CITY OF CAPE CANAVERAL
COMMUNITY REDEVELOPMENT AREA -
COMMUNITY REDEVELOPMENT PLAN

November 2012

Prepared for the

City of Cape Canaveral, Florida

Consultant Team

Kimley-Horn and Associates, Inc.
Acknowledgements

This report was created with the help and guidance of a number of individuals. This section is intended to recognize those who have had an active role in the report’s creation and community planning.

CITY OF CAPE CANAVERAL

CITY COUNCIL

Rocky Randels, Mayor
Betty Walsh, Mayor Pro Tem
John Bond, Council Member
Bob Hoog, Council Member
Buzz Petsos, Council Member

CITY STAFF

David L. Greene, City Manager
Barry Brown, Planning & Zoning Director
Todd Morley, Community and Economic Development Director
<table>
<thead>
<tr>
<th>TABLE OF CONTENTS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>ACKNOWLEDGEMENTS</td>
<td>ii</td>
</tr>
<tr>
<td>EXECUTIVE SUMMARY</td>
<td>1</td>
</tr>
<tr>
<td>INTRODUCTION</td>
<td>3</td>
</tr>
<tr>
<td>COMMUNITY REDEVELOPMENT AREA</td>
<td>9</td>
</tr>
<tr>
<td>COMMUNITY REDEVELOPMENT PLAN</td>
<td>11</td>
</tr>
<tr>
<td>CRA STRATEGIES, PROGRAMS AND PROJECTS</td>
<td>17</td>
</tr>
<tr>
<td>FUNDING SOURCES</td>
<td>24</td>
</tr>
<tr>
<td>CONCLUSION</td>
<td>30</td>
</tr>
<tr>
<td>LIST OF MAPS</td>
<td>31</td>
</tr>
<tr>
<td>APPENDIX</td>
<td>35</td>
</tr>
</tbody>
</table>
EXECUTIVE SUMMARY

In 2009, residents of Cape Canaveral engaged in “Envision Cape Canaveral” a community-based, citizen-driven process to create a Vision for the City’s future. One of the primary objectives of this endeavor was to develop a vision and implementing strategies for future redevelopment of underutilized areas in the City. The Envision Cape Canaveral process produced the Cape Canaveral Vision Statement which envisions a vibrant community that meets the economic, recreational, social, and retail needs of its citizens. A Visioning Report was prepared which included a list of recommendations for implementation.

In 2010, recommendations were established as formal City policy with adoption of the Evaluation and Appraisal Report (EAR) based amendments to the Comprehensive Plan. The Amendments outlined objectives and policies to guide the City in its redevelopment efforts and included designation of a Community Redevelopment Area and establishment of a Community Redevelopment Agency (CRA).

The City hosted an Economic Development Open House on February 21, 2012, and a subsequent workshop on September 18, 2012, as a means to garner additional citizen input. City Council and Staff requested analysis as part of a Finding of Necessity which serves as a basis for designating a Community Redevelopment Area within the City in accordance with Chapter 163, Part III, Florida Statutes (F.S.). The areas within the CRA Boundary are confirmed as qualifying for designation through the independent analyses performed in the Finding of Necessity.

Several steps are required to create a CRA. The following has been completed:

* 06/19/12 - Cape Canaveral prepared a Finding of Necessity which demonstrated the proposed redevelopment area met statutory requirements for a CRA.
* 08/21/12 - Brevard County delegated authority to the City to create a CRA.
* 08/21/12 - Adoption of Resolution 2012-16 created Cape Canaveral CRA and declared the City Council to be CRA Board.
* 10/3/12 - Review of Community Redevelopment Plan (CRP) by the Local Planning Agency to determine consistency with Comprehensive Plan and recommendation to the CRA Board.
* 11/13/12 – CRA Board recommended approval of Community Redevelopment Plan to City Council and Brevard County Board of County Commissioners.

Remaining steps:

* Approval of Community Redevelopment Plan by Brevard County Board of County Commissioners.
* City Council adoption of Community Redevelopment Plan.
* Creation of Trust Fund by Ordinance.

Formal designation as a Community Redevelopment Area, creation of a Community Redevelopment Agency, and drafting a Community Redevelopment Plan (CRP) will allow the City to develop specific strategies, programs, and improvements to encourage private investment and redevelopment efforts.
When combined with public sector improvements, private investment can support the community’s desired quality of life. Public sector improvements to infrastructure, as well as grants and matching funds can assist business expansion/relocation and property improvements, thereby contributing to increases in property values. The City aspires to be proactive and assist property owners along its business corridors which are part of the City's image and economic base. By focusing opportunities for economic redevelopment within the identified areas, the City can provide a plan for incentives/programs to help drive recovery.

The Community Redevelopment Act, Chapter 163 Part III, F.S. was created as a tool to assist in remedying areas to improve the general public welfare, local tax base, and for redevelopment of specific geographic areas. The Act declares that, “the rehabilitation, conservation, or redevelopment of deteriorated and distressed areas are necessary in the interest of public health, safety, morals, and welfare.” The first step includes preparation of a technical analysis of the existing conditions within the proposed redevelopment area that may hinder or support the quality of life and services needed for a sustainable community. Furthermore, the Act provides that coastal resort and tourist areas “which are deteriorating and economically distressed due to building density patterns, inadequate transportation and parking facilities, faulty lot layout, or inadequate street layout, could, through the means provided in this part, be revitalized and redeveloped in a manner that will improve the economic and social conditions of the community.”

Property valuation data was collected from the Brevard County Property Appraiser’s Office and analyzed. The comparative data reflects an average decline in property values within the City of 41% in commercial and industrial areas from 2007 to 2011. During this same period, residential data reflects an average decline within the community redevelopment area of 47%. As reflected in the Finding of Necessity report, as economic activity declines, property vacancies increase, and this in turn leads to a decline in property value. To compound the decline in value, maintenance budgets may be the first to be cut, leading to a decline in appearance.

Review of existing Community Redevelopment Areas within Brevard County confirms their relative strength and success in deterring economic decline. The Areas that have received focused economic and physical community redevelopment planning have experienced property value changes that are relatively better than conditions within the community as a whole.

The purpose of the CRA is to implement the Vision Statement and recommendations in the Visioning Report. The Plan provides a listing of strategies, programs and projects that can be used to create jobs, increase investment and property values, and attract the types of services and amenities desired by residents.
INTRODUCTION

History of Cape Canaveral

The first permanent settlement in present day Brevard County was established near Cape Canaveral in 1848. The City of Cape Canaveral was incorporated in 1963 and has a current population of 9,936 (April 1, 2011, U.S. Census). Consisting of approximately 1.9 square miles along the barrier island of Florida’s central east coast, this seaside residential community is bordered on the north by Port Canaveral, on the east by the Atlantic Ocean, on the south by Cocoa Beach, and on the west by the Banana River. Cape Canaveral’s location makes it an integral part of the tourism, aerospace, maritime and military industries in Brevard County and the region. Approximately 50 miles east of Orlando, the proximity to Port Canaveral, one of busiest cruise ports in the country, Kennedy Space Center, Cape Canaveral Air Force Station, Patrick Air Force Base, and the beaches make it an ideal place for visitors and residents as well as business and industry. The City provides municipal services that include sanitary sewer treatment, reuse water, stormwater, and recreation facilities.

The economic fortunes of Cape Canaveral have mirrored that of the Space Program. As the Space Program grew in the 60s and 70s so did the City. After a lull in the late 70s the Shuttle program boosted the economy and carried it for the next 30 years. In the last decade the economy began to diversify with the growth of hotel and hospitality related uses and as many retirees made Cape Canaveral home. Cape Canaveral has evolved from a sleepy fishing village, to a weekend beachfront retreat, to a provider of housing and office support for the Space Program, to a home for retirees and a hub of hospitality related uses such as hotels, resorts, a convention center, and soon a Brewery. In 2012, a 288-bed assisted living facility was approved for construction.

While Cape Canaveral will continue to look for economic opportunities related to the Space Program, the hospitality and health services industries have recently provided the greatest opportunity for job creation and economic growth. The cruise ship industry has in part been responsible for construction of the Residence Inn, Country Inn and Suites, Ron Jon’s Cape Caribe Resort and expansions to the Radisson Resort at the Port.

The economic artery of Cape Canaveral is SR A1A and the commercial activity along this corridor. Most of the commercial buildings along A1A were constructed during the 60s and 70s and are showing their age. These buildings are characterized by outdated design and construction methodology, thereby
limiting their reuse potential. In addition, small lot size and configuration make redevelopment to current standards for parking, landscaping, setbacks, and stormwater challenging.

As the corridor aged, the City began to see increasing signs of deterioration and lack of investment. The restructuring of the space industry, national economic downturn, and overall aging of the corridor have further exacerbated these conditions. In addition, very little retail growth has taken place within the City resulting in an outflow of dollars and lack of services desired by residents.

**History of Economic Development Initiatives**

**2009 Community Visioning**

The Vision Statement developed during the Envision Cape Canaveral process in 2009 set the stage for a series of redevelopment activities. Since that time the City has pursued implementation of redevelopment activities and creation of a Community Redevelopment Agency (CRA). The Vision Statement calls for new development that can instill civic pride through creating a sense of place, implementing environmentally sensitive design, and respecting the context of the neighborhoods and downtown area.

The Community Redevelopment Plan (CRP) is the next step in creating a CRA and will serve as an important tool to assist the City and its citizens in remedying old infrastructure problems and supporting development activities that improve the general public welfare, improve the local tax base, and encourage thoughtful and integrated redevelopment of the SR A1A Corridor and a future Town Center project.

Even before the current economic recession, community leadership recognized the need for a focused redevelopment effort and as such in 2007, the Business and Cultural Development Board commissioned an update of the 1995 Redevelopment Plan. The 2007 Plan had two overriding goals: economic development and improvement of quality of life. Objective 5 of the Plan addressed both of the goals by calling for establishment of a Community Redevelopment Agency.

In 2009, elected leaders called upon residents to participate in creation of a Vision for the City’s future and a plan for implementing the Vision. Over 200 citizens participated in "Envision Cape Canaveral" a community based, citizen driven process that resulted in a Vision Statement (see Vision Statement below)
that describes the type of City desired by citizens and a Visioning Report that listed recommendations to achieve the Vision. Strategies to address constraints and opportunities identified during the Visioning and achieve the goals of the Vision Statement include, but are not limited to:

- Redevelopment of underutilized and infill areas as identified in the report.
- Establishment of a downtown area that is a focal point for residents.
- Capitalize on the community’s proximity to major economic generators.
- Pursue new revenue opportunities for on-going City operations and to support economic development efforts.
- Pursue planning that is future-oriented and creates long-term benefits.

Cape Canaveral Vision Statement

We envision: A bike-able and walk-able Cape Canaveral that retains and enhances its residential feel, characterized by low-rise buildings not more than 4 stories in height. This residential and business friendly atmosphere is one of a live-able, attractive, safe, secure, and sustainable coastal community that embraces the beach and riverside as the main amenities, and supports local culture and education.

We envision: AIA as a “complete street” with a native-landscaped and tree-lined median with traffic calming elements and dark-sky street lighting. “Complete street” amenities include bicycle facilities, covered transit stops, and safe pedestrian crossings that invite pedestrians and bicyclists to access the beach, river, local neighborhoods and adjacent communities. Our improved “complete streets” will allow us to travel calmly to intimate waterfront destinations and a walk-able downtown core. Multi-use paths lined with shade trees should be wide enough for bikes and pedestrians and lighted so anyone can walk or bicycle safely anywhere in town, day or night.

We envision: Welcoming community entrance features that create a sense of arrival and unique community identity. The “downtown” and other areas will contain an architecturally rich and unique mix of uses, with wide tree shaded sidewalks and umbrella covered café tables at restaurants and bistros where friends gather, interact, and enjoy drinks and dinner.

We envision: A community that; removes or transforms blighted and unfinished buildings into attractive structures, offers city-wide green spaces, provides a pet-friendly park with ample shade, and actively recruits and supports businesses that enhance economic viability and serve our residents and visitors.

We envision: Open shorelines and rivers accessible to the public including amenities that take advantage of the water, such as limited and quaint water-view establishments and intimate public gathering and entertainment places that may include pavilions, gazebos, or a performance stage.
History of Economic Development Initiatives

2009 Community Visioning

Since the 2009 Community Visioning, the primary goal of the City has been to implement the objectives of the Vision Statement and the recommendations of the Visioning Report. As of June 2011, the City has completed or is in the process of implementing the following initiatives:

- Created an Ad Valorem Tax Exemption Incentive
- Prepared a Five Year Capital Improvements Plan
- Completed Ridgewood Avenue roadway, bicycle, and pedestrian improvements
- Increased Code Enforcement Activities
- Increased Business Assistance Efforts
- Established a Community Redevelopment Agency
- Created an A1A Economic Opportunity Overlay District
- Pursuing Community Development Block Grants
- Establishing a Brownfields Redevelopment Program
- Pursuing Complete Street projects and funding

Economic Development Action Plan (EDAP)

The Economic Development Action Plan (EDAP) was completed in February of 2010 with the primary goal to “improve the livability and economic vitality of Cape Canaveral through smart development, to enhance the attractiveness of the community for residents, businesses and visitors, while preserving its unique, natural coastal setting.” A number of action items were developed as part of this Plan including to further support and encourage economic development efforts within the City, establishment of a Community Redevelopment Agency and a Brownfield Area. That plan served as an economic development tool for the entire City, but many of the action items serve a dual role for the CRA and for redevelopment. Creation of the CRA will further the implementation of the goals outlined in the EDAP.

Evaluation and Appraisal Report (EAR) Based Amendments

In 2010, the City adopted its Evaluation and Appraisal Report (EAR) based amendments to the Comprehensive Plan that further support the community’s desire for redevelopment. The EAR based amendments outline objectives and policies to guide the City in its redevelopment efforts including designation of a Community Redevelopment Area and establishment of a Community Redevelopment Agency (CRA).
**A1A Economic Opportunity Overlay District**

The land development codes were recently amended to promote mixed-use developments, streamline development review and provide flexible development standards within a portion of the Community Redevelopment Area. The Overlay District includes commercial and industrial properties along SR A1A from the Port in the north to the Canaveral River Area in the south. The Overlay District establishes architectural design standards, increases building heights, allows for additional uses and provides a process for approving planned developments.

**A1A Multimodal Corridor Planning and Engineering Analysis**

SR A1A is the primary economic and transportation artery for Cape Canaveral and the barrier island. Over time it has become outdated, failing to meet the needs of area residents and businesses. Recognizing this, community leaders formed the A1A Action Team and called for improvements that will transform A1A into a multimodal roadway with a “Complete Streets” orientation that emphasizes pedestrian/bicycle mobility, safety and beautification. With support from the Space Coast Transportation Planning Organization (SCTPO), the A1A Action Team was able to engage in productive dialogue with the Florida Department of Transportation (FDOT). Accordingly, FDOT commissioned the SR A1A Multimodal Planning and Engineering Analysis to provide a “Complete Streets” plan for approximately 14 miles of the SR A1A corridor through, and including, Cape Canaveral. The Analysis will identify needed improvements, estimate costs, and prioritize candidate projects. It is expected to be completed spring 2013.

*“The vision for the A1A Multimodal Planning and Engineering Analysis is to have a corridor that functions as a safe and efficient multimodal corridor that connects and supports the economic viability of several communities. The corridor should be aesthetically pleasing while providing a sense of community through innovation, design and connectivity.”*

**North Atlantic Avenue Streetscape Project**

The North Atlantic Avenue Streetscape Project was initiated in 2012 as a “complete streets” project. North Atlantic Avenue is a major north-south corridor through the City and located within the adopted CRA boundary. This Project will extend from SR A1A to Port Canaveral and will connect with the West Central Boulevard Streetscape Project – Phase II and East Central Boulevard Streetscape Project – Phase III. All of which are planned to be reconstructed as “complete streets”.
Complete Streets is consistent with the City’s Vision Statement: “We envision…as a “complete street” with a native-landscaped and tree-lined median with traffic calming elements and dark-sky street lighting. “Complete street” amenities include bicycle facilities, covered transit stops, and safe pedestrian crossings that invite pedestrians and bicyclists to access the beach, river, local neighborhoods and adjacent communities. Our improved “complete streets” will allow us to travel calmly to intimate waterfront destinations and a walk-able downtown core.”

**Brownfield Area Designation**

By adopting Resolution No. 2012-21, a portion of the City was designated a Brownfield Area. A Brownfield Area is defined as a contiguous area of one or more brownfield sites, some of which may not be contaminated, and which has been designated by a local government by resolution. Such areas may include all or portions of community redevelopment areas, enterprise zones, empowerment zones, other such designated economically deprived communities and areas, and Environmental Protection Agency-designated brownfield pilot projects. 376.79(4) F.A.C.

The Brownfield Area Designation is an economic development tool to assist development/redevelopment, jobs creation, and tax base growth. All commercial and industrial properties within the CRA have the Brownfield Designation. A map illustrating the Brownfield Area boundary is included in the List of Maps – Figure 4.

**Friday Fest**

Friday Fest is a community festival event established to provide for a place/event for social gathering in the community. Activities include a variety of food, novelty and craft vendors, children’s activities, and live entertainment. Revenue projections and community involvement have risen since its inception. Events like this serve important economic development objectives by providing a venue for marketing, outreach, and promotion of business and development opportunities.
COMMUNITY REDEVELOPMENT AREA

The Cape Canaveral Community Redevelopment Area is depicted in Figure 1 –CRA Boundary Map. The Area is generally the corridor along SR AIA, from Port Canaveral in the north, to the southern City Limit including properties along North Atlantic Avenue and the “Presidential Streets”. This Area was determined based on discussions with City staff and an independent assessment performed in accordance with the application of the planning process and community development practices found in Chapter 163, Part III, F.S. This Area includes a mixture of non-residential and residential uses as well as vacant and underdeveloped properties. The City’s Future Land Use Map and Zoning Map, included as Figures 2 and 3, respectively, were reviewed as part of the Finding of Necessity and for the CRP for consistency in their application, non-conforming land uses and general support for redevelopment efforts.

The Community Redevelopment Area is approximately 766 acres or 56 percent of the City’s land area. See Table 1. This percentage is less than the maximum percentage permitted by Statute.

Table 1 provides a breakdown of the acreage and number of parcels within the CRA. The City of Cape Canaveral is comprised of approximately 1,374 acres including right-of-ways, easements, and other such areas. Approximately 2,370 parcels are contained within the City, and of those, approximately 1,234 are located within the Community Redevelopment Area.

<table>
<thead>
<tr>
<th>TABLE 1</th>
<th>LAND AREA ALLOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>City Acreage</strong></td>
<td><strong>Acres</strong></td>
</tr>
<tr>
<td>Total City Parcel Acreage</td>
<td>1,227</td>
</tr>
<tr>
<td>Total City Area*</td>
<td>1,374</td>
</tr>
<tr>
<td><strong>CRA Acreage</strong></td>
<td><strong>Acres</strong></td>
</tr>
<tr>
<td>Total CRA Area*</td>
<td>766</td>
</tr>
<tr>
<td><strong>CRA Number of Properties</strong></td>
<td><strong>Total Number</strong></td>
</tr>
<tr>
<td>Total Number of Parcels in CRA**</td>
<td>1,234</td>
</tr>
</tbody>
</table>

*Includes right-of-ways, easements, and other areas within the complete digitized City Boundary

**Parcels sourced from Florida Department of Revenue
FIGURE 1 – CRA BOUNDARY MAP

CITY OF CAPE CANAVERAL FINDING OF NECESSITY

FIGURE 1: CRA BOUNDARY

LEGEND

CRA BOUNDARY
COMMUNITY REDEVELOPMENT PLAN

The Community Redevelopment Agency is responsible for developing and implementing the Community Redevelopment Plan. The Plan includes goals for redevelopment in the area and lists strategies, programs and projects to implement them.

Streetscapes and roadway improvements, building renovations, new building construction, flood control initiatives, water and sewer improvements, parking lots and garages, neighborhood parks, sidewalks, street lighting and street tree plantings are typical projects funded by community redevelopment agencies. The Plan can also include redevelopment incentives such as grants and loans to private owners/businesses within the Community Redevelopment Area for such things as façade improvements, sprinkler system upgrades, sign replacement, and structural improvements. The Redevelopment Plan should be periodically revised to address changing needs within the Community Redevelopment Area.

Purpose of the Community Redevelopment Plan (CRP)

The Envision Cape Canaveral process, the Finding of Necessity and community workshops served to identify specific goals and opportunities for the City to consider in its redevelopment. The CRP turns those goals into specific action items and projects. This Plan identifies programs/activities that can be funded/managed by the CRA to support local businesses and promote redevelopment.

Redevelopment is an ongoing, iterative process that can take decades to achieve. It is the City’s intent to regularly revisit this document, perhaps as part of the CRA’s annual reporting process, in order to celebrate the City’s achievements and refocus priorities for the coming years. The City already has examples from the Envision Cape Canaveral document of what long term redevelopment could look like. This initial CRP is focused on the short term in order to prioritize activities and to guide the CRA in its initial actions. Portions of the Plan deal with specific physical improvements and how the CRA can help support them; equally important are recommended programs/tools designed to support businesses. The CRA does not intend to support projects that require relocation of residents from the redevelopment area and therefore, the CRP does not provide provision for relocation of persons displaced from housing facilities within it.

Statutory Requirement for a Community Redevelopment Plan

The State of Florida requires that certain elements or “provisions” be included within a Community Redevelopment Plan (CRP). As defined by the Florida Statutes, a Community Redevelopment Plan means a plan, as it exists from time to time, for a community redevelopment area. Furthermore, Chapter 163.360 Florida Statutes requires:
(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. 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.

(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.

(7) Following such hearing, the governing body may approve the community redevelopment and the plan thereof 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.

Comprehensive Plan Consistency

Chapter 163.360 requires that the CRP “Conform to the comprehensive plan for the county or municipality as prepared by the local planning agency under the Community Planning Act.” On October 3, 2012, the City Planning and Zoning Board, serving as the local planning agency, found the proposed CRP to be consistent with the City’s Comprehensive Plan based on the adopted Objectives and Policies that further support the community’s desire for redevelopment. A listing of supportive Objectives and Policies from the Comprehensive Plan follow:

- Policy IG-1.4.1: The City shall pursue creation of a Community Redevelopment Agency (CRA) to provide a funding source and a plan for redevelopment of commercial and residential properties. Federal and State Brownfields designations will also be pursued where appropriate.
- Policy IG-1.4.2: The City shall develop a City “brand” or identifiable character which represents the core values of the community and creates an image consistent with the City’s Vision Statement.
• **Objective LU-1.8:** The City shall work toward the use of innovative mixed use land use classifications and land development regulations to implement the recommendations of the 2009 Visioning Study for mixed use developments and a downtown center.

The measurement of this Objective is the extent to which innovative land uses and land development techniques are allowed and the degree to which the following Policies are implemented.

• **Policy LU-1.8.1:** The City shall encourage the mix of residential, office, commercial, retail, restaurant, hotel, and flex space through the use of Mixed Use Land Use designations. The Mixed Use Future Land Use designation provides for a mix of uses within a development site or within multiple parcel area to encourage flexible and creative design, protect established residential neighborhoods from adverse impacts of nonresidential development and reduce the cost of public infrastructure. When the City adopts a policy creating a mixed-use land use designation(s), it will define the percentage distribution for the mix of allowable uses or other guidelines to implement mixed-use controls consistent with the requirements of 9J-5.006(4), F.A.C. and further, it will include density and intensity standards for the mixed-use designation pursuant to Section 163.3177(6)(a), F.S. Designation of Mixed-Use FLU on the FLU Map within the City and the pursuit of appropriate strategies shall be based upon the following issues, factors and criteria:

A. Provide for the compatibility of mixed land use patterns, which would consist of retail, restaurant, commercial, office, hotel, flex space, and residential uses through the implementation of appropriate land development regulations.

B. Encourage private development activities to coordinate with existing residents and property owners. Coordinate the provision of adequate public facilities and services.

C. Provide for a reduced need for infrastructure by allowing for shared parking, drainage and other facilities.

D. Existing single use developments in place prior to the designation of land as Mixed Use remain legal conforming uses that can be restored in accordance with the current zoning district standards applicable to the property.

E. Attendant on-site facilities such as utilities, structured parking facilities integrated into other uses, public schools, open space and recreation areas.

• **Objective LU-1.9:** The City shall alleviate the impacts of inadequate public facilities and services, substandard structures and lot configurations in the blighted or other affected areas in the City through redevelopment and beautification activities.
Community Redevelopment Agency and Board

The CRP is administered by the Community Redevelopment Agency. A five- to seven-member CRA Board created by the local government directs the Agency. The CRA Board can be comprised of local government officials and/or other individuals appointed by the city. Although CRAs are not overseen by the State, they are considered dependent special districts and have certain annual reporting requirements. The CRA term is limited to 30 years, 40 years if extended. After that time, all revenues are retained by each taxing entity that contributed to the CRA Trust Fund.

City of Cape Canaveral Resolution No. 2012-16 declared the City Council will serve as the CRA Board. Since the City Council will serve as the CRA Board, specific policies and procedures will need to be implemented to ensure that CRA Board functions are independently undertaken separate from City Council responsibilities. Examples include special meeting notices, separate minutes of the CRA Board, and separate tracking of CRA expenditures and activities. Existing city staff will be assigned responsibilities to coordinate CRA activities.

A County or Municipality may delegate to the CRA all powers necessary to carry out redevelopment activities including those powers granted under s. 163.370 with the exception of the following, which continue to vest in the governing body of the County or Municipality:

1. The power to determine an area to be a slum or blighted area, or combination thereof, to designate such area as appropriate for community redevelopment; and to hold any public hearings required with respect thereto.

2. The power to grant final approval to community redevelopment plans and modifications thereof.

3. The power to authorize the issuance of revenue bonds as set forth in s. 163.385.

4. The power to approve the acquisition, demolition, removal, or disposal of property as provided in s. 163.370(4) and the power to assume the responsibility to bear loss as provided in s. 163.370(4).

5. The power to approve the development of community policing innovations.

6. The power of eminent domain

It is expressly stated that the CRA does not have the power of eminent domain and there are also limits to the City’s powers per Florida Statutes:

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

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.

Further, in 2005 the City adopted Ordinance No. 14-2005 which places self-imposed limitations on the City Council’s ability to exercise eminent domain powers solely for economic development purposes in light of the United States Supreme Court’s decision in *Kelo v. City of New London*. Notwithstanding the United States Supreme Court’s decision in *Kelo v. City of New London*, 125 S. Ct. 2655 (2005), and any other authority under Florida law, the City Council shall not exercise the power of eminent domain solely for economic development purposes. Any exercise of such power shall be declared void ab initio.
CRA STRATEGIES, PROGRAMS AND PROJECTS

The CRA anticipates exercising, without limitation, the enumerated powers set forth in the Community Redevelopment Act of 1969 to create, fund and implement an array of strategies to promote redevelopment programs and projects within the community redevelopment area. The following strategies, programs and projects will provide the framework and general guidelines needed to direct future decision making of the CRA:

Business and Development Assistance

The CRA will formulate, finance and implement economic development strategies that will create projects and programs, or take full advantage of other existing and proposed government projects and programs, to stimulate the local economy by increasing job growth and employment opportunities for residents within the Cape Canaveral community. Such projects and programs may include, but shall not be limited to:

City Partnership Opportunities - When appropriate, the CRA will partner with the City of Cape Canaveral to foster business and redevelopment activities within the redevelopment area by assisting the City with implementing the City’s economic and redevelopment policies and objectives including, but not limited to, the policies and objectives set forth in the City’s brownfield area program, comprehensive plan, and city code.

Improvement and Beautification Programs – The appearance of buildings and properties is important to creating an attractive business environment, increasing their marketability, and increasing property values. The CRA can support property improvements by providing incentives such as matching grants for façade improvements, sign replacement, and landscape and sprinkler upgrades.

Incentive Fund - The CRA can establish an Incentive Fund that allows assistance above and beyond the previously mentioned façade grants and other assistance programs. Applicants can make application for monies for specific items which are reviewed by the CRA Board on a case-by-case basis.

Low Interest Loan Pool - The CRA should investigate establishment of a loan pool or assistance program with local banks to provide low-interest loans for projects that have funding requirements beyond the capacity of existing programs.
Waivers and Reimbursements - Up-front costs for new developments can be eased by waiving or relaxing certain site requirements and development standards and through reimbursement of various expenses involved in permitting. These incentives include but are not limited to the following:

- Waiver of required parking in excess of the number of spaces that can be accommodated on site.
- Plan/Development/implementation of central stormwater management for the CRA and waiver of onsite stormwater retention requirements, where possible.
- Waiver of concurrency limitations that may exist because of over-capacity streets in the CRA. If applicable, the City should seek to establish a transportation concurrency exception area for the CRA.
- Waiver or reimbursement for City permit fees, impact fees or fair share costs, utility connection fees, etc. The City should also work with Brevard County to determine and establish those circumstances where County impact fees and/or fair share costs can be reduced to encourage redevelopment and infill in the CRA.

Impact Fee Assistance/Deferral Program – Impact fees can often be an impediment to business start-up. The City should consider reducing the amount of impact fees; establishing a program to assist with payment of fees; and/or allowing for deferment of fees.

New Business Rent Assistance - This type of Program assists fledgling businesses with startup costs. The CRA commits to a pre-determined level of rent assistance and requires regular monitoring, compliance review, along with a detailed understanding and commitment to the business plan and revenue projections. The CRA can set specific employee requirements, lease requirements, and financial projection outlooks.

Job Creation Bonus Program - This Program is used to attract desired businesses to the CRA. Incentive criteria can include the amount of wage/salary and benefits, number of jobs created, and the type of business.

Flexible Zoning and Land Development Regulations – The City should continue efforts started with the A1A Economic Opportunity Overlay District to provide for mixed use zoning and flexible development regulations. Density bonuses are also a way to encourage more creative development plans. Revised parking requirements, shared parking, and provision of public parking should be considered.

Rehabilitation and Repurposing of Existing Buildings- The CRA can support rehabilitation and repurposing of existing structures through grants/loans.

Site Preparation – Funds/loans can be made available to assist with demolition and removal of obsolete structures, thereby beautifying the property and increasing its marketability.
Catalyst Projects

The CRA will formulate, finance and implement redevelopment strategies that will serve as a catalyst for future redevelopment and business opportunities within the redevelopment area including, but not limited to:

Public-Private Partnerships – A public-private partnership (PPP) describes a government service or private business venture which is funded and operated through a partnership of government and one or more private sector companies. Risk and reward are shared in a joint contract for services or development. Examples of PPP projects include; land assembly, note and bond financing for land assembly, site preparation, public facilities or infrastructure improvements, and loans or grants to developers.

Public Parking Facilities – The provision of public parking maximizes development potential of properties and therefore creates greater value for property owners and the City.

Shared Off-site Stormwater Retention – Many properties are too small to support new development. The CRA can purchase property and construct off-site stormwater retention to allow greater utilization of undersized and nonconforming properties. Many properties are nonconforming and/or undersized to accommodate modern development regulations for parking, stormwater, and landscaping. By providing off-site stormwater valuable properties along A1A can be more fully utilized.

Property Acquisition – Many commercial and residential properties are too small to be developed/redeveloped according to current standards. The CRA can purchase smaller, nonconforming properties to be aggregated into parcels large enough to accommodate new development.

Town Center Project – Cape Canaveral lacks a traditional downtown and therefore a communal focal point. The CRA can fund creation of a mixed use zoning district to support development of a mixed use project that would serve as a Town Center to include retail, restaurants, office and residential uses. The CRA should actively recruit and incentivize a developer experienced with Town Center developments.

Public Improvements

The CRA will provide necessary public facilities at acceptable levels of service within the redevelopment area to accommodate existing and future needs as proposed development occurs within the redevelopment area including, but not limited to:

Partnerships to Improve Services and Facilities - The CRA will work with all appropriate government and private utilities to ensure the provision of adequate public and utility services and facilities within the redevelopment area including, but not limited to, transportation, electricity, telecommunications, cable television, water, storm water, sanitary sewer, gas, parks and recreation, and solid waste.

Parks, Recreation, Open Space and Beautification Opportunities – The CRA will pursue adequate park and recreation facilities, open space and beautification opportunities that may be desirable for neighborhood improvement, with special consideration for the health, safety, and welfare of children.
**Streetscape improvements** – Streetscape projects are intended to beautify public rights-of-way, provide safe opportunities for pedestrian/bicycle travel, and upgrade roadways and intersections. Beautification projects may include landscaping of medians and rights-of-way, undergrounding or relocation of utilities, decorative lighting, street furniture, and “gateway” features at its entrances. Other streetscape projects emphasize pedestrian/bicycle mobility and safety such as construction of sidewalks/pedways, enhanced transit stops, and intersection improvements. The CRA may have opportunities to support the North Atlantic Avenue and Central Boulevard Streetscape Projects currently being pursued by the City.

**Roadway Improvements** – Roadway improvements are an important component of redevelopment efforts and can include roadway construction, resurfacing, intersection improvements, addition of turn lane(s), etc. Often roadway improvements are made in conjunction with Streetscape Projects.

**Wayfinding Signage** – The wayfinding approach provides for decorative, uniform signage that directs potential patrons to local businesses, attractions, and parks. A wayfinding signage plan is developed through a partnership with FDOT, the City, and local businesses.

**Pedestrian and Bicycle Mobility** – In general, each road improvement effort undertaken within the CRA should be viewed in light of connectivity and access management. Connectivity is about more than cars; more important for long term vitality of the CRA area and its redevelopment opportunities is the connectivity and comfort for pedestrians and bicyclists. It is the role of the CRA to be an advocate for projects identified in the SR A1A Multimodal Corridor Planning and Engineering Analysis, which is expected to be completed in the Spring of 2013.

Another element of community connectivity that needs to be considered is enhancing the transit stops in coordination with SCAT. The CRA could look into developing a plan for the transit stops that not only enhances the rider’s experience, but helps with beautification of the corridor. Some CRA’s have used this type of activity in coordination with their branding activities or as a part of a public art program.

**Stormwater Management** - As a result of historical development permitted and constructed prior to the City’s and State’s current design standards, some developed properties lack adequate stormwater management facilities and are nonconforming to local and state regulatory requirements. Often these constraints delay or prevent financially feasible redevelopment.

Physical conditions were noted where existing stormwater management facilities are not properly maintained and exhibit conditions that may contribute to on-street and adjoining property ponding or flooding. They can lead to adverse discharge impacts to the surface water system. Examples include standing water, damaged inlet structures, clogged piping and inappropriate use of facilities (parking, storage, etc.). Evaluation of an area-wide, comprehensive stormwater management strategy is appropriate in support of economic revitalization.
The ongoing evaluation and maintenance of the stormwater management system serving the City and CRA along with the long term planning for stormwater improvement projects should be a priority within the CRA for encouraging and supporting private reinvestment along SR A1A, the North Atlantic corridor and throughout the CRA. Businesses and property owners rely on the Stormwater Management System to provide needed flood protection for their property. The Community relies on the Stormwater Management System for handling standing water during and following a storm event to continue with normal activities (shopping, dining, recreation and other activities) regardless of weather conditions. The effective management of Stormwater within Cape Canaveral and the CRA is a priority for a sustainable and vibrant economy. Strategies for improving stormwater conveyance, treatment and discharge include development of a Master Stormwater Management Plan that can provide for shared use of infrastructure and future maintenance costs. Seeking shared funding from the St. Johns River Water Management District, State and County can support redevelopment and economic revitalization within the corridor.

Planning Studies

The CRA may fund planning studies to include, but not limited to: a Master Plan for development of a Town Center project; Redevelopment of the A1A Corridor; creation of CRA specific zoning regulations that allow flexibility in accommodating development/redevelopment of undersized properties; create architectural design guidelines and signage standards; development of mixed use zoning/land use designation to allow for a Town Center/Downtown project; and other similar initiatives.

Code Enforcement

The CRA may assist the City with code enforcement related activities focused on property maintenance and removal of dilapidated structures in order to more effectively promote redevelopment within the community redevelopment area.

Marketing, Special Events, and Administrative

Branding and Marketing - The City and CRA have an opportunity to strengthen community branding and partnerships with existing corporate/community-based organizations. Successful branding and marketing can have a number of positive impacts:

- Increased exposure for existing businesses.
- Assistance in recruitment of businesses and services desired by residents.
- Aid CRA and community initiatives by increasing volunteerism and giving.
- Lend credibility to redevelopment and revitalization efforts.
**Business Recruitment** – As marketing materials are prepared and programs initiated, the CRA Board may want to actively recruit desired businesses and services to the CRA. The Board may commission a marketing survey that provides demographic information used by retailers and restaurant chains in making locational decisions.

**Special Events** - The CRA can fund community events and festivals which are important to the image and vitality of the Community. Friday Fest and Farmer’s Market are examples of the type of events that foster a sense of community and provide a venue for CRA outreach.

**CRA Staff and Consultant Support** – The CRA and its Board will require staff support to manage day to day operations, implement planned programs and projects, prepare required State reporting, and carryout Board direction. CRA Funds can be used to defray costs of a CRA Director, CRA Attorney, work performed by City staff for the CRA, and consultants.

**Community Redevelopment Plan and Updates** – From time to time, the CRA shall develop, fund, and propose amendments to the CRA Plan.

**Interlocal Agreements**

When appropriate and to the extent authorized by law, the CRA will consider and may approve entering into interlocal agreements with other government agencies to exercise any and all authority permitted under the Florida Interlocal Cooperation Act of 1969 and the Community Redevelopment Act of 1969 to undertake redevelopment activities or projects within the community redevelopment area.

**Community Policing Innovation Activities**

The CRA will work with the Brevard County Sheriff and the City to reverse the perception of crime in the redevelopment area and to provide for the public health, safety, welfare and morals of the community by formulating, financing and implementing crime prevention strategies including, but not limited to: implementing neighborhood or business-based police and safety programs; supporting police athletic league programs affecting the redevelopment area; incorporating accredited safe neighborhood design techniques for all public places and for proposed public/private redevelopment projects; whenever possible, increasing the visibility of the sheriff's police force within the community redevelopment area to prevent crime; and if possible and necessary, work with the sheriff department to institute enhanced neighborhood patrols within the community redevelopment area.
Short and Long Project Schedules

As the CRA gets established, the aforementioned redevelopment strategies, programs and projects may be the basis for identifying and developing more precise short and long term project and program schedules which shall be implemented in accordance with the CRA Plan. Said schedules shall be adopted by the CRA by resolution and the projects and programs shall be carried out within the community redevelopment area, as if fully incorporated into the CRA Plan.
FUNDING SOURCES

Tax Increment Financing

Tax Increment Financing (TIF) is a funding tool available within CRAs. This funding tool provides that a portion of the increases in ad valorem revenues generated within the Community Redevelopment Area are deposited into a redevelopment trust fund. The year the Community Redevelopment Agency is established is the "base year". Taxing authorities continue to collect taxes based on the base year values while any revenues raised on increases in real property value are collected for the trust fund. As taxable property values increase due to redevelopment; the redevelopment fund also increases. Tax Increment Financing is not an additional tax on properties, but is a redistribution of tax revenues to the CRA.

TIF revenues must be used within the CRA and are held in a Redevelopment Trust Fund for activities that contribute to improvement in the CRA. Funds can be used for property acquisition; public improvements including parking facilities and streetscapes; financial incentives to developers and businesses; and the financing of capital improvement projects.

It is important to note that property tax revenue collected by the School Board and any Special District, such as for libraries, are not affected under the tax increment financing process. TIF revenues are deposited to a trust fund by the taxing entities (city and county), after monies are received from the tax collector. The Tax Increment Revenues can be used immediately as they are received to undertake planning studies or capital projects or other programs that serve the community redevelopment area. Additionally, these funds can be saved for a particular project or can be bonded to maximize the monies available. All funds received from a tax increment financing area must be used for specific redevelopment purposes consistent with an adopted Plan and not for general government purposes.

Section 163.387(1), Florida Statutes provides the following guidance for determining the TIF:

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:

(a) 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

(b) 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.

Funds deposited in the redevelopment trust fund may be expended only within the boundary of the redevelopment area and as described in the approved redevelopment plan. These requirements are articulated in Section 163.387(6), F.S., as follows:

(a) Administrative and overhead expenses necessary or incidental to the implementation of a community redevelopment plan adopted by the agency.

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

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

(d) The clearance and preparation of any redevelopment area for redevelopment and relocation of site occupants as provided in s. 163.370.

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

(f) All expenses incidental to or connected with the issuance, sale, redemption, retirement, or purchase of agency 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.

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

(h) The development of community policing innovations.

Note: the City of Cape Canaveral Community Redevelopment Agency has not identified a need and does not anticipate funding projects identified in subsection (g) above.

Property Valuation Summary

Property valuation data from the Brevard County Property Appraiser’s Office was collected and analyzed. Certified Property Values for the City as compared to the Community Redevelopment Area are provided for years 2011 and 2012 and is reflected in Table 2. Over a five year period, 2007 to 2012, the average percentage change of the selected properties analyzed as part of the adopted Finding of Necessity was a decline of approximately 41% within the commercial and industrial areas of the City; residential areas averaged a decline of approximately 47% in property values. As reflected in this Report, as economic activity declines, more property vacancies tend to occur and this in turn may lead to a decline in property values. To compound the decline in value, maintenance budgets may be the first to be reduced or eliminated, leading to further decline in the property, specifically in appearance.
TABLE 2
PROPERTY VALUATION ANALYSIS: CITY OF CAPE CANAVERAL AND CRA

<table>
<thead>
<tr>
<th>CITY OF CAPE CANAVERAL PARCELS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011 TAXABLE VALUE</td>
</tr>
<tr>
<td>2012 TAXABLE VALUE</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CRA PARCELS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011 TAXABLE VALUE</td>
</tr>
<tr>
<td>2012 TAXABLE VALUE</td>
</tr>
</tbody>
</table>

**Taxable Value and Revenue Projections**

Ten-year projections of taxable values are based on the following conservative assumptions:

1. A modest 0.5 percent annual increase in taxable values for 2013, as property values continue to stagnate and with an expectation for some new construction activity to occur as result of interest in the CRA.

2. A 1.0 percent annual increase in taxable values for 2014 and 2015, reflecting a slight increase in property values and stabilization of local and regional economic conditions.

3. A 1.5 percent annual increase in taxable values beginning in 2016 and continuing through 2018, because of available vacant land in the CRA and representing a gradual increase in property valuations.

4. A 2.0 percent annual increase 2019 through 2021, reflecting the beginnings of the next economic upturn associated with continued growth and the desirability of the region, coupled with the maturing of the CRA and its Programs.

5. An annual increase of 2.5 percent is projected for 2022, as a return to more sustainable annual growth rates and private reinvestment continues to be supported within the CRA.

Based on these assumptions, taxable real property values in the CRA are projected to take several years to grow to levels that will produce revenue streams needed to fund major capital projects. From a base year valuation of $242 million, the CRA is projected to increase to approximately $283 million by 1/1/2022, representing an increase of approximately $41 million. *An increase in taxable value in a year is reflected in increased revenues the following year.*
**Tax Increment Revenue Projections**

Ten-year projections of tax increment revenues for the proposed CRA are shown and illustrated in the graphic images below, **Table 3** and **Table 4**. These projections reflect 95 percent of annual tax increment values and current (FY11-12) City of Cape Canaveral and Brevard County government millage rates. On this basis, tax increment revenues (combined City and County contributions) in the CRA are projected to increase from an estimated $10,354 in the initial year (FY13-14) to approximately $343,933 in FY22-23. As CRA programs, funds and matching grants are re-invested consistent with the CRA plan, annual revenues can be expected to be much greater in the following decade.

**TABLE 3**

**TAX INCREMENT FINANCE REVENUE ESTIMATES**

---

**TIF Revenue Estimates**

*FY 2013/14 - 2022/23*

---

`County CRA Contribution` | `City CRA Contribution`
## Table 4

### Projected Property Values and Revenue

#### 2012-2022

<table>
<thead>
<tr>
<th></th>
<th>Base Valuation</th>
<th>Projected Property Value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1/1/12</td>
<td>1/1/13</td>
</tr>
<tr>
<td>Base Year Valuation</td>
<td>$242,731,440</td>
<td></td>
</tr>
<tr>
<td>Base Valuation Change</td>
<td></td>
<td>0.5%</td>
</tr>
<tr>
<td>Value City Revenues</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>County Revenues</td>
<td></td>
<td>4,897</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5,657</td>
</tr>
<tr>
<td>Projected Revenues</td>
<td></td>
<td></td>
</tr>
<tr>
<td>are received the</td>
<td></td>
<td>$10,354</td>
</tr>
<tr>
<td>following year</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Notes:

City revenues based on 95 percent of increment value and maintaining 2011/12 millage rate of 4.0739 through 2022/23.

County revenues based on 95 percent of increment value and maintaining 2011/12 millage rates of 4.9063.
External Grants and Additional Funding Sources

There are a variety of grant and funding opportunities available to leverage the tax increment funding received by the Cape Canaveral Community Redevelopment Agency. Having a Community Redevelopment Plan with identified capital improvement projects and program enhancements in place will increase the likelihood of receiving additional funding for specific projects by providing an overall vision, community support, and technical implementation criteria that address community goals. The following is a summary of available grant and funding opportunities. This listing is not intended to be exhaustive; there may be additional funding opportunities that can further aid design/development assistance for the identified Redevelopment Program. It is recommended during the annual review process that further review and update of available and applicable funding opportunities be explored to determine applicability for specific project(s), as well as revisions to application procedures, guidelines and, dollar amounts, etc. (See Appendix)

Historically, Cape Canaveral has utilized a “pay-as-you-go” approach to funding improvements. This approach reflects a conservative financial perspective that has the advantage of avoiding long term costs of financing, but also has a drawback by extending the time frames required to make needed and desired improvements within the Community Redevelopment Area. An alternative approach is to consider financing and the issuance of bonds by the CRA based upon projected receipts from the tax increment revenues. Given the authorized time for the Cape Canaveral Community Redevelopment Area by statute, consideration of bonding of tax increment financing is recommended as a means of expediting some of the project/program elements identified in this CRP. At such future time, the City should seek the advice and services of a municipal bond counsel or underwriter experienced with tax increment bonds to determine the potential size of a bond issue and underwriting requirements. Incentives recommended ultimately for the Cape Canaveral CRA include waiver of certain costly site requirements; waiver/reimbursement of certain up front project costs; grants for certain types of property improvements, some form of annual property tax rebate(s) to help support operating income; and participation in projects as an equity partner or lender.
CONCLUSION

The Plan lists strategies, programs and projects that can be used by the CRA Board and staff to carry out the development/redevelopment goals of the CRA.

Successful implementation of the CRP will depend on the collaborative efforts of the CRA, City of Cape Canaveral and business/property owners/residents. Some projects may require the City to contribute funds or in-kind services in order to leverage resources available to the CRA.

In an effort to create awareness and build support, the CRA staff should provide regular reports/updates on its activities to the City, County, Business and Economic Development Board, and residents. The City’s website should be used to inform the Community on the status of the CRP, upcoming events relative to the Plan and to encourage continued involvement.

The CRA and the City should continue to take a proactive approach to the redevelopment of blighted areas and aging parts of the community. Successful implementation will require active participation by residents and business/property owners. The CRA will implement the Plan, its strategies, programs and projects as funding allows. Initially the CRA should establish programs that incentivize business/property owners to upgrade the appearance of their properties by providing matching grants for façade improvements, sign replacement, and landscaping enhancements. In the near term, the CRA should pursue creation of a Mixed Use Zoning District to accommodate a Town Center project, support North Atlantic Avenue and Central Boulevard Streetscape projects, establish architectural design standards throughout the redevelopment area, and participate in the preparation of a “wayfinding” signage plan. Another near-term project will be to establish a “brand” for the City and implement marketing and business recruitment efforts. As the Trust Fund accrues TIF revenues, the CRP can be revised to include detailed plans for the funding and implementation of capital projects.
LIST OF MAPS

Existing Zoning Map (Figure 2)

Existing Comprehensive Plan Future Land Use Map (Figure 3)

Proposed Brownfield Map (Figure 4)
APPENDIX - External Grants and Additional Funding Sources

**Local Agency Program (LAP)** – This is a partnership between FDOT and other local agencies (such as government entities or transportation authorities) to plan, develop, design, acquire right-of-way, and construct transportation facilities. FDOT administers funds and contracts with local agencies for reimbursement of design and construction expenses. The FDOT reimburses these Local Agencies for services provided to the public. Authority for LAP is provided in Sections 20.23(3) (a), 334.044(7), 339.05, and 339.12 of the Florida Statutes.


**FDEP Office of Greenways and Trails** – The Recreational Trails Program (RTP) offered by the Florida Office of Greenways and Trails has a competitive Grant Program to assist with developing recreational trails, trailheads, and trailside facilities. Program moneys are intended to be for the development of motorized and non-motorized recreational trails. Funds from this Program can be used for property acquisition, trails development, construction, and maintenance.

*Maximum Grant Amount: $250,000 (non-motorized projects); $250,000 (mixed-use projects); and $592,000 (motorized projects) Matching Ratio: (RTP Grant: Local Match) 80:20, 60:40, or 50:50*

*Link: [http://www.dep.state.fl.us/gwt/](http://www.dep.state.fl.us/gwt/)*

**Florida Recreation Development Assistance Program (FRDAP)** – This Grant Program, offered by Florida Department of Environmental Protection (FDEP), is a competitive Grant Program that provides financial assistance to local governments for developing or acquiring land for public outdoor recreational purposes. State funding levels have been significantly reduced or eliminated in recent legislative budgets as a result of competing economic priorities; monitoring of funding each year is recommended.

*Maximum Grant: $200,000*

*Match Requirements: Between zero and 50 percent match required based on total project cost.*

The amount available is announced at the start of each submission cycle. The maximum award is typically $200,000, which may be divided amongst three categories – acquisition, development and trails. Matching is required as follows:

- 0% match - $50,000 or less
- 25% match - $50,001 - $150,000
- 50% match - over $150,000

*Link: [www.dep.state.fl.us/parks/bdrs/default.htm](http://www.dep.state.fl.us/parks/bdrs/default.htm)*

**Florida Forever Grant Program** – This Grant Program is sponsored by the Florida Communities Trust and provides grants to eligible applicants for the acquisition of land for community-based parks, open spaces, and greenways that further the outdoor recreation and natural resource protection needs identified in local government comprehensive plans.
Grant/Match: Municipalities with populations greater than 10,000 are required to provide a minimum match of 25 percent of the total project cost. Small cities that are under the above threshold, and eligible non-profit environmental organizations, may apply for a 100 percent grant award.

Link: http://www.floridacommunitiestrust.org/ParksandOpenSpace/

**Kodak American Greenways Awards** – Awards from this Program can be used for mapping, ecological assessments, surveying, conferences, and design activities; developing brochures, interpretative displays, audio-visual productions, or public opinion surveys; hiring consultants; incorporating land trusts; building a footbridge; planning a bike path; or other creative projects. In general, Grants can be used for all appropriate expenses needed to complete, expand, or improve a greenway project, including planning, technical assistance, legal, and other costs.

**Maximum Grant:** $2,500 (average $500 - $1,000)

**Matching Requirement:** Selection process includes extent to which the Grant will result in matching funds or other support from public or private sources.

**Application Deadline:** June 30th, annually; Conservation Reserve Program – The Conservation Reserve Program provides technical and financial assistance to eligible farmers and ranchers to address soil, water, and related natural resource concerns in an environmentally-beneficial and cost-effective manner. The Program provides annual payments for 10-15 year contracts for participants.

Link: http://www.conservationfund.org/kodak_awards

**Land and Water Conservation Fund** – Grants are available from FDEP through the Land and Water Conservation Fund. This competitive Grant Program provides funds for planning and providing nationwide recreational opportunities. Property acquired or developed with funds from this Program is required to perpetually maintain public recreation use. Grant amounts are announced prior to the submission period.

The matching ratio is one applicant dollar to one federal dollar for all Grant awards (50% / 50%). The maximum request is limited to $200,000.

Link: http://www.dep.state.fl.us/parks/OIRS/default.htm

**Rivers, Trails and Conservation Assistance Program (RTCA)** – The Rails-to-Trails Conservancy offers the Rivers, Trails, and Conservation Assistance Program to work with communities to conserve land and river resources. The Park Service provides technical assistance to any state or local agency. Assistance can include help with running public meetings, working with adjacent landowners to facilitate trail development, and involving the public in the planning and design of the trail.

**Grant/Match:** $500 to $5,000

Deadline: Applications are due by August 1st for assistance beginning the following fiscal year (October 1st through September 30th). Assistance is for one year, and may be renewed for a second year upon request. Link: http://www.nps.gov/nfcc/programs/rtca/contactus/cu_apply.html
Community Development Block Grant Program (CDBG) – The U.S. Department of Housing and Urban Development (HUD) offers financial grants to communities for neighborhood revitalization, economic development, and improvements to community facilities and services, especially in low- and moderate-income areas. Consideration to expand existing CDBG program funding within the redevelopment area and to seek both entitlement and non-entitlement funds can leverage local funds and support needed community and infrastructure improvements.


Federal Transportation Funds – The Federal Highway Administration (FHWA) participates with organizations to support local improvements to the federal highway system, including trail and related access improvements. Coordination with the local legislative delegation to review opportunities for annual federal transportation funding provides an opportunity to seek monies for local and regional transportation improvements that will support development/redevelopment and improved mobility within Cape Canaveral, including Safe Routes to School Program (SRTS).

Link: http://www.dot.state.fl.us/Safety/SRTS_files/SRTS.shtml

Clean Renewable Energy Bonds – Tax credit backed bonds for local government borrowing in support of alternative energy production can provide an additional source of funding to encourage redevelopment and economic expansion in Cape Canaveral. The City’s and Community Redevelopment Agency’s access to energy transmission facilities and historic power generation sites presents a unique opportunity for supporting economic revitalization and redevelopment.

Link: http://www.cleanenergyflorida.org/

Urban Forestry – The Division of Forestry administers the Urban and Community Forestry Grant Program as part of its responsibilities under the Florida Department of Agriculture and Consumer Affairs. The Urban and Community Forestry Grant Program is a competitive Grant Program that provides funding for the development of activities relating to establishment and maintenance of urban forests. Eligible activities include those that foster education of the public, provide for tree plantings, surveys and inventories of existing canopy, staffing assistance and similar activities. Representatives of the Division of Forestry are available to work with each community awarded a grant to provide technical assistance and ensure that program requirements are met. No more that 20 percent of the funds may be used for tree planting.

Grant/Match: Communities are required to provide a minimum match of 50 percent of the total project cost.

Link: http://www.fl-dof.com/forest_management/cfa_urban_grants.html

Section 319 Stormwater – The Nonpoint Source Management Section of the Florida Department of Environmental Protection administers grant monies it receives from the Environmental Protection Agency (EPA) through Section 319(h) of the Federal Clean Water Act. These Grant Funds can be used to
implement projects or programs that will help reduce nonpoint sources of pollution. Projects or programs must be conducted within the state’s non-point source (NPS) priority watersheds, which are the state’s Surface Water Improvement and Management Program (SWIM) watersheds and National Estuary Program waters. Examples of fundable projects include: demonstration and evaluation of Best Management Practices (BMPs), nonpoint pollution reduction in priority watersheds, ground water protection from nonpoint sources, public education programs on nonpoint source management, etc. All approved projects will be contracted with the Department of Environmental Protection and managed by the staff of the Nonpoint Source Management Section. Project proposals are due each year in late May with selection completed by September.

 Grant/Match: Communities are required to provide a minimum match comprised of 40 percent nonfederal funding sources within the total project cost. These matching provisions allow other state and local funding sources to be utilized to leverage federal program assistance.

Link: http://www.dep.state.fl.us/water/nonpoint/319h.htm

**Scenic Highway** – Administered through the Florida Department of Transportation, the Scenic Highway Program is designed to heighten awareness of historical and intrinsic resources - cultural, historical, archeological, recreational, natural and scenic - which collectively, enhance the overall traveling experience. Program participation provides subsequent benefits to the community; such as resource preservation, enhancement and protection. While the Florida Scenic Highways Program does not supply direct funding for those groups desiring Corridor designation, FDOT does provide support for helping find other funding opportunities. Note that FDOT reports that designated Scenic Highway Corridors typically have more success in getting grant monies, compared with those not designated.

Link: http://www.floridascenichighways.com/

**National Scenic Byways Grant** – These Grant Funds include projects associated with safety improvements, construction of rest areas, passing lanes, etc. and protection of historical, archeological and cultural resources.

Link: http://scenicbyways.us-parks.com/florida-scenic-byways.html

**Cultural Grants Program** - The Florida Department of State, Division of Cultural Affairs provides grants of varying amounts to non-profit organizations and political subdivisions engaged in cultural programming. The cultural disciplines include dance, folk arts, theater, visual arts, literature and media arts. The applicant is required to match the Grant with local funds, a portion of which may be donated materials or services with a specific cost value. Additionally, the Cultural Facilities Program provides financial support for the renovation of cultural buildings such as museums, performing arts centers and theaters. Current funding levels in the Program have been negatively impacted by State budget cuts. The Program should be monitored for potential future leveraging of Community Redevelopment Funds.

Link: http://www.florida-arts.org/grants/.