 2007, the City has entered into three (3) affordable housing development agreements for setback reductions within the Diamond Square CRA, two (2) with Habitat for Humanity of Brevard County, Inc. (Habitat) and Central Florida Community Development Corporation (CFCDC). The reduction in setback requirements allowed Habitat to build three (3) homes on land zoned only for two (2) and allowed CFCDC to build eight (8) homes on land zoned only for four (4). Unfortunately, due to market conditions, CFCDC was not able to complete the Regina Myra Subdivision.

The Housing Authority of the City of Cocoa (HACoC) is also a valuable partner due to the amount of undeveloped parcels they own within the Diamond Square CRA. No new construction has occurred since July 2010, when the HACoC experienced major financial difficulties and the effects of a downturn in the economy. A cooperative partnership between the CRA and the Housing Authority of the City of Cocoa (HACoC) would serve to provide additional residential housing units for homeownership opportunities on their existing vacant lots.

*Objective 2.1 – Housing Authority of the City of Cocoa Curb Appeal*

The HACoC was established in 1953 with the construction of Barlow Homes and the Peter Young Complex. In 1961-65, three (3) additional projects were added; Peachtree Manor, Brockington Home, and the Pineda Homes/Moore Homes Complex. The existing properties owned by the Housing Authority of the City of Cocoa are in need of maintenance and/or replacing. However, additional improvements are needed on the HACoC's public housing units such as central air conditioning, upgrades to windows as well as the facades. Finally, the neighborhoods on which the HACoC properties are located could be enhanced through beautification efforts. Moreover, trees or foliage could soften the appearance and provide a sense of community for residents. Finally, street names should be evaluated within the City and County processes and renamed to honor local residents and dignitaries who have made efforts to enhance and renew the Diamond Square Redevelopment Area.

*Objective 2.2 – Finance/Home Ownership Programs*

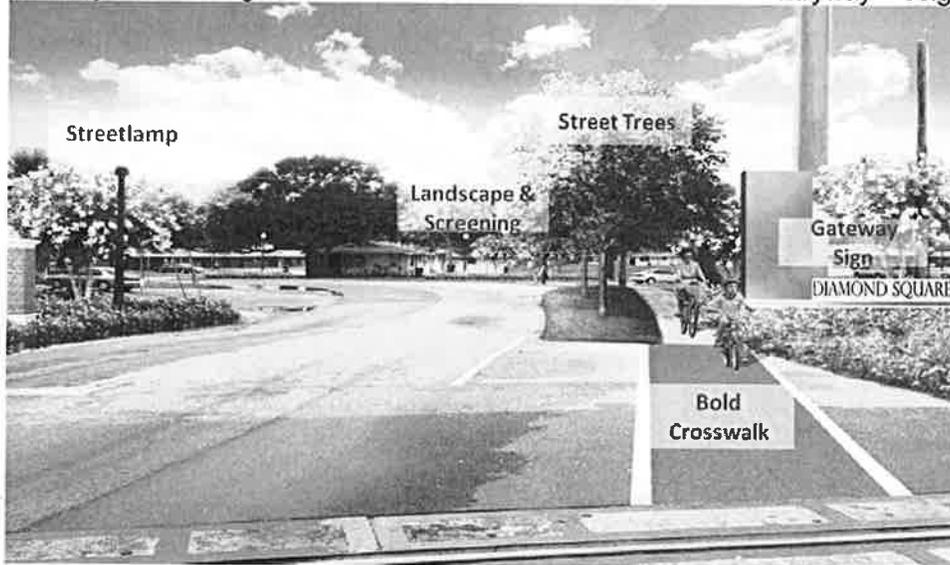
In addition to escalating construction costs, the current economic climate has made the securing of mortgages for housing more difficult to attain. Lenders are requiring higher credit scores and more stringent terms. Also, with a large percentage of the population unemployed or underemployed, the ability to afford decent housing has further declined. Although the cost of housing has decreased over the past several years and foreclosures and short sales have increased, the ability for much of the population to secure housing has been limited.

With lower than average income in the Diamond Square area, affordable housing is consistently an issue among residents. There are some programs in place to assist with homeownership, but these programs target those who have the lowest household income and tend to exclude those who may have a little higher household income but are still struggling to pay their basic expenses. Housing programs should be reexamined in order to ensure the most benefit to residents and the community.

### Goal 3: Create Neighborhood Gateways



Current Roadway at Washington St. / Rosa L. Jones St. and Possible Entryway Design



The intersection of Stone Street and Washington Street is the African-American historical hub of Diamond Square and the City of Cocoa. It is important to address gateways into Diamond Square by creating signs, banners, or other markers that acknowledge the past but embrace the future. This may entail the purchase of additional property between Stone Street and SR 520 (currently used for outdoor storage) that could be used to incorporate a completely new entryway design. In addition, streetscaping techniques and historical markers can be used to create a feeling of new beginnings while still remembering the history of the corridor. As part of the overall Stone Street makeover, a redesign of the railroad terminus area to accommodate outdoor events and activities such as farmer's markets, musical events, and festivals would serve to rejuvenate the area.

#### *Objective 3.1 – Neighborhood Entry Signage and Historical/Cultural Significance*

The recommendations for the signage system are intended to supplement the City's existing codes relating to the design and placement of signs. Given that Diamond Square's historical Stone Street area is somewhat hidden from the main thoroughfare of SR 520 and the popular

Cocoa Village district, an entryway and/or signage are needed to give the area some prominence and visibility in the community.

Supporting historic preservation is an important part of establishing a linkage to the past and creating an identity for the area to which people can relate. Maintaining historic ties to the community's civic, social, agricultural and maritime past allows residents and visitors to reflect on how the area has grown over time and take pride in their heritage. Linking the various sites and points of interest in the different CRAs can create an attractive "historical trail" to be enjoyed by residents and visitors alike. Connecting historic elements through physical preservation, new design, arts and cultural programs, as well as festivals and special events is an additional way in which Cocoa and Diamond Square's image of an enjoyable place to live, work, and play is reinforced.

*Objective 3.2 – Encourage Mixed Use Development on Stone Street*

Developing a new gateway entrance to the neighborhood at Stone Street and Washington Street off of SR 520 provides a renewed opportunity to encourage mixed use developments along the corridor. Fronting Washington and Stone Street, the possibility may exist for a mix of retail, food services, residential and neighborhood services, as well as special place for farmers market and other public event type activities. Establishing certain design guidelines and land use policies should create a quality space for all to enjoy.

*Objective 3.3 – Street Tree Planting*

Trees make the City more livable, improve the environment, enhance public health and are one of the most beneficial and cost effective ways to support and advance our infrastructure. Street trees are not only practical in that they provide shade for pedestrians, but they also have aesthetic benefit when properly used. The Diamond Square CRA and specifically along historic Stone Street, could benefit from an enhanced street tree planting and decorative lighting initiative.

Street trees and decorative lighting along streets in which public housing is predominately located could transform the current neighborhoods into a walkable place where people are proud to live and play. A tree-planting initiative with local sponsors can be a means of engaging the residents and community at large in a cost-effective beautification event.

*Objective 3.4 – Sidewalk System Infill and Improvements*

Sidewalks are the building blocks of an effective pedestrian network. "Walkable" neighborhoods often have higher property values because homes in locations where residents can safely walk to schools and nearby destinations are desirable. In an effort to provide a safe, enjoyable and walkable environment for bicyclists, pedestrians, and other non-motorized users, the Diamond Square CRA should evaluate the current sidewalk system and make improvements for sidewalks, trails, road crossing, and neighborhood connector routes.

Benefits of properly designed sidewalks and connectivity include: Improved pedestrian safety; improved safety for motorists (not worrying about hitting a pedestrian so they have a head on collision with a car); improved sociability and neighborliness; improved air quality from decreased usage of vehicles; improved family budgets because of being able to safely walk on short trips rather than driving (25% of vehicle trips are less than 1 mile); and improved health.

*Objective 3.5 – Stormwater and Infrastructure*

Stormwater and drainage are always constraints to development in Florida, but are necessary to prevent flooding. One of the accomplishments already made by the CRA since 1998 has been the clearing of the old Skyview Trailer Park site which the CRA acquired and then assisted the City and County with the installation of a stormwater pond and a half of a million dollars in stormwater and drainage improvements throughout Diamond Square CRA. The CRA has also provided funding for the Diamond Square Drainage Study. This initiative led the City to be eligible to receive a \$374,000 grant from Brevard County to complete the improvements and assisted the City with stormwater improvements on Catherine Court and Donley Street using City Community Development Block Grant funds.

*Objective 3.6 – Façade Grant Program*

The CRA has also made façade/signage renovations through grants. This is an effort that raises the value and perception of an area and can help encourage area spending and investment. Though Diamond Square is an area recognized for its historical past, new façade renovations may bring the area up to date and give it a new life meeting more contemporary standards.

**Goal 4: Explore the Feasibility of Creating New Community-Based Centers**



Possible Location for a New Community Center at Stone and Washington Intersection

### New Community Center Concept Plan at Stone and Washington



#### *Objective 4.1 – Joe Lee Smith Center Upgrades and/or Reconstruction*

The existing Joe Lee Smith Center is outdated and lacks the space required for the type of services that have been identified as needed in the neighborhood. A significantly upgraded facility or a new community center would serve many purposes for the Diamond Square community. If a new center were to be built, it could be located at the corner of Stone Street and Washington Street, and serve as a destination anchor for a revitalized Stone Street. The center would make a statement of growth and stability in the historical corridor of Stone Street in Diamond Square. The Stone Street area is a focal point in the minds of many community members due to its significance as a once thriving commercial road, full of successful businesses with black owners. In addition to its community significance, the location for the community center was chosen for its proximity to the surrounding neighborhood and ease of access for children by foot or bike. It will also serve as an easily identifiable focal point for the reconfigured entryway off of King Street (SR 520).

The existing Joe Lee Smith Recreation Center was built in 1963 and is 5,992 square feet. It includes one indoor and one outdoor basketball court, as well as an outdoor pool and indoor meeting space only large enough for about fifteen people. The center is in disrepair, and despite the frequency of its use, does not meet the standards for what the community needs. The existing facility is owned by the City of Cocoa and operated by Brevard County. Significantly upgrading the facility or building a new community center will take strong support from local partners, and the County should be looked to when finding an operational partner. The size would be dependent on what resources the community and CRA can leverage. The center would be a gathering hub for community activities such as meetings, fairs, sports, afterschool programs, job training workshops, healthcare services and many other uses.

In addition to the Joe L Smith Recreation Center, the Harry T. Moore Center is also located in the Diamond Square Area and has recently been acquired by the City of Cocoa. Originally constructed in 1924, the Moore Center was the first black school in Cocoa and served as the original black high school until a new facility was constructed in 1954. At that time, the school was renamed the Harry T. Moore Center and it continued to serve as a community center with on-site day care. The City, along with the Diamond Square CRA, can encourage use of the

facility as a historic local museum as well as a meeting facility for local non-profits and other community organizations.

*Objective 4.2 – Business Incubator*

An Incubator Program lends support to start-up businesses for the successful development of entrepreneurial skills through resources and services. An Incubator can include space for private offices, internet and telephone and shared common areas for a nominal monthly fee. Through an Incubator Program, local small business owners can learn the skills necessary to successfully operate their business while maintaining low operating costs in their initial stages. In addition, local business owners can serve as mentors and business experts to assist incubator businesses with their operations and provide guidance on operational and financial issues. The incubator businesses can then move on to more traditional operational structures upon graduation from the Business Incubator.

*Objective 4.3 – Neighborhood Childcare Including Extended Hours*

Competent childcare is an important part of strengthening Diamond Square. With reliable, easily accessible and affordable extended hour childcare, caretakers would have more flexibility in their work hours. Childcare facilities within Diamond Square, in close proximity to where residents live would be a benefit to parents who work, making it easier to drop-off and pick-up their children.

*Objective 4.4 – Programs and Partners for Kids*

A community center, or similar facility, is a wonderful place for tweens (preadolescents) and teens to gather and stay active. Programs such as movie nights, spoken word sessions, various craft activities, cooking lessons, book clubs, brain challenges, etc. could be led by community partners and enjoyed by the youth. Partners such as the Alliance for Neighborhood Restoration, the Police Athletic League, the Brevard County Parks and Recreation Department, and others can sponsor a variety of such programs. These programs would be encouraged and expanded.

*Objective 4.5 – Job Training/Professional Skills Programs*

While the local economy has seen an uptake in employment recently, job training and professional skills development will continue to be needed in the new economy. Local employers, Workforce Brevard and training offered by Eastern Florida State College could assist Diamond Square residents in enhancing their skills and possibly provide industry certifications. Such training programs could be housed centrally and provide training at a low or no cost to residents.

*Objective 4.6 – Health Clinic*

Based on the 2010 U.S. Census, the Diamond Square Area has extreme and pervasive levels of poverty (38.8%) and unemployment (11.8%) with 42.6% of the residents not in the labor force. In addition, the Center for Disease Control reported in 2011, those living in extreme poverty are at an increased risk for mortality, morbidity, unhealthy behaviors, reduced access to health care and inadequate care.

Many Diamond Square residents are unable to conveniently access adequate health care due to a lack of transportation or the unavailability of a local provider. The nearest urgent care clinics are in Merritt Island and Rockledge, while the nearest pediatric clinic and hospital are in Rockledge. A federally-qualified health care facility would improve access for local residents

and also provide ancillary services for all ages at affordable rates. A partnership with the Brevard Health Alliance or a similar organization could facilitate the initiation of these services and meet the health care needs of the community.

## **Goal 5: Enhance Support for Community-Based Organizations and Educational Institutions**

One of the keys to the long term success of a Diamond Square revival rests with a significant renewed commitment to enhancing educational opportunities for all residents. Whether it is supporting the Emma Jewel Charter Academy, the Alliance for Neighborhood Restoration, the Police Athletic League, the Boys & Girls Club, Eastern Florida State College, or any of the other organization that have as part of their mission the education of youth or adults, significant new efforts for partnering must be a priority. The new Emma Jewel Charter Academy, located in the former Monroe High School facility, offers an option other than the public school system for kindergarten through seventh grade and is free for students to attend. The school is committed to the goal of bettering the community through a health and wellness curriculum. The success of the school and the continued involvement of the other education organizations will strengthen community pride and identity by giving a positive focus on upgrading educational options, including health and wellness, for all neighborhood residents.

### *Objective 5.1 – Safe Routes to School/Pedestrian Network*

Vital to school attendance is a pedestrian network that allows students safe access to schools located in the Diamond Square community. Creating a pedestrian network linking Emma Jewel Charter Academy, Ronald McNair Magnet Middle School, and other schools in the area to surrounding neighborhoods and recreational facilities should be a goal of the Diamond Square, the City and community partners. More kids with safe routes to school means fewer busses are needed, which can add up to a huge annual cost savings for the district. Kids that are able to get themselves to school also means they are not dependent on what could be a parent without a car or a parent with job obligations that interfere with school drop off and pick up times, and are therefore more likely to have higher attendance. As shown above, roundabouts having fewer potential conflict points between cars and pedestrians than a typical intersection, thus enhancing pedestrian safety. Roundabouts also require careful attention to navigate, so drivers reduce their speeds and become more aware when making their way through roundabouts. Roundabouts can be a useful tool in making Diamond Square streets safer for schoolchildren. Well maintained sidewalks and major intersection crossings will allow safe transit and would also enhance the surrounding neighborhoods. Gaps and deficiencies in the sidewalk network should be identified and prioritized.

### *Objective 5.2 – Partnership with Brevard Health Alliance (or Others)*

Cocoa is what can be referred to as a healthcare desert. As indicated above, there is no readily available healthcare for residents, aside from a local neighborhood-based pharmacy. The lack of local healthcare is even more of an issue due to an aging population that is not as mobile as other segments of the community and may not be able to drive themselves out of town for appointments. In addition, while there is public transit available, the routes are not comprehensive and can be time consuming as well as cumbersome. Brevard Health Alliance (BHA) is a Federally Qualified Health Center that provides health care services regardless of ability to pay. Brevard Health Alliance offers services from feeding the homeless to general preventative care to dental visits. BHA is a unique partnership between Health First, Wuesthoff, Parrish Medical Center, Brevard County Government and Federal Funding designed to improve

the health of all Brevard County Citizens. These partnerships may be grown or developed in other ways to further benefit the Diamond Square community.

*Objective 5.3- Role Model and Mentoring Programs*

One of the most influential ways to ensure student success is to establish a role modeling or mentoring program. Brevard County Public Schools offer a Mentoring Program through the District. Schools with actively-engaged mentors have seen positive changes in student performance and behavior. Mentoring also enables residents of Cocoa to feel connected to their community by getting involved with the youth. Local church and civic groups could also provide role model programs to assist in character development with students and other young adults. Role models can assist with anger management strategies, personal finances and even job hunting techniques.

**Goal 6: Establish a Community-based Committee Composed of Representatives of a Diverse Cross Section of the Community in Order to Coordinate Activities within the Community and Assist in Building Non-Profit Organization Capacity.**

Establishing a broad based organization should be considered to oversee the growth of the Diamond Square CRA in the context of the City of Cocoa and its neighborhoods. This organization would be responsible for addressing partners needed to make progress on the framework initiatives laid out by this plan update. Habitat for Humanity, the Housing Authority of the City of Cocoa, City of Cocoa, Brevard County, the Church Alliance, and educational groups would be just the start of the list of partners needed to make a positive change for the future of Cocoa. The organization would work with the Diamond Square CRA Board who would ultimately be responsible for plan prioritization and implementation. The new broad based organization would work to leverage any partnerships and resources available to Diamond Square in the context of the regional community. The creation of the broad based organization would give Diamond Square another voice and another board of champions for change. The following is a list of potential partners and the various initiative categories with which they may be associated:

- Housing Authority of the City of Cocoa : residential enhancements/sites for redevelopment
- Habitat for Humanity: new home ownership
- Alliance for Neighborhood Restoration: youth activities/workforce skills
- Emma Jewel Charter Academy: academics/civics/life skills
- Church Alliance: sports/mentoring/youth activities
- Healthcare Provider: clinic/nutrition
- Eastern Florida State College: continuing education/workforce skills
- PAL/ANR/Boys & Girls Clubs: afterschool activities/tutoring/life skills
- City of Cocoa: infrastructure/community center/parks programming
- Brevard County: community center/parks programming
- Non-profit Civic Groups: tree plantings/cleanup campaigns/community center/senior programs

### ***Other Objectives***

These objectives are not easily placed under the umbrella of one of the 6 major goals for the CRA, but they play an important role in redevelopment efforts.

#### ***Brownfields Program***

Since the inception of the City of Cocoa's Brownfields Program in 2003, 28.50 acres in the Diamond Square Area have been assessed for petroleum or hazardous substance contamination through U.S. EPA Assessment Grants. Despite recognized conditions located off-site, the majority of the parcels revealed no on-site contamination. The sites were subsequently redeveloped into single-family homes, a business incubator and the future site of a community garden.

There were four (4) parcels with on-site contamination: an old abandoned gas station, an old abandoned dry cleaner, a vacant parcel located near the railroad tracks and three adjoining parcels that formerly housed a motorcycle shop and auto repair facility. While the first three parcels are still awaiting clean-up, the remaining parcel has since been purchased, remediated, and a Family Dollar store is under construction.

In addition to the health risks related to poverty and unemployment referenced above, the Diamond Square Area also suffers from the effects of environmental justice. These effects include impacts related to direct exposure to hazardous materials and contaminants associated with the blight caused by the presence of multiple sites.

In addition to procuring funding for assessment from the EPA, the City also designated a Florida Brownfields Area in 2004. The entire Diamond Square Redevelopment Area is contained in the designated area and this affords those property owners who perform remediation on their sites incentives through the State of Florida.

During the designation process and in conjunction with the EPA grants, public meetings were held to inform the residents of the value of having a Brownfields Program as well as provide information on resources for assessment and remediation. In addition, a Brownfields Committee was established composed of individuals representing segments of the community such as the banking and insurance industries, non-profit organizations as well as members of the Chamber of Commerce, Workforce Brevard, the Economic Development Commission of Florida's Space Coast, the Cocoa Police Department and the Cocoa Code Enforcement Board. The Committee meets quarterly and oversees the efforts of the City's Brownfields Program.

The CRA needs to continue its efforts, in collaboration with the City of Cocoa's Brownfields Program, to assess and clean-up properties within the Redevelopment Area. In addition to the assessment of contaminated or perceived contaminated properties, the CRA should also seek the redevelopment of viable properties.

The continuation of community meetings, as initiated with the installment of the Brownfields Program and continued with the Plan Update, can sustain community involvement in redevelopment efforts and property reuse decisions.

#### ***Organized Sports Leagues***

The community is lacking affordable activities for children, especially organized sports. Provost Park has ample facilities, including soccer fields, a baseball field and a football field

along with concession stands and a picnic area. A local church group, PAL, or other youth-centered groups could serve as organizers and/or sponsors for sports activities. With more usage of the facilities by sports groups, there would also be a decrease in property crimes and vagrancy at the facility.

#### Providing for Senior Citizens

Senior citizens are well represented as part of the resident population. As such, programs and places for activities should be considered as part of the overall strategy for strengthening the Diamond Square neighborhood. As a resource, the senior population can serve as mentors to the children and youth for educational and civic guidance and activities. As members of the community, programs and places should be developed to serve their particular needs. Places to gather such as the community center or a special place outdoors should be carefully considered. A healthy neighborhood embraces all ages and provides generational connections building on the historical heritage of the area.

#### *Provost Park Programming*

As previously mentioned, Provost Park is located on Varr Avenue and Fiske Boulevard almost central to the CRA district. Due to its existing resources and central location in the Diamond Square neighborhood, programming at Provost Park should be a priority to provide children with organized sports and activities. Programming could be tied into the community center, as many groups will hopefully be working as partners to provide opportunities for children within the community. Provost Park is the current home of the Redeye Rugby Club. Facilities include ball fields, 3 basketball courts, a soccer field, a playground, and a pavilion with concession stand. As has been discussed, pedestrian safety, especially at the 5-Points intersection, is important as children from surrounding neighborhoods make their way to school, parks, and other community centers.

#### *Neighborhood Churches Alliance*

Faith plays a very important role in the Diamond Square community, with many people actively involved in their place of worship. Local churches can and should be a united voice for affecting change and bettering the community. An active Church Alliance could meet regularly to discuss ideas and initiatives. An open line of communication among all worship groups, especially in support of youth activities, could initiate a considerable amount of change in the community. It is important that these leaders come together to form an alliance for a better community.

#### Establish Citizen/Neighborhood Advocacy Committees

In an effort to maintain citizen involvement in the issues and opportunities in the Diamond Square area, a Citizen/Neighborhood Advisory groups should be established to facilitate communication between the Diamond Square Agency, the City of Cocoa and its residents. Such a committee would be comprised of residents of Diamond Square with City staff members from the Cocoa Police Department, Code Enforcement, Public Works, and other City Departments and Divisions. The meetings would be held on a regular basis and residents would have direct access to City Staff to present their issues and ideas.

## **4.0 Financial Analysis and Implementation Program**

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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 the planned sunset date of the CRA in 2022. The update of this plan includes the recommendation that the sunset date be extended an additional 25 years until the year 2047. Based on the projects and programs identified under Section 3 – Redevelopment Goals and Objectives, the following chart suggests where each fits within the plan's five strategic framework categories. All initiatives fit into more than one strategic framework category, which expresses that each of these initiatives will help improve Diamond Square in more than one facet. These are aggressive ideas to bring change to a community that is in need of intensive redevelopment efforts. In considering resources that may be allocated, it should be noted that financial resources are not necessarily needed to complete each initiative.

- Community Living – Diamond Square will revive its neighborhoods with strong, stable and diverse housing choices and improved curb appeal.
- Community Places – Residents of Diamond Square will enjoy access to nearby shopping, educational resources, recreational activities, and other community assets.
- Community Connections – Diamond Square will be connected inside and out by safe streets that support people, bicycles, cars and transit, as well as by trails that serve recreational and access needs.
- Community Identity – Diamond Square will reclaim a positive community identity focused around its history, traditions, and faith.
- Community Opportunity – Residents of Diamond Square will have access to programs and partnerships that will meet needs and expand possibilities.



5 STRATEGIC FRAMEWORKS FOR CHANGE

COMMUNITY LIVING    COMMUNITY PLACES    COMMUNITY CONNECTIONS    COMMUNITY IDENTITY    COMMUNITY OPPORTUNITY



	COMMUNITY LIVING	COMMUNITY PLACES	COMMUNITY CONNECTIONS	COMMUNITY IDENTITY	COMMUNITY OPPORTUNITY	
TRANSFORMATIONAL INITIATIVES	New Community Center <i>Cost? Partner?</i>	✓	✓	✓	✓	
	Support Emma Jewel Charter School <i>Cost? Partner?</i>		✓	✓	✓	
	Bring Habitat for Humanity to Diamond Square (with CHA) <i>Cost? Partner?</i>	✓	✓	✓	✓	
	529 Landscape and Pedestrian Crossings <i>Cost? Partner?</i>	✓		✓	✓	
	Stone and Washington Street Streetscape <i>Cost? Partner?</i>	✓	✓	✓	✓	
	Broad Based Implementation Organization <i>Cost? Partner?</i>	✓	✓	✓	✓	✓
INCREMENTAL INITIATIVES	CHA Curb Appeal	✓		✓		
	Neighborhood Wayfinding and Historic/Cultural Signage		✓	✓	✓	
	Street Tree Planting	✓	✓	✓	✓	
	N Fiske Blvd and Peachtree St Streetscapes		✓	✓		
	S Points Realignment and Pedestrian Improvements		✓	✓	✓	
	Sidewalk System Infill and Improvements	✓	✓	✓		
	Safe Routes to School/Trail System		✓	✓	✓	
	Stormwater and Infrastructure	✓	✓			
	Facade Grant Program	✓				
	Provoost Park Reprogramming	✓	✓			
	Organized Sports Leagues (low cost)		✓			
	Partnership with Broward Health Alliance (or others)	✓	✓		✓	✓
	S Fiske Blvd. mid-block crossing		✓	✓		
	Business Incubator		✓			✓
	Neighborhood Churches Alliance				✓	✓
	Neighborhood Childcare Including Extended Hours				✓	✓
	Job Training/Professional Skills Programs				✓	✓
	Finance/Home Ownership Programs	✓			✓	✓
	Programs Appropriate for Older Kids				✓	✓
	Role Model/Mentoring Programs				✓	✓
<b>Brownfields</b>	✓	✓			✓	
<b>Provide for Seniors</b>	✓					

The plan identifies six transformational initiatives that are turnkey projects with priority, as well as a series of short term incremental goals that can be met as time and budget permits. A combination of funding strategies should be considered by the CRA Board to fund the key projects list as amended from time to time.

### **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.

- Coordinate with the City and County department heads to strategically devise annual operating (run by County) and capital improvements budgets to maximize the use of anticipated increment revenues.
- Coordinate with appropriate 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 Brevard County Transportation Planning Office.
- Work with the City to augment capital budgets through the use of increment financing and other funding sources for infrastructure improvements such as water, sanitary sewer, electrical, telephone, 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.
- Leverage increment revenues through grants, short term commercial loans, or other financial mechanisms to expedite the completion of projects.
- Work with area banks and the City's Finance Department to research short term and long term debt instruments for financing major public facilities.
- Work with area financial institutions to develop favorable loan programs for private sector development and property rehabilitation projects.
- 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.

### **Special Assessment District**

A Special Assessment District is a special district formed by a local government (County, City, 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 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.

### **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. As property valuations rise revenues are generated to assist in paying for improvements that stimulate the development. Increment revenues will not be sufficient to meet the resource requirements identified in the plan. The CRA should consider leveraging additional or alternative financing methods to fund the planned improvements that are either currently available or could be secured in the future. As in the past, potential revenue sources for funding redevelopment at the local level can include general fund revenue (city and county), part of a larger general obligation bond issue, special assessments, and in some cases tourist development tax revenues.

### **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.

### **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 City and the developer - that 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.

### **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.

### **Project Equity Position**

When the 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.

### **Leasing**

City or County-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 City receives lease payments which are deductible from the developer's income tax. The lease may also include a purchase option.

### **Key Incentives/Funding Sources**

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

#### **Federal**

- Economic Development Program (EDP)
- Economic Development & Growth Enhancement Programs (EDGE)
- New Markets Tax Credits Program (NMTC)
- Low Income Housing Tax Credits (LIHTC)
- Affordable Housing Program (AHP)
- HOME Investment Partnership Program
- Community Block Grant Program (CDBG)
- HUD Section 811/202 (Elderly Housing)
- Good Neighbor Next Door (Law enforcement/teacher home ownership discounts)
- HUD Section 108 Loan Guarantee Program
- Keep America Beautiful Grant

#### **State**

- Brownfields Program Incentives
- Urban Job Tax Credit
- Housing Credits
- Enterprise Zone Incentives such as the Jobs Tax Credit, Sales Tax Refund for Building Materials and Business Equipment, Sales Tax Exemption for Electrical Energy Use, Property Tax Credit and Community Contribution Tax Credit.
- FDOT Highway Beautification Grants
- Florida Recreation Development Assistance Program (FRDAP)

This list is not all inclusive but does provide an overview of available funding sources for a variety of redevelopment and economic development related programs . It should be noted that resources from either the federal or state programs are subject to annual budgetary funding, and may include a competitive allocation process, and or local matching funds. Thus projects must meet specific requirements to qualify for the above listed programs.

### **Local**

Also to be considered, especially as it relates to funding sources for a new Joe Lee Community Center, would be local foundations or institutions. Some of the entities that have served Brevard communities include:

- Publix Charities
- Walt Disney World & Disney Cruise Lines
- Eckerd Foundation
- Harris Corporation
- Dr. P. Phillips Charities
- Edyth Bush Charitable Foundation
- Community Foundation for Brevard

## **4.1 Increment Revenue Projections**

The following chart provides estimates of the increment revenues that are projected through 2048.

These projections are based on three assumptions:

- There are no changes in the current millage rate;
- There is only a modest increase in the taxable valuation of 2% per year over this period;  
and
- There is no new construction.

This should be considered an extremely conservative projection but does provide a near term order of magnitude of the increment resources that may be available to leverage resources for the highest priorities.

### Increment Revenue Projections

FYE	Total TV Subject to TIF		City of Cocoa	Brevard County	District IV Rec	Total TIF Revenue	TIF Collectable Percentage	Total TIF Revenue Collected
	Base + Appreciation	Less Base						
1998	\$ 24,617,590	\$ 24,617,590	\$ -	\$ -	\$ -	\$ -	95%	\$ -
1999	\$ 26,212,040	\$ 24,617,590	\$ 1,594,450	\$ 7,658	\$ 5,780	\$ 812	95%	\$ 13,537
2000	\$ 27,885,149	\$ 24,617,590	\$ 3,267,559	\$ 15,693	\$ 11,845	\$ 1,664	95%	\$ 27,741
2001	\$ 29,665,052	\$ 24,617,590	\$ 5,047,462	\$ 24,241	\$ 18,297	\$ 2,570	95%	\$ 42,852
2002	\$ 31,558,566	\$ 24,617,590	\$ 6,940,976	\$ 33,335	\$ 25,160	\$ 3,534	95%	\$ 58,928
2003	\$ 33,572,943	\$ 24,617,590	\$ 8,955,353	\$ 43,009	\$ 32,462	\$ 4,560	95%	\$ 76,030
2004	\$ 35,715,896	\$ 24,617,590	\$ 11,098,306	\$ 53,301	\$ 40,230	\$ 5,651	95%	\$ 94,223
2005	\$ 37,995,634	\$ 24,617,590	\$ 13,378,044	\$ 64,249	\$ 48,494	\$ 6,812	95%	\$ 113,578
2006	\$ 40,702,340	\$ 24,617,590	\$ 16,084,750	\$ 77,249	\$ 58,306	\$ 8,190	95%	\$ 136,557
2007	\$ 51,329,800	\$ 24,617,590	\$ 26,712,210	\$ 122,088	\$ 108,449	\$ 12,934	95%	\$ 231,297
2008	\$ 57,377,660	\$ 24,617,590	\$ 32,760,070	\$ 147,063	\$ 119,643	\$ 12,930	95%	\$ 265,654
2009	\$ 53,484,930	\$ 24,617,590	\$ 28,867,340	\$ 129,588	\$ 107,358	\$ 16,734	95%	\$ 240,996
2010	\$ 45,494,430	\$ 24,617,590	\$ 20,876,840	\$ 93,718	\$ 77,647	\$ 7,777	95%	\$ 179,142
2011	\$ 39,229,340	\$ 24,617,590	\$ 14,611,750	\$ 72,565	\$ 62,417	\$ 6,023	95%	\$ 141,005
2012	\$ 33,065,770	\$ 24,617,590	\$ 8,448,180	\$ 47,152	\$ 41,449	\$ 3,967	95%	\$ 92,568
2013	\$ 30,854,120	\$ 24,617,590	\$ 6,236,530	\$ 37,301	\$ 30,598	\$ 2,929	95%	\$ 70,828
2014	\$ 31,227,460	\$ 24,617,590	\$ 6,609,870	\$ 39,617	\$ 31,885	\$ 3,032	95%	\$ 70,808
2015	\$ 31,539,735	\$ 24,617,590	\$ 6,922,145	\$ 41,489	\$ 33,392	\$ 3,175	95%	\$ 74,153
2016	\$ 32,170,529	\$ 24,617,590	\$ 7,552,939	\$ 45,269	\$ 37,057	\$ 3,547	95%	\$ 81,579
2017	\$ 32,813,940	\$ 24,617,590	\$ 8,196,350	\$ 49,126	\$ 39,538	\$ 3,760	95%	\$ 87,802
2018	\$ 33,470,219	\$ 24,617,590	\$ 8,852,629	\$ 53,059	\$ 42,704	\$ 4,061	95%	\$ 94,833
2019	\$ 34,139,623	\$ 24,617,590	\$ 9,522,033	\$ 57,071	\$ 45,933	\$ 4,368	95%	\$ 102,004
2020	\$ 34,822,416	\$ 24,617,590	\$ 10,204,826	\$ 61,164	\$ 49,227	\$ 4,681	95%	\$ 109,318
2021	\$ 35,518,864	\$ 24,617,590	\$ 10,901,274	\$ 65,338	\$ 52,587	\$ 5,000	95%	\$ 116,779
2022	\$ 36,229,241	\$ 24,617,590	\$ 11,611,651	\$ 69,596	\$ 56,013	\$ 5,326	95%	\$ 124,389
2023	\$ 36,953,826	\$ 24,617,590	\$ 12,336,236	\$ 73,938	\$ 59,509	\$ 5,659	95%	\$ 132,151
2024	\$ 37,692,902	\$ 24,617,590	\$ 13,075,312	\$ 78,368	\$ 63,074	\$ 5,998	95%	\$ 140,068
2025	\$ 38,446,760	\$ 24,617,590	\$ 13,829,170	\$ 82,887	\$ 66,711	\$ 6,343	95%	\$ 148,143
2026	\$ 39,215,696	\$ 24,617,590	\$ 14,598,106	\$ 87,495	\$ 70,420	\$ 6,696	95%	\$ 156,381
2027	\$ 40,000,010	\$ 24,617,590	\$ 15,382,420	\$ 92,196	\$ 74,203	\$ 7,056	95%	\$ 164,782
2028	\$ 40,800,010	\$ 24,617,590	\$ 16,182,420	\$ 96,991	\$ 78,062	\$ 7,423	95%	\$ 173,352
2029	\$ 41,616,010	\$ 24,617,590	\$ 16,998,420	\$ 101,882	\$ 81,999	\$ 7,797	95%	\$ 182,094
2030	\$ 42,448,330	\$ 24,617,590	\$ 17,830,740	\$ 106,870	\$ 86,014	\$ 8,179	95%	\$ 191,010
2031	\$ 43,297,297	\$ 24,617,590	\$ 18,679,707	\$ 111,959	\$ 90,109	\$ 8,568	95%	\$ 200,104
2032	\$ 44,163,243	\$ 24,617,590	\$ 19,545,653	\$ 117,149	\$ 94,286	\$ 8,966	95%	\$ 209,381
2033	\$ 45,046,508	\$ 24,617,590	\$ 20,428,918	\$ 122,443	\$ 98,547	\$ 9,371	95%	\$ 218,843
2034	\$ 45,947,438	\$ 24,617,590	\$ 21,329,848	\$ 127,843	\$ 102,893	\$ 9,784	95%	\$ 228,494
2035	\$ 46,866,386	\$ 24,617,590	\$ 22,248,796	\$ 133,350	\$ 107,326	\$ 10,206	95%	\$ 238,338
2036	\$ 47,803,714	\$ 24,617,590	\$ 23,186,124	\$ 138,968	\$ 111,848	\$ 10,635	95%	\$ 248,379
2037	\$ 48,759,789	\$ 24,617,590	\$ 24,142,199	\$ 144,699	\$ 116,460	\$ 11,074	95%	\$ 258,621
2038	\$ 49,734,984	\$ 24,617,590	\$ 25,117,394	\$ 150,544	\$ 121,164	\$ 11,521	95%	\$ 269,067
2039	\$ 50,729,684	\$ 24,617,590	\$ 26,112,094	\$ 156,505	\$ 125,962	\$ 11,978	95%	\$ 279,723
2040	\$ 51,744,278	\$ 24,617,590	\$ 27,126,688	\$ 162,587	\$ 130,856	\$ 12,443	95%	\$ 290,592
2041	\$ 52,779,163	\$ 24,617,590	\$ 28,161,573	\$ 168,789	\$ 135,849	\$ 12,918	95%	\$ 301,678
2042	\$ 53,834,746	\$ 24,617,590	\$ 29,217,156	\$ 175,116	\$ 140,941	\$ 13,402	95%	\$ 312,986
2043	\$ 54,911,441	\$ 24,617,590	\$ 30,293,851	\$ 181,569	\$ 146,135	\$ 13,896	95%	\$ 324,520
2044	\$ 56,009,670	\$ 24,617,590	\$ 31,392,080	\$ 188,152	\$ 151,432	\$ 14,400	95%	\$ 336,284
2045	\$ 57,129,864	\$ 24,617,590	\$ 32,512,274	\$ 194,866	\$ 156,836	\$ 14,913	95%	\$ 348,284
2046	\$ 58,272,461	\$ 24,617,590	\$ 33,654,871	\$ 201,714	\$ 162,348	\$ 15,437	95%	\$ 360,524
2047	\$ 59,437,910	\$ 24,617,590	\$ 34,820,320	\$ 208,699	\$ 167,970	\$ 15,972	95%	\$ 373,009
2048	\$ 60,626,668	\$ 24,617,590	\$ 36,009,078	\$ 215,824	\$ 173,704	\$ 16,517	95%	\$ 385,743
<b>Total</b>				<b>\$ 5,071,338</b>	<b>\$ 4,091,127</b>	<b>\$ 411,190</b>		<b>\$ 9,094,972</b>
<b>Annual Average</b>				<b>\$ 101,427</b>	<b>\$ 81,823</b>	<b>\$ 8,224</b>		<b>\$ 181,899</b>

Note: 1% appreciation of value in 2015, 2% appreciation of values thereafter

## 4.2 Capital Improvement Program

Work with the City, County (where appropriate), FDOT, 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.

### ***4.2.1 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 City, 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 County 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 formulate a program of streetscape improvements to assist in implementing the SR 520 corridor and historic Stone Street development including new and improved street lighting systems, sidewalk infill and repair, and street tree installation.
- 4) The Agency will coordinate with the City and County, St. Johns 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.
- 5) The Agency will continue to work with the City, County, St. Johns 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. Over the recent few years the City and CRA have made significant improvements to the stormwater system in the area.

### ***4.2.2 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 SR 520.
- 2) The Agency will work with FDOT to employ access management strategies including reconfiguration of center medians, driveway access points, and pedestrian crossings on SR 520 and Fiske Boulevard.

- 3) The Agency will work with the City, County (where appropriate), and FDOT as needed 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 have the area-wide transit providers, including Space Coast Area Transit, to encourage the expansion of an efficient mass transportation system, construction of bus shelters and other physical improvements which will enhance the comfort and convenience of the system.
- 5) The Agency will coordinate with Amtrak and Florida East Coast Railroad to plan for any new service and encourage new development around the station to promote ridership of those that live in and visit the Cocoa community. The station is on the corner of Rosa L Jones and US 1 located on the border of Cocoa's Diamond Square and the neighboring City of Rockledge. The Agency should work with the Cocoa CRA and Rockledge CRA to partner on the design for the new station and proximate areas.
- 6) The Agency will work with the City, County where appropriate, FDOT and private property owners as needed to create a safe, secure, appealing, and efficient pedestrian system linking the residential, commercial, and public lands.
- 7) 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.
- 8) The Agency will work with the City, 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.
- 9) The Agency will prevent the creation of negative impacts upon pedestrian movement within the CRA.

### ***4.3 Redevelopment Policy***

Refocus redevelopment efforts from what was presented in the original 1998 plan. Since being established in 1998 by the Cocoa City Council, the Agency has provided:

- Over \$100,000 in Commercial Façade Grants
- Down payment assistance for first-time home buyers
- Funding for recreational equipment at Provost Park, Fern and Prospect Park and Joe Lee Smith Park
- Funding for community policing efforts with the Cocoa PD for the Lemonade Stand, Cops and Kids and the Youth Summit
- Funding for Youth Programs with Weed and Seed
- Funding for land acquisition and site preparation for Habitat for Humanity to build homes in the Diamond Square Area
- Funding for benches and trashcans at bus stops on SR 520
- Acquired the old Skyview Trailer Park site and assisted the City and County with the installation of a stormwater pond

- Funding for the Diamond Square drainage study and assisted the City with drainage improvements on Catherine and Donley.

Going forward, the best way to see additional positive change is to implement the six transformational initiatives and their corresponding incremental initiatives.

### ***4.3.1 Focus on Six Transformational Initiatives***

Again, these six initiatives are:

- 1) Enhance Streetscapes and Pedestrian Connectivity
- 2) Increase Partnerships with Housing Developers
- 3) Create Neighborhood Gateways
- 4) Explore the feasibility of creating new community-based activity centers
- 5) Enhance support for Community-based Organizations and Educational Institutions
- 6) Establish a Community-based Committee composed of representatives of a diverse subsection of the community in order to coordinate activities within the community and assist in building non-profit organization capacity

The people of Diamond Square have a long and varied relationship with local government. Until positive changes are seen in their community, residents are going to remain doubtful that this plan will make any difference in their neighborhood and daily life. The community needs to be invested in the CRA Redevelopment Plan just as much as City Staff in order to affect any change. The two groups should hold each other accountable for making sure the six transformational initiatives are carried out with maximum attention and support from the community and community partners.

The Agency will have the overall coordination responsibility, and will work closely with the proposed Oversight Committee to enact these initiatives within the context of the City. The Agency will work with numerous community partners identified below, to regularly review its projects and programs to ensure that they are focused on the initiatives identified in the Redevelopment Plan as follows:

- a) Residential enhancements (Housing Authority of the City of Cocoa)
- b) New home ownership (Habitat for Humanity of Brevard County, Inc. and other Housing Developers)
- c) Academics/civics/life skills (Emma Jewel Charter Academy and Alliance for Neighborhood Restoration)
- d) Sports/mentoring/youth/senior activities (PAL, Church Alliance)
- e) Clinic/nutrition (Healthcare Provider and Emma Jewel Charter Academy)
- f) Continuing education/workforce skills (Brevard State College)
- g) After school activities/tutoring/life skills (Alliance for Neighborhood Restoration)
- h) Infrastructure/façade grants/community center/parks programming (City of Cocoa)
- i) Community center/parks programming (Brevard County)
- j) Tree plantings/cleanup campaigns (Non-profit Civic Groups)

### **4.3.2 Continue with Goals and Objectives from Existing Plan Adopted in 1998**

Following is an updated version of the Goals and Objectives as delineated in the Community Redevelopment Plan approved in 1998. The Agency should continue pursuing these updated goals and objectives as suggested in the existing Redevelopment Plan after focusing on the new suggestions for redevelopment. Many of the goals are similar or related to goals and initiatives established in this updated Redevelopment Plan. However, many are objectives that may not be addressed in the updated plan are omitted due to reasons including different priorities and focus and the lack of change seen from attempting to implement certain initiatives. The main idea behind the updated plan is to include attainable goals that will clearly make a statement of change in the community, whereas the original plan did not necessarily address how the long list of goals was to be completed. The following is a reiteration of the goals and objectives from the original 1998 Diamond Square CRA Redevelopment Plan.

#### **Redevelopment Administration**

*Goal 1 - ~~Establish~~ Maintain the administrative and financial mechanisms necessary to achieve the goals and objectives of the Diamond Square Redevelopment Plan.*

##### Objectives

1. The City should provide funding for staff and operational support for agency activities reserving tax increment revenues for funding capital improvements and other programs as approved in the Redevelopment Plan. The City should leverage those revenues through grants, commercial loans or other financial mechanisms to expedite the completion of projects.
2. Administrative objectives should be consistent with objectives contained in plans for other Redevelopment Districts and should support all other City economic development prerogatives.
3. Enable the Redevelopment Agency to oversee the planning process and to develop the appropriate strategies and policies necessary to implement the plan.
4. Promote effective communication and a cohesive, cooperative spirit among the various public and private leaders in the community, increasing volunteerism while using the talents of existing civic organizations, and committees.
5. Ensure the provision of suitable public information services concerning all aspects of the Redevelopment program such as radio, internet, printed materials and newspaper reporting as well as neighborhood and civic organization meetings.
6. ~~Working with area residents to form homeowners associations to establish channels of communication and facilitate program implementation.~~ Secure grant funding when possible to leverage tax increment revenues to accomplish stated goals.

#### **Redevelopment Policy**

*Goal 1 - Eliminate slum and blight conditions, as defined by Florida Statute, in the Redevelopment area, which constitute an economic and social liability.*

##### Objectives

1. Eliminate dilapidated and unsafe structures ~~through the City's demolition program~~ where it is deemed appropriate.

2. Encourage the upgrading of existing sub-standard structures through enforcement of the City's Housing and Building Codes and the provision of financial incentives for rehabilitation if possible.
3. Eliminate unsanitary and unsightly outside storage conditions through enforcement and revision of the City's Zoning Codes.
4. Eliminate nonconforming uses that detract from the character of the community hindering investment opportunities through negotiation, acquisition, exchange of property, ~~transfer of development rights~~ or any other available means assuming the cooperation of the property owner.
5. ~~In cooperation with property owners, encourage the consolidation of small parcels of land into parcels of adequate size to accommodate new construction encouraging stable growth in those areas deemed appropriate.~~
6. ~~Through successful implementation of projects and programs as described in the Redevelopment Plan, increase the tax base to generate additional revenue for municipal services.~~

*Goal II - Prevent the future occurrence of slum and blight.*

Objectives

1. Work with the ~~Community Development Department (now Community Services Department), Planning and Zoning Board, and the City Council~~City to upgrade the zoning classifications within the Redevelopment district to encourage a high degree of design and development standards for new construction and rehabilitation. Ensure that new development consists of appropriate land uses that will stabilize and enhance the area while representing the desires and interests of area residents and property owners.
2. Work with the ~~City's Community Development Department~~to City to formulate economic development strategies for the district that will ~~ensure~~foster future economic stability.
3. ~~Eliminate conditions that decrease property values and reduce the tax base.~~
4. Create programs for development, rehabilitation, using financial or other economic incentives to facilitate new investment in the Redevelopment district thereby increasing property values and the tax base.

*Goal III - Encourage the acquisition, demolition, and reuse of those properties that, by virtue of their location or dilapidated, condition, or value ~~condition are~~ no longer functioning at their highest potential as viable economic use.*

Objectives

1. Identify and cooperate with those property owners within areas designated for potential Redevelopment projects to assess their willingness to participate in those projects.
2. 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.
3. Facilitate Redevelopment transitions by developing appropriate relocation plans sensitive to the needs of those whose properties will undergo re-use activities.
4. Work creatively to provide incentives for private sector participation in redevelopment projects and programs.

5. Working with area residents to form homeowners associations and neighborhood groups to establish channels of communication and facilitate program implementation.
6. In cooperation with property owners, encourage the consolidation of small parcels of land into parcels of adequate size to accommodate new construction encouraging stable growth in those areas deemed appropriate.
7. Through successful implementation of projects and programs as described in the Redevelopment Plan, increase the tax base to generate additional revenue for municipal services.

### **Economic Development**

*Goal I - ~~Establish~~ Enhance the a new character for the district while to assist in promoting economic vitality.*

#### Objectives

1. Establish ~~a~~ partnerships between the public ~~sector~~ and private sectors for the purpose of understanding the mutual benefits of proposed redevelopment projects.
2. Identify existing opportunities for all sectors of the economy and work toward successful implementation of projects and programs while considering the needs of those currently located within the redevelopment district.
3. Initiate programs to improve marketing and promotion, and strengthen existing neighborhood businesses, including small business loans and other financial incentives.
4. Improve the investment image of the redevelopment area and utilize selected public actions to stimulate private investment.
- ~~5. Make the redevelopment area competitive with major activity centers in the City. Create~~ Neighborhood oriented community centers in the redevelopment district.
6. Expand the economic base of the district retaining existing jobs while creating new diverse employment opportunities.
7. Create investment opportunities that will increase the tax base thereby generating additional revenues to finance actions that support public goals.

*Goal II - Formulate economic development strategies that take full advantage of ~~existing and proposed~~ government programs to stimulate the local ~~economy~~ economy by creating job growth and employment opportunities for residents in the Diamond Square community.*

#### Objectives

1. Effectively utilize the tools available through the State Enterprise Zone designation to attract new businesses and create jobs.
2. Effectively utilize the Foreign Trade Zone designation to expand opportunities in international trade that will promote job growth.
- ~~3. Continue pursuit of the Federal HUB Zone designation to secure Government Contracts that support local businesses and create jobs for the residents of the community.~~
- 4.3. Develop Coordinate with the City's Office of Economic Development to develop strategies to attract new businesses to take advantage of preferred government contracts through the HUB Zone, thereby creating jobs for local residents.

5. Develop marketing plans with the City of available incentives for businesses located in the redevelopment district, notifying Federal Government Agencies in the County, region and the state, about the Diamond Square HUB Zone designation and the procurement policies set forth in the legislation.

### **Public Facilities and Services**

*Goal I - Provide necessary public facilities at acceptable levels of service to accommodate existing needs as well as new demands as proposed development occurs within the Redevelopment district.*

#### Objectives

1. Work with all appropriate government and private utilities to ensure the provision of adequate services including, electricity, telecommunications, cable television, water, stormwater, sanitary sewer, gas, and solid waste.
2. Work with the ~~City's Utilities Department~~ to correct existing or future stormwater drainage problems within the Redevelopment district.
- ~~3. Extend specialty Street lighting west on Stone Street from the downtown.~~
34. Work with the City and Florida Power and Light to provide adequate street lighting in the redevelopment district.
- ~~5. Extend specialty lighting and banners from the downtown into the Redevelopment district during festive occasions throughout the year.~~
- ~~6. Work with the Federal Housing Authority to immediately remove outdoor telephones in residential areas that have inadvertently supported drug trafficking and other criminal activities within the redevelopment district.~~

*Goal II - Create a safe efficient traffic circulation system that provides sufficient access by all modes of transportation between activity centers within the redevelopment area and the balance of the community.*

#### Objectives

1. Assess existing traffic patterns and pursue any automotive transportation improvements that may include vacating of right of ways, redistribution of traffic, roadway realignment, directional changes in traffic flow and other measures that will increase traffic carrying capacity and traveling convenience.
- ~~2. Work closely with the Florida Department of Transportation (FDOT) to ensure community satisfaction with the design of improvements at the intersection of U.S. 1 and Stone Street.~~
32. Work closely with FDOT to ensure community satisfaction with proposed improvements to SR 520 and Fiske Blvd.
- ~~43. Maintain communications with the Brevard CountySpace Coast Metropolitan Planning Organization to help prioritize road improvements that will further the objectives of the Redevelopment Plan and benefit the community.~~
54. Work closely with the City to coordinate and establish priorities for proposed improvements to Peach Tree Street.
65. Minimize the impacts of increased traffic and activity levels on residential areas.

76. Work with area-wide mass transit providers including SCAT, taxi services and shuttles to encourage the expansion of an efficient mass transportation system.

87. Create a safe, secure, appealing and efficient pedestrian system linking all major activity centers, parking facilities and other interchange points.

~~98. Construct sidewalks and bicycle sidewalks, bicycle pathways, roadways and transit throughout the district to allow for safe and independent travel utilizing the "Complete Streets" methodology, appropriately designed and separated from auto circulation for safety purposes to be used as positive tools to improve the area's environment through the use of landscaping and other visual treatments.~~

*Goal III - Establish parks, recreation, open space and beautification efforts to create an improved character for the redevelopment area that will reflect a pleasant appealing atmosphere for working and residing in the district.*

Objectives

1. Pursue park and recreational opportunities for use by the residents of Diamond Square.

~~2. Provide recreational opportunities and facilities for residents living north of SR 520.~~

32. Work with the City and County Recreation Departments to establish programs such as little league and other youth activities.

~~4. Fully develop Provost and Joe Lee Smith Parks, including improved lighting, concession stands, basketball courts and other amenities for use by the community in Diamond Square.~~

53. Pursue the development of a multi-purpose community center with recreation and educational programs for the young and older residents of the community.

~~6. Secure grant funding when possible to leverage tax increment revenues to accomplish stated goals.~~

74. Prepare landscaping, streetscaping and lighting plans for public spaces to improve the appearance of the redevelopment area and provide for irrigation and maintenance of proposed improvements.

~~85. Develop Design sign and gateway features to designate entry points to the redevelopment district and provide directional and feature regulations characteristics, and standard design guidelines for store frontages and establish programs that provide incentives for voluntary compliance with new construction and retrofitting of existing signs and structures.~~

~~9. Sign regulations should address the size, type, location and amount of signage for the purpose of minimizing visual clutter, enhancing community character and maximizing the flow of clear information to pedestrian and automotive traffic.~~

106. When undertaking streetscape improvements, new private construction and building rehabilitation, place utility lines underground where it is feasible to improve visual qualities.

147. Utilize a variety of beautification techniques to provide comfortable, pleasing and healthful work, leisure, residential and shopping environments.

8. Extend specialty Street lighting west on Stone Street from the downtown.

9. Extend specialty lighting and banners from the downtown into the Redevelopment district during festive occasions throughout the year.

*Goal IV - Reverse the spiraling decline of the neighborhood caused by drug use and crime, and provide for the public health, safety, morals and welfare of the community.*

Objectives

1. Work with the Cocoa Police Department and other organizations to implement neighborhood based police and safety programs.
2. Incorporate ~~accredited~~ Crime Prevention Through Environmental Design (CEPTED) safe neighborhood design techniques for all public places and for proposed public/private Redevelopment projects.
3. Whenever possible, increase the visibility of the police force in the area to prevent crime through such activities as the Cocoa Police Department Lemonade Stand.
4. If possible, work with the Cocoa Police Department to institute a neighborhood foot patrol system for law enforcement.
5. Initiate Police/Youth activities as a tool for crime prevention.

**Land Use**

*Goal I - Establish a land use pattern that reflects the redevelopment area as a total community of diversified interests and activities while promoting compatibility and harmonious land-use relationships.*

Objectives

1. Develop land uses and patterns that create and strengthen activity centers.
2. Promote and locate strategic land use activities of regional importance, such as a small business incubator facility, within the redevelopment area.
3. Formulate future land use strategies on the premise of sound market analysis and demographic research.
4. Seek opportunities for land assembly along the SR 520 corridor to support future commercial development.
5. Encourage neighborhood commercial development at an appropriate scale at strategic nodal centers.
6. Work with existing property owners to replace dilapidated, non-conforming structures through property assembly to enable development of higher and better uses at appropriate locations.
7. Support the design and development of manufacturing and light industry in strategic locations.

*Goal II - Encourage innovation in land planning and site development techniques.*

Objectives

1. Work with the ~~Community Development Department and Planning and Zoning Board as they revise the City's Land Development Code~~City to formulate regulations that support the objectives of the Redevelopment Plan.
2. Work with the ~~Community Development Department~~City establishing performance standards to be used within the redevelopment area that will provide incentives and/or bonuses for developer proposals that provide for creative design and amenities.

## Housing

*Goal I - Encourage the transfer of public housing into private home ownership, and develop and market housing opportunities within the Redevelopment Area.*

### Objectives

1. Identify and market areas where private interests can develop housing and necessary support facilities in the redevelopment area and adjacent neighborhoods.
2. Encourage private efforts toward building housing in the redevelopment area and adjacent neighborhoods.
- ~~3. Strategically target an appropriate location within the redevelopment area to undertake a new privately developed and owned housing development.~~
- 4.3. Effectively utilize HOPE VI and SHIP Federal and State housing funds to develop affordable housing and provide owner financing.
- ~~5. Join the National Neighborworks Network through the Federal Neighborhood Reinvestment Corporation to take advantage of grant opportunities, housing initiatives, loan programs and other neighborhood stabilization programs.~~

*Goal II - Re-establish old neighborhoods through redevelopment and revitalization of the housing stock, establishing a safe, functional and aesthetically pleasing community environment.* Objectives

1. Identify and remove vacant dilapidated housing structures that pose a threat to public health and safety.
2. Initiate in-fill housing development projects on ~~existing and newly vacated~~ vacant properties.
- ~~3. Identify and restore historic housing that may be in a state of deterioration but otherwise are structurally sound.~~
- 4.3. Work with the City to ~~clean up~~ maintain vacant unattended properties, ~~and bill the owners for such services.~~

## Historic Preservation

*Goal I - To preserve and maintain historic and architecturally significant structures.*

### Objectives

1. Promote the community's heritage by preserving its landmarks and significant structures, such as the recently renovated Harry T. Moore Community Center and the Monroe High School.
2. Identify and restore historic housing that may be in a state of deterioration but otherwise are structurally sound.

## **5.0 Statutory Provisions**

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### **5.1 Establishing Redevelopment 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 Diamond Square CRA as provided in the Act. However, these powers can only be employed by the Agency if authorized by the Plan. In that regard, the Diamond Square Redevelopment Agency is vested with the following powers pursuant to Florida Statutes, Section 163.370.

(1) Counties 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, counties 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 county 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:

1. 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.
  2. Demolition and removal of buildings and improvements.
  3. 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.
  4. 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.
  5. 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.
  6. 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.
  7. 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.
  8. 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.
  9. 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.
  10. 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:

1. 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.
2. 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.
3. To hold, improve, clear, or prepare for redevelopment any such property.
4. To mortgage, pledge, hypothecate, or otherwise encumber or dispose of any real property.
5. 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.
6. To enter into any contracts necessary to effectuate the purposes of this part.
7. 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:
    - 1. Plans for carrying out a program of voluntary or compulsory repair and rehabilitation of buildings and improvements.
    - 2. 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.
    - 3. 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 Commission of the City of Cocoa:

- 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:

1. 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.

2. 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.

3. 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.

4. 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.

## **5.8 Consistency with City of Cocoa 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:

(a) Conform to the comprehensive plan for the county or municipality as prepared by the local planning agency under the Community Planning Act.

(b) 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.

(c) 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 county, 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):
    1. 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.
    2. 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.

3. 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.

4. 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 county 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:

1. 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;

2. That the need for housing accommodations has increased in the area;
  3. 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
  4. 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:
1. 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.
  2. 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.
  3. 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

**Appendix A:**

**Community Workshops Summary Documents, February – August, 2013**

# Diamond Square Redevelopment Plan Update Meeting Notes / Minutes

Subject	Steering Committee Meeting #1 - (Meeting Agenda attached)
Date/Time	February 11, 2013 / 6:00 pm
Location	Joe Lee Smith Recreation Center
Attendees	Diamond Square CRA Steering Committee: Andre Anderson, PDG Tom Kohler, Alex Winsler, RERC Andrew McCown, Pete Sechler, AECOM Susan McGrady, John Titkanich, Nancy Dresser, Steve Beldin, City of Cocoa Jewel Collins (DSCRA) / Demetri Waters, Men's resource advocate
Prepared by	Pete Sechler, AECOM

1. John Titkanich gives overview of the process and geography for the sub areas.
2. There was a diverse group of neighborhood leaders. There were two members from Weed and Seed program. One involved in Child Support. There was a local business owner. There were several members of the Diamond Square Community Redevelopment Agency (CRA) Board.
3. Tom Kohler, Andre Anderson, and Pete Sechler made introductions and highlighted their experience, open process, inclusion, trust, etc., regarding how they expected the proceeds to occur. This is Diamond Square's Plan; therefore, we need input from the residents and business owners in the District.
4. Meeting Structure: Steering Committee followed by Neighborhood Meetings in three rounds—
  - a. First Round is listening and Strength, Weaknesses, Opportunities, and Threats analysis or SWOT analysis.
  - b. Second Round is programming – what types of things should happen? What do we need to do?
  - c. Third Round is Preliminary Planning and Prioritization – placing the programs on the ground: Design Examples and Budget Priority.
  - d. Steering Committee will review, refine, and approve at each step.
5. Board Comment: How is communication going out? How do we get to the residents?
  - a. Answer – Saturday is the first Community Kickoff Meeting. Notices have been sent out and more notices are being sent out, as needed. We need the Steering Committee to support the effort through word of mouth. Also, working through the network of churches. Need to get to the small churches. Need to forward list of churches that were contacted, to see if any have been missed.
6. Board Comment: Who is going to attend? People will open up more if they see familiar faces. Steering Committee members are important. At least one or two should be at each meeting. City will have staff there too, but the Steering Committee and Diamond Square CRA Board needs to try their best to cover the meetings and help bring people out.
7. Titkanich turned meeting over to Steering Committee to nominate a Chair. Thomas Cole nominated as Chair of Steering Committee. Motion passed unanimously.
8. Delores McLaughlin volunteers as Vice Chair. Motion passed unanimously.
9. Committee discussed structure to insure each sub area meeting is adequately covered and represented by Steering Committee members.

## Diamond Square Redevelopment Plan Update Meeting Notes / Minutes

10. Sub-Area Coverage
  - a. Sub Area 1 – Mr. Trout, Mr. Robinson, Ms. Graham
  - b. Sub Area 2 – Ms. McLaughlin, Mr. Waters, Ms. Moore, Ms. Brown, Mr. Cole
  - c. Sub Area 3 – Ms. Simmons, Ms. Martin, Assign Mr. Brubaker and Ms. Collins to #3
11. Mr. Cole to distribute an updated Cell Phone and Email contact information.
12. Board Discussion
  - a. Need to do door to door and local news communication. Outreach to this community has historically been a challenge.
  - b. This is an opportunity for "New Beginnings." Perhaps this should be the tagline. A proposal was made by a Steering Committee member for the project slogan to be "Diamond Square: The New Beginning."
  - c. Steering needs to be solution oriented.
  - d. Need to get fliers at hair salons, barbershops, Sharing Center, day care centers, Housing Authority, etc.
  - e. Need to reach out to students and young people.
13. Future Steering Committee Meetings will follow Robert's Rules of Order.
14. The CRA corresponds to census tract 626 and the City Limits at the time of establishment. The CRA is set to expire in 2023. It is possible to expand the geography and timeframe for when the CRA sunsets, but requires the process outlined in Florida Statutes Ch 163, as well as approval of Cocoa City Council and Brevard County. City will provide the committee a census tract map that overlay the City boundary and current Diamond Square limits.
15. Need to develop information for the sub area meetings regarding CRA accomplishments, such as a Fact Sheet. City is already in process of assembling information.
16. How does the Committee address budget constraints? For now, we need to focus on big ideas and not be limited by costs. We can deal with costs later after the plan is identified and priorities and funding partnerships (public/private) can be established.
17. An important new beginning is how you FEEL about your community. We need to start by winning hearts and minds about the potential for the future. Safety and a sense of neighborhood have to be a key part of the "New Beginning." One of the important outcomes is a better quality of life.
18. The Current Diamond Square CRA does not have a Vision or Mission Statement. Need some early positive energy and some quick victories for this community.
19. Cocoa staff indicated that flyers and Hot Dogs in the works for the Community Kickoff on Saturday, February 16, 2013.
20. Next Steering Committee Meeting scheduled for Monday, March 25, 2013, 6:00 pm - 7:00 pm at the Joe Lee Smith Recreation Center.

**Meeting Adjourn -**

**END NOTES**

# Diamond Square CRA Steering Committee Meeting Minutes

Subject	Steering Committee Mtg #2
Date	March 25, 2013
Location	Joe Lee Smith Recreation Center
Attendees	Thomas Cole, Diamond Square CRA Steering Committee (Chair) Delores McLaughlin, Diamond Square CRA Steering Committee (Vice Chair) Larry Robinson, Diamond Square CRA Steering Committee Linda Graham, Diamond Square CRA Steering Committee Delores (Dee) Martin, Diamond Square CRA Steering Committee Tracy Moore, Diamond Square CRA Steering Committee Eddie Martin, Cocoa Resident Laura Houston, Cocoa Resident Andre Anderson, PDG Tom Kohler, Alex Winsler, RERC Andrew McCown, AECOM Susan McGrady, City of Cocoa
Prepared by	Alex Winsler, RERC

1. Chairman Thomas Cole called the meeting to order at 6:11 pm after quorum is met (6 out of 10 members present).
2. City of Cocoa Councilman Clarence Whipple, Jr. made some introductory remarks and thanked the Steering Committee for their continued efforts on the things that needed to be done to improve the Diamond Square area. Councilman Whipple left the meeting at 6:15 pm.
3. Chairman Cole asked each person attending the meeting to introduce themselves.
4. Susan McGrady, CRA Manager, indicated that Committee Member David Trout contacted her and indicated that he would not be able to attend.
5. Chairman Cole stated that Committee Member Michelle Brown had indicated that she would be attending and that she had a couple issues to raise regarding the use of social media for promoting the project.
6. Chairman Cole asked the Committee whether they wanted to take time at this meeting to review and approve the meeting minutes from their first meeting on February 11, 2013, or wait until their next scheduled meeting, since they received the minutes at tonight's meeting.
7. The consensus of the Committee was to review the meeting minutes and approve at tonight's meeting.
8. Chairman Cole offered some revisions related to missing names of the Steering Committee members that were in attendance at the meeting on February 11, 2013.
9. After a few moments to review, Committee Member Dee Martin made a motion to approve the minutes of the February 22, 2013 Steering Committee meeting, Committee Member Tracy Moore seconded the motion, and the minutes were approved unanimously, with the noted revisions.

10. Andre Anderson briefed the Committee on the three sub area meetings that were held over the last three weeks, and said that the meetings were not well attended. Mr. Anderson reviewed the results of the SWOT analysis from each meeting that mostly echoed common themes.
11. Chairman Cole asked if there was a deadline for completing the meetings and Mr. Anderson answered that there was not a statutory deadline, but that it was advisable to move the meetings forward and not delay.
12. The Committee all made suggestions for what was needed to make the community meetings successful going forward. Chairman Cole summarized that the Committee needed to figure out:
  - a. How to get the word out to residents.
  - b. How to entice people to attend the meetings.
  - c. How to motivate them to actively participate once they are present.
13. Tom Kohler made some suggestions:
  - a. Consolidate sub area meetings into one community meeting.
  - b. Move meetings to Saturdays to make them more accessible.
  - c. Send personal mailer highlighting "what's in it for me?"
  - d. Ask Pastors to be leaders in spreading the word about Diamond Square.
  - e. Do a "show and tell" – Use visuals to show what can be done in the community.
14. After a lengthy discussion and reviewing upcoming community events, the Committee agreed on Saturday, April 27<sup>th</sup> as the preferred date for the next community meeting at the Joe Lee Smith Recreation Center. The meeting will have visual preference images of various types of projects that the Diamond Square residents can see.
15. There was a lengthy discussion on ways to entice the resident to attend and participate in the upcoming community meeting. One suggestion was possibly a t-shirt give away and/or iPad or iPod give away to entice residents to participate.
16. Chairman Cole summarized a list of action items in preparation for the next community meeting:
  - a. Promote the community meeting at other local meetings and events.
    - i. March 30<sup>th</sup> – Emma Jewel Charter School Enrollment Fair – Committee Member Linda Graham to attend to promote
    - ii. April 16<sup>th</sup> – Cocoa Housing Authority Monthly Meeting, which is hosted by Marc Starling, Executive Director – Chairman Cole and Committee Member Graham to attend to promote
    - iii. April 20<sup>th</sup> – Trash Bash – Committee Member Delores McLaughlin will be in attendance but will need assistance promoting
  - b. There was a Committee discussion on the need to connect with various outreach ministries that can help spread the word (Ms McGrady to e-mail list of churches and steering committee members will add to list to be sure to include all churches and pastors)

- c. Chairman Cole to meet with influential ministers (prior to ministerial meeting) to discuss the project and their importance in the success of the project. The pastors that were identified were as follows.
    - i. Pastor Jones of Zion Orthodox Primitive Baptist Church (Committee Member Martin to make connection)
    - ii. Pastor Jackson of Oil of Joy Church Ministry (Committee Member Graham to make connection)
    - iii. Pastor Bryant of Greater St. Paul Missionary Baptist Church
  - d. Chairman Cole raised Committee Member Brown's topic on the use social media as a way to reach those who may not attend the meeting in-person. Suggestions included the following.
    - i. Start a blog that replicates the visual preference survey images.
    - ii. Include a link to City's website and the Weed & Seed website to help with exposure of the project.
  - e. Committee Member Graham indicated that she could possibly submit an article to Ebony News about the project.
17. The Committee discussed future Steering Committee meetings and agreed on the following dates.
- a. April 22<sup>nd</sup> (Monday) to receive an update on the promotion efforts and preparation for the Community meeting on Saturday, April 27<sup>th</sup>
  - b. June 3<sup>rd</sup> (Monday) to give final input and approval before plan update is presented at the final Community meeting.
18. The Committee agreed that the third and final Community Meeting would be on June 15<sup>th</sup> (Saturday, Juneteenth). The Committee would use the Housing Authority's Conference Room, if possible to present the plan update at this meeting.

**Meeting Adjourn – 7:43 pm**

**END NOTES**



DIAMOND SQUARE PLAN UPDATE

STEERING COMMITTEE MEETING

MONDAY, JUNE 3, 2013

COCOA CITY HALL, COUNCIL CHAMBERS  
65 STONE STREET

6:00 P.M.

- I. Call to Order – Chairman Thomas Cole
- II. Review of Minutes of the Steering Committee Meeting of April 22, 2013
- III. April 27<sup>th</sup> Community Meeting Outcomes
- IV. Juneteenth Festival – June 15<sup>th</sup>
- V. Next Community Meeting
- VI. Questions and Comments
- VII. Adjournment

This is a public meeting. Interested parties may attend. Please be advised that more than one member of the Cocoa City Council may attend this meeting.

# Diamond Square CRA Steering Committee Meeting Minutes

Subject	Steering Committee Mtg #3
Date	April 22, 2013
Location	Joe Lee Smith Recreation Center
Attendees	Thomas Cole, Diamond Square CRA Steering Committee (Chair) Delores McLaughlin, Diamond Square CRA Steering Committee (Co-Chair) Linda Graham, Diamond Square CRA Steering Committee Tracy Moore, Diamond Square CRA Steering Committee David Trout, Diamond Square CRA Steering Committee Clarence Whipple, Jr., Commissioner Jarvis Wash, Pastor Steve Belden, Nancy Dresser, Susan McGrady, City of Cocoa Tom Kohler, RERC Andrew McCown, AECOM
Prepared by	Andrew McCown, AECOM

1. Chairman Cole opened the meeting at 6:10pm. There was not a quorum present (5 out of 10 members present) so no votes were taken.
2. The committee members reviewed the previous meeting's minutes for any edits or additions. There were none. No vote was taken.
3. Discussions on the April 27<sup>th</sup> Workshop.
  - a. Getting the word out to the community about the Workshop is still an issue. Where is there progress?
  - b. The word about the workshop has been getting out in multiple venues:
    - i. An announcement was made at Trash Bash, but that was before the flier for the workshop was ready.
    - ii. The flier was done last week and is getting out into the community.
    - iii. Chairman Cole will be distributing fliers (that he himself had printed) along with promotional material for the Emma Jewel School on Wed, Thurs, and Friday. The message will go to hundreds of households over those three days.
    - iv. Getting the Diamond Square pastors involved should be our #1 outreach priority - many committee members have been contacting their assigned Pastors and they are aware of the importance of this planning effort. The Cocoa-Rockledge Pastor Fellowship could be another opportunity for outreach.
    - v. Not much has been done towards a Diamond Square website, but the flier and updates have gone out on Facebook pages.
  - c. How can the consultants be used to provide additional options for community involvement?



# Diamond Square CRA Steering Committee Meeting Minutes

Subject	Steering Committee Meeting #4
Date	June 3, 2013
Location	Cocoa City Hall
Attendees	Thomas Cole, Diamond Square CRA Steering Committee (Chair) Delores McLaughlin, Diamond Square CRA Steering Committee (Co-Chair) Linda Graham, Diamond Square CRA Steering Committee David Trout, Diamond Square CRA Steering Committee Jewel Collins, Diamond Square CRA Board Member Jarvis Wash, Pastor Susan McGrady, City of Cocoa, CRA Program Manager Andrew McCown, AECOM Andre Anderson, PDG Alex Winsler, RERC
Prepared by	Alex Winsler, RERC

1. Chairman Cole opened the meeting at 6:22pm. There was not a quorum present (4 members present) so no votes were taken.
2. Susan McGrady noted that two members have resigned from the steering committee- Michelle Brown and David Brubaker. The Diamond Square Board is ok to proceed with eight members on the steering committee.
3. The committee members reviewed the previous meeting's minutes for any edits or additions. Chairman Cole clarified that the flyers he distributed for the last community meeting were printed by the City. No vote was taken.
4. Andrew McCown presented community themes sheet.
  - a. Transformational initiatives are the big picture items for Diamond Square
  - b. Incremental initiatives are the specific projects or those with multiple stages.
5. Alex Winsler presented the framework sheets and questionnaire slips as possible tools to use at the Juneteenth booth. The framework sheets included all responses from the group work that took place at the April 27<sup>th</sup> community meeting and left room for additions from booth visitors to fill in anything they feel is missing.
6. Juneteenth event logistics:
  - a. Delores McLaughlin: Maps and fans will be given out with the booth locations. An announcer will ask people to visit booths and will announce giveaways and such throughout the event starting at 12:30.
  - b. Last year the Cocoa Housing Authority had a tent with sides and a cooling fan that was very successful. They also gave away a door prize. Delores will e-mail Susan details on tent rental. David Trout offered for Paragon Plastics to sponsor the tent rental.
  - c. Susan McGrady will bring tables, City of Cocoa tablecloths, and procure sign for booth.

- d. Susan McGrady will be at the booth all day. Members of the steering committee will sign up for shifts to help Susan at the booth throughout the day.
  - e. On behalf of Diamond Square and The Real Church, Pastor Jarvis Wash volunteered to coordinate the giving away of ice cream for 2-3 hours when Juneteenth attendees text "REAL" to 55469.
  - f. What will booth workers wear to identify themselves?
    - i. Linda Graham brought up the idea of shirts with the Diamond Square logo on them.
    - ii. Delores McLaughlin has a Diamond Square shirt design at the printer that was used for National Night Out last year. They would be \$6-7/shirt to get some printed.
    - iii. Andre Anderson reminded committee members that the shirt color should maintain Diamond Square branding.
    - iv. Committee to vote on shirt color at next meeting. Susan McGrady will then place the order with Delores McLaughlin the next day (June 11).
7. Chairman Cole asked that the committee revisit activities to be done under the booth.
- a. Ice cream giveaway (2-3 hours). Targets families and mothers.
  - b. Delores McLaughlin suggested a dinner for two giveaway at Fishbones to attract the adult demographic. Participation in booth activities would be required before entering the drawing (would take place over the course of the whole day).
  - c. Jewel Collins added that there should be a lesson about the meaning behind Juneteenth, and Delores McLaughlin confirmed that this would take place during opening ceremonies so it does not need to be a focus within the CRA booth.
  - d. Delores McLaughlin brought up that there will be people that would like to register for the giveaways that do not necessarily know the Cocoa area. Andrew McCown answered that in his experience, it is not a problem to have a few outsiders visiting the booth.
  - e. David Trout recommended the use of before and after pictures for the booth. Andrew McCown answered that we are working on that very thing for a later presentation. At this point in the process, we can show comparables to give an idea of what something could look like.
  - f. The two participation activities related to the CRA are adding ideas to the framework sheets and filling out the questionnaire slips.
  - g. Chairman Cole expressed concern that there may need to be another activity to fill time since the Juneteenth activities run from about 11am-7pm.
  - h. Next community meeting will need to be promoted at the Juneteenth booth.
8. Future community meeting:
- a. Andre Anderson clarified that the next community meeting will be a presentation of the plan, not necessarily a forum for public input for the plan creation.
  - b. Susan McGrady asked for date suggestions so she can begin checking availability of Joe Lee Smith Center.

- i. Consulting team suggested July 27<sup>th</sup> and committee agreed.
  - ii. August 3<sup>rd</sup> was suggested by committee as a backup.
  - iii. August 6<sup>th</sup> – National Night Out was suggested but ruled out.
9. Future Steering Committee meetings:
  - a. June 10<sup>th</sup> (Monday), extra meeting added before Juneteenth.
  - b. Will need meeting prior to next community meeting.
10. Final thoughts and comments:
  - a. Linda Graham suggested against using the new community theme sheet in order to keep it simple for Juneteenth attendees.
  - b. Delores McLaughlin has a video camera as an alternative way to capture people's thoughts and /or oral histories, but members will need to operate it at the booth throughout the day.
  - c. Susan McGrady will send out questionnaire example to committee and pass any comments onto the consulting team. Susan will also see about getting gift cards to raffle at the Juneteenth booth.
  - d. Linda Graham asked if there was a need to advertise in Ebony News. The committee thought it was a good idea for the final community meeting. Submissions for articles are usually due by the 5<sup>th</sup> of the month in order to run in the issue published the 15<sup>th</sup> of the following month.
  - e. Linda Graham thanked consulting team for their work on the April 27<sup>th</sup> community meeting. She applauded the format, set up, and giveaways which got people engaged.
  - f. Linda Graham asked that the issue of Stone Street be addressed with honesty and not ignored. People in the community have an emotional connection to the history and therefore the road itself.

**Meeting Adjourn – 7:30 pm**

**END NOTES**



**DIAMOND SQUARE**  
REDEVELOPMENT AGENCY

**NEW BEGINNINGS**

# Diamond Square CRA

## Community Themes Framework

Real Estate RESEARCH  
CONSULTANTS  
July 27, 2013

### Community Living

"Diamond Square will revive its neighborhoods with strong, stable, and diverse housing choices and improved curb appeal."

### Community Places

"Residents of Diamond Square will enjoy access to nearby shopping, educational resources, recreational activities, and other community assets."

### Community Connections

"Diamond Square will be connected inside and out by safe streets that support people, bicycles, cars, and transit, as well as by trails that serve recreational and access needs."

### Community Identity

"Diamond Square will reclaim a positive community identity focused around its history, traditions, and faith."

### Community Opportunity

"Diamond Square will have access to programs and partnerships that will meet needs and expand possibilities."

ISSUES

ISSUES

ISSUES

ISSUES

ISSUES

- Houses & buildings that are left unoccupied
- Code enforcement for Cocoa Housing Authority (dilapidated housing)
- Building standards do not have strict enough appearance requirements (buildings are tacky and uninteresting)
- Street lights/ground lighting
- Landscaping
- Homeless/transitional housing
- Lack of uniform mailboxes
- Lack of variety of housing styles
- New apartments without income restrictions
- Home buyers program can't help those with bad credit
- Too many restrictions on housing programs—once you get a job you lose the help you need and it becomes expensive
- Lack of affordable housing and SFDs
- Better emergency management (i.e. hydrants, shelter)
- Housing for elderly

- Joe Lee Smith Center in poor condition, need a place for recreation for the kids
- Lack of health care facilities
- Lack of grocery store
- Emergency shelter (cold and homeless)
- Lack of restaurants
  - More afterschool for teens and babies
  - Senior centers
  - Need farmer's markets
- Bring the Health Department back
- School zoning makes school access difficult with long walks to bus stops
- Playgrounds do not have the right equipment
- Older kids taking over what should be the little kids playground
- No restroom facilities at some parks
- Pool facility open very limited days and hours
- Nothing for older kids to relate to at the center.
- Supply chain
- Culture/meeting space needed with seating and projection

- General road & sidewalk maintenance, & streetscaping
- Stone Street closure
- More transit options
- Crossing guards/child safety
- Access for better transportation throughout Brevard Co.
- Need better pedestrian and bicycle access
- Nicer bus stops
- Bus routes not always convenient
- Sometimes long headway for bus
  - Rosa Lee Jones
  - Thomas Lane
  - Children playing signage
  - Safety zones for trailer park area
  - Signals; better traffic control
  - Need better interaction with other communities

- Perception of high crime/drugs
- Negative image
- Distrust in public officials
- Lack of draw for tourists or potential residents
  - Lack of landscaping and beauty
  - Heritage Square
  - Housing Authority streets are labeled as letters instead being given proper names
  - Confusion with Cocoa Beach
  - History of past failures need to stay in the past

- Lack of consistent community engagement
  - Need a workforce partnership
  - Unprofessional labor force
  - Concentration of low income population
  - Not enough programs for Kids before, during or after school
    - Brevard Cultural Alliance
    - Youth core work program
    - Tutoring programs for kids in afterschool programs
    - Support for all levels of income (once a certain level is reached, help disappears)
    - Summer jobs
    - The system is set up to punish those who do work
    - Lack of affordable child care
    - Lack of quality water
    - No way to attract new businesses
    - Lack of BCC connection

OPPORTUNITIES

- More affordable housing choices
- Beautification of existing housing and streets
- Improve Curb Appeal of North Blvd Homes
- Fill vacant houses and buildings
- Vacant parcels that are available for development
- Street repair

OPPORTUNITIES

- Train station may bring need for retail, restaurants, hotels, etc.
- Movie theaters/ bowling/ skating rink
- Water park for kids (improve Joe Lee Smith pool/park area)
- Homeless shelter
  - Grocery stores
  - Game arcades
  - A mall
  - Chuck E Cheese
  - Wedding venue
  - Fun Spot (theme park)
  - Woody Simpson Park on Merritt Island handles behavior well
  - Poetry or movie nights at the center (need input from kids)
  - Repurpose vacant strip malls

OPPORTUNITIES

- Reconnect Stone St
- Train station coming that may provide need for taxis, car rental, bus transfers
  - Better locations for parks in community
  - Bike trail
  - Pedestrian bridge over 520 for kids at charter school
  - Speed bumps
  - Work with transportation authority
  - Partnership with churches
  - Grid/thru streets
  - Potential to capture traffic from SR 520

OPPORTUNITIES

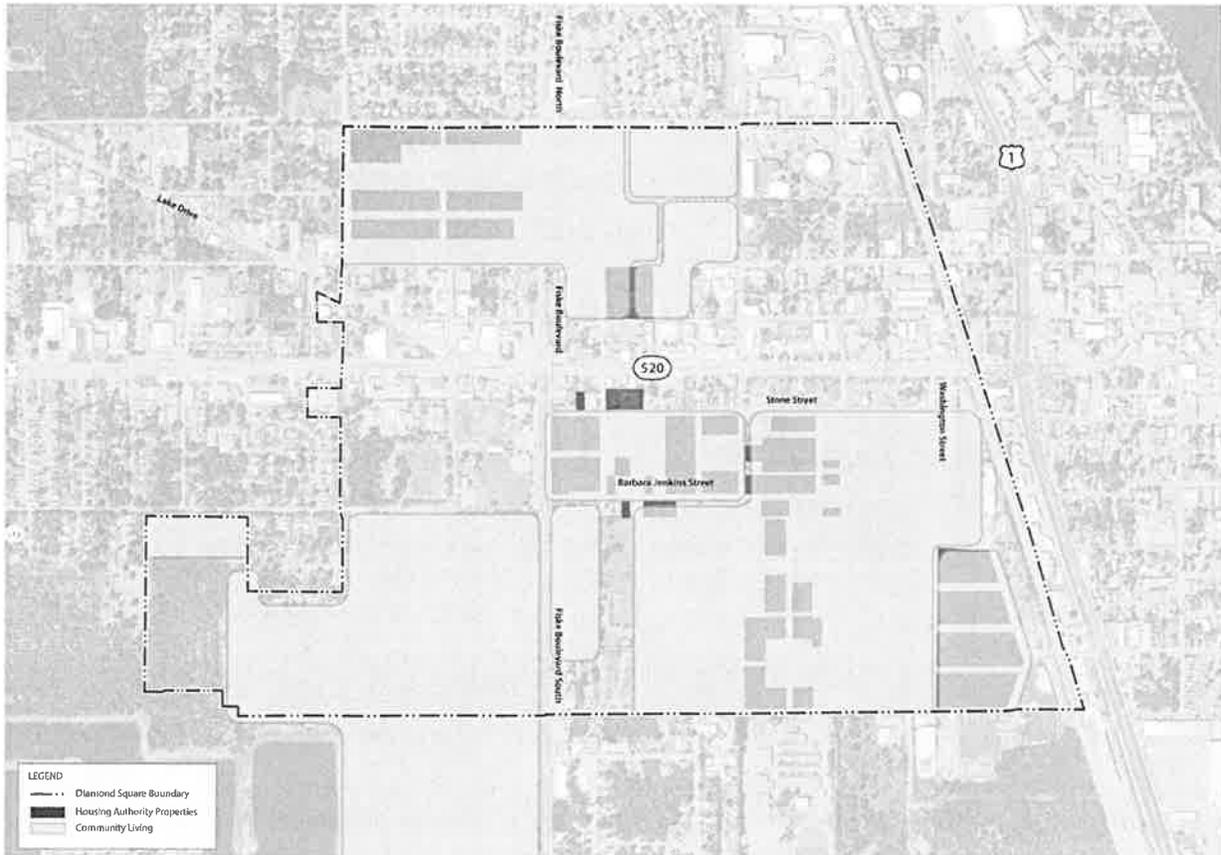
- Recapture Stone Street Identity
- Make Cocoa a cultural/historical destination
- Reduce crime
- Beautification (adding trees)
- Make entries a gateway/use signage
  - Pavens
  - Encourage volunteerism to get people invested in the community
  - Parental involvement- get back in our kids lives
  - Bolster citizen rights
  - Look to help from Pastors and churches to be a source in the community that people can trust
  - Celebrate progress as it is made

OPPORTUNITIES

- Business incubator programs/ attract new businesses
- Stronger Educational opportunity for Kids and Adults
  - Vocational training
  - Need organized basketball, football, soccer, and/or cheer. We have fields but no leagues or coaches.
  - Promote the fact that Diamond Square is a HUB Zone
  - Childcare/daycare programs at school or centers need to extend to 5 or 6 in the evening, even in the summer time. Existing programs are very expensive (especially when adding on evening hours).
  - Community fundraisers
  - Nursing education available at BCC
  - Mentoring/role model programs
  - Involve younger generation in community engagement

# Community Living

“Diamond Square will revive its neighborhoods with strong, stable and diverse housing choices and improved curb appeal.”



ISSUES	OPPORTUNITIES
<p><b>Vacant Lots</b></p> <ul style="list-style-type: none"> <li>• Housing Authority</li> <li>• Non-Housing Authority</li> <li>• Partially constructed lots</li> <li>• Zoning issues/non-conforming lots and buildings</li> <li>• Drainage issues in some areas compromise developable lots</li> <li>• Low Tax Base</li> </ul>	<p><b>Residential Infill Projects</b></p> <ul style="list-style-type: none"> <li>• Cocoa Housing Authority (CHA) Renovation / Investment</li> <li>• Habitat for Humanity New Construction</li> <li>• Must have the right character, scale, design for the context</li> <li>• Area wide drainage projects</li> <li>• Opportunity for growth.</li> </ul>
<p><b>Curb Appeal</b></p> <ul style="list-style-type: none"> <li>• Inconsistent or non-existent streetscaping</li> <li>• Many lots with little or no landscape</li> <li>• Wide range of building conditions</li> <li>• Unattractive 'addresses' for investment</li> <li>• Maintenance of existing roads</li> </ul>	<p><b>Improving the Curb Appeal</b></p> <ul style="list-style-type: none"> <li>• Introduce more streetscaping in the underserved areas, i.e. sidewalks, street trees, plantings.</li> <li>• Tree planting program.</li> <li>• CHA to invest in renovations of its existing housing stock.</li> <li>• Residential/Non-residential Façade Grant Program</li> </ul>

# Community Places

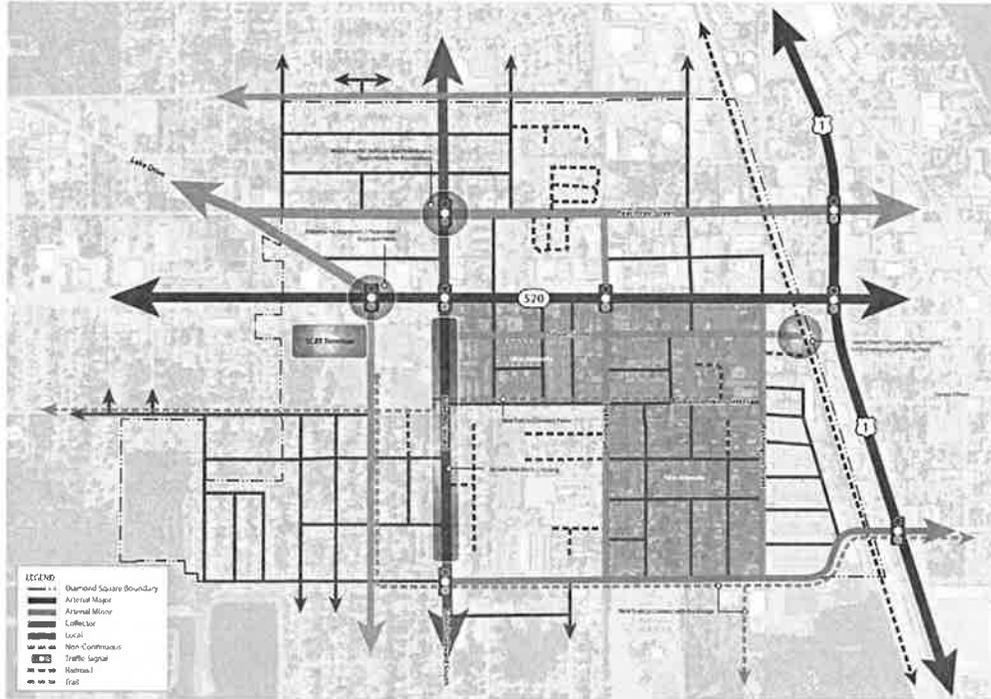
“Residents of Diamond Square will enjoy access to nearby shopping, educational resources, recreational activities, and other community assets.”



ISSUES	OPPORTUNITIES
<p><b>Shopping</b></p> <ul style="list-style-type: none"> <li>Shopping opportunities for even basic needs are dispersed or non-existent.</li> <li>Lack of dining options in all categories of restaurant from fast food to fine dining</li> <li>Current traffic passing through the area is not being captured</li> </ul>	<p><b>Neighborhood Shopping</b></p> <ul style="list-style-type: none"> <li>More rooftops and a stable neighborhood will attract more shops to the community.</li> <li>As more commercial comes to SR 520, they must be required to present a “more friendly face” to the Stone Street side.</li> <li>Family Dollar to be developed on SR 520. Access important.</li> </ul>
<p><b>Schools</b></p> <ul style="list-style-type: none"> <li>No community-serving schools exist within Diamond Square.</li> </ul>	<p><b>New Community School</b></p> <ul style="list-style-type: none"> <li>The new Charter School planned for the old high school site will allow local children to experience an environment focused on health and wellness.</li> <li>This school represents a potential “all-in” opportunity for community and city investment...“this has to work.”</li> <li>Opportunity for community garden, park and stormwater management project behind the school on the Blake property.</li> </ul>
<p><b>Recreation</b></p> <ul style="list-style-type: none"> <li>There are ample park spaces in the community but they are not necessarily programed according to the demographics of the community, i.e. too many baseball fields, not enough soccer.</li> <li>Some facilities are aging and in need of replacement.</li> </ul>	<p><b>Re-Evaluation of Existing Parks</b></p> <ul style="list-style-type: none"> <li>Joe Lee Smith Center is in need of replacement. Could use the underutilized baseball field to construct a new Center on the corner of Stone St. and Washington Ave.</li> <li>Provost Park may be underutilized by residents due to wrong program and loitering groups. Has potential for restructuring and expansion.</li> <li>Parks should be interconnected with a comprehensive trail system to connect to the Emma Jewel Charter School, and possibly the McNair School.</li> <li>Include bike racks throughout the community.</li> </ul>
<p><b>Healthcare</b></p> <ul style="list-style-type: none"> <li>No healthcare access within the community.</li> <li>Aging population forced to have their healthcare needs met elsewhere.</li> <li>Lack of affordable childcare.</li> </ul>	<p><b>Public/Private Partnership</b></p> <ul style="list-style-type: none"> <li>City/CRA and Charter School need to partner with Brevard Health Alliance regarding locating a satellite office back in Diamond Square</li> <li>Consider mixed-use centers with medical, grocery, and residential/assisted living.</li> <li>Encourage development of safe, affordable places for children.</li> <li>Use community resources such as Joe Lee Smith Center for programming.</li> </ul>

## Community Connections

“Diamond Square will be connected inside and out by safe streets that support people, bicycles, cars, and transit, as well as by trails that serve recreational and access needs.”



ISSUES	OPPORTUNITIES
<p><b>Access to Community Places</b></p> <ul style="list-style-type: none"> <li>Destinations that do exist within the community are difficult to access due to barriers like major roads and missing links in sidewalks.</li> <li>Safe routes to school will be needed when the new charter school opens on Blake Ave.</li> </ul>	<p><b>Improvements</b></p> <ul style="list-style-type: none"> <li>Mid-block pedestrian crossings along S. Fiske Blvd.</li> <li>Intersection improvements at Stone St. and Washington Ave.</li> <li>Fill in missing sidewalk links on local streets such as Barbara Jenkins St, Blake Ave, and Stone Street.</li> <li>Address bus routes and scheduling to make sure usage is practical.</li> </ul>
<p><b>5 Points</b></p> <ul style="list-style-type: none"> <li>Intersection of three roads, including a major state highway, with difficult geometry and no safe pedestrian crossings</li> </ul>	<p><b>Improvements</b></p> <ul style="list-style-type: none"> <li>Realignment potential.</li> <li>Additional sidewalks and crosswalks.</li> <li>Landscape feature.</li> </ul>
<p><b>N. Fiske Blvd. and Peachtree St.</b></p> <ul style="list-style-type: none"> <li>A major intersection for neighborhood vehicular traffic, pedestrians, and bicycles. Significant left turn issues, lack of sidewalks, conflicts abound.</li> </ul>	<p><b>Improvements</b></p> <ul style="list-style-type: none"> <li>Potential roundabout location.</li> <li>Additional sidewalks and crosswalks.</li> <li>Vacant land on SW corner could yield additional commercial opportunities.</li> </ul>
<p><b>Stone St. and Washington Ave.</b></p> <ul style="list-style-type: none"> <li>A significant and historical corridor along Stone Street that has declined and exacerbated by the closing of Stone Street at the railroad crossing.</li> </ul>	<p><b>Improvements</b></p> <ul style="list-style-type: none"> <li>Potential community gathering space at eastern terminus of Stone Street at the railroad crossing.</li> <li>Intersection streetscape at Washington Ave and Stone St to celebrate entrance to "Stone Street Heritage Trail."</li> <li>Consider developing a "Hannibal Square-type" area around Washington Ave and Stone St.</li> </ul>

# Community Identity

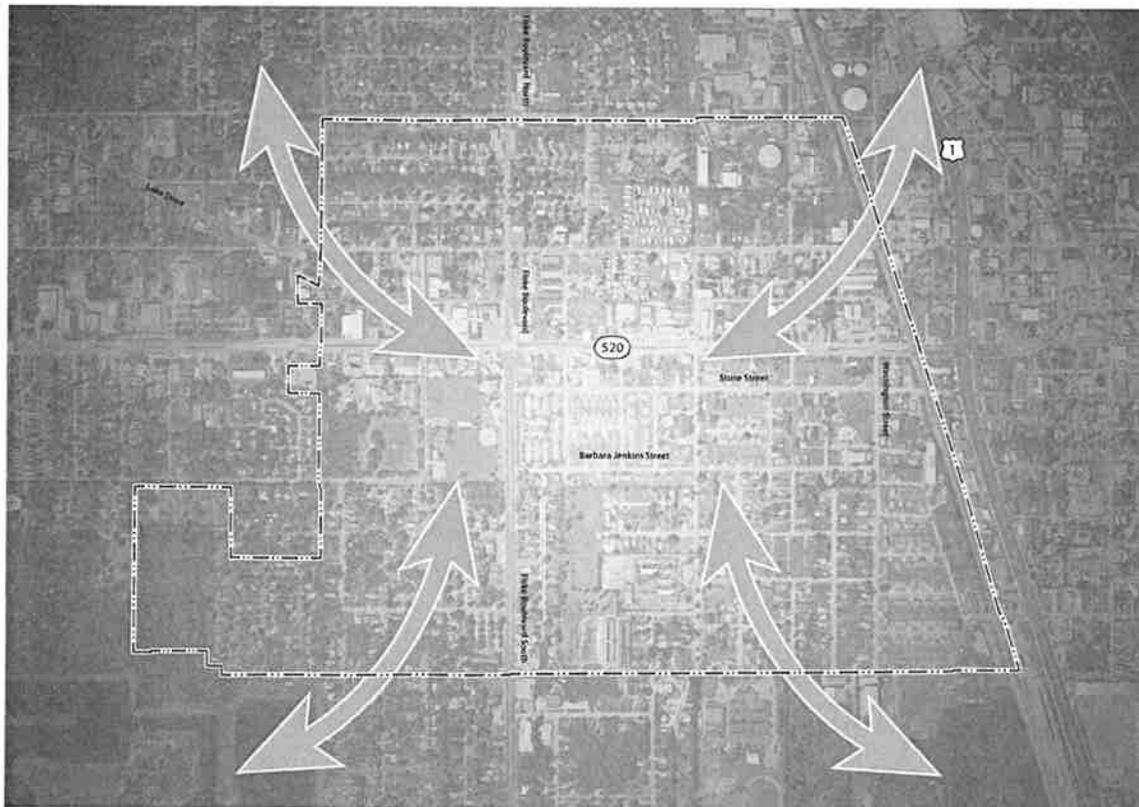
“Diamond Square will reclaim a positive community identity focused around its history, traditions, and faith.”



ISSUES	OPPORTUNITIES
<p><b>Lack of Community Identity</b></p> <ul style="list-style-type: none"> <li>• Lack of City of Cocoa identity vs. Cocoa Beach</li> <li>• Lack of community identity at large “who/where is Diamond Square”.</li> <li>• Poor community self-image.</li> <li>• Limited community engagement.</li> <li>• Crime Statistics and sense of safety</li> <li>• Neighborhood Stability</li> </ul>	<ul style="list-style-type: none"> <li>• Identify the “draw” within the community for residents and outsiders.</li> </ul> <p><b>Gateway and Signs</b></p> <ul style="list-style-type: none"> <li>• Gateway features at important entrances to the community can heighten the awareness of the Diamond Square identity.</li> <li>• Neighborhood signage can foster a sense of place by incorporating common themes.</li> <li>• Highlight historic and cultural features of the community through signage.</li> <li>• Neighborhood Watch Programs?</li> <li>• Adopt-A-Street Program to help Diamond Square residents take ownership for the cleanup of litter along the District streets.</li> <li>• Use signage to give a brief description about various projects as the occur.</li> </ul>
<p><b>Public Trust</b></p> <ul style="list-style-type: none"> <li>• Lack of trust in public officials.</li> <li>• Attitude that nothing will ever change.</li> <li>• Misunderstanding of use of public funds.</li> </ul>	
<p><b>Faith Community</b></p> <ul style="list-style-type: none"> <li>• Lack of communication/coordination between churches and church leaders.</li> </ul>	<p><b>Faith Community</b></p> <ul style="list-style-type: none"> <li>• Opportunity for a powerful voice in the community.</li> </ul>

## Community Opportunity

“Residents of Diamond Square will have access to programs and partnerships that will meet needs and expand possibilities.”



ISSUES	OPPORTUNITIES
<p><b>Local Jobs</b></p> <ul style="list-style-type: none"> <li>• Lack of local jobs.</li> <li>• Lack of space for small businesses</li> <li>• No job training.</li> <li>• Limited after-school / weekend Programs</li> <li>• Lack of reliable workforce.</li> <li>• Concentrations of low income population.</li> </ul>	<p><b>Neighborhood Employment</b></p> <ul style="list-style-type: none"> <li>• Business incubator space.</li> <li>• Encourage more light manufacturing.</li> <li>• Job training/professional skills programs at community centers.</li> <li>• GED Opportunity (BCC?)</li> <li>• New programs for children and adults.</li> <li>• Roll model/mentoring programs sponsored by companies in the area. Work one-on-one with kids to break the cycle of apathy.</li> </ul>
<p><b>Healthcare Access</b></p> <ul style="list-style-type: none"> <li>• Poor access to healthcare.</li> <li>• Limited community-based resources.</li> </ul>	<p><b>Public/Private Partnership</b></p> <ul style="list-style-type: none"> <li>• City/CRA and Charter School need to partner with Brevard Health Alliance regarding locating a satellite office back in Diamond Square</li> </ul>

## **Appendix B:**

**“Finding of Necessity” for Diamond Square Proposed Redevelopment Area, 1997**

**The  
Finding of Necessity  
for the  
Redevelopment of :**

**Census Tract 626  
Neighborhood Area**

*for*  
**The City of Cocoa**

*Prepared by:*  
**Design Studios West**

## **Letter of Transmittal**

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January 20 1997

Mr. Fredrick T. Seawell  
City Manager  
City of Cocoa  
603 Brevard Avenue  
Cocoa, Florida  
32922

RE: Transmittal - Finding of necessity for formation of a Redevelopment Agency

Dear Mr. Seawell,

It is a pleasure to submit this planning study for the "Finding of Necessity for Redevelopment" for the area contained in census tract 626. This report is the culmination of the planning efforts of the past several months and sets forth the framework for the formation of a community Redevelopment Agency for this important neighborhood in the Cocoa community.

This document summarizes the planning analysis of the 626 census tract community and covers the following data:

- Existing Demographics
- Existing Land Use and Zoning Conditions
- Existing Traffic and Transportation Conditions
- Existing Utilities Conditions
- Existing Urban Design Conditions
- Existing Tax Base Conditions

This data has been utilized to develop the determination that the census tract 626 area meets the criteria established in Chapter 163, of the Florida revised Statutes for being designated a redevelopment area. It is our recommendation that the city council officially designate this area as a Redevelopment Agency and appoint a Redevelopment Board to manage the Agency.

Once these findings have been discussed in a public hearing format, the agency may be formed by using the resolution contained in this report. Once the Agency Board has been appointed, then the redevelopment plan may be prepared and projects begun.

We have greatly enjoyed the opportunity to work with the City of Cocoa on this exciting project and look forward to assisting the community again in the future.

Sincerely,

Russell G. Moore  
Design Studios West

## **Acknowledgments**

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### **Cocoa City Council**

Mike Hill - Mayor  
Aleck Greenwood - Deputy Mayor  
Bruce Tate Jr.  
Judy Parrish  
Phyllis Churchill

### **City Manager**

Fedrick T. Seawell

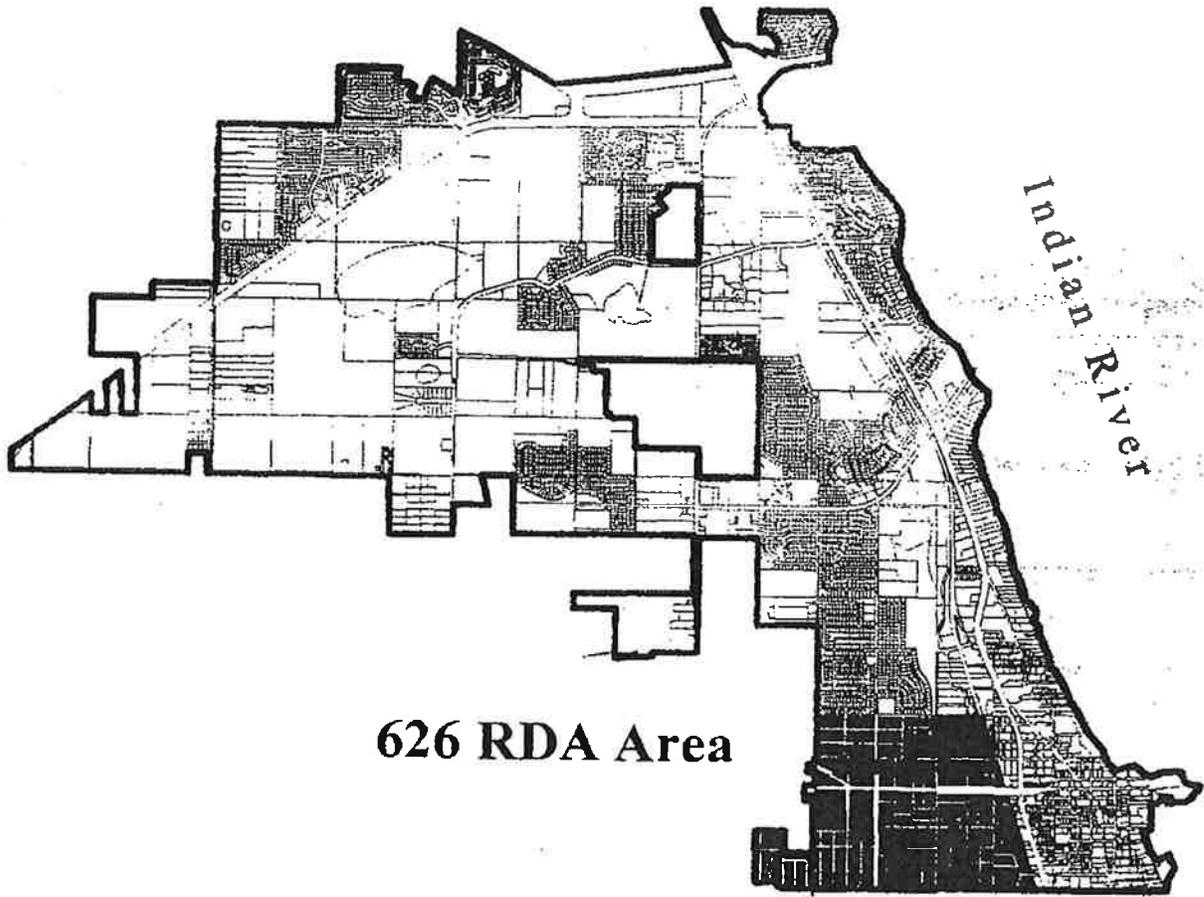
### **City Planning Director**

J. Gary Rogers

### **Planning Consultant**

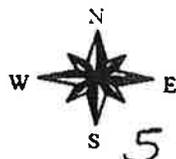
Design Studios West  
1527 Second Street  
Sarasota, Florida 34236  
Project Manager:  
Russell Moore

# 626 Redevelopment Area Regional Context Map



**Legend**

- 626 RDA Area
- City of Cocoa Limits
- Roadways
- City of Cocoa
- Indian River



Date: January 9, 1997

## Overview / Background / Importance

*of the City Boundary*

The Census Tract 626 area of the city of Cocoa is located on the southern border of the city and encompasses the area bounded by; ~~Oleander Road~~ on the west, School Street on the north, the railroad tracks on the east, and Poinsett Drive on the south. This planning area plus the neighborhood just to the east of US#1 was the original African-American settlement area in the Cocoa community. During the past century and half this community has under gone many changes in its evolution to its present condition.

Growth came slowly to the Cocoa area due to its relative isolation. The community began to grow in a big way when railroad access reached Titusville to the north and a direct steamship connection to Cocoa was developed in 1885. This steamship connection allowed for the development of the fish and fruit industries. This era resulted in the development of ice plants, canneries, and packing houses. This commercial development began around present day Harrison, Brevard, and Delannoy Streets. This was land which was originally homesteaded by R. A. Hardee. In 1895, the community population was approximately 50; with four of these individuals being African-Americans (three laborers and one preacher). These individuals began the black community in the area around Orange and Hughlett Streets.

After 1885, the community began a great boom, as the region's landscape became converted to citrus groves. Steamboat travel on the Indian River remained the major form of travel until 1893 when Flagler brought the Florida East Coast Railway to Cocoa and Titusville. Once the railway came to Cocoa, all major distribution and travel was via rail. Packing and canning centers were re-oriented toward the tracks. In 1895 the city of Cocoa was incorporated with W. L. Hughlett elected as the first mayor. The same year, brought the great freeze which severely damaged the local groves and caused the population to drop from 700 to 380. This was a temporary setback. In the subsequent years, the Indian River Region became famous for its high quality citrus production. North Florida growers flocked to the region, and citrus growing and production rapidly became the backbone of the economy. The rapid growth of the citrus growing and packing industry provided employment opportunities for a large quantity of labors. Many of these positions were filled by Afro-Americans who relocated to the area for the employment opportunities that the citrus industry was providing. These new citizens of the community continued to settle in the the 626 census tract area west of the railroad and north of the City of Rockledge.

In 1915, the Dixie Highway was built along the Brunson Boulevard / Florida Avenue alignment. This roadway again transformed the major land use patterns in the area. Trucking took over from the railways as the major transportation route for citrus distribution. Cocoa experienced the same land development boom that the rest of Florida experienced in the 1920's. The 1930's and 1940's were slow growth times for the region. The 1950's and 1960's saw the influx of many new residents to the area (from 3,000 population to 12,000 population) as a result of the NASA space program at Cape Canaveral.

During this same boom period, two major transportation routes were developed in the City of Cocoa; US.#1 and State Road 520. US.#1 has become the major north south automobile network on the east coast of Florida. State road 520 is the major east/west connection from Orlando to Cocoa Beach.

**State Road 520 cuts right through the northern portion of the census tract 626 area.**

These major thoroughfares began to develop as typical strip commercial areas. In the 1950's and 1960's these areas were thriving commercial areas. Major changes occurred in the region in the 1980's and early 1990's that would change the course of the commercial market in Cocoa. During this time frame, the emphasis for new residential development shifted to the new developments in the surrounding communities of Rockledge, Merrit Island, Melbourne, and Cocoa Beach. In the 1990's the new growth in the Merrit Island area has become phenomenal. New residential development created a strong demand for new commercial shopping centers which were also developed in these new communities outside of the City of Cocoa. Almost over night, these new centers began to dominate the retail/commercial shopping market in the region. Over the last 10 years, Cocoa's market share of commercial shopping has dropped drastically. As a result of this major market shift, the awkward strip commercial development patterns, and roadway widening impacts, the main commercial arteries of the City of Cocoa have begun to show evidence of severe physical and economic decline. Many of the structures along these main corridors have older, physically substandard buildings which lack parking and safe access. These conditions combined with obsolete signage, overhead utilities, and non-existent landscaping have contributed to a cluttered visual character for the area. Most importantly, the tax base of the City was begun to level off and to decline. Obviously these conditions are not conducive to the City's long term goal of sound economic health in the City.

Today, these major roadways have become the source of visual and economic blight for the community. These stretches of roadway are typified by: signage clutter, unimproved buildings, outdated architecture, pawn shops, used car dealerships, and strip joints.

The above conditions prompted the City commission to sponsor a "Vision Planning" process to research the alternatives available to the City to reverse this trend. In June of 1996 the City Council adopted the Vision Plan recommendations. One of those recommendations was to create a Community Redevelopment Agency for the census tract 626 area.

This report is the first step toward the formation of a Community Redevelopment Agency as defined in section 163.3 - Community Redevelopment of the Florida Revised Statutes. As required by law, the City must demonstrate that the creation of a Redevelopment Agency and district is necessary in the interest of the public health, safety, morals, and welfare of the residents. This report puts forth this finding of necessity.

## **Purpose**

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**The purpose of this study is to:**

1. Research and summarize the existing land use, transportation and economic conditions of the City of Cocoa census tract 626 area.
2. Analyze the above data and develop a list of conditions that indicate a condition of slum and blight as defined in section 163.340 of the Florida Statutes.
3. Define the proposed boundaries of a "626" Community Redevelopment Area.
4. Prepare a draft resolution for the creation of a redevelopment agency.

## **Finding of Necessity**

The Florida Legislature provides tools for revitalization under the community redevelopment act of 1969 (Florida Statute, chapter 163.330 ). Under this act, a unit of local government has the power to create a community redevelopment agency which is responsible for the preparation of a community redevelopment plan for a designated area. Once these plans are adopted by the local elected officials, the agency is responsible for implementing the plan and providing means of redevelopment financing, such as tax increment financing and grants.

This portion of this report provides the findings necessary to create a community redevelopment area. These findings demonstrate the existence of blighting conditions within the City as defined by Florida Statute, Chapter 163.340. Such findings of slum and blight conditions must adhere to the following requirements as set forth in Chapter 163.340 8 A.

"An area in which there are a substantial number of slum, deteriorated, or deteriorating structures, and conditions which endanger life or property by fire or other causes, or one or more of the following factors which substantially impairs or arrests the sound growth of a county or municipality and is a menace to the public health, safety, morals, or welfare in its present condition and use:

1. Predominance of defective or inadequate street layout;
2. Faulty layout in relation to size, adequacy, accessibility, or usefulness;
3. Unsanitary or unsafe conditions;
4. Deterioration of site and other improvements
5. Tax or special assessment delinquency exceeding the fair market value of the land; and
6. Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area.

- or -

An area in which there exists faulty or inadequate street layout; inadequate parking facilities; or roadways, bridges, or public transportation facilities incapable of handling the volume of traffic flow into or through the area, either at present or following proposed construction.

Based upon the information collected and presented in the data summaries sections of this report, **there is clear evidence to find it necessary to redevelop this area of the City of Cocoa.** Below is a summary of these findings:

## **DEFECTIVE OR INADEQUATE STREET LAYOUT**

The street layouts throughout the 626 area contribute to inefficient and unsafe traffic circulation patterns. Specific conditions include:

1. Left-hand and right-hand turning options at key intersections on State Rd. 520
2. Level of Service deficiencies on the following roads:  
State Road 520
3. Uncontrolled points of access and egress to and from commercial businesses along State Rd. 520.
4. Lack of adequate collector road system for local streets in all residential areas.

## **FAULTY LOT LAYOUT**

As a result of past development patterns and lack of planning guidelines, a significant amount of platted lots are substandard in accordance with the current zoning ordinance. This problem is particularly amplified in the older commercial districts on the main arterial street - St. Rd. 520.

1. The lot sizes in some of the residential subdivision are smaller than the 5000 sq.ft. that is currently allowed in the City zoning code.
2. Double frontage lotting on some of the major arterial roadways.
3. The older commercial lot sizes on State Road 520 are smaller than the currently required 10,000 sq.ft. minimum; in addition, they are too small to be redeveloped based upon existing land development regulations.
4. Existing older commercial developments along State Road 520 have inadequate setback buffer areas from adjacent residential developments.

## **UNSANITARY OR UNSAFE CONDITIONS**

1. Excessively high traffic accident counts along State Road 520.
2. Un-safe uncontrolled access onto State Road 7520 from older commercial properties.
3. The frequent flooding due to poor drainage design in this part of the city contribute to poor health, safety, and welfare of the citizens.
4. The pre-1980 commercial developments in the City are contributing pollutants into the storm water collection system which are hazardous to the citizens.
6. Portions of this area are located in the 100 year floodplain.
7. The age of many of the older commercial structures indicates that most of these do not meet current building code requirements.

## **DETERIORATION OF SITE AND OTHER IMPROVEMENTS**

1. This census tract area has the highest concentration of substandard housing conditions in the county.
2. Approximately 70% of the commercial development along State Road 520 have either deteriorating site conditions or building conditions.

## **DIVERSITY OF OWNERSHIP**

1. The significant number of small commercial lot owners on State Road 520 makes it extremely difficult to combine properties to bring about more efficient development patterns. Redevelopment cannot occur on these properties unless the properties are assembled.



**RESOLUTION NO. \_\_\_\_\_**

**A RESOLUTION OF THE CITY OF COCOA, BREVARD COUNTY, FLORIDA, RELATING TO COMMUNITY DEVELOPMENT; DEFINING THE CONDITIONS IN THE AREA THAT WARRANT THE CREATION OF A REDEVELOPMENT DISTRICT IN ACCORDANCE WITH CRITERIA SET FORTH IN CHAPTER 163, FLORIDA STATUTES; MAKING CERTAIN FINDINGS AND DETERMINATION; PROVIDING FOR SEVERABILITY; PROVIDING FOR REPEAL OF PRIOR INCONSISTENT RESOLUTIONS; AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, the City Council of the City of Cocoa, Florida, finds the existence of one or more slum and blighted areas, as defined in the "Community Redevelopment Act" of Part III of Chapter 163, Florida Statutes, within the boundary of the Cocoa 626 Redevelopment Area ("the Area"), and determines that the rehabilitation, conservation, or redevelopment, or a combination thereof, of the area by a redevelopment agency is necessary and in the best interests of the public health, safety, morals, and welfare of the residents and citizens of the City of Cocoa; and

**WHEREAS**, the City Council has commissioned a study which has confirmed the findings of slum and blight in the Cocoa 626 Redevelopment Area; and

**WHEREAS**, the conditions are present which are detrimental to the sound growth of the Area and which substantially impair or arrest the growth within the Area and adjacent territory, and present conditions within the Area and adjacent territory, and present conditions and uses, that are detrimental to the public health, safety, morals, and public welfare; and

**WHEREAS**, there is a predominance of inadequate or defective street layout within the Area; and

**WHEREAS**, there is faulty and inadequate lot layout in the Area in relation to size, adequacy, accessibility, or usefulness; and

**WHEREAS**, there has been a deterioration of site or other improvements within the Area; and

**WHEREAS**, there is a diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the Area; and

**WHEREAS**, there are inadequate parking facilities within the Area; and

**WHEREAS**, these conditions endanger life and property and substantially impairs or arrests the sound growth of the Area and is a menace to the public health, safety, morals, and welfare in its present condition and use; and

**WHEREAS**, a feasible method exists for the relocation of those displaced from the Area; and

**WHEREAS**, action must be taken to prevent further blight and deterioration and to protect and enhance public expenditures previously made by the City in the Area; and

**WHEREAS**, the City desires to proceed under Part III, Chapter 163, Florida Statutes, to establish the necessary means by which redevelopment can be accomplished in the Area; and

**WHEREAS**, all prerequisites having been accomplished, it is now appropriate and necessary in order to proceed further that a redevelopment plan be prepared.

**NOW, THEREFORE, BE IT RESOLVED** by the City Council of the City of Cocoa, Florida, as follows:

**SECTION 1.** **Incorporation of Recitals.** The aforementioned recitals are fully incorporated herein by this reference.

**SECTION 2.** **Findings of Slum or Blighted Areas.** The City Council, based upon evidence presented to it and in the public record does hereby expressly find that slum or blighted areas as defined in Section 163.340(8), Florida Statutes (1995), exist within a community redevelopment area as defined in Section 163.340(10), Florida Statutes (1995).

**SECTION 3.** **Name of Community Redevelopment Area.** For the purpose of this resolution and any community development project undertaken hereto, the Community Redevelopment Area shall be called the Cocoa 626 Redevelopment Area which is more particularly described in Exhibit A, attached hereto, and fully incorporated herein by this reference.

**SECTION 4.** **Findings of Necessity for Rehabilitation.** The City Council does hereby expressly find that the rehabilitation, conservation, or redevelopment, or a combination thereof, of the area described in Section 3, is necessary in the interest of the public health, safety, morals, and welfare of the residents of the City of Cocoa.

**SECTION 5. Findings of Necessity for Creation of a Community Redevelopment Agency.** The City Council does hereby expressly find that it is necessary, appropriate, proper, and timely that a Community Redevelopment Agency be created to carry out the community redevelopment purposes of the provisions of Part III, Chapter 163, Florida Statutes and other resolutions, ordinances, and laws that may be utilized to further redevelop the community redevelopment area described in Section 3 herein.

**SECTION 6. Repeal of Prior Inconsistent Resolutions.** All resolutions or parts of resolutions in conflict herewith are hereby repealed to the extent of the conflict.

**SECTION 7. Severability.** Should any section or provision of this resolution, or any portion hereof, any paragraph, sentence, or word be declared by a Court of competent jurisdiction to be invalid, such decision shall not affect the validity of the remainder hereto as a whole or part thereof to be declared invalid.

**SECTION 8. Effective Date.** This Resolution shall become effective immediately upon adoption by the City Council of the City of Cocoa, Florida.

**RESOLVED** by the City Council of the City of Cocoa, Florida, in a regular meeting assembled on the \_\_\_\_\_ day of \_\_\_\_\_, 1997.

\_\_\_\_\_  
Michael A. Hill, Mayor

ATTEST:

\_\_\_\_\_  
Joan Clark, City Clerk

First Reading: \_\_\_\_\_

Second Reading: \_\_\_\_\_

Effective Date: \_\_\_\_\_

## **Base Data and Analysis**

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## **LAND USE ANALYSIS**

### **Overview:**

The 626 census tract area contains the original settlement area for the black community for the city of Cocoa. As a result, the area contains a high percentage of black residents - 77% or 3,284 of 4266 residents. The development of this land occurred over many years and has generally occurred in an east to west fashion. The original black community settlement extends beyond Poinsett street into the present day City of Rockledge. In the last thirty years, there has been the development and construction of several federal subsidized housing facilities in this neighborhood.

Stone Street has always been the traditional mainstreet commercial district for the black community. In addition, this street has always been the pedestrian connection to the waterfront commercial district in the downtown. When State Road 520 was developed, the properties on either side of the road were developed into commercial uses. In recent years, many of these commercial uses along 520 have fallen into disrepair.

## **Demographics**

The accompanying chart compares the demographic composition of the 626 census tract with the profile of the City of Cocoa and Brevard County. Some of the salient trends are as follows:

- The 626 area has a very similar age distribution to the city and the county.
- The 626 area contains 10% of the county-wide black population and 65% of the City of Cocoa's black population.
- 77% of the persons in census tract 626 are black.
- 45% of the City's female head of households are in census tract 626 and nearly 50% of the families in census tract 626 have a female head of household.
- 45 % of the City of Cocoa's residents on public assistance live in census tract 626.
- Census tract 626's unemployment rate is 3 times the county's and 2 times the City's.
- The residents of census tract 626 are more than twice as crowded than the average home in the city and 5 times as crowded as the average home in the County.
- The median income for the 626 area (\$11,000.00) is one half that of the City of Cocoa and one third that of the County.
- 50% of the census tract 626 area is below the poverty level. This is 5 times more people than in the County.

Population Data

Attributes	Census Tract 626	City of Cocoa	Brevard County
<b>Total Population</b>	4,266	17,722	398,978
<b>Age</b>			
5 and Under	463	1,597	26,380
5 to 9 years	449	1,353	25,202
10 to 14 years	379	1,137	22,493
15 to 19 years	367	1,134	23,174
20 to 24 years	299	1,316	25,125
25 to 34 years	646	3,478	69,844
35 to 44 years	512	2,341	54,445
45 to 54 years	406	1,599	41,990
55 to 64 years	318	1,553	43,943
65 to 74 years	259	1,362	43,160
75 to 84 years	142	690	18,886
85 years and over	26	162	4,336
<b>Composition</b>			
Number of Caucasian Residents	868	12,326	346,130
Number of Black Residents	3,284	5,057	31,417
Number of Hispanic Residents	64	380	12,261
Number of Asian residents	13	178	5,379
Number of Native Americans	6	56	1,369
Number of other Residents	31	105	2,422
<b>Overall Statistics</b>			
Number of Residents over 65	427	2,214	66,382
Number of Female HOH	498	1,193	14,671
Percent Female HOH	48%	26%	13%
Number of Residents on PA	386	876	6,745
Unemployment Rate	15.30%	8.50%	5.70%
Persons per HH	2.7	2.47	2.43
Persons / Room (1.51 or more)	5%	2%	1%
Median HOH Income	\$10,940.00	\$23,279	\$30,534.00
Percent Below Poverty Level	49.30%	21.40%	9.10%
Percent Year-round full-time workers	21%	31.20%	33%

## **Land Use Composition**

### **Residential**

- 167 acres
- 46.5% of the district
- The age of the residential housing ranges from the 1920's to the 1990's. The majority of the housing units were constructed during the 1950's, 60's, and 70's. The majority of the units are single-family units. However, there are also multi-family apartments, mobile homes, duplex's scattered throughout the district. There doesn't appear to be any clear zonation of the various residential types. The commercial strip frontage of State road 520 still has several old single family residences which are in very poor condition. The north side of 520 has a higher concentration of older buildings in poor physical condition. Much of the land area on the north side of 520 has been zoned for future commercial. As a result, there is a very high diversity of land use types in a highly scattered pattern with no zonation at all.

### **Commercial**

- 35 acres
- 10% of the district
- The primary area for commercial use is adjacent to State Road 520. These commercial uses are primarily auto related. In addition, there are tattoo parlors, pawn shops, and diners. These commercial uses are all on small lots with individual access. There has been very little assembly of parcels for unified development of commercial plazas. Because this is an old commercial strip area, there are many non-commercial uses mixed in with the commercial: institutional, residential, industrial, and governmental. North of 520, there has been the in-fill of commercial uses in among the older residential units. The current zoning allows for a wide range of light to heavy uses in this area. This has created a very

hodge-podge land use pattern in the area which has resulted in the rapid deterioration of the residential component in the area.

### Industrial

- 10 acres
- 2.7% of the district
- The industrial land uses in the district are located on the north side of 520. These industrial uses are scattered around the old residential neighborhood with no apparent zonation. These industrial intrusions into the neighborhood have resulted in the rapid decline of the adjacent residential uses. It is apparent that the area north of 520 was rezoned to commercial and industrial to promote economic development in a deteriorating neighborhood. The rezoning has created an area of high land use conflicts which have resulted in the overall degradation of the entire area.

### Recreational

- 15 acres
- 4.2% of the district
- There are three park areas located in the district: Provost Park, League Park, and Joe Lee Smith Recreation Center. All three are located on the south side of State Road 520. There are no pocket parks or neighborhood parks located in the district at all. There are no parks for the residents on the north side of 520.

### Institutional Uses

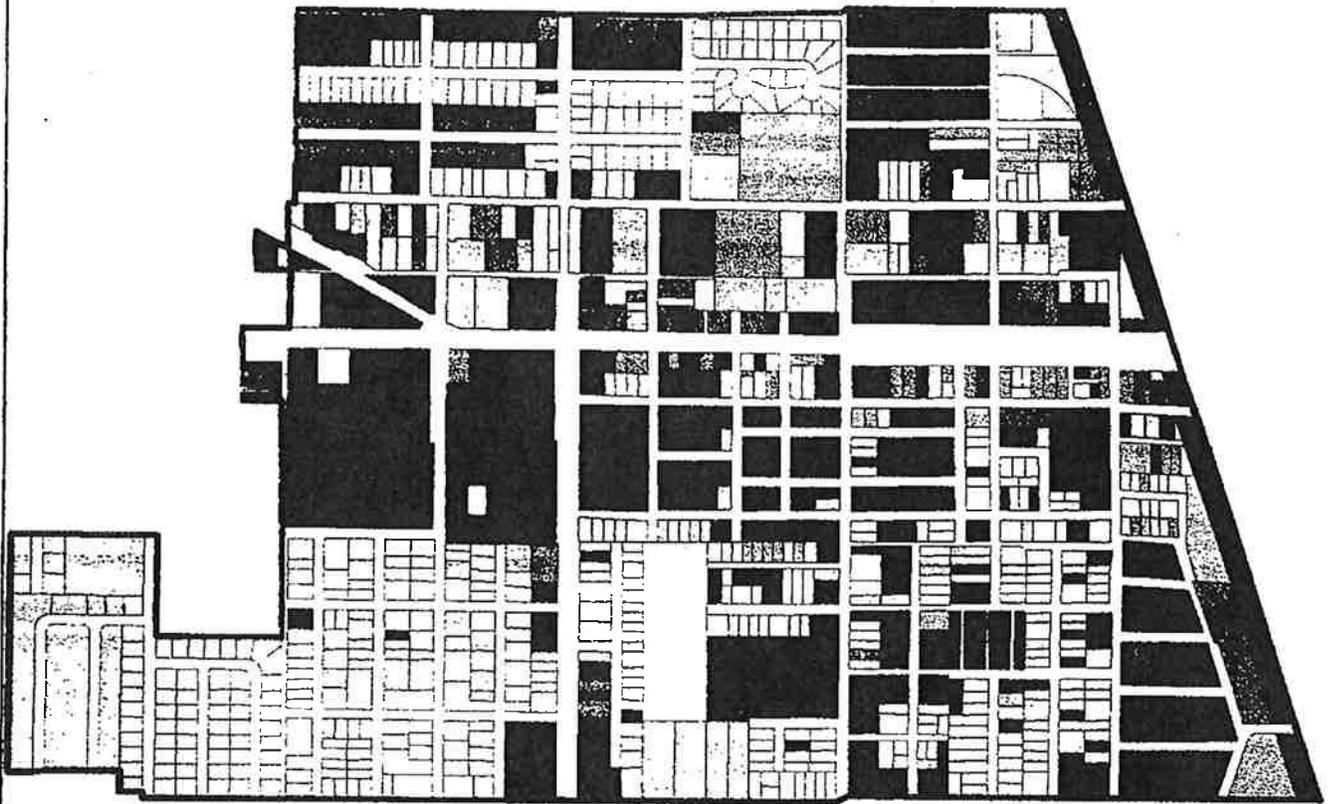
- 40 acres
- 11.1% of the district
- There is a high number of institutional land uses in the district. These institutional land uses are primarily the public housing projects. these housing projects are not zoned together, but located all over the district.

**Vacant Land**

- 51 acres
- 14.2% of the district
- The vacant land in this district consists primarily of abandoned residential sites and vacant un-built residential lots. Many of these abandoned lots are located on State Road 520. these lots have not been built upon because they are too small to fit the required developable lot size required by the zoning code.

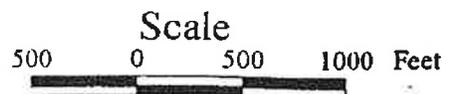
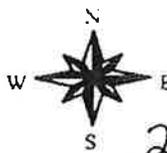
*\* 1996 City of Cocoa Site Survey*

# 626 Redevelopment Area Existing Type of Use Map



**Legend**

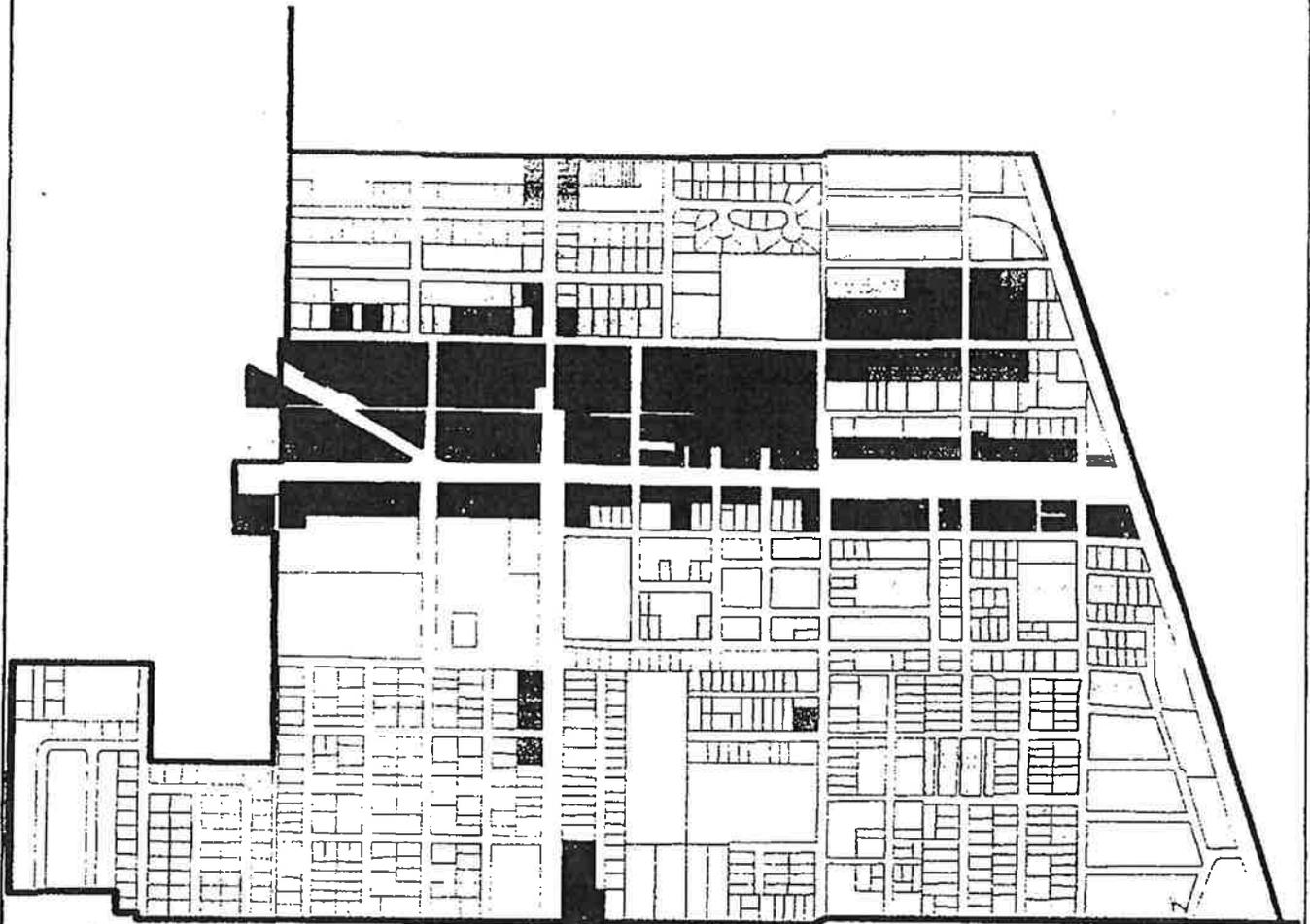
- Rda626limit.shp
- Type of Use
- Apartment
- Commercial
- Industry
- Institutional
- Miscellaneous
- Mobile Home In Park
- Multi-Family
- Other Residential
- Single Family Res
- Townhouse
- Utility
- Vacant Commercial
- Vacant Industry
- Vacant Institutional
- Vacant MF Platted
- Vacant MF Unplatted
- Vacant SF Platted



## Zoning

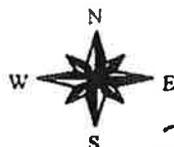
- The current zoning for the 626 area consists of 8 zones: C-G, C-N, C-W, M-1, P-s, RM-3, RU-1-7, RU-2-15.
- Zone C-G is the general commercial classification. The majority of the State Highway 520 frontage is zoned C-G.
- Zone C-N is neighborhood commercial use and is primarily located along Fisk and the west end of Peachtree.
- Zone C-W is the wholesale commercial district. The land directly adjacent to the railroad has this zoning as well as the area between 520 and Peachtree east of Fiske.
- Zone M-1 is the light industrial and warehouse district. The northeast corner of the census tract has this designation.
- Zone P-S is the professional office zone. there are small areas of this zone north of 520.
- Zone RM-3 is the mobil home zone. The sites of existing mobile homes are in this classification.
- Zone RU-1-7 is the least intensive single family zone. The south western section of the census tract has this zoning.
- Zone RU-2-15 is the zone for single and multi-family uses. The area east of Blake and south of 520 is in this zone. The northwest corner of the census tract is in this zone.
- The vast majority of the older single family neighborhoods in this census tract have been "up-zoned" in the past several decades. The transition from the older uses to the newer uses has occurred more quickly in the general commercial zones and the neighborhood zones. The reason for this is due to a better market demand for these types of uses as well as the better visibility from the main roads of Fiske and 520. The redevelopment of the heavy commercial and warehouse zones has been less successful. This is due to a slower market and the difficulty of assembling useable parcels. These uses require larger sites by necessity as well as code. The existing lots are too small to be viable. Meanwhile, the in-filling of heavy commercial uses has ruined the residential viability of the neighborhood.

# 626 Redevelopment Area Existing Zoning Map



**Legend**

-  626 RDA Limits
-  City of Cocoa Limits
- Existing Zoning**
-  C-G
-  C-N
-  C-W
-  M-1
-  P-S
-  RM-3
-  RU-1-7
-  RU-2-15



### **Lot/Parcel Size**

The accompany map depicts the locations of the various platted lot sizes in the census tract 626 area. The platted lots have been colored according to the following size groupings: 0-5000 sqft., 5001-10,000 sqft., 10,001-20,000 sqft., and 20,000 sqft. and above. As can be clearly seen from this mapping exercise, there is no apparent pattern or organization to the many and varied lot sizes in this district.

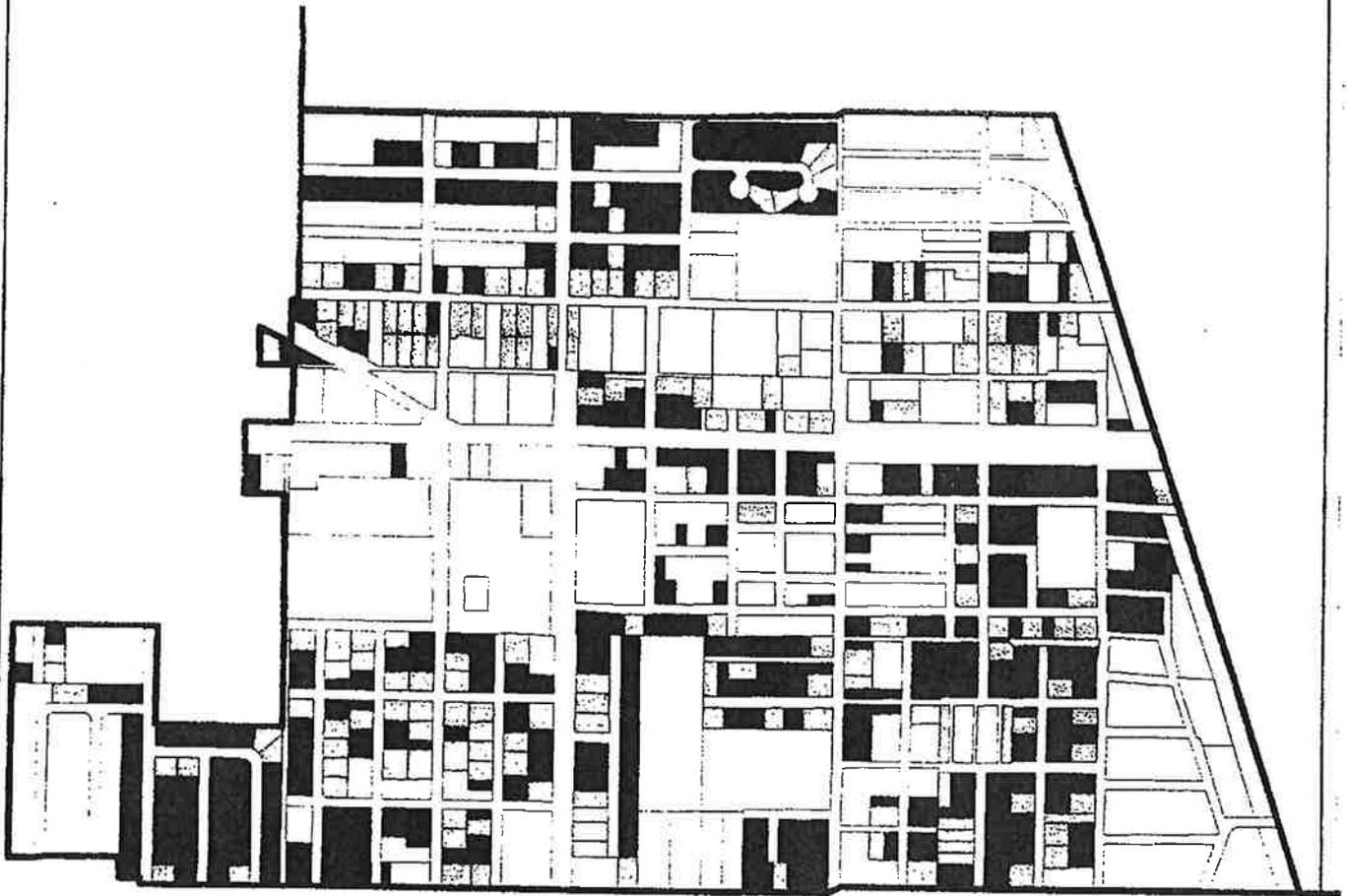
Lot size is an important factor in the redevelopment potential for a site. If the existing lot sizes of the older single family homes are too small for development under the current zoning codes then this becomes a significant deterrent for redevelopment. Some of the existing inconsistencies are:

- The minimum lot size for the RU-1-7 and RU-2-15 zones is 7500 sqft. and over 50% of the existing lots are under this size in this zone. It would be illegal to build a new single-family home in the majority of this district.
- The minimum lot size for zone C-G is 7500 sqft. with no more than 50 % lot coverage. All of the existing commercial buildings in this zone have more than 50% lot coverage. In addition, 30% of the existing lots are less than 7500 sqft.

### **Property Ownership**

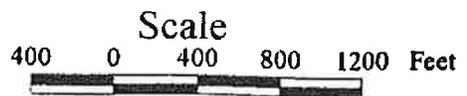
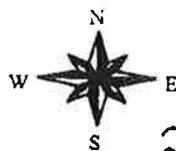
The title search for the census tract 626 area has determined that less than 10% of the existing commercial lots on 520 are owned by the same individual as the lot adjacent. the ownership of the existing lots is highly diverse and non-conducive to easy land assembly for development.

# 626 Redevelopment Area Existing Parcel Size Map



## Legend

-  Rda626limit.shp
-  City of Cocoa Limits
- Existing Parcel Sizes
-  0 - 5000 S.F.
-  5001 - 10,000 S.F.
-  10,001 - 20,000 S.F.
-  20,001 - 500,000 S.F.



## **Land Development Codes**

The planning mistakes of past development are fairly obvious to the observer of the city. They include the proliferation of highway strip development with little or no landscaping, grotesque signage and too many and too wide driveway access points. This is typified by the corner filling station with four access points, rental trucks spilling over the sidewalks, and meager landscaping pummeled by traffic and toxic chemicals. Another planning mistake has been the juxtaposition of residential and commercial land uses without adequate buffers between. The city has in the past allowed freestanding signs and billboards to proliferate. In the past there was no storm water treatment, or minimum parking requirements.

Because of this lack of planning, the City has inherited a legacy of poorly developed commercial property with all the maintenance costs and safety hazards that accompany such conditions. The commercial development in census tract 626 is just such an example. In an attempt to change this type of development in the future, the city has long since adopted extensive land development regulations. These regulations require adequate parking, adequate setbacks and buffers, reasonable curb cut access to sites, proper storm water treatment, landscápe and site improvements, and many others. These development regulations have gone a long way to improve the quality of new developments in the city. However, the same development regulations have indirectly become major deterrents to redevelopment. In areas such as census tract 626, it is virtually impossible for the private sector to achieve redevelopment. The existing platted lots are smaller than what is required under the existing zoning in order to be redeveloped. Therefore, one must assemble more than one lot in order to proceed. In addition to the minimum lot size, the developer must provide the required parking, the required storm water treatment, the required landscaped areas, the required setbacks, and the required residential buffers. When it is all said and done, a developer must assemble a whole series of lots in order to proceed. At the current time, these run-down old commercial buildings have more value unrehabilitated than renovated or redeveloped. It very simply is cost prohibitive to

redevelop and cost wise to keep the old uses alive. In most cases, this condition has prevented any effective redevelopment effort by the private sector. Only when these properties have become totally rundown and empty will the market system bring their prices down low enough to provide a potential profit margin worth the risk.

## **CONDITIONS OF LAND USE SLUM AND BLIGHT**

### **Land Use Conflicts**

A severe land use conflict exists between commercial and residential land uses in several locations throughout the census tract 626 district. The condition exists where older commercial properties are located on small lots with little or no buffer between the commercial use and the adjacent residential use. This condition occurs on State Road 520, Fiske Boulevard, and Peachtree Boulevard. Another land use conflict exists where older residential subdivisions "back-up" on major thoroughfares. This unsafe and unsightly condition exists predominately along Fiske Boulevard and Peachtree.

### **Zoning Conditions / Lot Sizes / Land Development Regulations**

The current City zoning has certain specified minimum lot sizes, widths, and set-back requirements for each of the various zones. Currently the C-N and C-G commercial zones require a minimum of 7,500 square feet and a 75 foot frontage. Many of the older commercial lots do not conform to these minimum lot sizes. In addition, this minimum lot size is very small for typical arterial frontage commercial such as that found on State Road 520 and Fiske Boulevard. It is for this reason that the City has encouraged the development of larger parcels in the new zoning code up-dates. These new land development regulations for the City require extensive site design requirements such as; on-site storm water treatment, minimum parking quantity and site design requirements, residential buffers, landscape requirements, etc. These site design requirements make redevelopment or new development on these older lots all but impossible. In addition, if an owner of one of these older commercial lots wants to expand the building foot print or make renovations that add more than 25% to the assessed value, then they must comply with the new land development codes and make the necessary site up-grades. In most of these cases, this would be impossible due to the size of the land parcels. There are also many lots in the City that are smaller than the current minimum single family lot requirement of 7,500 square feet.

### **Ownership Diversity**

Compounding the problem of sub-standard lot size is the fact that there is a very high degree of diversity of ownership. The majority of the lots are individually owned by different persons or entities. This condition makes it extremely difficult to combine properties to bring about more efficient development patterns. If one land owner is interested in redeveloping their property but needs the size of a larger parcel to meet existing codes; and the adjacent owners are not interested in joining forces or selling, then this one owner is powerless to make the necessary property improvements. This situation makes redevelopment by the private sector extremely difficult, if not impossible. In addition to the diversity of ownership, approximately 40% of the ownerships are located outside the City of Cocoa. This condition also hinders the redevelopment land assembly process.

## **URBAN DESIGN ANALYSIS**

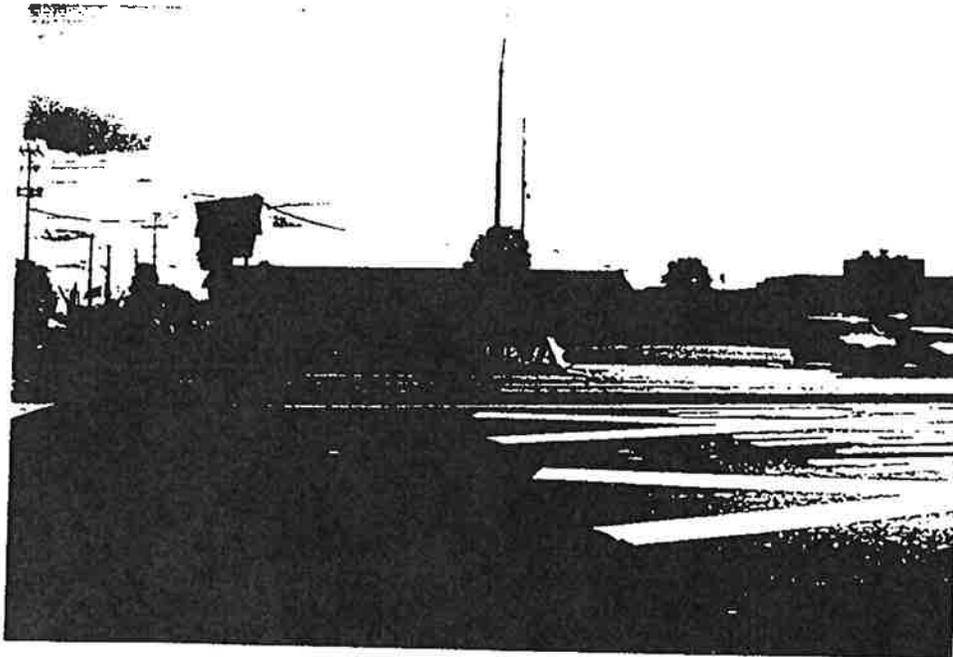
A large portion of the census tract 626 area was developed prior to the land development regulations and comprehensive planning act. Because of this, the City was developed in smaller tracts of land which were not tied together with any sort of unifying plan with respect to transportation, community structure, parks and open space system, landscape design, or urban design continuity. For this reason, the City of Cocoa does not appear to have a sense of place or unified visual presence. It is difficult to know where the City begins or ends. The two neighborhoods on each side of State Road 626 have no real unified identity or central focal space or facility. The majority of citizens view the City from the commercial core of the community which consists of two main commercial strips (Fiske Boulevard and State Road 520). These commercial strips are a collection of small shopping centers and free standing retail buildings on small sites. Many of the centers have fallen into disrepair. The signs are loud and garish as they attempt to compete with each other to grab customers off of the highway. The architecture of the buildings is outdated and generally clashes with the buildings next door. Pedestrian space and sidewalks are missing or totally inhospitably located adjacent to the roadway. In most cases it is impossible to walk or drive from one shopping center to the next due to several types of physical barriers. The worst aspect of the urban design of the area is the lack of landscape plantings. These City gateway roadways need a strong streetscape design that ties together the entry experience. The residential areas, though not as often seen, have the same lack of continuity.

This visual deficit is currently constraining the census tract 626 area from realizing new and re-development. The community does not appear to be the strong safe family community that it really is. Development and business interests will not want to invest their dollars in the community if they feel the City is not willing to do their share of improvements.

The following is an assessment of the urban design visual quality of the major commercial centers along State Road 520:

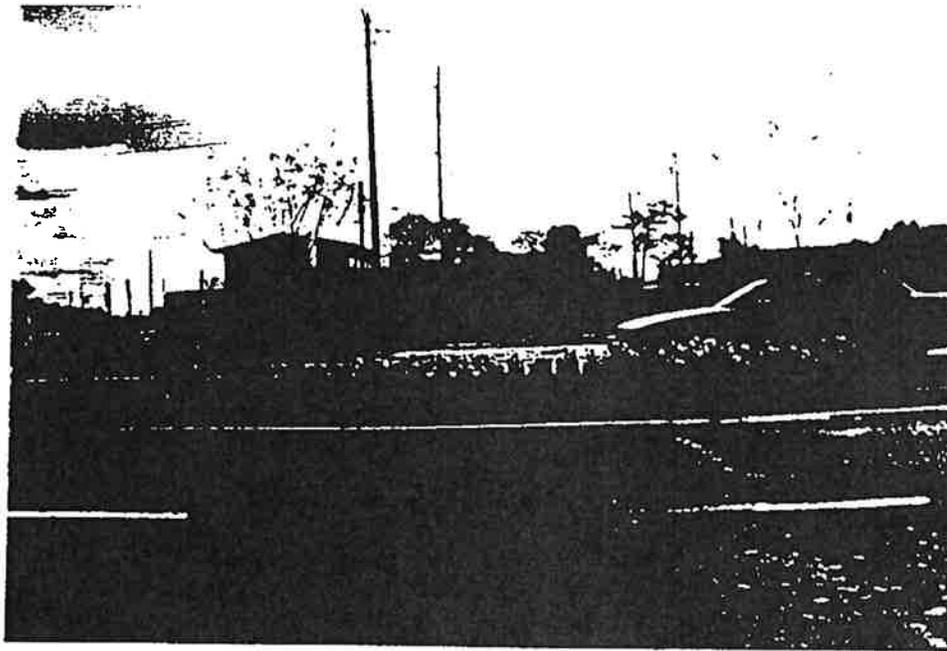
CRITERIA

NAME	MY PLACE PLAZA	#	1
ADDRESS	501 KING ST.	OCCUPIED	X
BLDG. CONDITION	POOR	DESIGN	POOR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	POOR		
PARKING	POOR		
SIGNAGE	POOR		
COMMENTS			



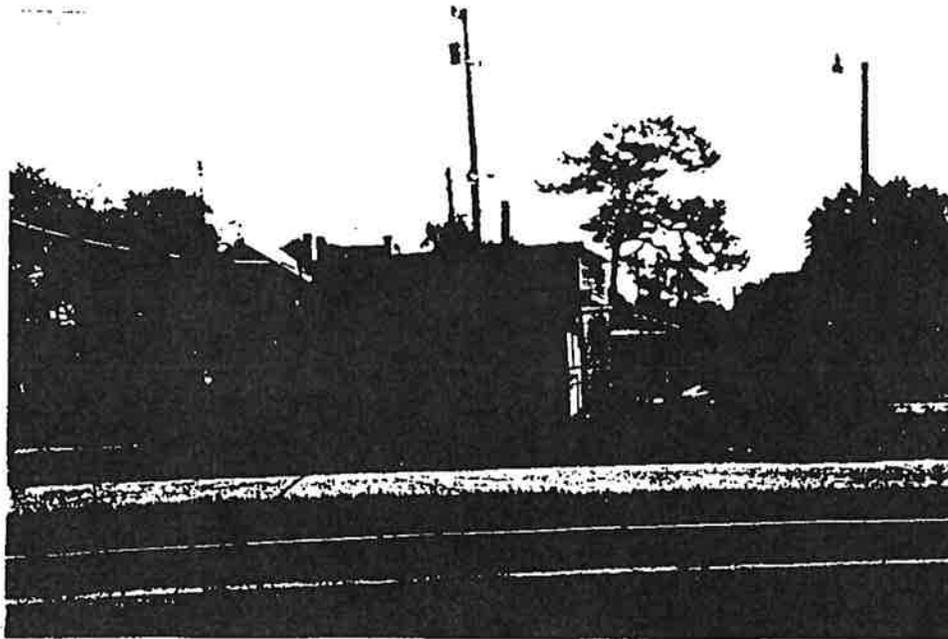
CRITERIA

NAME	RESIDENCE	#	2
ADDRESS	KING ST.	OCCUPIED	X
BLDG. CONDITION	POOR	DESIGN	POOR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	POOR		
PARKING	POOR		
SIGNAGE			
COMMENTS			



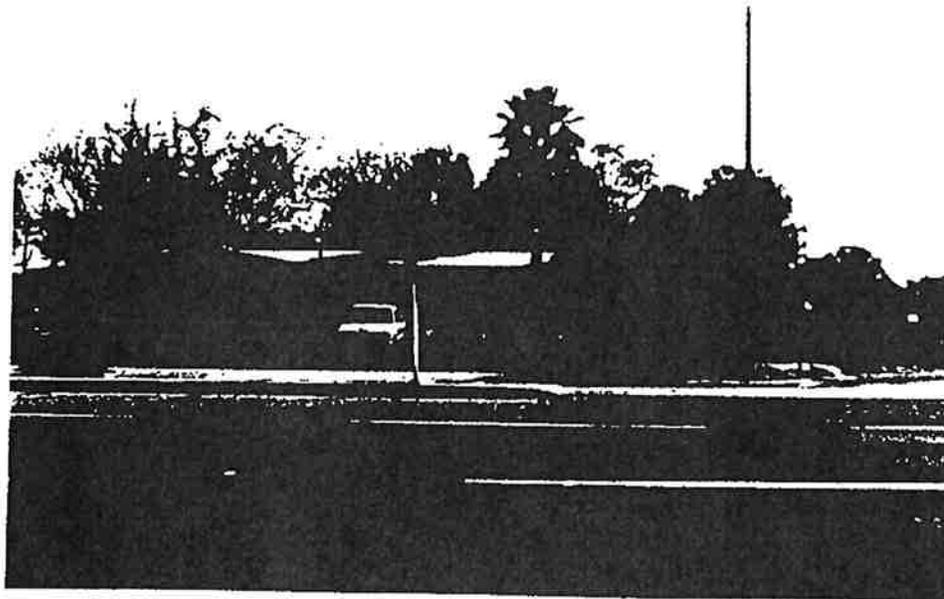
CRITERIA

NAME	REPAIR SHOP	#	3
ADDRESS	KING ST.	OCCUPIED	
BLDG. CONDITION	POOR	DESIGN	POOR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	POOR		
PARKING	POOR		
SIGNAGE	POOR		
COMMENTS			



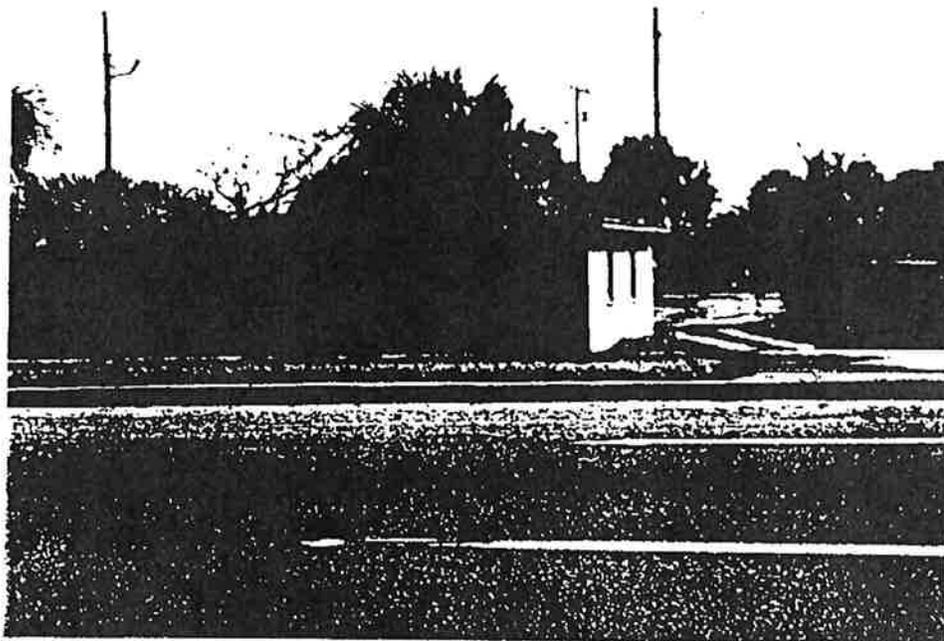
**CRITERIA**

<b>NAME</b>	JUNIOR'S HOLLEY CARB	<b>#</b>	4
<b>ADDRESS</b>	555 W. KING ST.	<b>OCCUPIED</b>	X
<b>BLDG. CONDITION</b>	FAIR	<b>DESIGN</b>	POOR
<b>SITE CONDITION</b>	FAIR	<b>DESIGN</b>	POOR
<b>ACCESS</b>	POOR		
<b>PARKING</b>	POOR		
<b>SIGNAGE</b>	POOR		
<b>COMMENTS</b>			



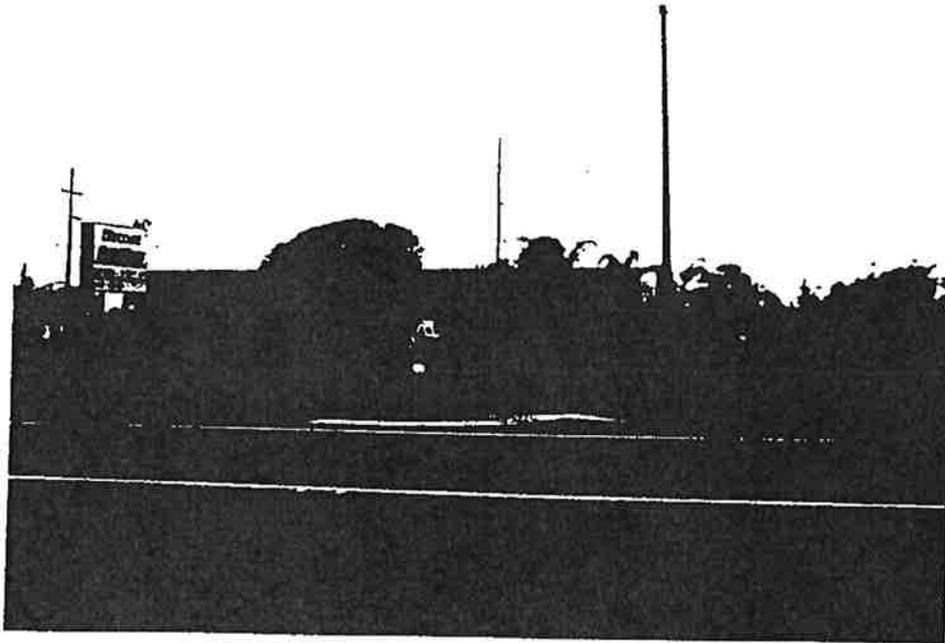
CRITERIA

NAME	RESIDENCE	#	5
ADDRESS	W. KING ST.	OCCUPIED	X
BLDG. CONDITION	POOR	DESIGN	POOR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	POOR		
PARKING	POOR		
SIGNAGE			
COMMENTS			



**CRITERIA**

<b>NAME</b>	DISCOUNT AUTO PARTS	<b>#</b>	6
<b>ADDRESS</b>	BLAKE ST.	<b>OCCUPIED</b>	X
<b>BLDG. CONDITION</b>	GOOD	<b>DESIGN</b>	FAIR
<b>SITE CONDITION</b>	FAIR	<b>DESIGN</b>	FAIR
<b>ACCESS</b>	GOOD		
<b>PARKING</b>	GOOD		
<b>SIGNAGE</b>	FAIR		
<b>COMMENTS</b>			

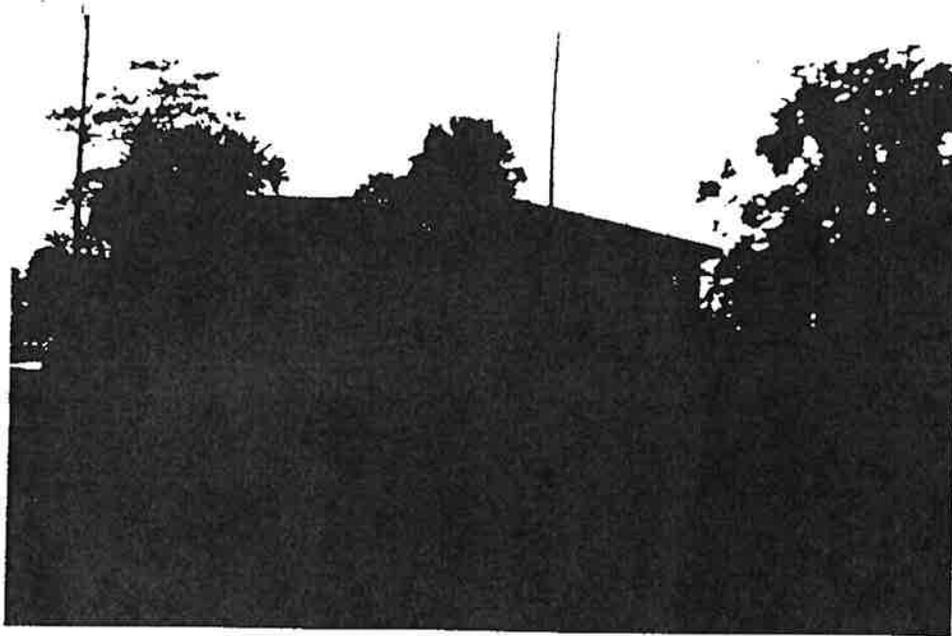


**CRITERIA**

<b>NAME</b>	NINO'S	<b>#</b>	7
<b>ADDRESS</b>	W. KING ST.	<b>OCCUPIED</b>	X
<b>BLDG. CONDITION</b>	FAIR	<b>DESIGN</b>	POOR
<b>SITE CONDITION</b>	POOR	<b>DESIGN</b>	POOR
<b>ACCESS</b>	POOR		
<b>PARKING</b>	POOR		
<b>SIGNAGE</b>	FAIR		
<b>COMMENTS</b>			

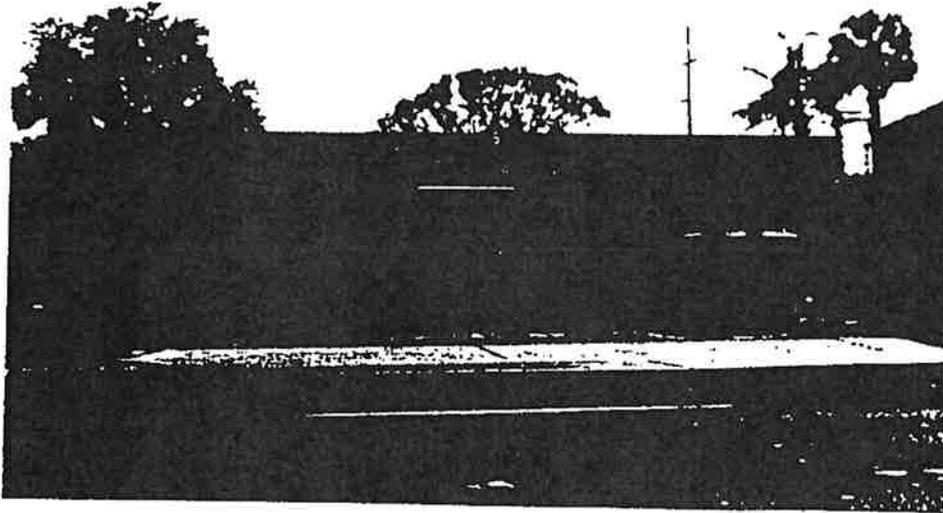
CRITERIA

NAME	RESIDENCE	#	8
ADDRESS	W. KING ST.	OCCUPIED	
BLDG. CONDITION	POOR	DESIGN	POOR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	POOR		
PARKING	POOR		
SIGNAGE			
COMMENTS			



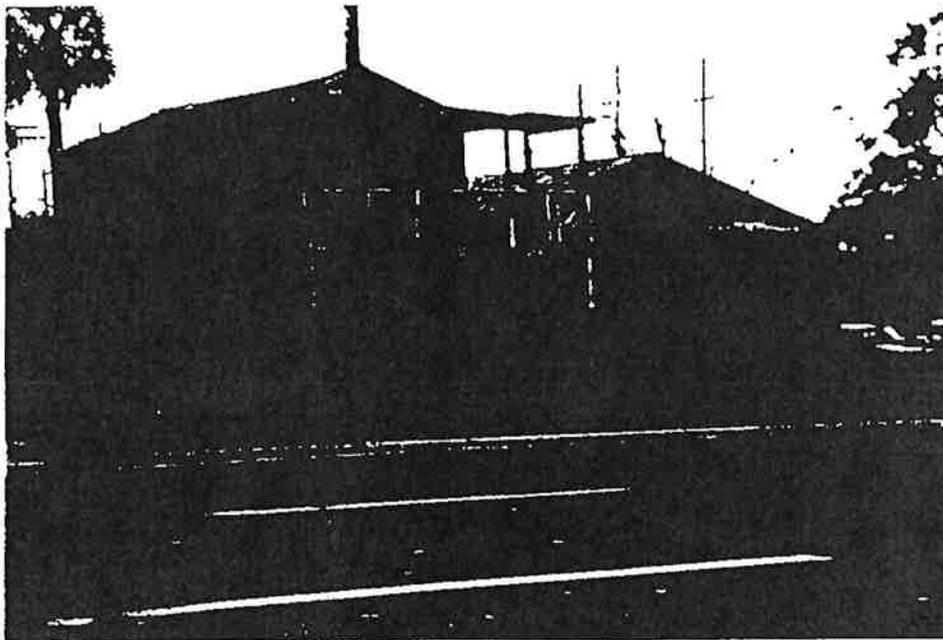
CRITERIA

NAME	RECORDSHOP/ SUGARBOWL	#	9
ADDRESS	723 W. KING ST.	OCCUPIED	X
BLDG. CONDITION	POOR	DESIGN	POOR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	POOR		
PARKING	POOR		
SIGNAGE	POOR		
COMMENTS			



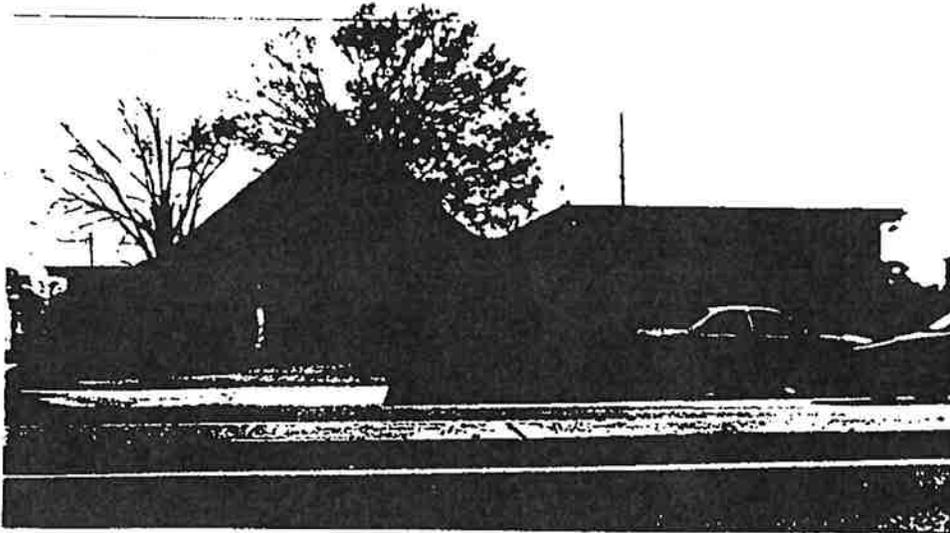
CRITERIA

NAME	RESIDENCES	#	10
ADDRESS	739 W. KING ST.	OCCUPIED	
BLDG. CONDITION	POOR	DESIGN	POOR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	POOR		
PARKING	POOR		
SIGNAGE			
COMMENTS			



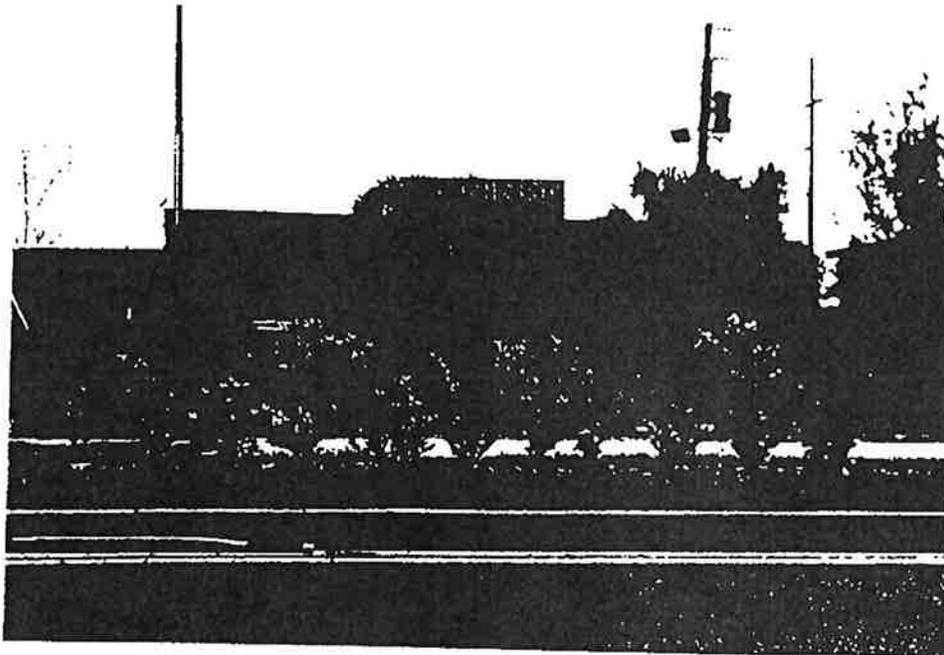
CRITERIA

NAME	DEMPS CHRISTIAN CHILDCARE	#	11
ADDRESS	813 W. KING ST.	OCCUPIED	X
BLDG. CONDITION	GOOD	DESIGN	FAIR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	FAIR		
PARKING	POOR		
SIGNAGE	POOR		
COMMENTS			



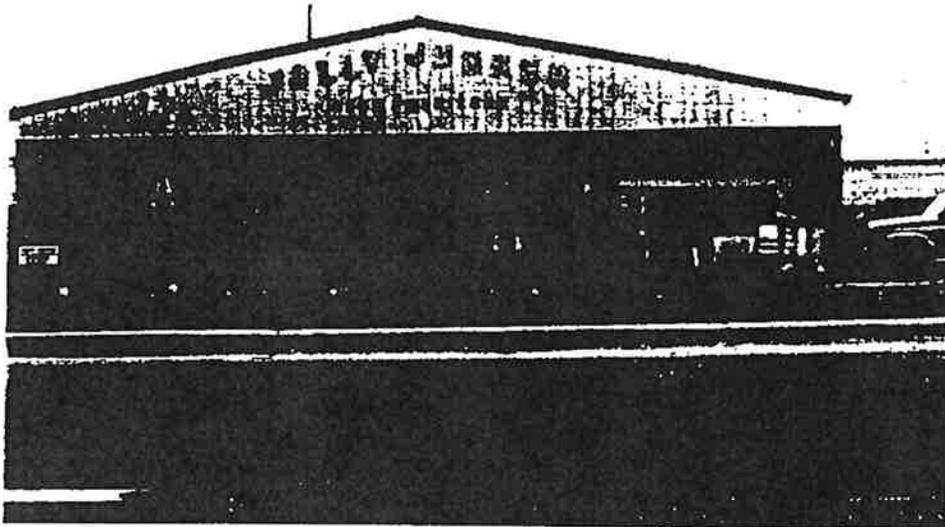
CRITERIA

NAME	EL CHEAPO APPLIANCES	#	12
ADDRESS	821 W. KING ST.	OCCUPIED	X
BLDG. CONDITION	POOR	DESIGN	POOR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	POOR		
PARKING	POOR		
SIGNAGE	POOR		
COMMENTS			



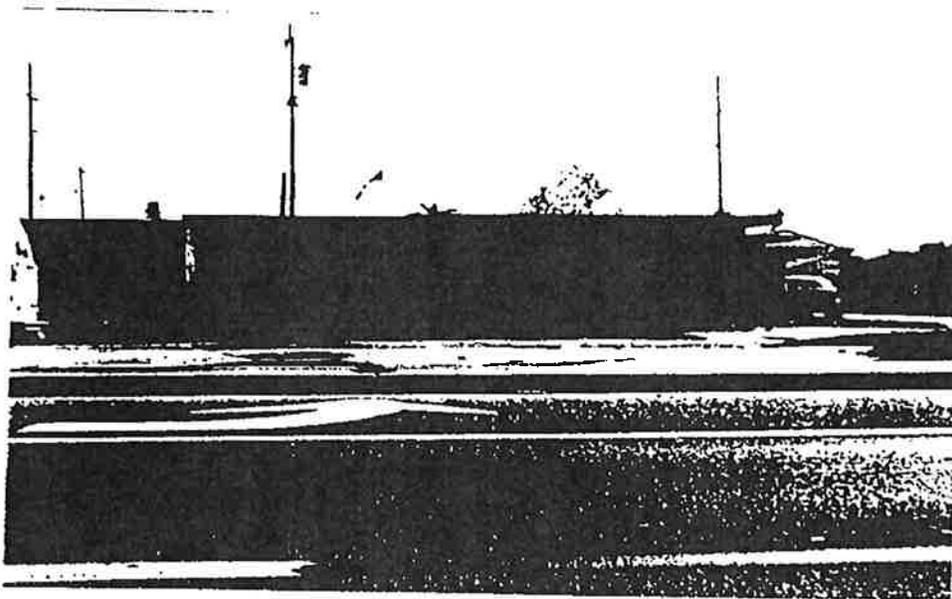
CRITERIA

NAME	JOLLY JUMPER	#	13
ADDRESS	825 W. KING ST.	OCCUPIED	X
BLDG. CONDITION	POOR	DESIGN	POOR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	POOR		
PARKING	POOR		
SIGNAGE	POOR		
COMMENTS			



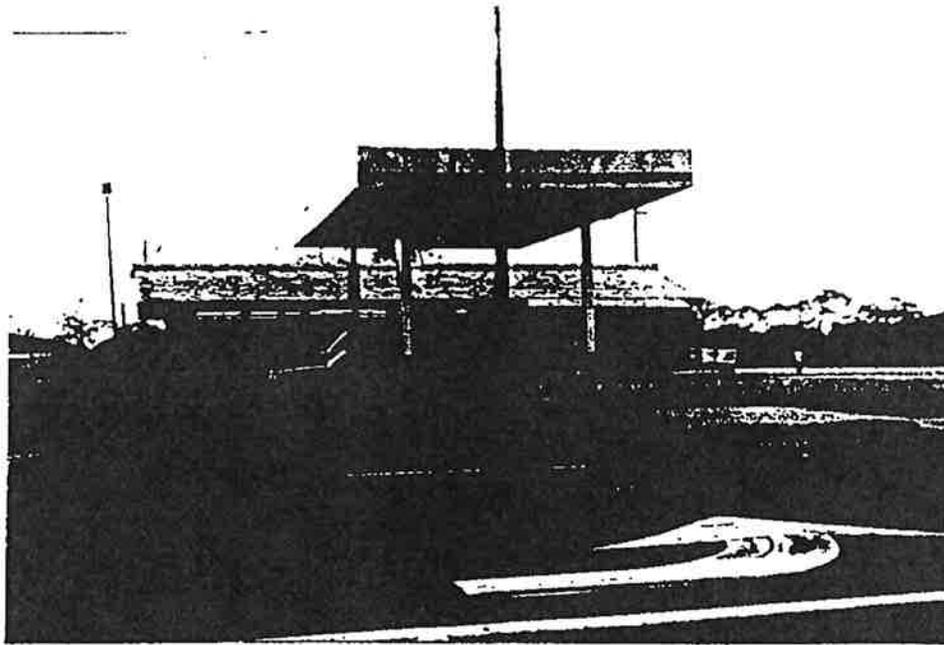
CRITERIA

NAME	VACANT COMMERCIAL	#	14
ADDRESS	831 W. KING ST.	OCCUPIED	
BLDG. CONDITION	POOR	DESIGN	POOR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	POOR		
PARKING	POOR		
SIGNAGE	POOR		
COMMENTS			



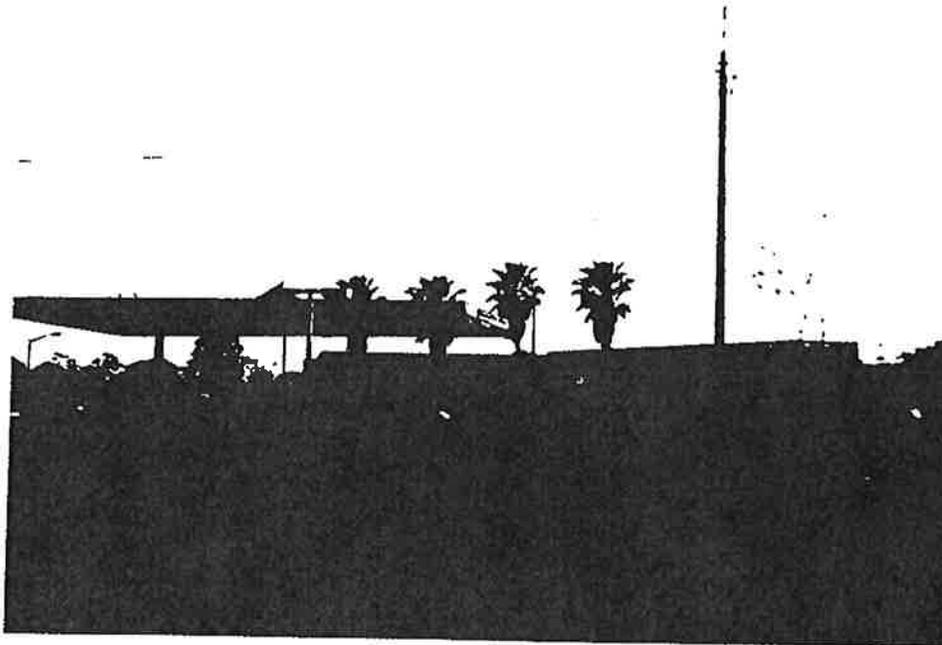
CRITERIA

NAME	JOY FOOD STORE	#	15
ADDRESS	W. KING ST.	OCCUPIED	X
BLDG. CONDITION	GOOD	DESIGN	FAIR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	GOOD		
PARKING	GOOD		
SIGNAGE	FAIR		
COMMENTS			



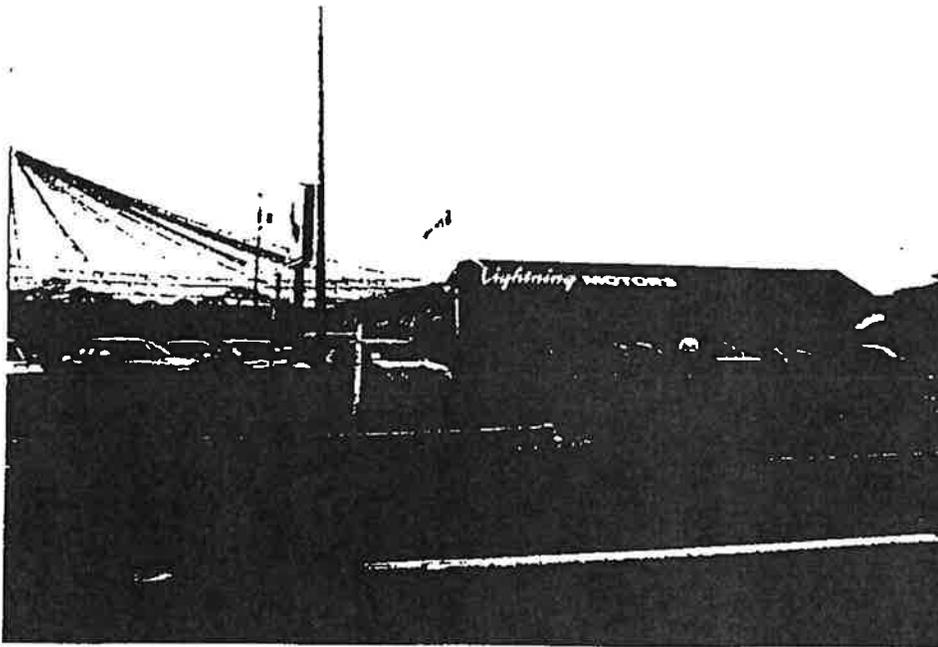
**CRITERIA**

<b>NAME</b>	HESS OIL	<b>#</b>	16
<b>ADDRESS</b>	1035 W. KING ST.	<b>OCCUPIED</b>	X
<b>BLDG. CONDITION</b>	GOOD	<b>DESIGN</b>	FAIR
<b>SITE CONDITION</b>	POOR	<b>DESIGN</b>	POOR
<b>ACCESS</b>	GOOD		
<b>PARKING</b>	GOOD		
<b>SIGNAGE</b>	FAIR		
<b>COMMENTS</b>			



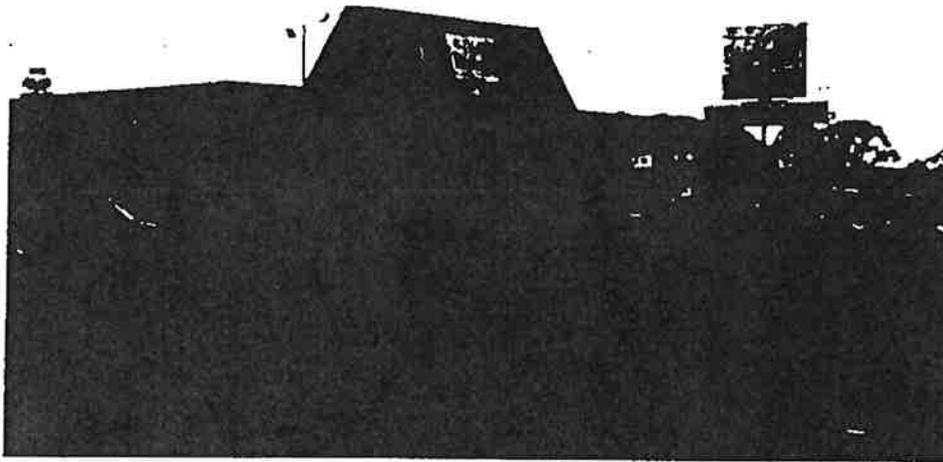
CRITERIA

NAME	LIGHTNING MOTORS	#	17
ADDRESS	2045 W. KING ST.	OCCUPIED	X
BLDG. CONDITION	FAIR	DESIGN	POOR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	POOR		
PARKING	POOR		
SIGNAGE			
COMMENTS			



CRITERIA

NAME	DISCOVERY BAY	#	18
ADDRESS	1044 W. KING ST.	OCCUPIED	X
BLDG. CONDITION	GOOD	DESIGN	FAIR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	POOR		
PARKING	FAIR		
SIGNAGE	GOOD		
COMMENTS			

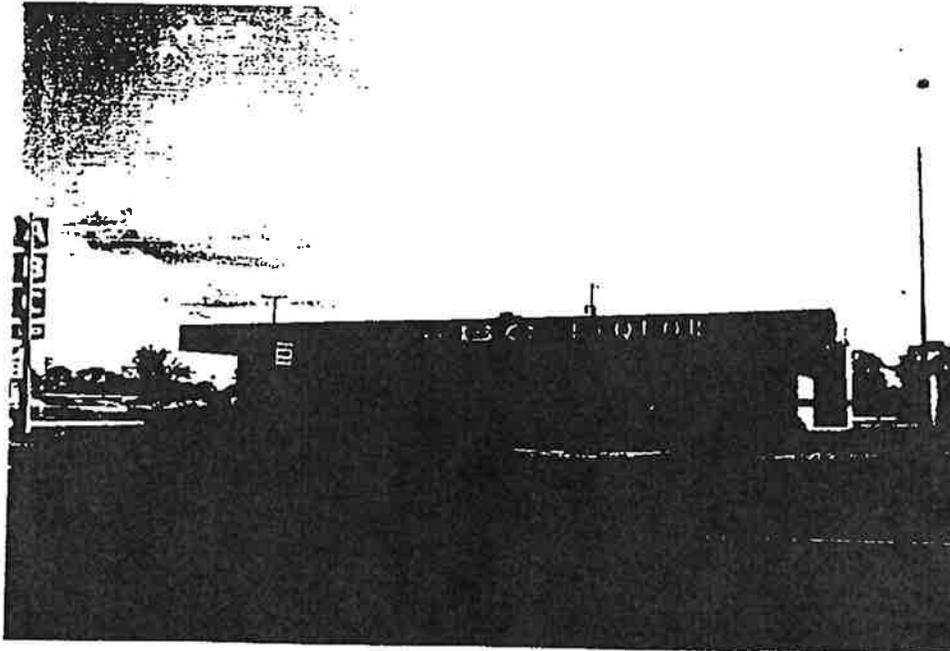


**CRITERIA**

<b>NAME</b>	CLEARLAKE MOTOR	<b>#</b>	19
<b>ADDRESS</b>	W. KING ST.	<b>OCCUPIED</b>	X
<b>BLDG. CONDITION</b>	FAIR	<b>DESIGN</b>	POOR
<b>SITE CONDITION</b>	POOR	<b>DESIGN</b>	POOR
<b>ACCESS</b>	POOR		
<b>PARKING</b>	GOOD		
<b>SIGNAGE</b>	FAIR		
<b>COMMENTS</b>			

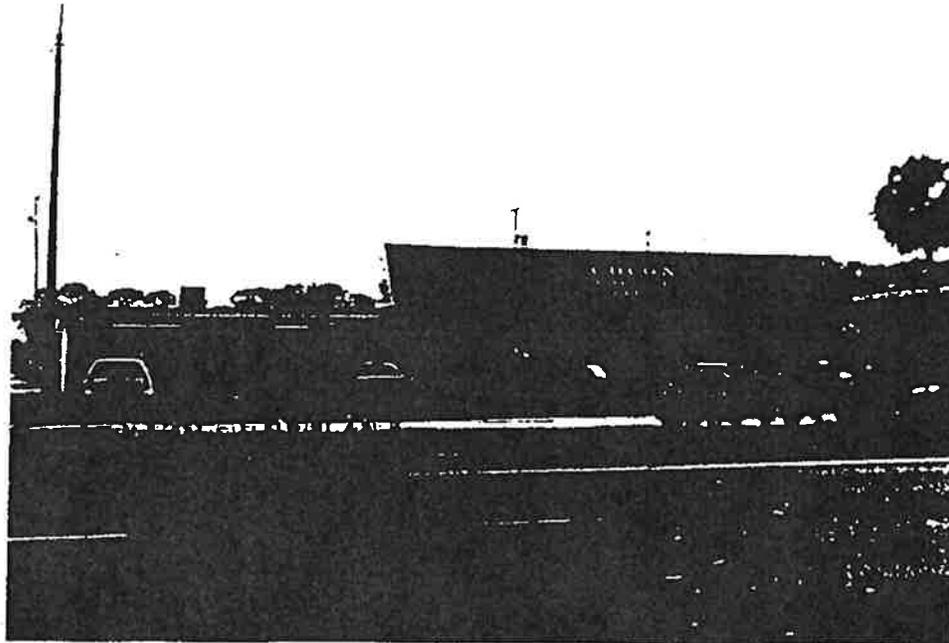
CRITERIA

NAME	ABC LIQUOR	#	20
ADDRESS	1111 W. KING ST.	OCCUPIED	X
BLDG. CONDITION	FAIR	DESIGN	FAIR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	POOR		
PARKING	POOR		
SIGNAGE	POOR		
COMMENTS			



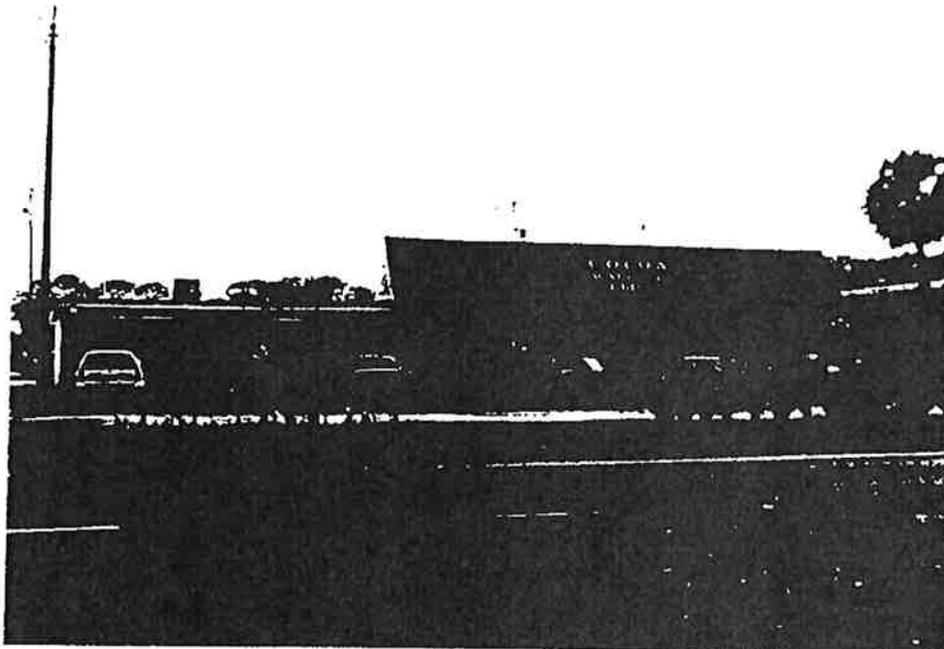
**CRITERIA**

<b>NAME</b>	HOOK ME UP	<b>#</b>	21
<b>ADDRESS</b>	1115 W. KING ST.	<b>OCCUPIED</b>	X
<b>BLDG. CONDITION</b>	FAIR	<b>DESIGN</b>	FAIR
<b>SITE CONDITION</b>	POOR	<b>DESIGN</b>	POOR
<b>ACCESS</b>	POOR		
<b>PARKING</b>	POOR		
<b>SIGNAGE</b>	POOR		
<b>COMMENTS</b>			



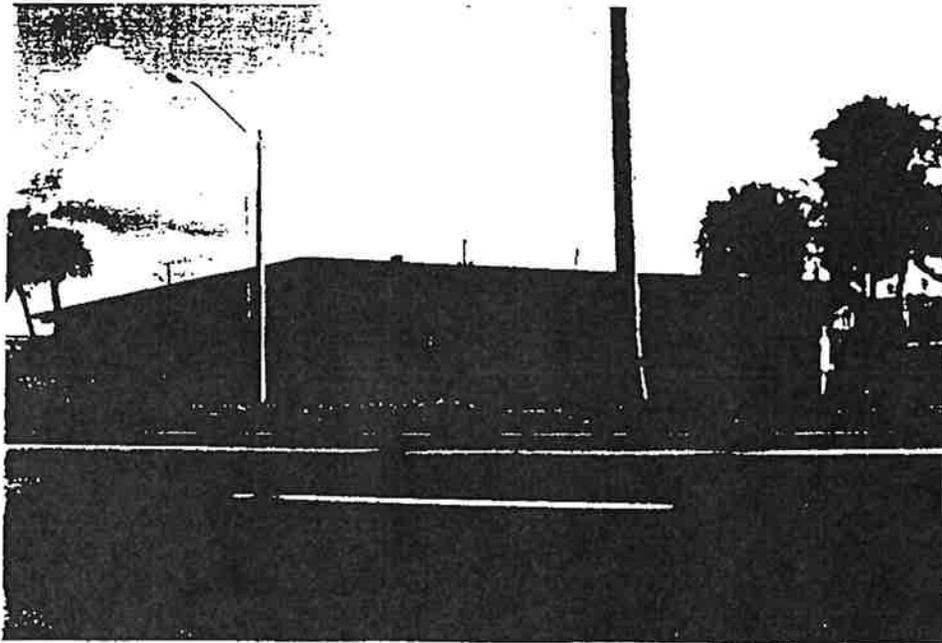
**CRITERIA**

<b>NAME</b>	COCOA WALK IN CLINIC	<b>#</b>	22
<b>ADDRESS</b>	1121 W. KING ST.	<b>OCCUPIED</b>	X
<b>BLDG. CONDITION</b>	FAIR	<b>DESIGN</b>	FAIR
<b>SITE CONDITION</b>	POOR	<b>DESIGN</b>	POOR
<b>ACCESS</b>	POOR		
<b>PARKING</b>	POOR		
<b>SIGNAGE</b>	POOR		
<b>COMMENTS</b>			



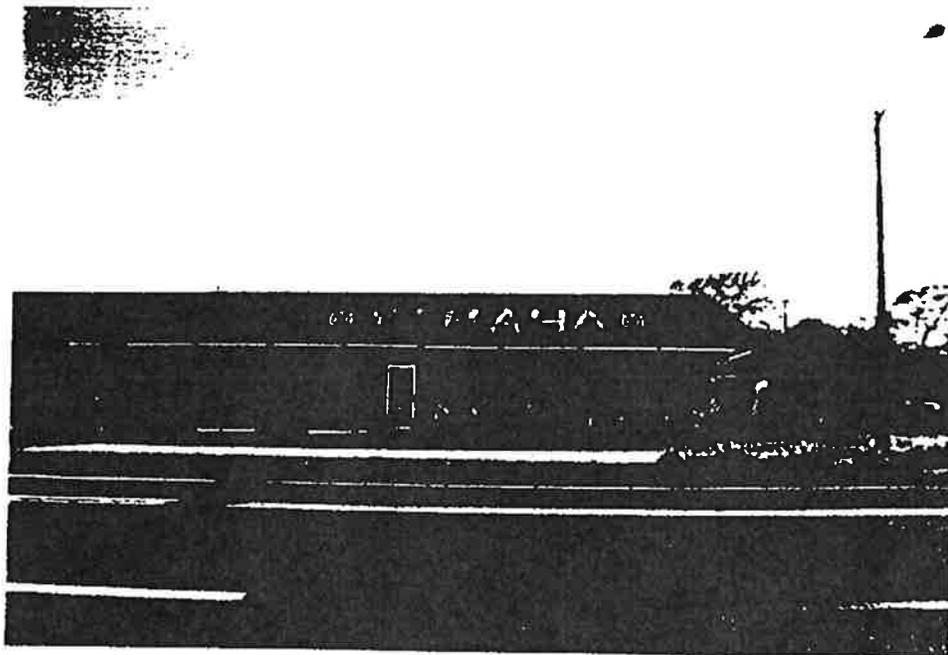
CRITERIA

NAME	VETERANS ASSISTANCE	#	23
ADDRESS	1125 W. KING ST.	OCCUPIED	X
BLDG. CONDITION	FAIR	DESIGN	FAIR
SITE CONDITION	FAIR	DESIGN	FAIR
ACCESS	GOOD		
PARKING	GOOD		
SIGNAGE	POOR		
COMMENTS			



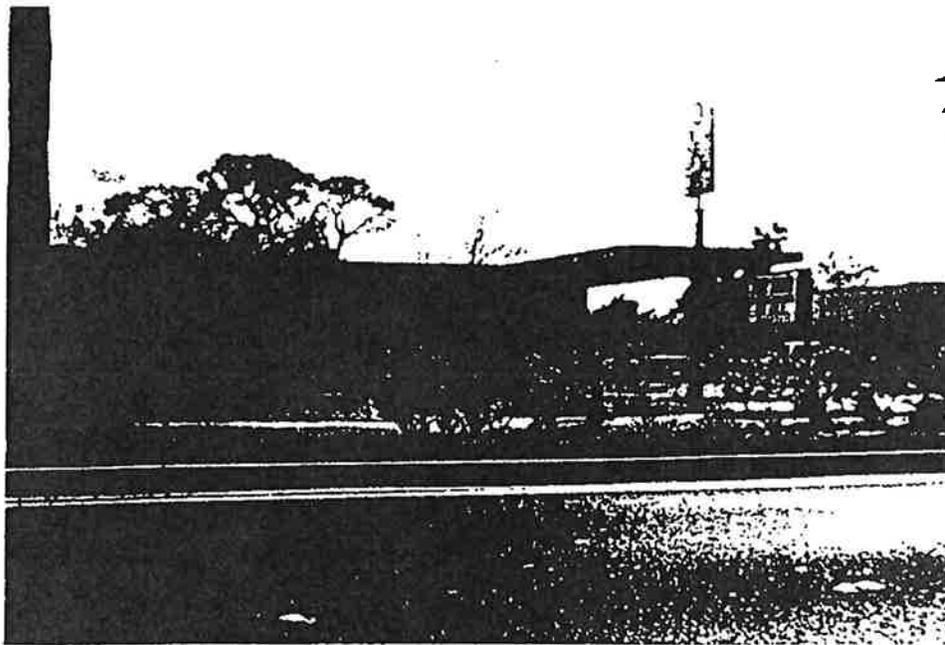
CRITERIA

NAME	YAMAHA	#	24
ADDRESS	1127 W. KING ST.	OCCUPIED	X
BLDG. CONDITION	FAIR	DESIGN	FAIR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	POOR		
PARKING	POOR		
SIGNAGE	POOR		
COMMENTS			



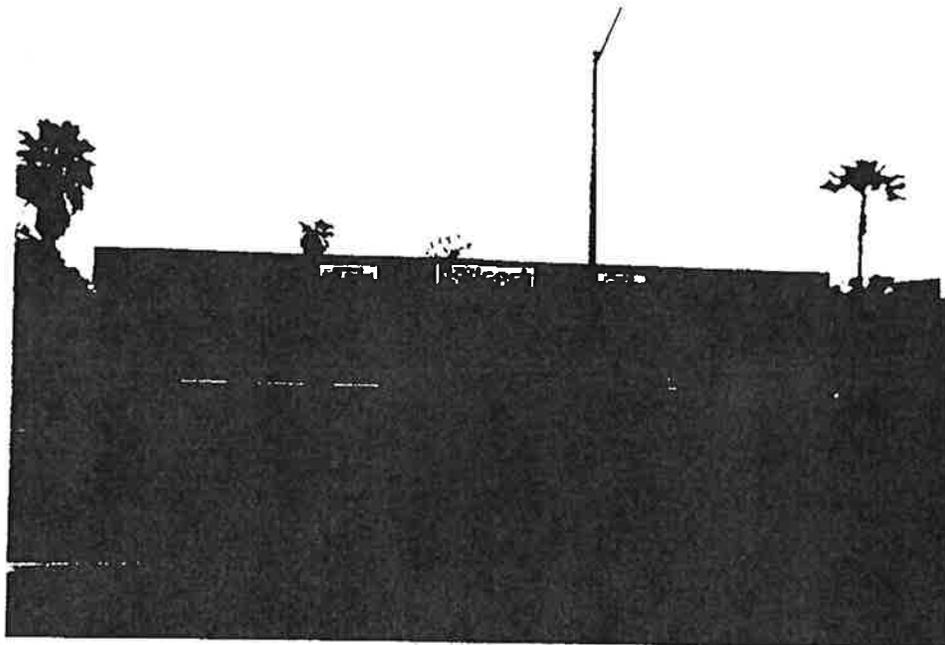
CRITERIA

NAME	TIRE TOWN	#	25
ADDRESS	W. KING ST.	OCCUPIED	X
BLDG. CONDITION	POOR	DESIGN	POOR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	POOR		
PARKING	POOR		
SIGNAGE	POOR		
COMMENTS			



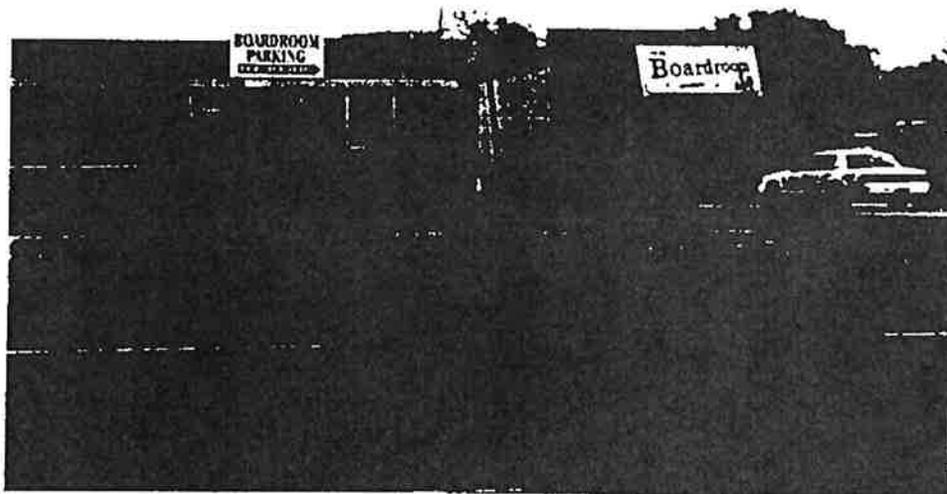
CRITERIA

NAME	BADCOCK	#	26
ADDRESS	1225 W. KING ST.	OCCUPIED	X
BLDG. CONDITION	GOOD	DESIGN	FAIR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	POOR		
PARKING	POOR		
SIGNAGE	FAIR		
COMMENTS			



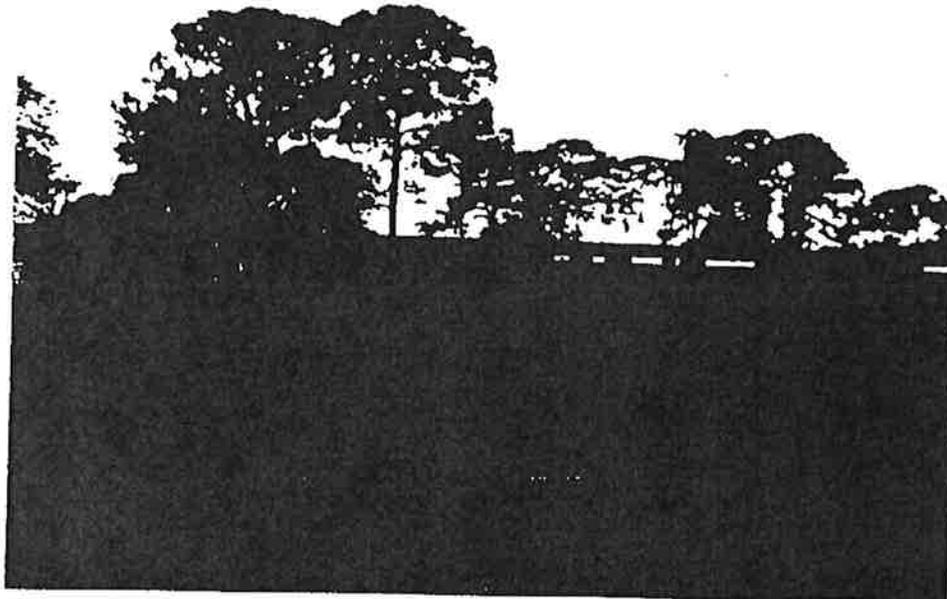
CRITERIA

NAME	BOARD ROOM	#	27
ADDRESS	1231 W. KING ST.	OCCUPIED	X
BLDG. CONDITION	GOOD	DESIGN	FAIR
SITE CONDITION	FAIR	DESIGN	POOR
ACCESS	FAIR		
PARKING	GOOD		
SIGNAGE	FAIR		
COMMENTS			



**CRITERIA**

<b>NAME</b>	SPIN OFF PLAZA	<b>#</b>	28
<b>ADDRESS</b>	1275 W. KING ST.	<b>OCCUPIED</b>	60%
<b>BLDG. CONDITION</b>	POOR	<b>DESIGN</b>	POOR
<b>SITE CONDITION</b>	POOR	<b>DESIGN</b>	POOR
<b>ACCESS</b>	GOOD		
<b>PARKING</b>	GOOD		
<b>SIGNAGE</b>	POOR		
<b>COMMENTS</b>			

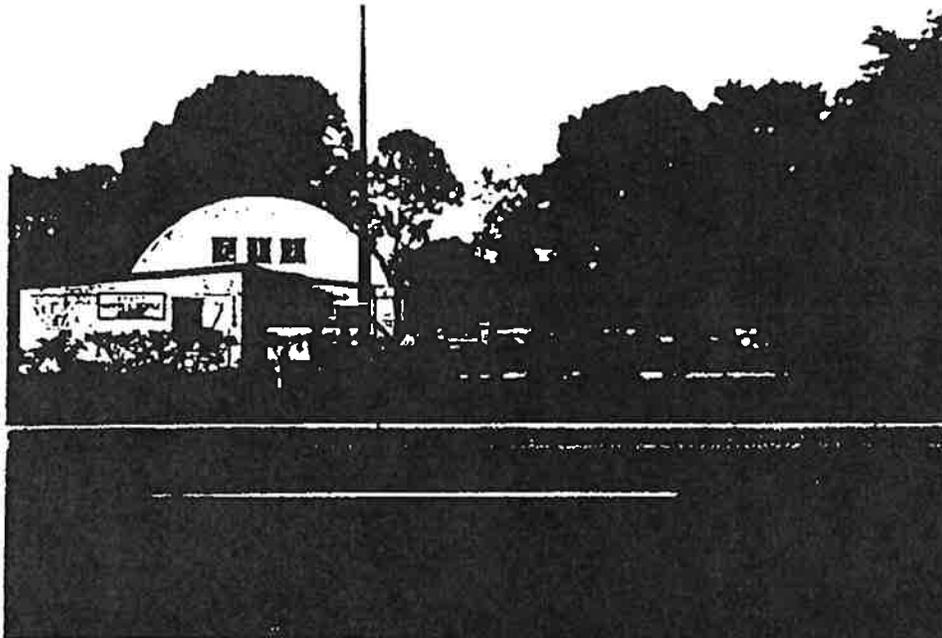


**CRITERIA**

<b>NAME</b>	ARNOLD'S TRANSMISSION	<b>#</b>	29
<b>ADDRESS</b>	W. KING ST.	<b>OCCUPIED</b>	X
<b>BLDG. CONDITION</b>	GOOD	<b>DESIGN</b>	FAIR
<b>SITE CONDITION</b>	POOR	<b>DESIGN</b>	POOR
<b>ACCESS</b>	GOOD		
<b>PARKING</b>	GOOD		
<b>SIGNAGE</b>	POOR		
<b>COMMENTS</b>			

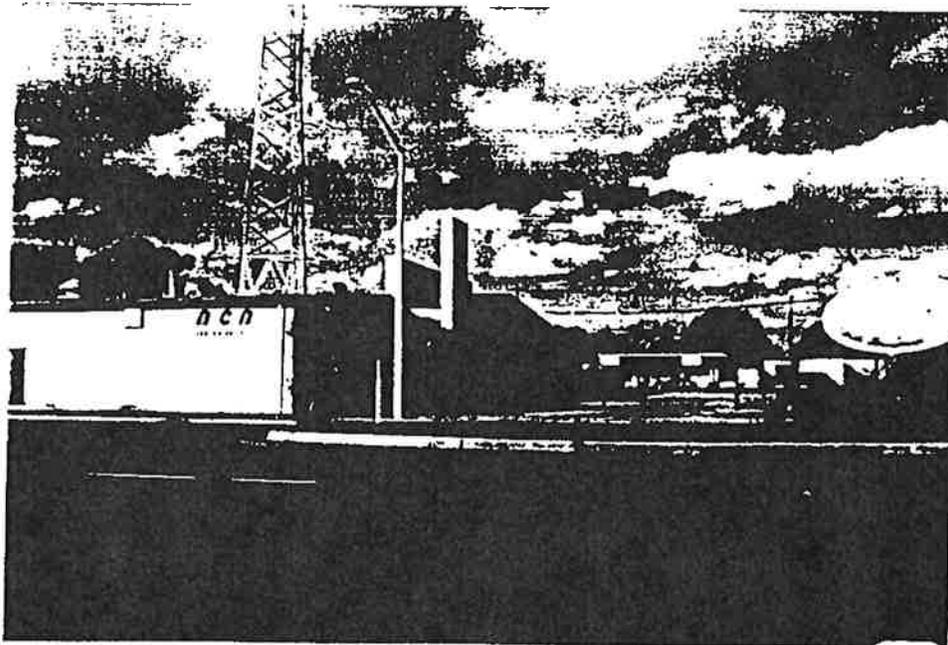
**CRITERIA**

<b>NAME</b>	WYATT MONERS BICYCLE	<b>#</b>	30
<b>ADDRESS</b>	1156 W. KING ST.	<b>OCCUPIED</b>	X
<b>BLDG. CONDITION</b>	POOR	<b>DESIGN</b>	POOR
<b>SITE CONDITION</b>	POOR	<b>DESIGN</b>	POOR
<b>ACCESS</b>	POOR		
<b>PARKING</b>	POOR		
<b>SIGNAGE</b>	POOR		
<b>COMMENTS</b>			



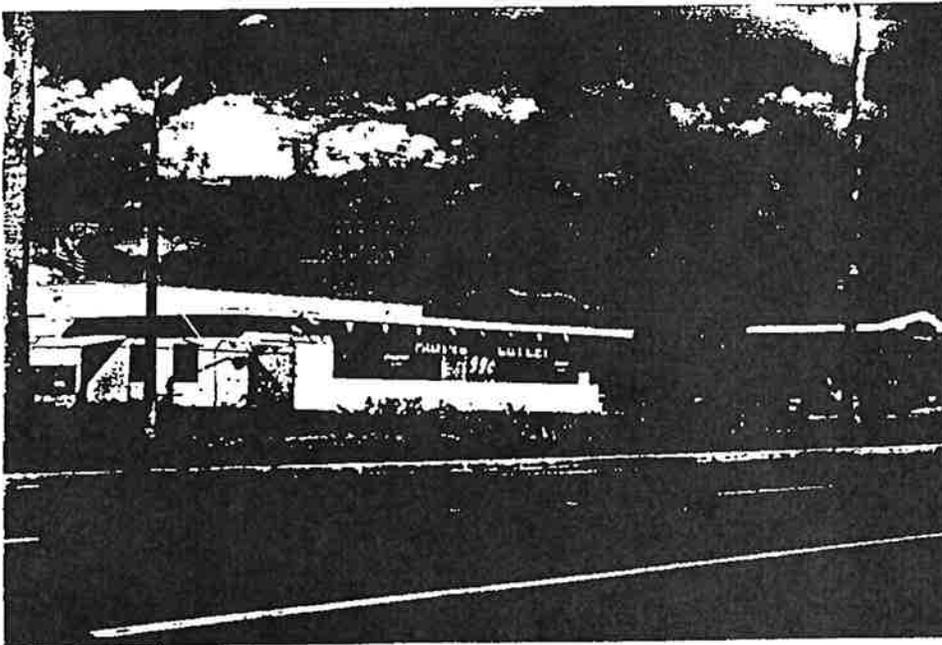
**CRITERIA**

NAME	NCN	#	31
ADDRESS	1150 W. KING ST.	OCCUPIED	
BLDG. CONDITION	POOR	DESIGN	POOR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	GOOD		
PARKING	GOOD		
SIGNAGE	FAIR		
COMMENTS			



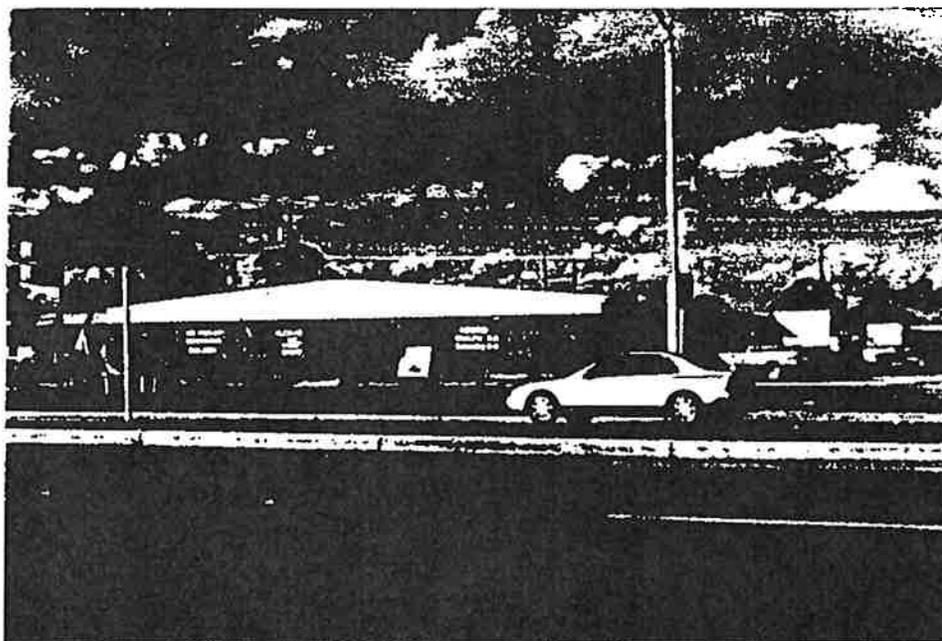
**CRITERIA**

NAME	FABRIC OUTLET	#	32
ADDRESS	W. KING ST.	OCCUPIED	X
BLDG. CONDITION	FAIR	DESIGN	POOR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	POOR		
PARKING	POOR		
SIGNAGE			
COMMENTS			



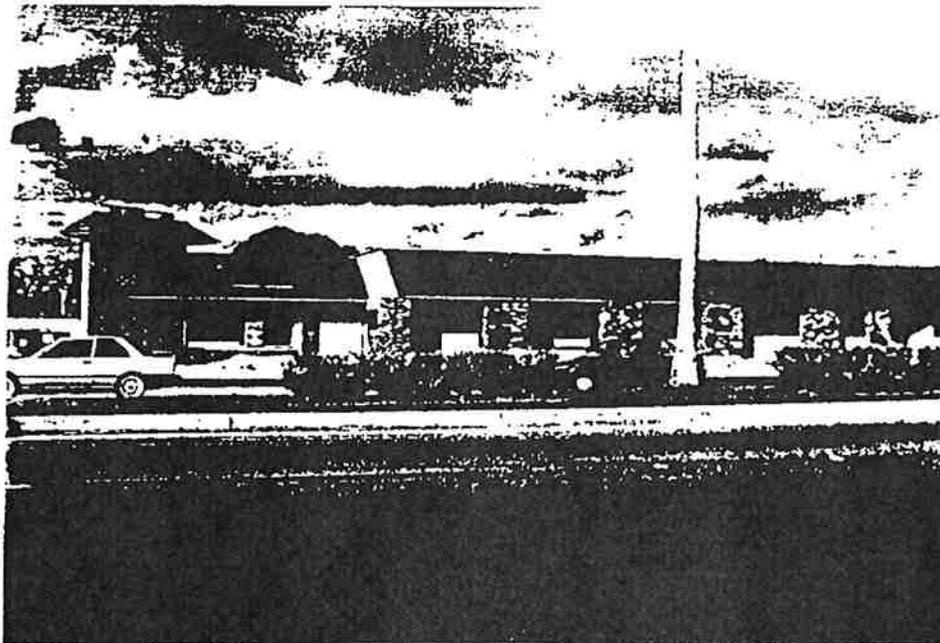
**CRITERIA**

NAME	ALCO REST	#	33
ADDRESS	W. KING ST.	OCCUPIED	X
BLDG. CONDITION	FAIR	DESIGN	FAIR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	GOOD		
PARKING	GOOD		
SIGNAGE	POOR		
COMMENTS			



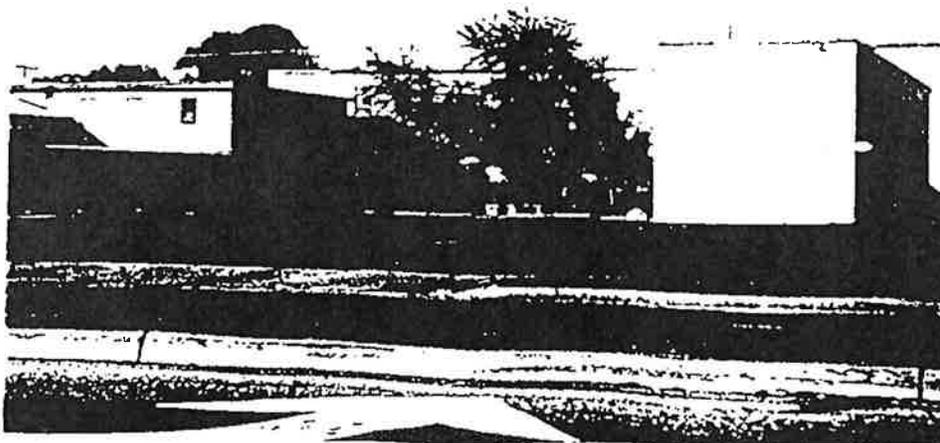
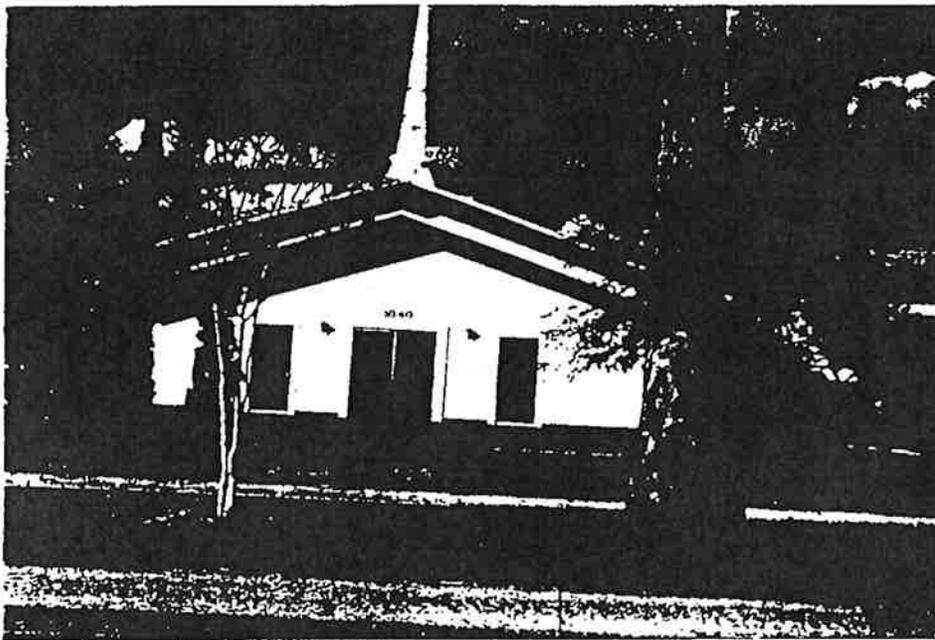
**CRITERIA**

<b>NAME</b>	VACANT COMMERCIAL	<b>#</b>	34
<b>ADDRESS</b>	1050 W. KING ST.	<b>OCCUPIED</b>	
<b>BLDG. CONDITION</b>	GOOD	<b>DESIGN</b>	FAIR
<b>SITE CONDITION</b>	POOR	<b>DESIGN</b>	POOR
<b>ACCESS</b>	GOOD		
<b>PARKING</b>	GOOD		
<b>SIGNAGE</b>	POOR		
<b>COMMENTS</b>			



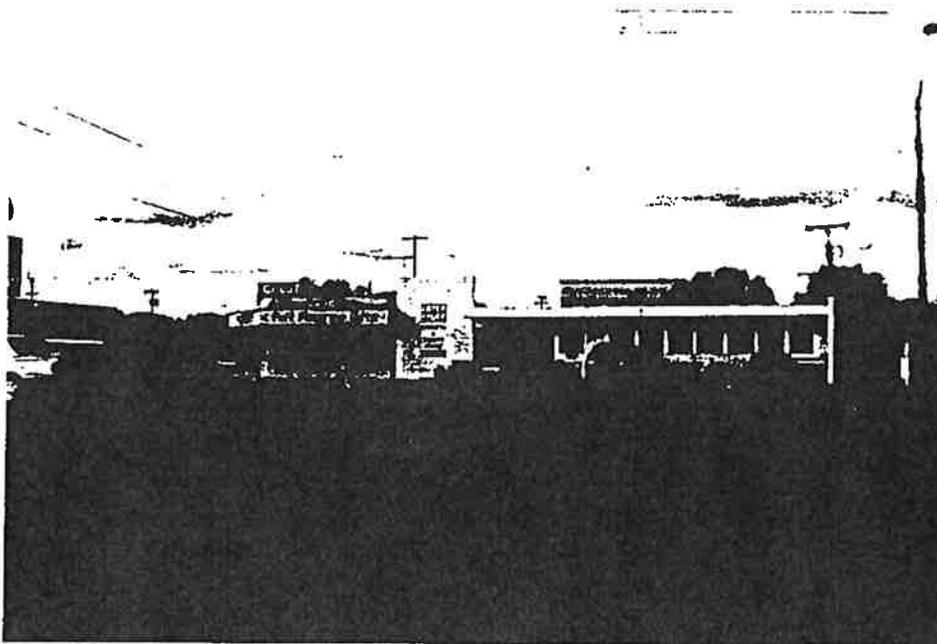
CRITERIA

NAME	KING ST. BAPTIST CHURCH	#	35
ADDRESS	1440 W. KING ST	OCCUPIED	X
BLDG. CONDITION	GOOD	DESIGN	GOOD
SITE CONDITION	GOOD	DESIGN	FAIR
ACCESS	GOOD		
PARKING	GOOD		
SIGNAGE	GOOD		
COMMENTS			



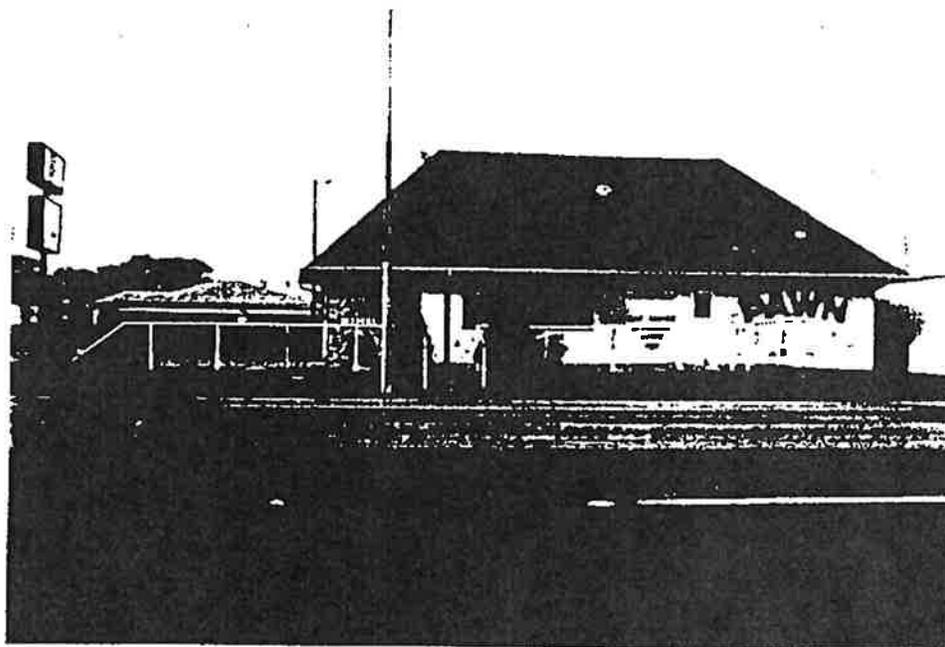
**CRITERIA**

<b>NAME</b>	PUFF FLOWERS / LOTS SA SURF	<b>#</b>	36
<b>ADDRESS</b>	W. KING ST.	<b>OCCUPIED</b>	X
<b>BLDG. CONDITION</b>	POOR	<b>DESIGN</b>	POOR
<b>SITE CONDITION</b>	POOR	<b>DESIGN</b>	POOR
<b>ACCESS</b>	POOR		
<b>PARKING</b>	FAIR		
<b>SIGNAGE</b>	POOR		
<b>COMMENTS</b>			



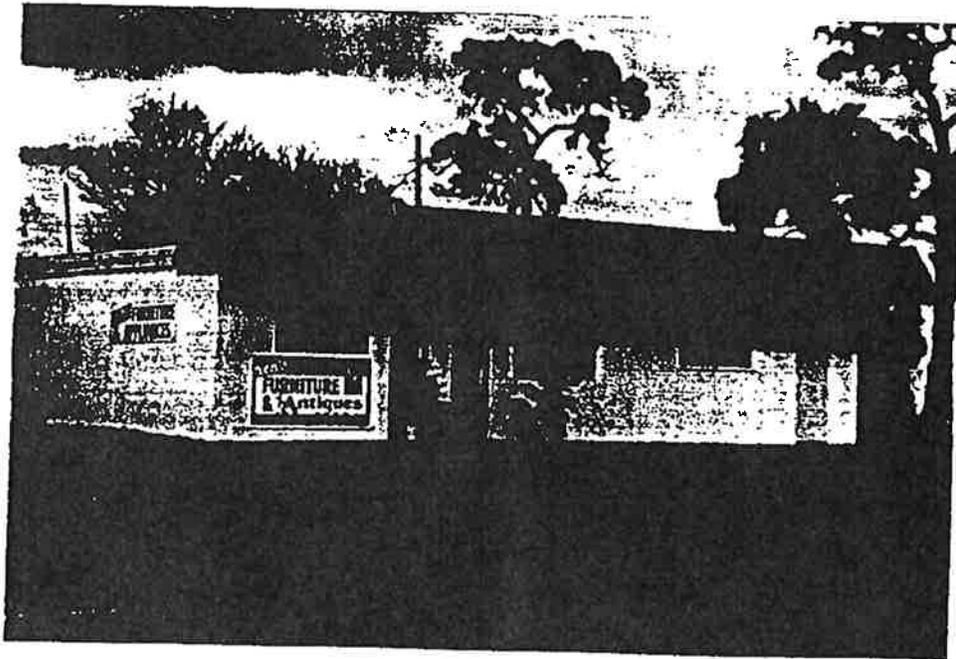
CRITERIA

NAME	A&K PAWN	#	37
ADDRESS	826 W. KING ST.	OCCUPIED	X
BLDG. CONDITION	GOOD	DESIGN	FAIR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	GOOD		
PARKING	GOOD		
SIGNAGE	POOR		
COMMENTS			



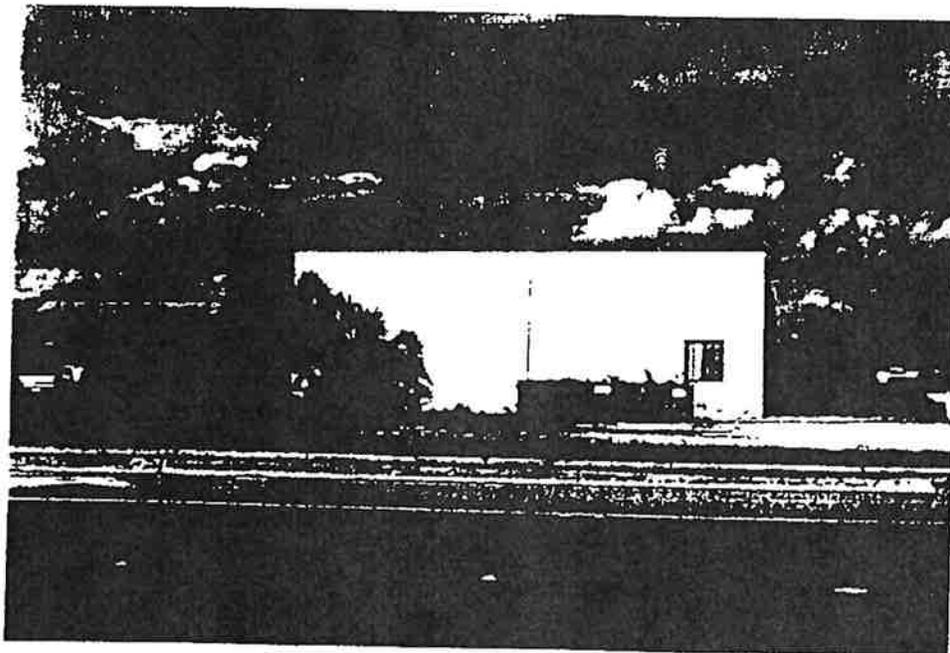
CRITERIA

NAME	KEN'S USED FURNITURE	#	38
ADDRESS	824 W. KING ST.	OCCUPIED	X
BLDG. CONDITION	GOOD	DESIGN	FAIR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	FAIR		
PARKING	FAIR		
SIGNAGE	FAIR		
COMMENTS			



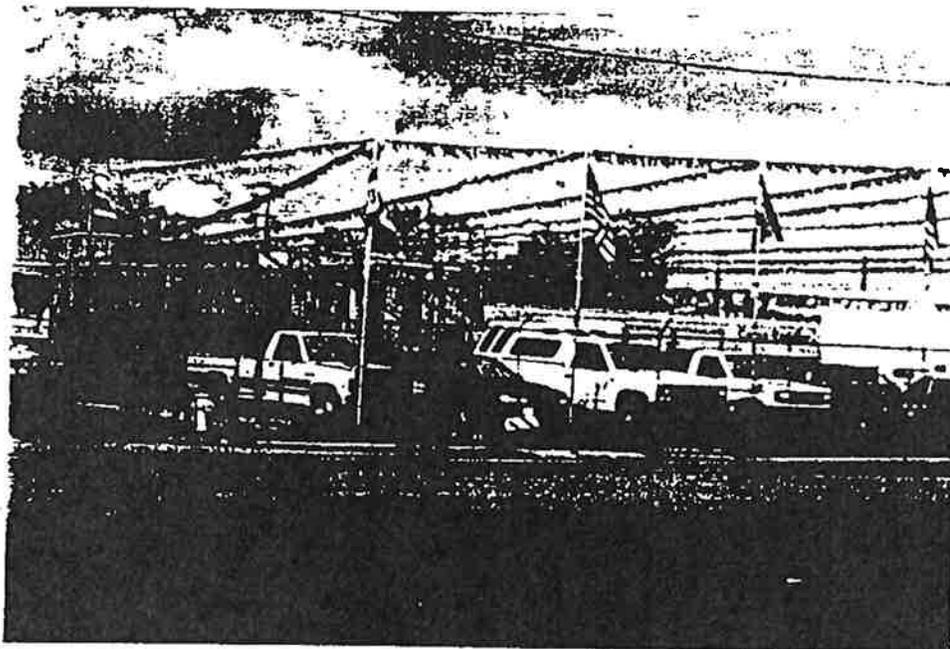
CRITERIA

NAME	VACANT COMMERCIAL	#	39
ADDRESS	W. KING ST.	OCCUPIED	
BLDG. CONDITION	POOR	DESIGN	POOR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	GOOD		
PARKING	GOOD		
SIGNAGE	POOR		
COMMENTS			



CRITERIA

NAME	MR. AUTOMOTIVE	#	40
ADDRESS	W. KING ST.	OCCUPIED	X
BLDG. CONDITION	POOR	DESIGN	POOR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	POOR		
PARKING	POOR		
SIGNAGE	POOR		
COMMENTS			



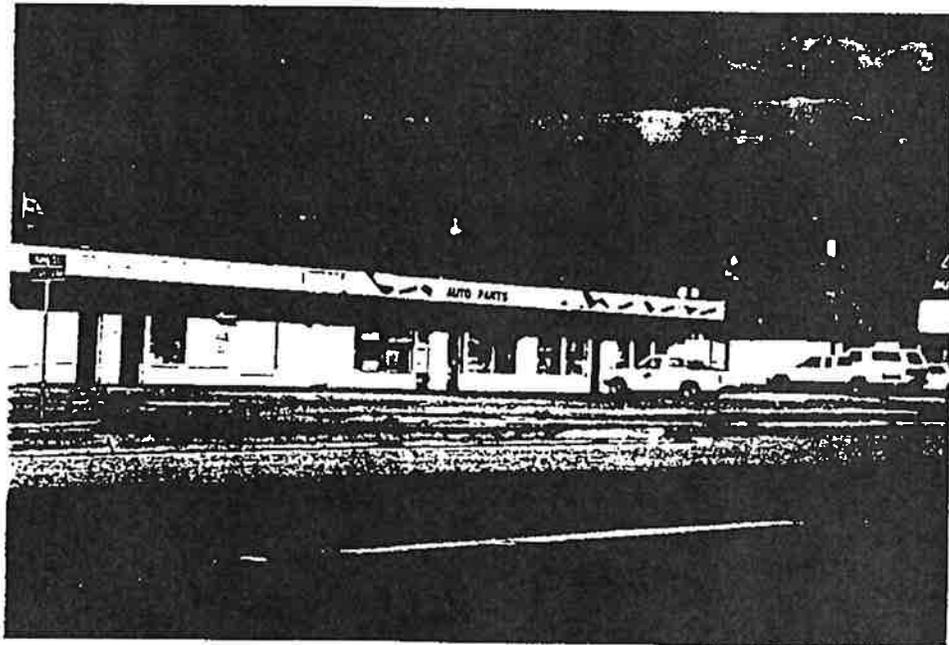
**CRITERIA**

<b>NAME</b>	ATLANTIC SEAFOOD	<b>#</b>	41
<b>ADDRESS</b>	W. KING ST.	<b>OCCUPIED</b>	X
<b>BLDG. CONDITION</b>	FAIR	<b>DESIGN</b>	FAIR
<b>SITE CONDITION</b>	POOR	<b>DESIGN</b>	POOR
<b>ACCESS</b>	POOR		
<b>PARKING</b>	FAIR		
<b>SIGNAGE</b>	POOR		
<b>COMMENTS</b>			



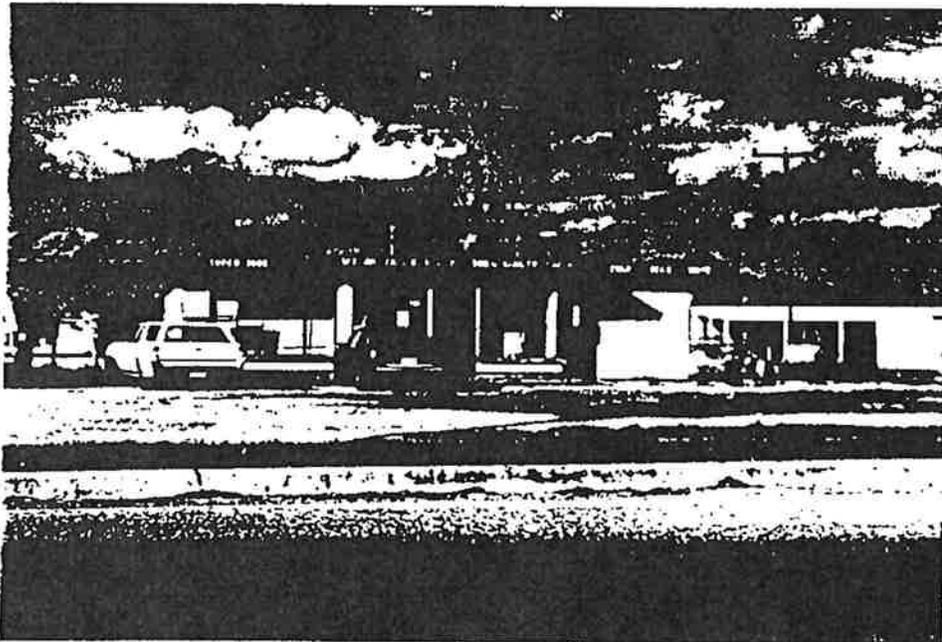
CRITERIA

NAME	BIG A AUTO PARTS	#	42
ADDRESS	W. KING ST.	OCCUPIED	50%
BLDG. CONDITION	POOR	DESIGN	POOR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	GOOD		
PARKING	GOOD		
SIGNAGE	POOR		
COMMENTS			



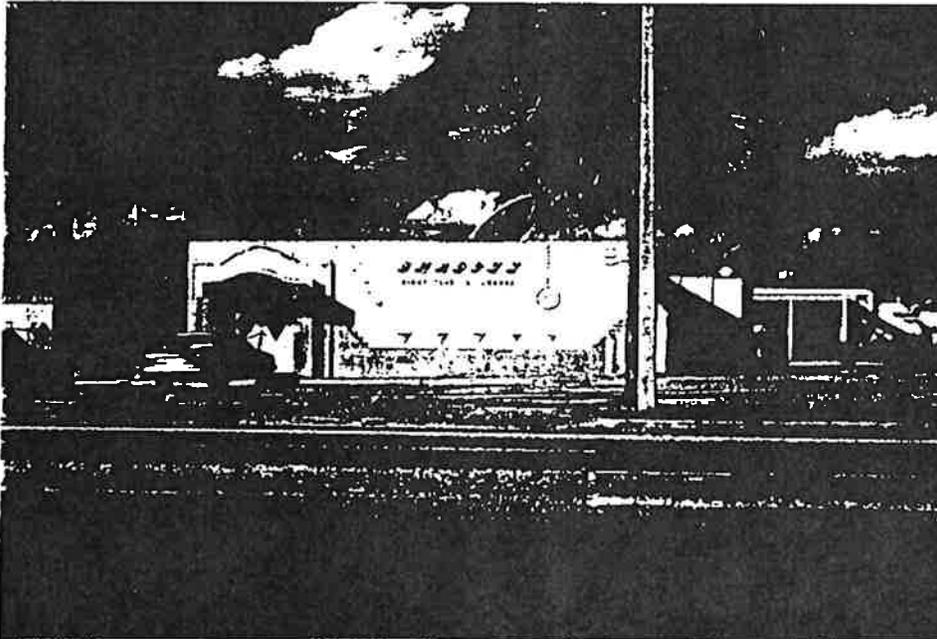
CRITERIA

NAME	VACANT COMMERCIAL	#	43
ADDRESS	W. KING ST.	OCCUPIED	
BLDG. CONDITION	POOR	DESIGN	POOR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	POOR		
PARKING	POOR		
SIGNAGE	POOR		
COMMENTS			



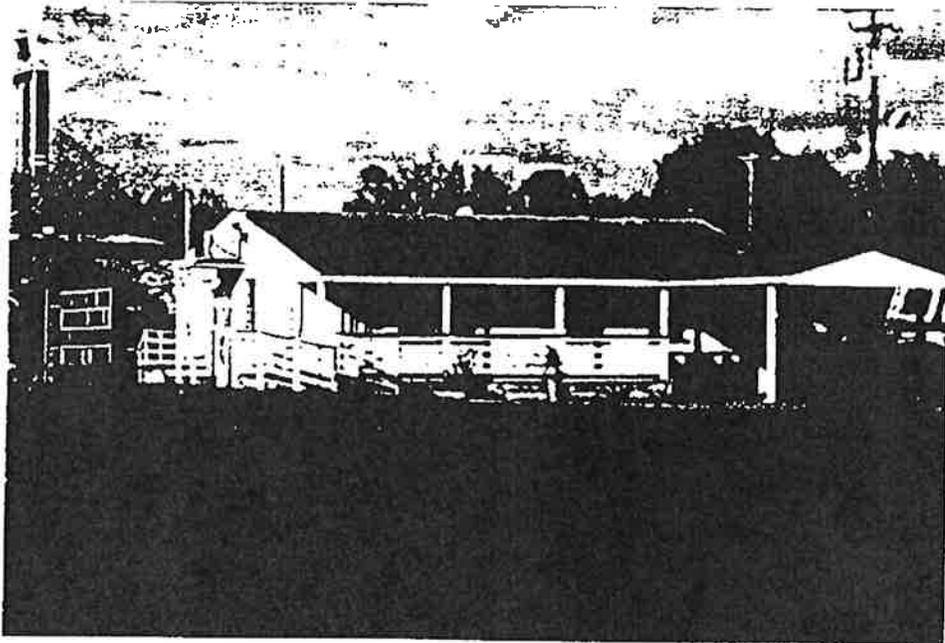
CRITERIA

NAME	SHADOZZ LOUNGE	#	44
ADDRESS	W. KING ST.	OCCUPIED	X
BLDG. CONDITION	FAIR	DESIGN	FAIR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	GOOD		
PARKING	GOOD		
SIGNAGE	POOR		
COMMENTS			



**CRITERIA**

<b>NAME</b>	VACANT COMMERCIAL	<b>#</b>	45
<b>ADDRESS</b>	W. KING ST.	<b>OCCUPIED</b>	
<b>BLDG. CONDITION</b>	FAIR	<b>DESIGN</b>	FAIR
<b>SITE CONDITION</b>	POOR	<b>DESIGN</b>	POOR
<b>ACCESS</b>	POOR		
<b>PARKING</b>	POOR		
<b>SIGNAGE</b>	POOR		
<b>COMMENTS</b>			



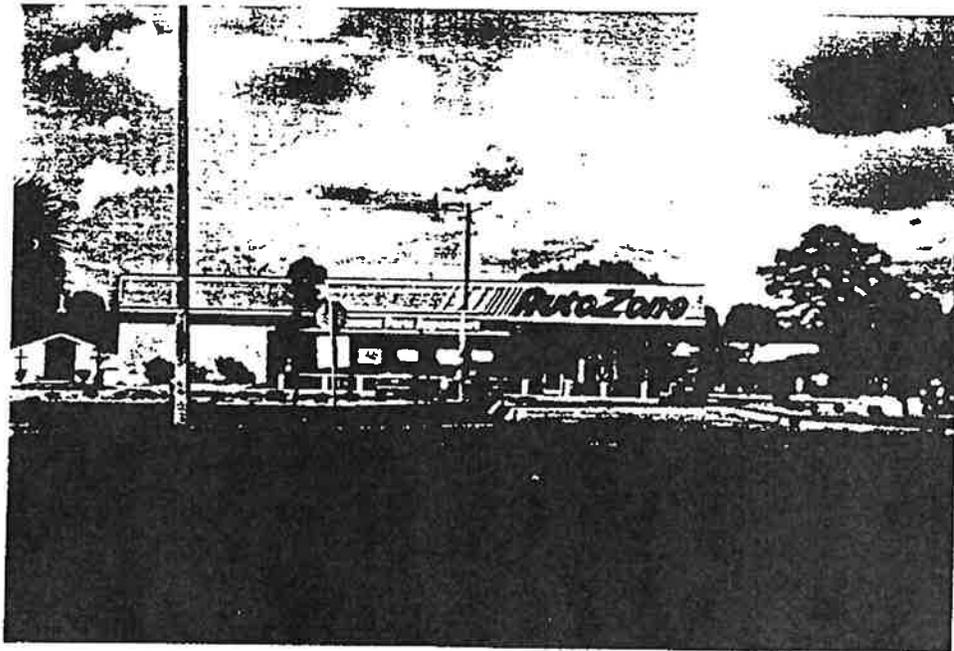
CRITERIA

NAME	AL'S USED CARS	#	46
ADDRESS	W. KING ST.	OCCUPIED	X
BLDG. CONDITION	POOR	DESIGN	POOR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	FAIR		
PARKING	POOR		
SIGNAGE	POOR		
COMMENTS			



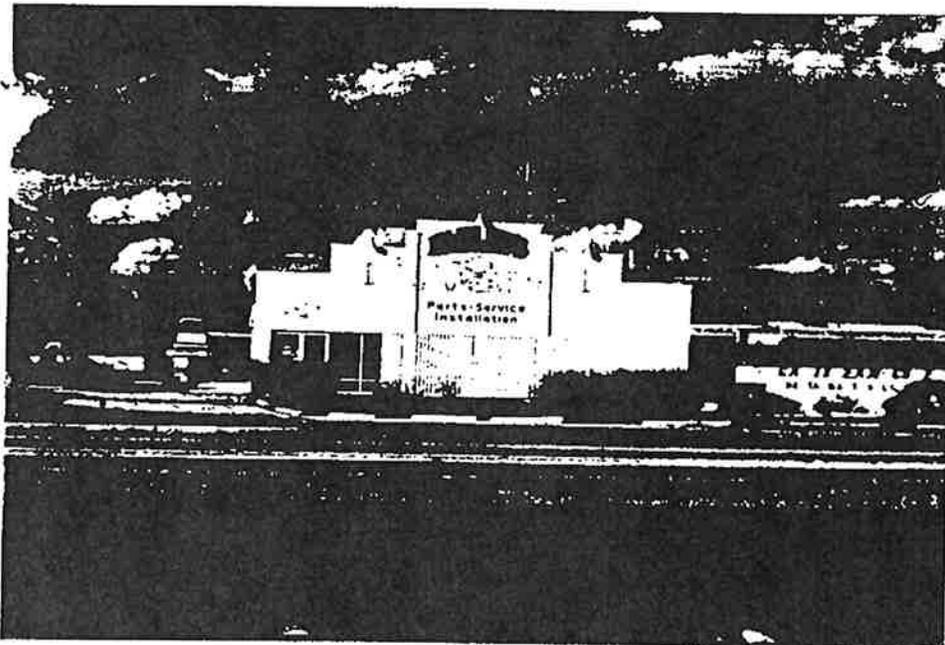
CRITERIA

NAME	AUTO ZONE	#	47
ADDRESS	600 W. KING ST.	OCCUPIED	X
BLDG. CONDITION	GOOD	DESIGN	FAIR
SITE CONDITION	GOOD	DESIGN	FAIR
ACCESS	GOOD		
PARKING	GOOD		
SIGNAGE	FAIR		
COMMENTS			



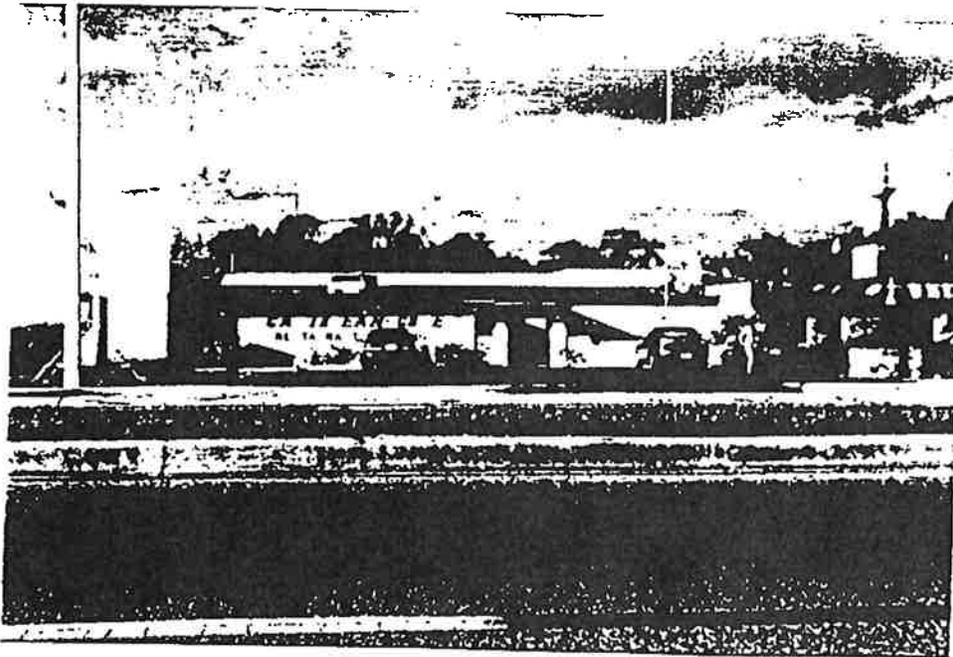
CRITERIA

NAME	HATLEY'S ELECTRIC MARINE	#	48
ADDRESS	590 W. KING ST.	OCCUPIED	X
BLDG. CONDITION	GOOD	DESIGN	FAIR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	GOOD		
PARKING	FAIR		
SIGNAGE	FAIR		
COMMENTS			



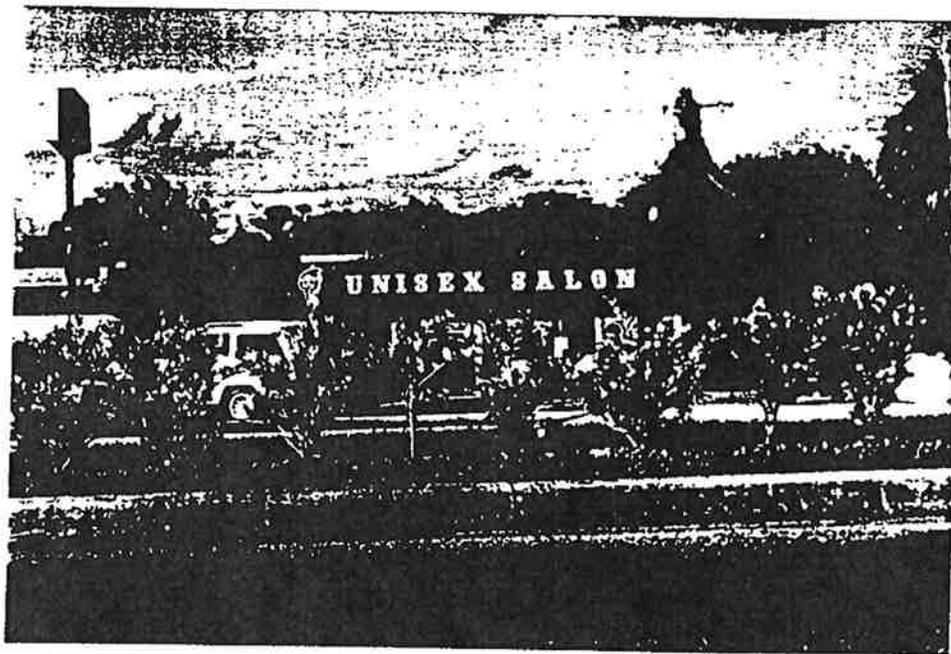
CRITERIA

NAME	CARIBBEAN COVE	#	49
ADDRESS	592 W. KING ST.	OCCUPIED	X
BLDG. CONDITION	FAIR	DESIGN	FAIR
SITE CONDITION	FAIR	DESIGN	POOR
ACCESS	GOOD		
PARKING	GOOD		
SIGNAGE	FAIR		
COMMENTS			



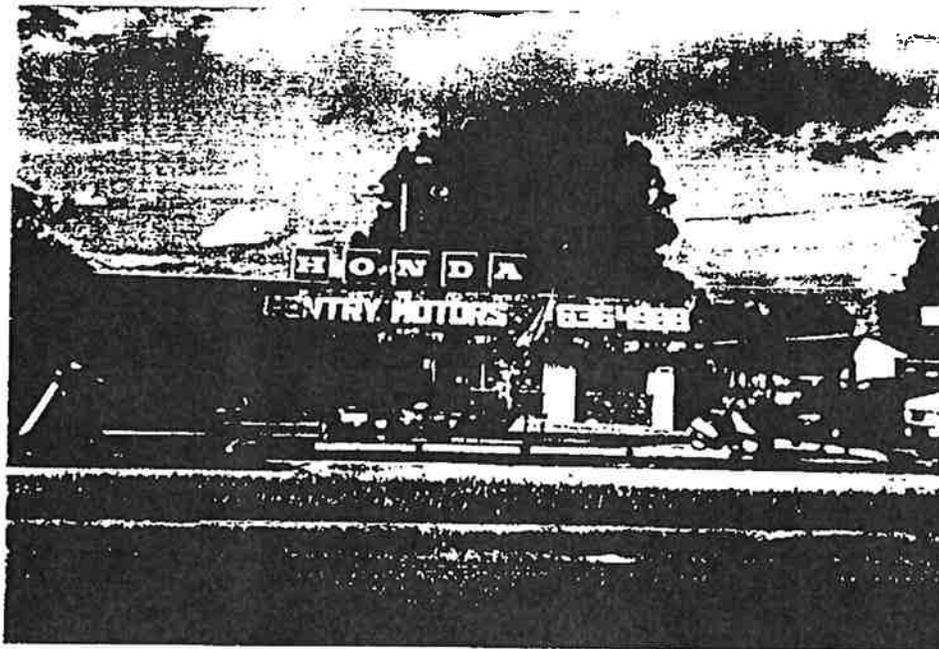
CRITERIA

NAME	UNISEX SALON	#	50
ADDRESS	W. KING ST.	OCCUPIED	X
BLDG. CONDITION	FAIR	DESIGN	FAIR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	GOOD		
PARKING	GOOD		
SIGNAGE	FAIR		
COMMENTS			



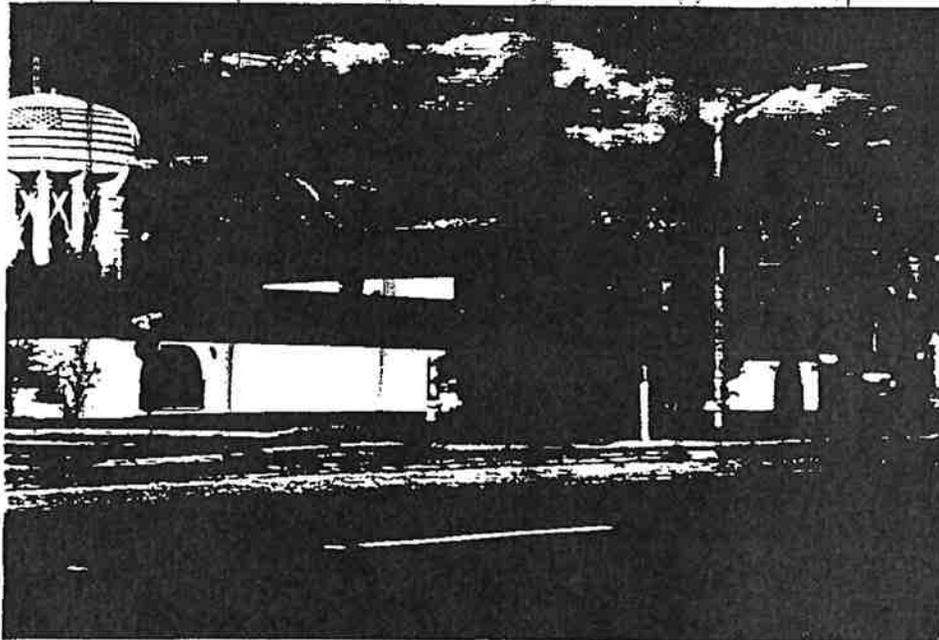
CRITERIA

NAME	HONDA GENTRY MOTORS	#	51
ADDRESS	W. KING ST.	OCCUPIED	X
BLDG. CONDITION	GOOD	DESIGN	FAIR
SITE CONDITION	POOR	DESIGN	POOR
ACCESS	GOOD		
PARKING	GOOD		
SIGNAGE	POOR		
COMMENTS			



CRITERIA

NAME	STONE PLANE HOME	#	32
ADDRESS	WILKINSON ST.	OCCUPIED	1
BLDG. CONDITION	GOOD	DESIGN	FAIR
SITE CONDITION	GOOD	DESIGN	FAIR
ACCESS	GOOD		
PARKING	FAIR		
SIGNAGE	GOOD		
COMMENTS			



## TRANSPORTATION ANALYSIS

### Network Inventory

The Census Tract 626 roadway network consists of one collector serving north/south movement with one arterial and two collectors serving east/west movement. The city roadway network does not include any limited access expressways. For this reason, a large amount of east/west and north/south movement can be associated with the two major State Highways in the City: US#1 and State Road 520. State Road 520 passes through census tract 626.

### East/West Facilities

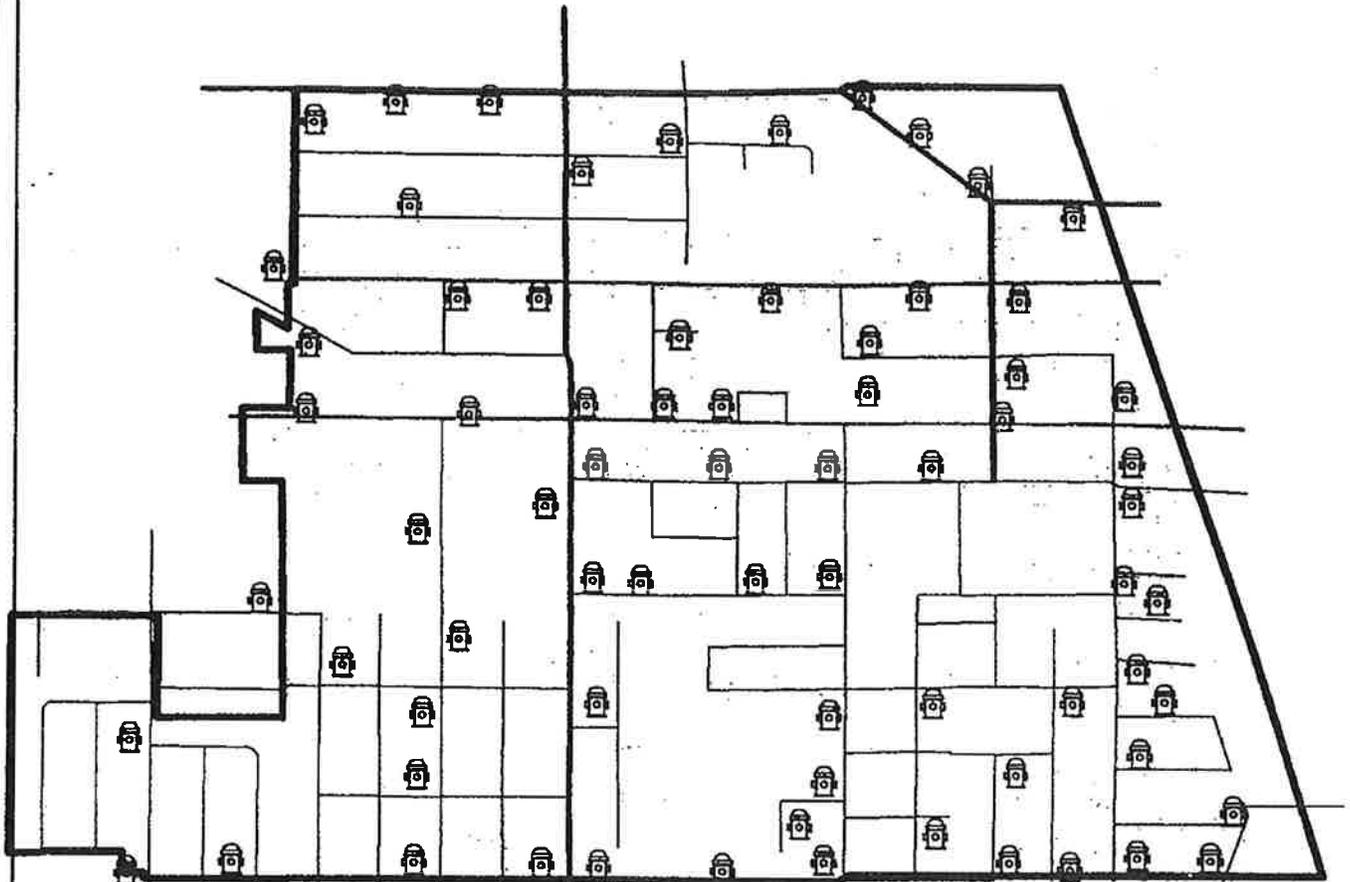
East/west arterial and collectors in the census tract 627 area include: State Highway 520, Peachtree, and Poinsett.

*State Highway 520* is a major arterial serving Brevard County. 520 is a major State Road facility that connects with the "Beeline - 528" on the west and continues through Cocoa, Merritt Island, to Cocoa Beach where it terminates at A1A. The road accommodates significant amounts of "through" traffic in the City of Cocoa as well as provides access to local commercial uses adjacent to the roadway. The road has a four lane divided design section with a 15 foot median.

State Road 520 is currently carrying approximately 2000 vehicles at its peak hourly traffic this volume puts the road at level of service "D". Although this is an acceptable level of service at this time, the road will be needed to be widened to a six lane section within the 10 to 15 year time frame. The roadway was widened to its current four lane section in the 1980's. This widening had some major deleterious affects to the adjacent commercial land uses at that time. Many of these problems continue today. The purchasing of right of way land has left many of the buildings with reduced frontage. This reduced frontage has adversely affected the site uses in these areas:

- The required physical setback has diminished or disappeared.
- The quantity and/or layout of parking has been forced to not comply with code in order to fit

# 626 Redevelopment Area Existing Water Distribution Map



**Legend**

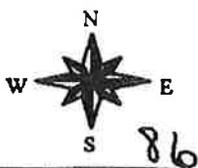
Water Mains

- 1.5" Line
- 2" Line
- 4" Line
- 6" Line
- 8" Line
- 24" Line
- 36" Line

626 RDA Limits

Parcels

Fire Hydrant



Date: January 9, 1997

### **Storm Drainage Facilities**

The storm water run-off volumes and treatment are handled in three separate basin areas for census tract 626. The storm water for State Road 520 is collected off-of the highway and treated accordingly. The storm water for the south west quadrant of the census tract flows to the southwest corner of the tract. In years past, this area (Virginia Park) has experienced periods of flooding in this part of town due to a lack of treatment facility. This situation is being remedied at this time. A new storm water retention and treatment facility is being constructed at Rock Pond. The remaining three quadrants of the city drain to the northeast and are stored and treated in the Brocco Pond facility. The southeast quadrant of census tract 626 experiences periodic flooding in the streets. This condition is resulting from the poor maintenance and capacity of the canal along Blake Street which feeds into Brocco Pond.

Many of the post-1980 commercial developments contain retention areas within their developed site. It has been observed that many of these areas have become putrid with trash, landscape clippings, and algae. The city needs to develop a set of guidelines and regulations for the maintenance of such areas. An effective program for the removal of exotic plants and/or illegally dumped trash must be worked out with the property owners involved.

## **CONDITIONS OF SLUM AND BLIGHT**

### **Potable Water Utility**

There are no conditions in census tract 626 that pose a danger to the health, safety, morals, or welfare of the citizens.

### **Sanitary Sewer System**

There are no conditions in census tract 626 that pose a danger to the health, safety, morals, or welfare of the citizens.

### **Storm Drainage System**

The open drainage canal system poses a threat to the health and safety of the public. These open, steep banked, facilities are dangerous attractive nuisances. In addition, these canals have become receiving zones for trash, yard waste, and algae. These areas are a public health problem.

The post 1980 on-site storm water retention and treatment ponds are not being maintained to an appropriate degree. Many of these facilities are becoming putrid with trash, yard waste, and algae. These are public health hazards and are a danger to the health, and welfare of the citizens.

Flooding problems in the southern portion of the census tract are a public safety problem.

## **HOUSING ANALYSIS**

### **Housing Conditions Inventory**

The inventory of housing conditions is intended to identify structural and internal housing characteristics that indicate substandard conditions. The methodology used for identification of substandard housing included inventory of housing characteristics reported in the 1990 Census, such as the absence of complete facilities and overcrowding. More recent data on housing conditions has been collected through field survey of external deterioration undertaken in 1996. For the purpose of this inventory analysis, substandard housing units include units lacking complete plumbing or kitchen facilities, overcrowded units and deteriorated or dilapidated units, as defined below:

Deteriorated Housing Units Units that are considered to be suitable for rehabilitation through either minor or major repairs to correct one or more of the following defects:

- a. Broken or missing materials in small areas of exterior wall and roof
- b. Badly weathered appearance
- c. Indications of rotting
- d. Shifting of roof line or foundation
- e. Open cracks in exterior walls

Dilapidated Housing Units Units that do not provide safe and adequate shelter and that have one or more of the critical structural defects listed below. Such units are generally considered to be beyond rehabilitation.

- a. Inadequate or missing original construction
- b. Severe damage due to fire or weather
- c. Holes in large areas of the roof
- d. Sagging roof lines and bulging walls
- e. Doors or windows incapable of being closed or secured
- f. Large areas of rot or termite damage
- g. Severe foundation settling

### **Housing Units Lacking Complete Facilities**

Statistics on housing units lacking complete plumbing, kitchen, and central heating facilities are reported by the Census as indicators of substandard conditions.

Of the city's 8,248 year-round housing units, 41 lacked complete plumbing facilities designed for exclusive use of the unit's residents. Units lacking complete kitchen facilities numbered 34. The number of units lacking central heating, as expected in a warm climate, was much higher than the totals in other categories. About 62 units were in this category.

### **Overcrowded Housing Units**

Overcrowded housing units are defined by the Census Bureau as units occupied by more than 1.01 persons per room in the unit. Based on this definition, 6,816 units 8,248 occupied units in the city were overcrowded.

### **External Housing Conditions Inventory**

In August 1996 a field survey was completed as a part of the comprehensive planning process to identify housing units or neighborhood areas exhibiting one or more of the conditions discussed below.

### **Dilapidated, Vacant, and Boarded-Up Housing Units**

The presence of dilapidated, vacant or boarded-up housing units in a neighborhood is a negative influence on surrounding residents. The condition of these units is a deterrent to continuing investment and maintenance of other units. Such units should be renovated or razed as legal requirements permit.

### **Deferred Maintenance**

Deferred maintenance occurs for three primary reasons. First, owner-occupants may not be able to afford needed improvements and regular maintenance. Second, owner-occupants may not be inclined to continue investing in maintenance of the unit, anticipating a move or feeling that

housing conditions in the area do not warrant continued upkeep. Third, owners of rented units may defer maintenance in order to maximize return on the unit.

### **Overgrown Vacant Land and Open Spaces**

Poorly maintained vacant lots and other spaces such as easements and canal banks are blighting influences on residential neighborhoods. Periodic maintenance of these areas, with costs billed to the land owner, can prevent the accumulation of debris and overgrowth of vegetation.

### **Survey Results**

The 1967 survey found 35 housing units in so dilapidated a condition as to be considered beyond rehabilitation. 57 housing units were found to be extremely deteriorated, vacant, or boarded-up and have been included in category designated for residential rehabilitation.

### **CONDITIONS OF SLUM AND BLIGHT**

The quantity of housing units that are either beyond rehabilitation or are in need of rehabilitation qualifies this area as slum and blighted.

## COMMUNITY TAX BASE ANALYSIS

### The Leveling of the Tax Base and Need for Redevelopment

#### Expenditure Trends

Over the past 10 years in the City of Cocoa, the cost of general government expenditures has risen an average of 10 % per year . Approximately 85% of these costs are salary related. For this reason, the majority of these yearly expenditure increases can be attributed to yearly salary and benefit increases. In the last 3 years, the average annual increases have been far less than the ten year average. Even with the recent efforts to reduce costs, the City can anticipate a typical average cost increase per year of six percent (6%). This average annual growth of expenditures must be compensated for with an equal or greater growth in revenues.

#### Revenue Trends

Revenues for the City of Cocoa come from the following sources: licenses and permits, inter-governmental revenues, charges for services, fines and forfeitures, misc. sources, and ad valorem taxes. For the most part, the growth in revenues have kept pace with the growth of expenditures over time. A major source of income comes from the ad valorem taxes which are based on the assessed value of the real property in the City times the current millage rate. The assessed valuation of the City's taxable value began to drop in 1992 and has fallen steadily ever since. As a result, the City has slowly been using increasingly larger amounts from the City's water fund to ensure that the revenues exceed expenditures.

#### Warning Trend (from City of Cocoa Annual Budget 1996)

<u>Fiscal Year</u>	<u>Taxable Value</u>	<u>Percent increase</u>
1996	338,481,567	-0.15%
1995	338,990,784	2.03%
1994	332,249,726	-0.47%
1993	333,826,503	-2.96%
1992	344,004,225	-0.07%
1991	344,240,552	3.28%
1990	333,323,594	7.74%
1989	309,379,176	5.39%
1988	293,564,008	4.24%
1987	281,630,085	1.66%

### Summary of Future Trends

It is clear from the above trends in expenditures and revenues that the City of Cocoa will experience increasing difficulty meeting expenditure commitments with the existing revenue structure. The primary reason for this condition is that the pace of new and re-development is slowing and the ad valorem tax revenue source in serious trouble. In addition to the slowing of development, many of the existing commercial and residential areas are decreasing in value due lack of up-keep and increased vacancies. Because of these conditions, the total assessed value of the City is declining. Due to inflation, the cost of general government will continue to increase on a yearly basis. In addition, aging infrastructure will continually need to be up-graded. With yearly costs of running the City increasing, and the assessed value of the community decreasing, the City will be faced with continually increase its reliance on the water fund to balance.

One of the reasons why the city's assessed value and resulting tax base is falling is due to the proportionately low valuation of census tract 626. The following is a chart of the property values distribution for the 626 census tract:

<u>Value Range</u>	<u>Percent of Total Units</u>
Under \$25,000	4.39 %
\$25,000 - \$49,000	38.58%
\$50,000 - \$74,999	38.77%
\$75,000 - \$99,999	9.61%
\$100,000 - \$149,000	3.44%
\$150,000 - \$199,999	1.92%

The median property value for the 626 census tract area is \$50,000.00; while the median price for the city is over \$80,00.00. The median valuation of this census tract has also been going down in the last several years. It is obvious that this area of the city is not the major contributor to the tax base.

The City of Cocoa must work with the census tract 626 neighborhood to develop a strategy to increase the property values in the area to increase City revenues. This condition meets the

requirements of Florida Statute 163.353 " **Power of taxing authority to tax or appropriate funds to a redevelopment trust fund in order to preserve and enhance the tax base of the authority.** - Notwithstanding any other provision of general or special law, the purpose for which a taxing authority may levy taxes or appropriate funds to a redevelopment trust fund include the preservation or enhancement of the tax base of such taxing authority and the furthering of the purposes of such taxing authority as provided by law. "

bilitation in such a manner that the conditions and evils enumerated may be eliminated, remedied, or prevented; and that salvageable slum and blighted areas can be conserved and rehabilitated through appropriate public action as herein authorized and the cooperation and voluntary action of the owners and tenants of property in such areas.

(3) It is further found and declared that the powers conferred by this part are for public uses and purposes for which public money may be expended and the power of eminent domain and police power exercised, and the necessity in the public interest for the provisions herein enacted is hereby declared as a matter of legislative determination.

(4) It is further found and declared that the preservation or enhancement of the tax base from which a taxing authority realizes tax revenues is essential to its existence and financial health; that the preservation and enhancement of such tax base is implicit in the purposes for which a taxing authority is established; that tax increment financing is an effective method of achieving such preservation and enhancement in areas in which such tax base is declining; that community redevelopment in such areas, when complete, will enhance such tax base and provide increased tax revenues to all affected taxing authorities, increasing their ability to accomplish their other respective purposes; and that the preservation and enhancement of the tax base in such areas through tax increment financing and the levying of taxes by such taxing authorities therefor and the appropriation of funds to a redevelopment trust fund bears a substantial relation to the purposes of such taxing authorities and is for their respective purposes and concerns. This subsection does not apply in any jurisdiction where the community redevelopment agency validated bonds as of April 30, 1984.

(5) It is further found and declared that there exists in counties and municipalities of the state a severe shortage of housing affordable to residents of low or moderate income, including the elderly; that the existence of such condition affects the health, safety, and welfare of the residents of such counties and municipalities and retards their growth and economic and social development; and that the elimination or improvement of such condition is a proper matter of state policy and state concern and is for a valid and desirable public purpose.

History.—s. 2, ch. 69-305 ss. 1, 22, ch. 84-356.

**163.340 Definitions.**—The following terms, wherever used or referred to in this part, have the following meanings:

(1) "Agency" or "community redevelopment agency" means a public agency created by, or designated pursuant to, s. 163.356 or s. 163.357.

(2) "Public body" or "taxing authority" means the state or any county, municipality, authority, special district as defined in s. 165.031(5), or other public body of the state, except a school district.

(3) "Governing body" means the council or other legislative body charged with governing the county or municipality.

(4) "Mayor" means the mayor of a municipality or, for a county, the chair of the board of county commissioners or such other officer as may be constituted by law to act as the executive head of such municipality or county.

(5) "Clerk" means the clerk or other official of the county or municipality who is the custodian of the official records of such county or municipality.

(6) "Federal Government" includes the United States or any agency or instrumentality, corporate or otherwise, of the United States.

(7) "Slum area" means an area in which there is a predominance of buildings or improvements, whether residential or nonresidential, which by reason of dilapidation, deterioration, age, or obsolescence; inadequate provision for ventilation, light, air, sanitation, or open spaces; high density of population and overcrowding; the existence of conditions which endanger life or property by fire or other causes; or any combination of such factors is conducive to ill health, transmission of disease, infant mortality, juvenile delinquency, or crime and is detrimental to the public health, safety, morals, or welfare.

(8) "Blighted area" means either:

(a) An area in which there are a substantial number of slum, deteriorated, or deteriorating structures and conditions which endanger life or property by fire or other causes or one or more of the following factors which substantially impairs or arrests the sound growth of a county or municipality and is a menace to the public health, safety, morals, or welfare in its present condition and use:

1. Predominance of defective or inadequate street layout;
2. Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
3. Unsanitary or unsafe conditions;
4. Deterioration of site or other improvements;
5. Tax or special assessment delinquency exceeding the fair value of the land; and
6. Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area; or

(b) An area in which there exists faulty or inadequate street layout; inadequate parking facilities; or roadways, bridges, or public transportation facilities incapable of handling the volume of traffic flow into or through the area, either at present or following proposed construction.

However, for purposes of qualifying for the tax credits authorized in chapter 220, "blighted area" means an area described in paragraph (a).

(9) "Community redevelopment" or "redevelopment" means undertakings, activities, or projects of a county, municipality, or community redevelopment agency in a community redevelopment area for the elimination and prevention of the development or spread of slums and blight or for the provision of affordable housing, whether for rent or for sale, to residents of low or moderate income, including the elderly, and may include slum clearance and redevelopment in a community redevelopment area or rehabilitation or conservation in a community redevelopment area, or any combination or part

thereof, in accordance with a community redevelopment plan and may include the preparation of such a plan.

(10) "Community redevelopment area" means a slum area, a blighted area, or an area in which there is a shortage of housing that is affordable to residents of low or moderate income, including the elderly, or a combination thereof which the governing body designates as appropriate for community redevelopment.

(11) "Community redevelopment plan" means a plan, as it exists from time to time, for a community redevelopment area.

(12) "Related activities" means:

(a) Planning work for the preparation of a general neighborhood redevelopment plan or for the preparation or completion of a communitywide plan or program pursuant to s. 163.365.

(b) The functions related to the acquisition and disposal of real property pursuant to s. 163.370(3).

(c) The development of affordable housing for residents of the area.

(13) "Real property" means all lands, including improvements and fixtures thereon, and property of any nature appurtenant thereto or used in connection therewith and every estate, interest, right, and use, legal or equitable, therein, including but not limited to terms for years and liens by way of judgment, mortgage, or otherwise.

(14) "Bonds" means any bonds (including refunding bonds), notes, interim certificates, certificates of indebtedness, debentures, or other obligations.

(15) "Obligee" means and includes any bondholder, agents or trustees for any bondholders, or lessor demising to the county or municipality property used in connection with community redevelopment, or any assignee or assignees of such lessor's interest or any part thereof, and the Federal Government when it is a party to any contract with the county or municipality.

(16) "Person" means any individual, firm, partnership, corporation, company, association, joint stock association, or body politic and includes any trustee, receiver, assignee, or other person acting in a similar representative capacity.

(17) "Area of operation" means, for a county, the area within the boundaries of the county, and for a municipality, the area within the corporate limits of the municipality.

(18) "Housing authority" means a housing authority created by and established pursuant to chapter 421.

(19) "Board" or "commission" means a board, commission, department, division, office, body or other unit of the county or municipality.

(20) "Public officer" means any officer who is in charge of any department or branch of the government of the county or municipality relating to health, fire, building regulations, or other activities concerning dwellings in the county or municipality.

(21) "Debt service millage" means any millage levied pursuant to s. 12, Art. VII of the State Constitution.

(22) "Increment revenue" means the amount calculated pursuant to s. 163.387(1).

History.—s. 3, ch. 69-305, s. 1, ch. 77-391, s. 1, ch. 31-44, s. 3, ch. 33-231, ss. 22, ch. 34-256, s. 33, ch. 35-190, s. 12, ch. 37-243, s. 33, ch. 31-45, s. 1, ch. 296, s. 1, ch. 34-226, s. 147, ch. 35-147.

**163.345 Encouragement of private enterprise.—**

(1) Any county or municipality, to the greatest extent it determines to be feasible in carrying out the provisions of this part, shall afford maximum opportunity, consistent with the sound needs of the county or municipality as a whole, to the rehabilitation or redevelopment of the community redevelopment area by private enterprise. Any county or municipality shall give consideration to this objective in exercising its powers under this part, including the formulation of a workable program; the approval of community redevelopment plans, communitywide plans or programs for community redevelopment, and general neighborhood redevelopment plans (consistent with the general plan of the county or municipality); the exercise of its zoning powers; the enforcement of other laws, codes, and regulations relating to the use of land and the use and occupancy of buildings and improvements; the development of affordable housing; the disposition of any property acquired; and the provision of necessary public improvements.

(2) In giving consideration to the objectives outlined in subsection (1), the county or municipality shall consider making available the incentives provided under the Florida Enterprise Zone Act and chapter 420.

History.—s. 4, ch. 69-305; s. 4, ch. 33-231; s. 2, ch. 34-226.

Note.—Redesignated the Florida Enterprise Zone Act of 1994 by s. 16, ch. 94-136.

**163.346 Notice to taxing authorities.—**

Before the governing body adopts any resolution or enacts any ordinance required under s. 163.355, s. 163.356, s. 163.357, or s. 163.387; creates a community redevelopment agency; approves, adopts, or amends a community redevelopment plan; or issues redevelopment revenue bonds under s. 163.385, the governing body must provide public notice of such proposed action pursuant to s. 125.66(2) or s. 166.041(3)(a) and, at least 15 days before such proposed action, mail by registered mail a notice to each taxing authority which levies ad valorem taxes on taxable real property contained within the geographic boundaries of the redevelopment area.

History.—s. 8, ch. 84-356; s. 2, ch. 33-286; s. 13, ch. 95-310.

**163.350 Workable program.—**

Any county or municipality for the purposes of this part may formulate for the county or municipality a workable program for utilizing appropriate private and public resources to eliminate and prevent the development or spread of slums and urban blight, to encourage needed community rehabilitation, to provide for the redevelopment of slum and blighted areas, to provide housing affordable to residents of low or moderate income, including the elderly, or to undertake such of the aforesaid activities or other feasible county or municipal activities as may be suitably employed to achieve the objectives of such workable program. Such workable program may include provision for the prevention of the spread of blight into areas of the county or municipality which are free from blight through diligent enforcement of housing, zoning, and occupancy controls and standards; the rehabilitation or conservation of slum and blighted areas or portions thereof by replanning, removing congestion, providing parks, playgrounds, and other public improve-

## CHAPTER 2019-163

### Committee Substitute for House Bill No. 9

An act relating to community redevelopment agencies; amending s. 112.3142, F.S.; requiring ethics training for community redevelopment agency commissioners; specifying requirements for such training; amending s. 163.356, F.S.; revising reporting requirements; deleting provisions requiring certain annual reports; amending s. 163.367, F.S.; requiring ethics training for community redevelopment agency commissioners; amending s. 163.370, F.S.; requiring a community redevelopment agency to follow certain procurement procedures; creating s. 163.371, F.S.; requiring a community redevelopment agency to publish certain digital boundary maps on its website; providing annual reporting requirements; requiring a community redevelopment agency to publish the annual reports on its website; creating s. 163.3755, F.S.; providing termination dates for certain community redevelopment agencies; creating s. 163.3756, F.S.; providing legislative findings; requiring the Department of Economic Opportunity to declare inactive community redevelopment agencies that have reported no financial activity for a specified number of years; providing hearing procedures; authorizing certain financial activity by a community redevelopment agency that is declared inactive; providing applicability; providing construction; requiring the department to maintain a list on its website identifying all inactive community redevelopment agencies; amending s. 163.387, F.S.; specifying the level of tax increment financing that a governing body may establish for funding the redevelopment trust fund; effective on a specified date, revising requirements for the use of redevelopment trust fund proceeds; limiting allowed expenditures; revising requirements for the annual budget of a community redevelopment agency; revising requirements for use of moneys in the redevelopment trust fund for specific redevelopment projects; revising requirements for the annual audit; requiring the audit to be included with the financial report of the county or municipality that created the community redevelopment agency; amending s. 218.32, F.S.; revising criteria for finding that a county or municipality failed to file a report; requiring the Department of Financial Services to provide a report to the Department of Economic Opportunity concerning community redevelopment agencies reporting no revenues, expenditures, or debts; providing an effective date.

Be It Enacted by the Legislature of the State of Florida:

Section 1. Section 112.3142, Florida Statutes, is amended to read:

112.3142 Ethics training for specified constitutional officers, ~~and~~ elected municipal officers, and commissioners.—

(1) As used in this section, the term “constitutional officers” includes the Governor, the Lieutenant Governor, the Attorney General, the Chief

Financial Officer, the Commissioner of Agriculture, state attorneys, public defenders, sheriffs, tax collectors, property appraisers, supervisors of elections, clerks of the circuit court, county commissioners, district school board members, and superintendents of schools.

(2)(a) All constitutional officers must complete 4 hours of ethics training each calendar year which addresses, at a minimum, s. 8, Art. II of the State Constitution, the Code of Ethics for Public Officers and Employees, and the public records and public meetings laws of this state. This requirement may be satisfied by completion of a continuing legal education class or other continuing professional education class, seminar, or presentation if the required subjects are covered.

(b) ~~Beginning January 1, 2015,~~ All elected municipal officers must complete 4 hours of ethics training each calendar year which addresses, at a minimum, s. 8, Art. II of the State Constitution, the Code of Ethics for Public Officers and Employees, and the public records and public meetings laws of this state. This requirement may be satisfied by completion of a continuing legal education class or other continuing professional education class, seminar, or presentation if the required subjects are covered.

(c) Beginning January 1, 2020, each commissioner of a community redevelopment agency created under part III of chapter 163 must complete 4 hours of ethics training each calendar year which addresses, at a minimum, s. 8, Art. II of the State Constitution, the Code of Ethics for Public Officers and Employees, and the public records and public meetings laws of this state. This requirement may be satisfied by completion of a continuing legal education class or other continuing professional education class, seminar, or presentation, if the required subject material is covered by the class.

(d) The commission shall adopt rules establishing minimum course content for the portion of an ethics training class which addresses s. 8, Art. II of the State Constitution and the Code of Ethics for Public Officers and Employees.

(e)(d) The Legislature intends that a constitutional officer or elected municipal officer who is required to complete ethics training pursuant to this section receive the required training as close as possible to the date that he or she assumes office. A constitutional officer or elected municipal officer assuming a new office or new term of office on or before March 31 must complete the annual training on or before December 31 of the year in which the term of office began. A constitutional officer or elected municipal officer assuming a new office or new term of office after March 31 is not required to complete ethics training for the calendar year in which the term of office began.

(3) Each house of the Legislature shall provide for ethics training pursuant to its rules.

Section 2. Paragraphs (c) and (d) of subsection (3) of section 163.356, Florida Statutes, are amended to read:

163.356 Creation of community redevelopment agency.—

(3)

(c) The governing body of the county or municipality shall designate a chair and vice chair from among the commissioners. An agency may employ an executive director, technical experts, and such other agents and employees, permanent and temporary, as it requires, and determine their qualifications, duties, and compensation. For such legal service as it requires, an agency may employ or retain its own counsel and legal staff.

~~(d) An agency authorized to transact business and exercise powers under this part shall file with the governing body the report required pursuant to s. 163.371(1), on or before March 31 of each year, a report of its activities for the preceding fiscal year, which report shall include a complete financial statement setting forth its assets, liabilities, income, and operating expenses as of the end of such fiscal year. At the time of filing the report, the agency shall publish in a newspaper of general circulation in the community a notice to the effect that such report has been filed with the county or municipality and that the report is available for inspection during business hours in the office of the clerk of the city or county commission and in the office of the agency.~~

~~(e)~~(d) At any time after the creation of a community redevelopment agency, the governing body of the county or municipality may appropriate to the agency such amounts as the governing body deems necessary for the administrative expenses and overhead of the agency, including the development and implementation of community policing innovations.

Section 3. Subsection (1) of section 163.367, Florida Statutes, is amended to read:

163.367 Public officials, commissioners, and employees subject to code of ethics.—

(1) The officers, commissioners, and employees of a community redevelopment agency created by, or designated pursuant to, s. 163.356 or s. 163.357 ~~are shall be~~ subject to the provisions and requirements of part III of chapter 112, and commissioners also must comply with the ethics training requirements as imposed in s. 112.3142.

Section 4. Subsection (5) is added to section 163.370, Florida Statutes, to read:

163.370 Powers; counties and municipalities; community redevelopment agencies.—

(5) A community redevelopment agency shall procure all commodities and services under the same purchasing processes and requirements that apply to the county or municipality that created the agency.

Section 5. Section 163.371, Florida Statutes, is created to read:

163.371 Reporting requirements.—

(1) By January 1, 2020, each community redevelopment agency shall publish on its website digital maps that depict the geographic boundaries and total acreage of the community redevelopment agency. If any change is made to the boundaries or total acreage, the agency shall post updated map files on its website within 60 days after the date such change takes effect.

(2) Beginning March 31, 2020, and not later than March 31 of each year thereafter, a community redevelopment agency shall file an annual report with the county or municipality that created the agency and publish the report on the agency's website. The report must include the following information:

(a) The most recent complete audit report of the redevelopment trust fund as required in s. 163.387(8). If the audit report for the previous year is not available by March 31, a community redevelopment agency shall publish the audit report on its website within 45 days after completion.

(b) The performance data for each plan authorized, administered, or overseen by the community redevelopment agency as of December 31 of the reporting year, including the:

1. Total number of projects started and completed and the estimated cost for each project.

2. Total expenditures from the redevelopment trust fund.

3. Original assessed real property values within the community redevelopment agency's area of authority as of the day the agency was created.

4. Total assessed real property values of property within the boundaries of the community redevelopment agency as of January 1 of the reporting year.

5. Total amount expended for affordable housing for low-income and middle-income residents.

(c) A summary indicating to what extent, if any, the community redevelopment agency has achieved the goals set out in its community redevelopment plan.

Section 6. Section 163.3755, Florida Statutes, is created to read:

163.3755 Termination of community redevelopment agencies.—

(1) A community redevelopment agency in existence on October 1, 2019, shall terminate on the expiration date provided in the agency's charter on October 1, 2019, or on September 30, 2039, whichever is earlier, unless the governing body of the county or municipality that created the community redevelopment agency approves its continued existence by a majority vote of the members of the governing body.

(2)(a) If the governing body of the county or municipality that created the community redevelopment agency does not approve its continued existence by a majority vote of the governing body members, a community redevelopment agency with outstanding bonds as of October 1, 2019, that do not mature until after the termination date of the agency or September 30, 2039, whichever is earlier, remains in existence until the date the bonds mature.

(b) A community redevelopment agency operating under this subsection on or after September 30, 2039, may not extend the maturity date of any outstanding bonds.

(c) The county or municipality that created the community redevelopment agency must issue a new finding of necessity limited to timely meeting the remaining bond obligations of the community redevelopment agency.

Section 7. Section 163.3756, Florida Statutes, is created to read:

163.3756 Inactive community redevelopment agencies.—

(1) The Legislature finds that a number of community redevelopment agencies continue to exist, but do not report any revenues, expenditures, or debt in the annual reports they file with the Department of Financial Services pursuant to s. 218.32.

(2)(a) A community redevelopment agency that has reported no revenue, no expenditures, and no debt under s. 189.016(9) or s. 218.32 for 6 consecutive fiscal years beginning no earlier than October 1, 2016, must be declared inactive by the Department of Economic Opportunity, which shall notify the agency of the declaration. If the agency does not have board members or an agent, the notice of the declaration of inactive status must be delivered to the county or municipal governing board or commission that created the agency.

(b) The governing board of a community redevelopment agency that is declared inactive under this section may seek to invalidate the declaration by initiating proceedings under s. 189.062(5) within 30 days after the date of the receipt of the notice from the Department of Economic Opportunity.

(3) A community redevelopment agency that is declared inactive under this section may expend funds from the redevelopment trust fund only as necessary to service outstanding bond debt. The agency may not expend other funds in the absence of an ordinance of the local governing body that created the agency which consents to the expenditure of such funds.

(4) The provisions of s. 189.062(2) and (4) do not apply to a community redevelopment agency that has been declared inactive under this section.

(5) The provisions of this section are cumulative to the provisions of s. 189.062. To the extent the provisions of this section conflict with the provisions of s. 189.062, this section prevails.

(6) The Department of Economic Opportunity shall maintain on its website a separate list of community redevelopment agencies declared inactive under this section.

Section 8. Paragraph (a) of subsection (1), subsection (6), paragraph (d) of subsection (7), and subsection (8) of section 163.387, Florida Statutes, are amended to read:

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. Such increment shall be determined annually and shall be that amount equal to 95 percent of the difference between:

1. The amount of ad valorem taxes levied each year by each taxing authority, exclusive of any amount from any debt service millage, on taxable real property contained within the geographic boundaries of a community redevelopment area; and

2. The amount of ad valorem taxes which would have been produced by the rate upon which the tax is levied each year by or for each taxing authority, exclusive of any debt service millage, upon the total of the assessed value of the taxable real property in the community redevelopment area as shown upon the most recent assessment roll used in connection with the taxation of such property by each taxing authority prior to the effective date of the ordinance providing for the funding of the trust fund.

However, the governing body of any county as defined in s. 125.011(1) may, in the ordinance providing for the funding of a trust fund established with respect to any community redevelopment area created on or after July 1, 1994, determine that the amount to be funded by each taxing authority annually shall be less than 95 percent of the difference between subparagraphs 1. and 2., but in no event shall such amount be less than 50 percent of such difference.

(6) Effective October 1, 2019, moneys in the redevelopment trust fund may be expended from time to time for undertakings of a community redevelopment agency as described in the community redevelopment plan only pursuant to an annual budget adopted by the board of commissioners of the community redevelopment agency and only for the following purposes specified in paragraph (c), including, but not limited to:

(a) Except as otherwise provided in this subsection, a community redevelopment agency shall comply with the requirements of s. 189.016.

(b) A community redevelopment agency created by a municipality shall submit its annual budget to the board of county commissioners for the county in which the agency is located within 10 days after the adoption of such budget and submit amendments of its annual budget to the board of county commissioners within 10 days after the adoption date of the amended budget. Administrative and overhead expenses necessary or incidental to the implementation of a community redevelopment plan adopted by the agency. ✓

(c) The annual budget of a community redevelopment agency may provide for payment of the following expenses:

1. Administrative and overhead expenses directly or indirectly necessary to implement a community redevelopment plan adopted by the agency.

2.(b) Expenses of redevelopment planning, surveys, and financial analysis, including the reimbursement of the governing body or the community redevelopment agency for such expenses incurred before the redevelopment plan was approved and adopted.

3.(e) The acquisition of real property in the redevelopment area.

4.(d) The clearance and preparation of any redevelopment area for redevelopment and relocation of site occupants within or outside the community redevelopment area as provided in s. 163.370.

5.(e) The repayment of principal and interest or any redemption premium for loans, advances, bonds, bond anticipation notes, and any other form of indebtedness.

6.(f) All expenses incidental to or connected with the issuance, sale, redemption, retirement, or purchase of bonds, bond anticipation notes, or other form of indebtedness, including funding of any reserve, redemption, or

other fund or account provided for in the ordinance or resolution authorizing such bonds, notes, or other form of indebtedness.

7.(g) The development of affordable housing within the community redevelopment area.

~~8.(h)~~ The development of community policing innovations.

9. Expenses that are necessary to exercise the powers granted under s. 163.370, as delegated under s. 163.358.

(7) On the last day of the fiscal year of the community redevelopment agency, any money which remains in the trust fund after the payment of expenses pursuant to subsection (6) for such year shall be:

(d) Appropriated to a specific redevelopment project pursuant to an approved community redevelopment plan. The funds appropriated for such project may not be changed unless the project is amended, redesigned, or delayed, in which case the funds must be reappropriated pursuant to the next annual budget adopted by the board of commissioners of the community redevelopment agency which project will be completed within 3 years from the date of such appropriation.

(8)(a) Each community redevelopment agency with revenues or a total of expenditures and expenses in excess of \$100,000, as reported on the trust fund financial statements, shall provide for a financial an audit of the trust fund each fiscal year and a report of such audit to be prepared by an independent certified public accountant or firm. Each financial audit conducted pursuant to this subsection must be conducted in accordance with rules for audits of local governments adopted by the Auditor General.

(b) The audit ~~Such report must:~~ shall

1. Describe the amount and source of deposits into, and the amount and purpose of withdrawals from, the trust fund during such fiscal year and the amount of principal and interest paid during such year on any indebtedness to which increment revenues are pledged and the remaining amount of such indebtedness.

2. Include financial statements identifying the assets, liabilities, income, and operating expenses of the community redevelopment agency as of the end of such fiscal year.

3. Include a finding by the auditor as to whether the community redevelopment agency is in compliance with subsections (6) and (7).

(c) The audit report for the community redevelopment agency must accompany the annual financial report submitted by the county or municipality that created the agency to the Department of Financial Services as provided in s. 218.32, regardless of whether the agency reports separately under that section.

(d) The agency shall provide ~~by registered mail~~ a copy of the audit report to each taxing authority.

Section 9. Subsection (3) of section 218.32, Florida Statutes, is amended to read:

218.32 Annual financial reports; local governmental entities.—

(3)(a) The department shall notify the President of the Senate and the Speaker of the House of Representatives of any municipality that has not reported any financial activity for the last 4 fiscal years. Such notice must be sufficient to initiate dissolution procedures as described in s. 165.051(1)(a). Any special law authorizing the incorporation or creation of the municipality must be included within the notification.

(b) Failure of a county or municipality required under s. 163.387(8) to include with its annual financial report to the department a financial audit report for each community redevelopment agency created by that county or municipality constitutes a failure to report under this section.

(c) By November 1 of each year, the department must provide the Special District Accountability Program of the Department of Economic Opportunity with a list of each community redevelopment agency that does not report any revenues, expenditures, or debt for the community redevelopment agency's previous fiscal year.

Section 10. This act shall take effect October 1, 2019.

Approved by the Governor June 28, 2019.

Filed in Office Secretary of State June 28, 2019.