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# COMMUNITY REDEVELOPMENT AGENCY

## CITY OF LAKE CITY

December 15, 2025 at 5:00 PM  
Venue: City Hall

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## AGENDA

### REVISED

**Revised 12/12/2025: Item 2: Removal of supporting documentation pages 130 - 148 consisting of two documents (Draft CRA Programs V3.pdf and CRA Application pdf) and replaced with 9 pages of supporting documentation consisting of one document (CRA Program Expanded w APP doc)**

This meeting will be held in the City Council Chambers on the second floor of City Hall located at 205 North Marion Avenue, Lake City, FL 32055. Members of the public may also view the meeting on our YouTube channel. YouTube channel information is located at the end of this agenda.

### **Pledge of Allegiance**

**Invocation** - Mayor Noah Walker

### **Roll Call**

***Ladies and Gentlemen; The City of Lake City Community Redevelopment Agency has opened its public meeting. Since 1968, the City Code has prohibited any person from making personal, impertinent, or slanderous remarks or becoming boisterous while addressing its members. Yelling or making audible comments from the audience constitutes boisterous conduct. Such conduct will not be tolerated. There is only one approved manner of addressing the Community Redevelopment Agency Members. That is, to be recognized and then speak from the podium.***

***Failure to abide by the rules of decorum will result in removal from the meeting.***

### **Approval of Agenda**

### **Public Participation**

*Citizens are encouraged to participate in City of Lake City meetings. The City of Lake City encourages civility in public discourse and requests that speakers direct their comments to the Chair. Those attendees wishing to share a document and or comments in writing for inclusion into the public record must email the item to [submissions@lcfla.com](mailto:submissions@lcfla.com) no later*

*than noon on the day of the meeting. Citizens may also provide input to individual council members via office visits, phone calls, letters and e-mail that will become public record.*

## Minutes

1. June 2, 2025

## Old Business - None

## New Business

2. Discussion and possible action to, among other things, a) expand the scope of the current CRA Façade Grant program to include building demolition and building capital improvements as funding-eligible projects under the grant program; b) increase the maximum amount available to an eligible project through the grant program; c) realign other relevant elements of the grant program to accommodate the expansion of its scope and the increase in available amounts; and d) reallocate \$150,000.00 from Capital Outlay Infrastructure / Undesignated Projects 103.40.559-060.63 to Operating Expense Other Current Charges / CRA Façade Grant 103.40.559-030.49 to be specifically designated for commercial projects.

## Adjournment

## YouTube Channel Information

Members of the public may also view the meeting on our YouTube channel at:  
<https://www.youtube.com/c/CityofLakeCity>

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**Pursuant to 286.0105, Florida Statutes**, *the City hereby advises the public if a person decides to appeal any decision made by the City with respect to any matter considered at its meetings or hearings, he or she will need a record of the proceedings, and that, for such purpose, he or she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.*

**SPECIAL REQUIREMENTS:** *Pursuant to 286.26, Florida Statutes, persons needing special accommodations to participate in these meetings should contact the **City Manager's Office at (386) 719-5768.***

**File Attachments for Item:**

1. June 2, 2025

The City Council in and for the citizens of the City of Lake City, Florida, met as the Community Redevelopment Agency on June 2, 2025, beginning at 5:30 PM, in the City Council Chambers, located at City Hall 205 North Marion Avenue, Lake City, Florida. Members of the public also viewed the meeting on our YouTube Channel.

#### ROLL CALL

Mayor/Chairman  
City Council

Noah Walker  
Chevella Young  
Ricky Jernigan  
James Carter  
Tammy Harris  
Clay Martin  
Don Rosenthal  
Chief Gerald Butler  
Audrey Sikes

City Attorney  
City Manager  
Sergeant-at-Arms  
City Clerk

#### APPROVAL OF AGENDA

**Mr. Carter made a motion to approve the agenda as presented. Ms. Harris seconded the motion, and the motion carried unanimously on a voice vote.**

PUBLIC PARTICIPATION – None

#### MINUTES

1. April 7, 2025

**Mr. Carter made a motion to approve the April 7, 2025 minutes as presented. Ms. Young seconded the motion, and the motion carried unanimously on a voice vote.**

#### PRESENTATIONS

2. Community Redevelopment Area (CRA) Plan Update – Erik A. Bredfeldt, Director of Economic Development & Project Manager with Inspire Placemaking Collective, Inc.

Mr. Bredfeldt presented the CRA Plan Update prior to the approval of minutes.

#### ADJOURNMENT

**All matters having been handled, the meeting adjourned at 5:55 P.M. on a motion made and duly seconded.**

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Audrey Sikes, City Clerk/Secretary

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Noah Walker, Mayor/Chairman



**File Attachments for Item:**

2. Discussion and possible action to, among other things, a) expand the scope of the current CRA Façade Grant program to include building demolition and building capital improvements as funding-eligible projects under the grant program; b) increase the maximum amount available to an eligible project through the grant program; c) realign other relevant elements of the grant program to accommodate the expansion of its scope and the increase in available amounts; and d) reallocate \$150,000.00 from Capital Outlay Infrastructure / Undesignated Projects 103.40.559-060.63 to Operating Expense Other Current Charges / CRA Facade Grant 103.40.559-030.49 to be specifically designated for commercial projects.

<b>MEETING DATE</b>

# CITY OF LAKE CITY

## Report to Council

COUNCIL AGENDA	
<b>SECTION</b>	
<b>ITEM NO.</b>	

**SUBJECT:**

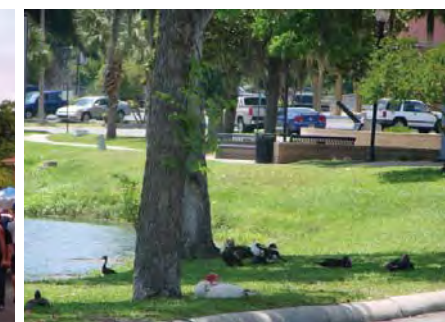
**DEPT / OFFICE:**

<b>Originator:</b> Scott Thomason		
<b>City Manager</b> Don Rosenthal	<b>Department Director</b> Scott Thomason	<b>Date</b> 12/10/25
<b>Recommended Action:</b> Request consensus from the CRA Board to expand the scope of the CRA Facade Grant program.		
<b>Summary Explanation &amp; Background:</b> Discussion and possible action to, among other things, a) expand the scope of the current CRA Façade Grant program to include building demolition and building capital improvements as funding-eligible projects under the grant program; b) increase the maximum amount available to an eligible project through the grant program; c) realign other relevant elements of the grant program to accommodate the expansion of its scope and the increase in available amounts; and d) reallocate \$150,000.00 from Capital Outlay Infrastructure / Undesignated Projects 103.40.559-060.63 to Operating Expense Other Current Charges / CRA Facade Grant 103.40.559-030.49 to be specifically for commercial projects.		
<b>Alternatives:</b> Not to proceed		
<b>Source of Funds:</b> CRA Facade Grant Program 103.40.559-030.49		
<b>Financial Impact:</b> TBD		
<b>Exhibits Attached:</b> Lake City Community Redevelopment Proposed Grant and Incentive Programs		



# LAKE CITY COMMUNITY REDEVELOPMENT AREA MASTER PLAN

(inclusive of the Downtown)



# LAKE CITY COMMUNITY REDEVELOPMENT AREA MASTER PLAN

(inclusive of the Downtown)

Prepared for:  
City of Lake City CRA, City of Lake City, Florida

Prepared by:



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# Executive Summary

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# BACKGROUND

The City of Lake City is located in Columbia County, in the north central portion of Florida. Since the 1980s, the City has invested significant resources to address deteriorating conditions in its Downtown Central Business District. The City Council, in 1981, created a Community Redevelopment Agency (CRA) inclusive of the historic Downtown to create a more dynamic core serving the needs of its residents. The original CRA plan was revised in 1989 and again in 1993. Since then several successful projects have been implemented. However, there has been a lack in development of a consolidated strategy to address the deteriorating aesthetic character and the economic vitality of the Lake City Community Redevelopment Area and its surrounding neighborhoods. While the downtown has been successful in preserving its small town character and position as the County seat, market influences and the nation’s economic downturn has resulted in uncertainty among stakeholders and investors. Now, 20 years after the establishment of the Lake City CRA district, the community leaders have had the foresight to undertake an initiative to create a new vision to balance its short-term economic objectives with longer-term community development goals.

As the seat for Columbia County, the Lake City CRA has been dominated by institutional and office uses. Institutional uses expanded around the downtown gradually pushing for sprawl oriented along typical suburban style corridors along Duval Street, Main Boulevard and Baya Drive. As this occurred, Lake City residents slowly took to engaging in retail activity outside of the historic downtown business district. In some ways, this issue is no different from the issue facing many older cities in the nation- how to prosper when economic development trends continue to favor sprawl.

With this goal in mind, the primary objective of the Lake City CRA Plan is to encourage renewed interest in living, working, and shopping in Lake City through the creation of a high-quality, easy-to use physical environment; one that enhances the everyday urban experience. To help guide the vision and transformation, the CRA retained the services of IBI Group in May 2010 to prepare a realistic action plan based on sound economic principles that reflects the community’s vision related to the future growth of the CRA.

The Plan acknowledges that in order to attract the investment and quality of life desired by the community, it is important to encourage growth in the Lake City Community Redevelopment Area (inclusive of the Downtown). However, the CRA cannot grow in a sustainable manner if its surrounding areas are not simultaneously stabilized. Transforming the community’s expressed vision into an organized series of implementable action strategies- both short-term and long-term- will help the Agency make informed decisions in creating a vibrant and economically sustainable urban neighborhood. Short-term success can build long-term momentum and requires a concerted effort to measure and monitor the impacts of the implementation actions undertaken by the leadership.

The CRA Master Plan’s objective is to leverage all of the area’s existing assets in preparing for a changing economy and embarking on a transformative process. In addressing this situation, the Lake City CRA has a few advantages, including: the recent merger of the Shands Lakeshore Hospital and Hospital Management Associates and a subsequent increase in tax base as a result of the acquisition. Downtown Lake City has also witnessed growth of local cultural activities including an emerging arts community and a weekend Farmer’s Market on the lakefront.

Building upon the ideas and comments gathered during the public workshops, this Plan serves as a guide to implement the community’s vision through refocusing of the roles, priorities, and connections of the Agency with other organizations. Strategies identified in the document are intended to serve as guidelines for pursuing actions designed to overcome deterrents affecting the desired future growth and development.



Marion Avenue through Downtown Lake City  
NOVEMBER, 2011



Lake Desoto lakefront



Historic Residential District



Old Ice Storage Facility: Redevelopment Opportunity



# REDEVELOPMENT VISION

In the future, it is envisioned that the Lake City CRA will emerge as a quaint but vibrant center that provides a “college campus” environment, where residents are offered strong local education opportunities and supporting training infrastructure as a means to balance urban amenities, employment opportunities, and small-town charm. Serving as the foundation for future economic growth, this vision will build an urban core that is a center of learning, cultural activities, entrepreneurship and as a hub for innovation.

For the Lake City CRA, the college town vision is derived from the strengths of its key institutions- Shands Lake Shore Hospital and Columbia County- and its linkages to prominent regional institutions- University of Florida, Gainesville and Florida Gateway College. As a gateway to the state of Florida, Lake City will be a premier destination for a diverse population that includes students, academia, singles, families, professionals, entrepreneurs and retirees seeking a creative setting with a strong civic and social infrastructure framework.

The Lake City CRA is an area with quality historical residential neighborhoods and a walkable downtown central business district. People who choose to live downtown in historic lofts or new townhouses will be able to walk to learn, work, shops, or the theater. Activities including the Farmers Market and outdoor concerts on the Lake Desoto will draw people downtown to experience the natural environment and the upgraded recreational amenities on the lakefront.

As such, this Master Plan proposes a vision that aims to:

- Promote education, culture and the arts as key economic drivers.
- Strengthen and expand on the existing open space network including providing priority to pedestrians and diverse mix of activities on Lake Desoto and introducing urban agriculture activities.
- Develop innovative projects (such as the Public Farmer’s Market, Nursing Program, Downtown Arts College, urban agriculture and community gardening concepts, Business Incubator, adult and GED programs) and destination oriented uses (such as Lake Desoto, Civic Center) as an integral part of catalytic public and private redevelopment projects.
- Encourage adaptive reuse of underutilized and vacant structures while assuring the preservation and rehabilitation of historically significant buildings such as the Blanche Hotel.
- Support infill, renovation and enhancement of residential areas and the prevention of commercial encroachment into neighborhoods.
- Strengthen connections to surrounding neighborhoods in order to protect the livability of residential areas adjacent to downtown that are critical in providing the population base needed to support downtown activities.

## MASTER PLAN GUIDING PRINCIPLES



**1 INTERCONNECTED STREETS**  
An interconnected street pattern is a traditional urban design technique that reduces congestion, encourages travel choice, and supports mixed use development.



**2 COMPACT DEVELOPMENT**  
The scale of downtown redevelopment approximates the scale of the pedestrian. The extent of these neighborhoods is based on a comfortable walking distance from edge to center.



**3 MIXED LAND USES**  
A mix of diverse and complimentary land uses in a compact pattern allows residents and workers to walk to work or to shop rather than driving for all daily needs.



**4 WALKABILITY**  
Pedestrian-friendly environments allow walking to be a pleasant, safe, and efficient alternative to (or extension of) the automobile.



**5 OPEN SPACE**  
A variety of public open spaces contribute to a sense of place, healthy communities, and reduces the need for private open space for each household or workplace.

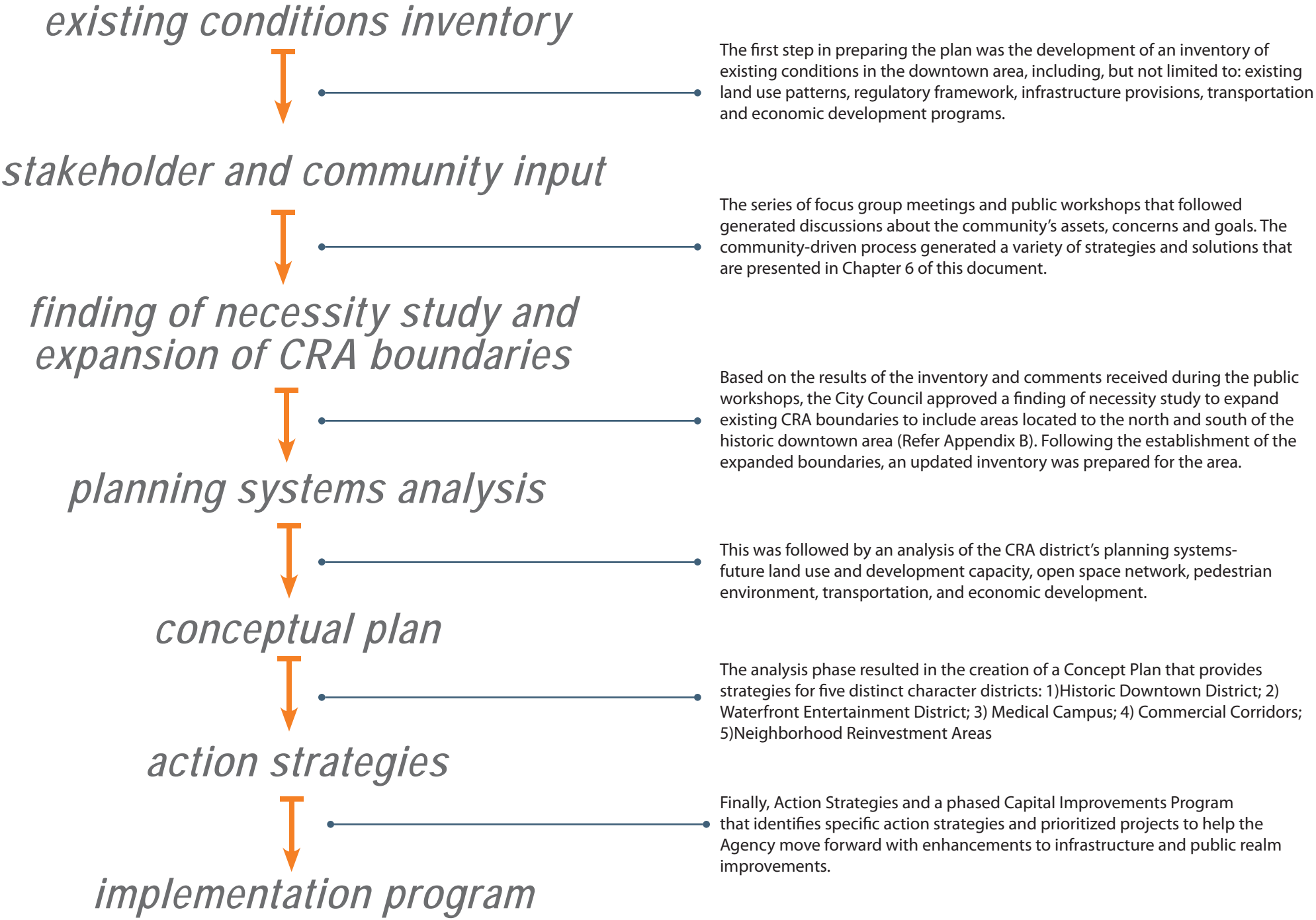


**6 PUBLIC REALM**  
Public and semi-public spaces enable the neighborhood infrastructure to build community bonds, social interaction, and community participation.



# PLANNING PROCESS

The phased planning approach used to develop the Lake City Community Redevelopment Area Master Plan was embedded in a well orchestrated public involvement effort at the beginning of the process which then continued to provide a public forum throughout the life of the project. The purpose of the community driven planning process was to provide a forum for continued dialogue between the Agency, area residents, business owners, stakeholders, and the consultants concerning program development and direction.





# KEY COMMUNITY ASSETS AND CATALYST PROJECTS

During the public involvement process, the residents discussed key assets that were perceived as elements crucial to the successful revitalization of the Lake City CRA. The CRA Master Plan’s objective is to leverage all of the area’s existing assets in preparing for a changing economy and embarking on a transformative process. The following matrix highlights “Catalyst Projects” for improvement that connects the identified assets with the overall vision along with the next steps needed to materialize these projects..

CHARACTER DISTRICTS	KEY COMMUNITY ASSETS	CATALYST PROJECTS	NEXT STEPS
Historic Downtown District	<ul style="list-style-type: none"><li>• Blanche Hotel</li><li>• Columbia County Library</li><li>• Existing Retail</li><li>• Vacant Lands</li><li>• Parking Lots</li><li>• City Hall</li></ul>	<ul style="list-style-type: none"><li>• Blanche Hotel Adaptive Reuse: Educational Institutions/ Training Institute/ Boutique Hotel</li><li>• Cultural Corridor</li><li>• Civic Center</li><li>• Theater</li><li>• Art Institute and Arts Incubator</li><li>• Student Housing</li><li>• Urban Agriculture and Community Gardening</li></ul>	<ul style="list-style-type: none"><li>• Update the Land Development Regulations to include provisions for a Mixed-Use Overlay District with appropriate urban design standards.</li><li>• Prepare a grant stacking strategy to secure finances for preservation and redevelopment of the Blanche Hotel.</li><li>• Continue to facilitate discussions between key property owners and the CRA and sign MOU agreements between the parties to move forward with developer solicitation.</li><li>• Solicit national and local educational institution developers and boutique hotel operators.</li><li>• Prepare a marketing and promotion brochure showcasing available sites for redevelopment.</li><li>• Work with Florida Gateway College and UF Gainesville to open satellite campuses with specialized programs such as nursing, arts and vocational training in downtown.</li><li>• Approach Columbia County to communicate the resident’s need to upgrade existing library facilities.</li><li>• Work with local artists and entrepreneurs to organize special events and to initiate discussions about the long-term goal to create a Cultural/ Arts corridor.</li></ul>
Institutional Campus	<ul style="list-style-type: none"><li>• Shands Lakeshore Hospital</li><li>• Columbia County Offices</li><li>• Columbia County Courthouse</li></ul>	<ul style="list-style-type: none"><li>• Shands Lakeshore Expansion</li><li>• Nursing School</li><li>• Business Incubator</li><li>• Franklin Street Improvements</li></ul>	<ul style="list-style-type: none"><li>• Prohibit vehicular access to the hospital from Lake Desoto Circle in order to create a pedestrian-only zone along the lakefront.</li><li>• Work with the hospital to pursue streetscape improvements along Franklin Street as part of the ongoing traffic improvements.</li><li>• Partner with the Chamber of Commerce to develop an active recruitment plan targeting health care related businesses and facilities.</li><li>• Continue discussions with the Shands Lake Shore Hospital and Florida Gateway College to create a Medical Campus which includes a nursing school, professional offices, and student/employee housing.</li></ul>



KEY COMMUNITY ASSETS AND CATALYST PROJECTS

CHARACTER DISTRICTS	KEY COMMUNITY ASSETS	CATALYST PROJECTS	NEXT STEPS
Waterfront Entertainment District	<ul style="list-style-type: none"><li>• Lake Desoto</li><li>• Wetlands</li><li>• Wilson Park</li></ul>	<ul style="list-style-type: none"><li>• Lake Desoto Waterfront Improvements</li><li>• Waterfront Pedestrian Boulevard</li><li>• Lake Desoto Trail</li><li>• Farmer’s Market</li></ul>	<ul style="list-style-type: none"><li>• Develop a dedicated pedestrian zone along the lakefront with limited access provided to the residential properties from Vickers Terrace, Park Lane and Laguna Drive.</li><li>• Seek additional funding and grants for the proposed waterfront parks and trail system.</li><li>• Undertake a detailed design master plan for the waterfront improvements.</li><li>• Create an organized public programs campaign for the waterfront district such as weekly community events, attracting an annual major boat show, and other cultural events.</li></ul>
Neighborhood Reinvestment Areas	<ul style="list-style-type: none"><li>• Historic Housing</li><li>• Annie Mattox Park</li><li>• Lake City/ Columbia County Historical Museum</li><li>• Lake Isabella</li><li>• Vacant Lands</li></ul>	<ul style="list-style-type: none"><li>• Residential Facade Improvement Program</li><li>• Washington Street Pedestrian Corridor Improvements</li><li>• Urban Agriculture and Community Gardening</li><li>• Multipurpose Center- Convention Center/ Performing Arts Center</li><li>• Public Market/ Greenhouse- Old Ice Box Storage</li></ul>	<ul style="list-style-type: none"><li>• Establish a Residential Facade Improvement Program.</li><li>• Consider creating a neighborhood association to solicit comment on a regular basis from area residents.</li><li>• Collaborate with Hospital Authority, Florida Gateway College and non-profit organizations such as Habitat for Humanity to assemble land and introduce housing projects, vocational technology training center/ business resource center/ job training center.</li><li>• Strengthen code enforcement.</li><li>• Develop a neighborhood walking tour of historic buildings.</li><li>• Instiute a neighborhood street improvement program along Washington Street.</li></ul>
Commercial Corridors	<ul style="list-style-type: none"><li>• Chamber of Commerce</li><li>• VA Hospital</li><li>• Duval Street Businesses</li><li>• Old City Hall site</li></ul>	<ul style="list-style-type: none"><li>• Gateway Improvements</li><li>• Traffic Calming</li><li>• Streetscape Beautification</li></ul>	<ul style="list-style-type: none"><li>• Construct gateways at primary entryways into the CRA- Main Boulevard and CR 100A</li><li>• Introduce traffic calming measures to provide safer access for pedestrians.</li><li>• Engage a market study to determine the highest and best use of the old City Hall site as a public-private venture.</li></ul>

# Next Steps

Successful program implementation hinges upon close cooperation and coordination between private and public groups and agencies requiring strong and determined leadership. While leadership is a highly intangible quality, it is the single most important factor for successful implementation of the redevelopment program. While redevelopment plans are by definition designed as long-range strategic planning document, identifying and celebrating short-term successes is vital to sustain support for long-term economic development.

In addition to the action strategies listed for key catalyst projects on the previous page, the following list of next steps are pivotal in ensuring that a comprehensive set of strategies are pursued rather than a piecemeal approach in implementing the plan.

- Adopt the Redevelopment Plan Update
- Extend the Lake City CRA redevelopment program for an additional 30 years in order to successfully implement the capital improvement program recommended in the Redevelopment Plan.
- Continue to promote the Lake City CRA (Inclusive of the downtown) through the support of festivals, exhibits, performances and other special events designed to attract residents and visitors to the downtown.
- Strengthen relationships with the Shands at Lake Shore, Florida Gateway College, Columbia County and other government jurisdictions that are key players in implementing and maintaining identified projects and programs.
- Prepare a grant feasibility study for public projects including: roads, utilities, streetscapes, parks, and law enforcement, particularly targeting potential projects eligible to receive funding through federal government funding programs.
- Establish and strengthen relationships with local, state and federal representatives to develop coordinated strategies for obtaining funding and support to implement key projects and programs in the redevelopment area.
- Develop one, three, and five-year work programs for budgetary and administrative purposes.
- Contact affected property owners to determine their level of interest in participating in proposed redevelopment activities.
- Prepare a downtown parking location map and install clear signage to designated parking areas.

# Using the Plan- Plan Organization

The Lake City Community Redevelopment Area Master Plan intends to serve as a comprehensive resource for community leaders and stakeholders that are engaged in shaping the social, economic, and physical form of the area. Future actions targeted in this area are anticipated to follow the recommendations of the Redevelopment Plan through continued discussions with the residents, community stakeholders, and City agencies.

It should be noted that the plan is intended to be a guiding document for local government actions designed to overcome deterrents to desired future growth and development in order to stimulate private investment. The plan is not intended to be static. Over time, the objectives and strategies of the plan should be updated and revised based upon changes in the economy, relevant public concerns and opportunities associated with private development proposals.

While the Redevelopment Plan is comprehensive in its assessment of the issues impacting the future of the downtown district, the program will not be responsible for implementation of plans, projects and programs that are being proposed by other agencies and organizations. The Community Redevelopment Agency cannot possibly assume the roles of other organizations responsible for projects within the area. Rather, the Agency’s role is to maintain close relationships with other organizations and support their efforts through supplemental funding and other program initiatives. The redevelopment program will be pursued at multiple levels by numerous jurisdictions at the same time. The Agency may take the lead in certain efforts, while other departments and organizations will lead their efforts where appropriate.

The Master Plan is conceived as a three-part document. Part 1 sets forth the Redevelopment Master Plan concepts intended to guide future planning and development in the Lake City CRA as well as more detailed action strategies for each of the five districts identified in the Concept Plan illustration. In order to provide opportunities that will stimulate overall development and illustrate how the principles of the plan are applied, several catalyst projects are identified throughout the document. Finally, a phased Capital improvements Program is identified with specific action strategies and prioritized projects to help the Agency move forward with enhancements to infrastructure and public realm improvements that will support future private sector investment.

Part II (Technical Report) provides the background information and technical analyses that was carried out to support the recommendations outlined in the Redevelopment Master Plan. Starting with a discussion of the overall context for the CRA, the section provides a detailed summary of the community participation process and the feedback received during the various public and stakeholder forums. This is followed by a discussion of the five overall themes encompassing the full spectrum of the planning systems that constitute the CRA’s urban structure- Land Use and Development Characteristics; Urban Design and Historic Preservation; Circulation and Connectivity; Public Facilities and Amenities; and Economic Development.

Part III includes Appendices and provides background information compiled during the preparation of this plan. These include:Appendix A: Inventory and Analysis; Appendix B: Finding of Necessity Study; Appendix C: TIF Projections; Appendix D: Statutory Requirements; Appendix E: Funding Sources.



## Chapter 1: Plan Elements



# PLAN FRAMEWORK

The descriptive narrative of the Lake City Community Redevelopment Area Master Plan (inclusive of the Downtown) defines a clear vision and policy direction for the City’s downtown revitalization program. The Plan is intended to serve as a guideline for promoting the sound development and redevelopment of properties within the boundaries of the designated Community Redevelopment Area. Opportunities for public improvements, new private redevelopment investment, and future land use composition are identified and graphically illustrated in the following chapters. These identified opportunities reflect the community’s expressed desires placed within the context of market realities and the current economic crisis faced by communities across the nation.

The plan has been developed following a thorough investigation of the redevelopment area’s existing urban fabric and through extensive community input solicited during the master planning process. Through the leadership of the City and the CRA several urban infrastructure and physical improvement projects have been initiated before and during the course of the preparation of this CRA Redevelopment Plan Update. These improvements such as the Marion Avenue Streetscape Improvements, Franklin Street roadway enhancements, and Farmer’s Market have provided the impetus to support strategic reinvestment and accelerate positive change in downtown.

The Lake City Community Redevelopment Area Master Plan (inclusive of the Downtown) is intended to be a guiding document for local government actions designed to overcome deterrents to desired future growth and development in order to stimulate private investment. The plan is not intended to be static. Over time, the objectives and strategies of the plan should be updated and revised based upon changes in the economy, relevant public concerns and opportunities associated with private development proposals. While the Redevelopment Plan is comprehensive in its assessment of the issues impacting the future of the downtown district, the program will not be responsible for implementation of plans, projects and programs that are being proposed by other agencies and organizations. The Community Redevelopment Agency cannot possibly assume the roles of other organizations responsible for projects within the area. Rather, the Agency’s role is to maintain close relationships with other organizations and support their efforts through supplemental funding and other program initiatives. The redevelopment program will be pursued at multiple levels by numerous jurisdictions at the same time. The Agency may take the lead in certain efforts, while other departments and organizations will lead their efforts where appropriate.

The Plan is sensitive to the fact that the 2010 economic crisis faced by the nation- characterized by economic deceleration and increasing uncertainty- has resulted in a significant reduction of potential investors and construction project start-ups. While the impact of these constrained market conditions on the Lake City CRA does imply a slower than usual growth rate and shortage in private sector investment in the near-term, it does not reduce the redevelopment potential and the untapped opportunities offered by downtown once the economy stabilizes. It must also be understood that the plan will not happen all at once, and it is likely that the elements of the Plan will not necessarily occur within the time sequence described herein.

Finally, the Plan anticipates government actions to be undertaken by the Agency for a variety of purposes. Regulatory actions may include revisions to the City’s Comprehensive plan, land development regulations, and building codes. Land acquisition programs, such as land banking and property swapping, are expected to be incorporated in the redevelopment process to control prime development sites; thereby ensuring future development in a manner consistent with redevelopment objectives.

The following are basic tenets on which the strategies and projects identified in this Plan are based:

- Identifying in general, where primary land uses and activity centers will be located in order to best attract prospective businesses and residents, while at the same time being well integrated into desired future transportation and land use patterns.
- Providing a tool for the Redevelopment Agency and the City to promote economic development by showing prospective investors locations that have been designated for this purpose; thereby reducing the developer’s risk and permitting hurdles when coming to the community.
- Assisting the Redevelopment Agency and the City to make capital improvements projections based upon known future, public project needs, demands and proposed locations.
- Establishing a framework for policy decisions that anticipate the need for densification of future development patterns.
- Facilitating the preparation of new land development regulations that will provide a higher standard of public realm improvements and private realm design standards.
- Identifying catalytic projects- both capital improvement projects and private sector redevelopment projects- that will complement each other and create synergies to implement a successful redevelopment program in a vibrant downtown core.
- Providing a holistic means for the Redevelopment Agency and the City to provide the approvals of new developments based upon an agreed-upon strategy.



HISTORIC DOWNTOWN DISTRICT

As the central spine of Downtown Lake City, the Historic Downtown district centered along Marion Avenue has continued to serve as the historic commercial and civic activity center for the City. The district connects the City’s most significant institutions: City Hall and the Columbia County Government/ Judicial Complex.

The Historic Downtown district is generally defined by the area bounded by Alachua Avenue to the west, Hernando Avenue to the east, Railroad Street to the north; and Duval Street to the south. Currently, the district contains a diverse range of land uses from older commercial buildings to institutional uses and scattered offices uses. Majority of the land within this district currently consists of vacant and underutilized surface parking lots. Future development patterns in this district are envisioned to allow the concept of introducing both vertical and horizontal mixed-use development.

The presence of historic structures such as the Blanche Hotel and recent streetscape improvements along Marion Avenue have been instrumental in reinforcing the charm and character of the downtown; therefore the style and placement of future buildings should be consistent with this established form. The City recently completed construction of streetscape improvements for a section of Marion Avenue between Duval Street and Railroad Street. While these improvements have contributed significantly in enhancing the pedestrian environment in downtown, the City has not experienced the anticipated private sector investment.

Future growth within the Historic Downtown District should increase economic vitality and residential density while simultaneously improving the overall quality of the area with strategic public realm improvements. Extending the Historic Downtown character to the area north of Railroad Street will be pivotal in creating a sense of arrival into the downtown from the neighborhoods located to the north. The Plan envisions building upon these synergies to create a mixed-use district, containing moderate density residential uses, entertainment, hotels, restaurant, shopping, and destination uses. The Historic Downtown District will also be the primary location in the Downtown accommodating retail storefronts on the ground floor of all new developments with residential and office uses on upper floors.

The building and land use patterns proposed in the Historic Downtown District will encourage higher intensities and densities than existing conditions. In order to maintain the historic character of the district, the Plan recommends employing a combination of generous setbacks on the ground floor to accommodate wider sidewalks and step backs at upper floors to create pedestrian scaled built form.

In addition to urban form and architectural style, a strong combination of uses and activities established in an attractive pedestrian setting provide a foundation for economic success. Artwork, festivals and cultural activities in the downtown strengthen commerce by providing exposure to local businesses and opportunities for increased patronage. The redevelopment plan endorses the continued support of local festivals and the location of key cultural amenities, such as museums and artist lofts, within the Historic Downtown District.

CATALYST PROJECT: BLANCHE HOTEL  
ADAPTIVE REUSE

Redevelopment of the Blanche Hotel has been identified as one of the key private sector driven projects in the Downtown and presents an opportunity to create an extremely desirable destination use that will support historic preservation, education and local economic development efforts. It is recommended that the Agency continue to work with the existing property owners to devise an appropriate development program for the adaptive reuse of site and a phasing plan for implementation. In order to facilitate the redevelopment, the Agency should consider assembling adjacent properties, using conventional financing and amortized payments, as an incentive for the developer to pursue the project.

Potential future uses of the Blanche Hotel could include the following anchors in a mixed-use residential configuration:

- Boutique hotel
- Arts Institute
- Arts Incubator Space
- Vocational Training Center



CATALYST PROJECT: CULTURAL CORRIDOR

Roughly defined by Railroad Street on the north, Veterans Street on the south, Columbia Avenue on the west, and Hernando Avenue on the east, the proposed district provides a transition between the Waterfront Entertainment District and the Historic Downtown Retail district.

The Plan calls for capitalizing on the historic uses (now defunct) such as the old theatre, existing antique stores to create a destination mixed-use district with an emphasis on cultural uses. The intent is to promote moderate-density mix of uses that contribute to the overall economy including performance spaces, downtown movie theatre, meeting facilities, museums, arts education, artist live-work lofts, neighborhood bakeries, cafes and restaurants, bed and breakfasts, boutique hotels, art galleries, antique stores, arts-related retail establishments, open spaces in the form of urban plazas, and cultural facilities.

It is expected that economic spin-off benefits will result from construction of the catalytic private- sector projects within this district, including: increased residential development in the form of artist live-work lofts and affordable housing for students and artists; new retail including food, lodging, entertainment, and arts related establishments; increased development potential for attracting creative start-up businesses such as architects, advertising firms, graphic designers, and software firms. Creating a destination oriented retail recruitment program that builds upon Lake City’s small-town charm and niches such as the emerging arts community will create the synergies needed to support the desired vision for the CRA’s future development. Some potential uses include:

- Restaurants/ Street cafes/ Grocery Store/ Bakery
- Art Galleries
- Artist work/live units
- Performing Arts venue/ movie theater

Significant public realm improvements in this district will include:

- Extension of streetscape improvements to MLK Street on the north;
- Pursue improvements along Columbia Avenue, Madison Street and Franklin Street
- Renovation of the Columbia County Library (in collaboration with the County)



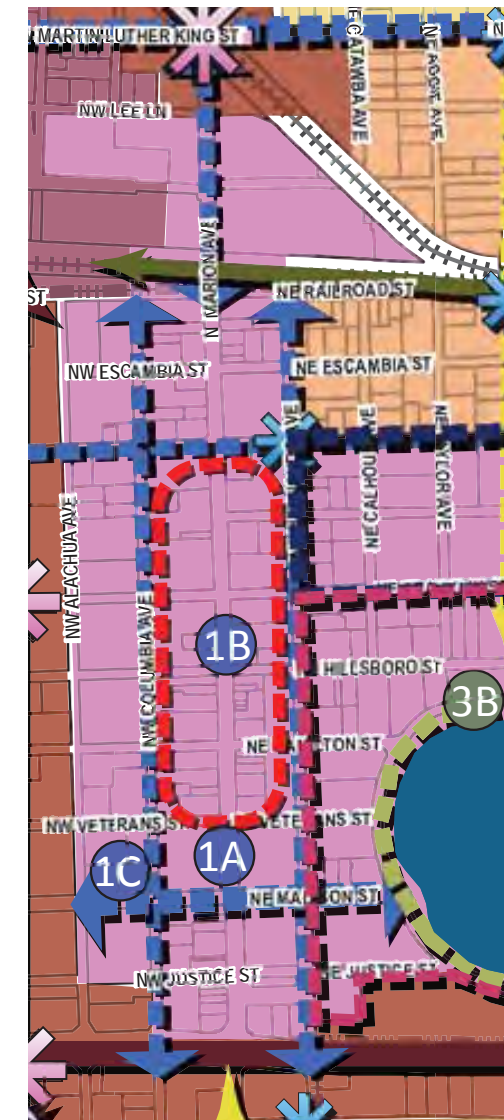
**Objective: Create a compact, mixed-use, and diverse district that celebrates the historic and cultural heritage of Lake City, while enhancing the economic vitality of downtown businesses through a well-defined land use and regulatory framework.**

#### Action Strategies:

- Develop policies that allow and encourage mixed-use developments in the district with an emphasis on providing retail storefronts on the ground level with residential uses on the upper floors.
- Continue to work with owners of the Blanche Hotel to attract developers that are interested in the adaptive reuse of the historic property.
- Work with area institutions (Shands Lake Shore Hospital, School Board, UF, Florida Gateway College) to provide specialized programs such as a Culinary Arts Institute and a Nursing Program in new downtown facilities.
- Develop a plan to introduce entrepreneurial urban agriculture opportunities to better utilize the vacant lands in the district and to promote greening of downtown.
- Extend streetscape character along Marion Avenue to the block north of Railroad Street
- Collaborate with County to upgrade the existing facilities at the Columbia County Library on Columbia Avenue.
- Institute a phased downtown marketing, advertising and branding program that promotes downtown's current and future events and festivals throughout the region.
- Work with area merchants to extend business hours during special events and over the weekends.
- Develop an overall parking management strategy to address perception issues related to shortage of parking, especially in the vicinity of the County facilities.
- Evaluate the feasibility of reverting Hernando Street back from one-way to two-way.

#### Urban Design Elements

- Retain small town charm through establishment of appropriate design guidelines and historic preservation efforts.
- Maximize retail frontage along Marion Avenue through consolidation of parking lots and redevelopment of vacant structures and lands.
- Pursue streetscape improvements similar in character to Marion Avenue along Columbia Avenue and Madison Street.
- Allow 2 to 3 storied mixed-use development within the district.
- Utilize alleyways as extensions of the sidewalk system providing access to shared parking lots and accommodating well-screened service areas.





INSTITUTIONAL CAMPUS

The Shands Lakeshore Regional Medical Center plays a significant role in the redevelopment area, not only as an important medical facility, but also as a regional employer and a large contributor of ad valorem taxes. The hospital recently witnessed a change in management that will allow the hospital facilities to further expand its operations. The Lake City CRA revenues will continue to increase as the Medical Center grows in the future, providing resources for proposed capital improvements that will stimulate further private sector investment. Therefore, the redevelopment program should be committed to working with the Hospital to enable future on-site expansion. The Hospital Authority also owns a significant amount of land within the Lake City Community Redevelopment Area. These lands, although currently underutilized, will play a pivotal role in downtown future redevelopment efforts including construction of needed residential uses to support the professionals and support staff related to the hospital facilities. Potential development products in this district may include senior assisted living facilities and a nursing program in collaboration with area institutions.

Courthouse and government related operations continue to remain a significant and vital economic driver for Downtown Lake City. Columbia County administrative complex and the Courthouse, located along Hernando Avenue between Duval Street and Madison Street are the key traffic generators for the downtown. It is vital for the City and the Community Redevelopment Agency to strengthen its relationship with the County to retain the government uses in the Downtown redevelopment area to ensure the long-term economic sustainability of Downtown. If these uses are relocated from the Downtown, it could also result in displacement of important employment generating uses such as the government-related professional offices from the area. There is enough vacant land available in close proximity to the existing government facilities to accommodate the County’s future expansion needs. The Agency should encourage the County to maintain their downtown presence and provide support to the City to develop Lake City as the County’s urban core.

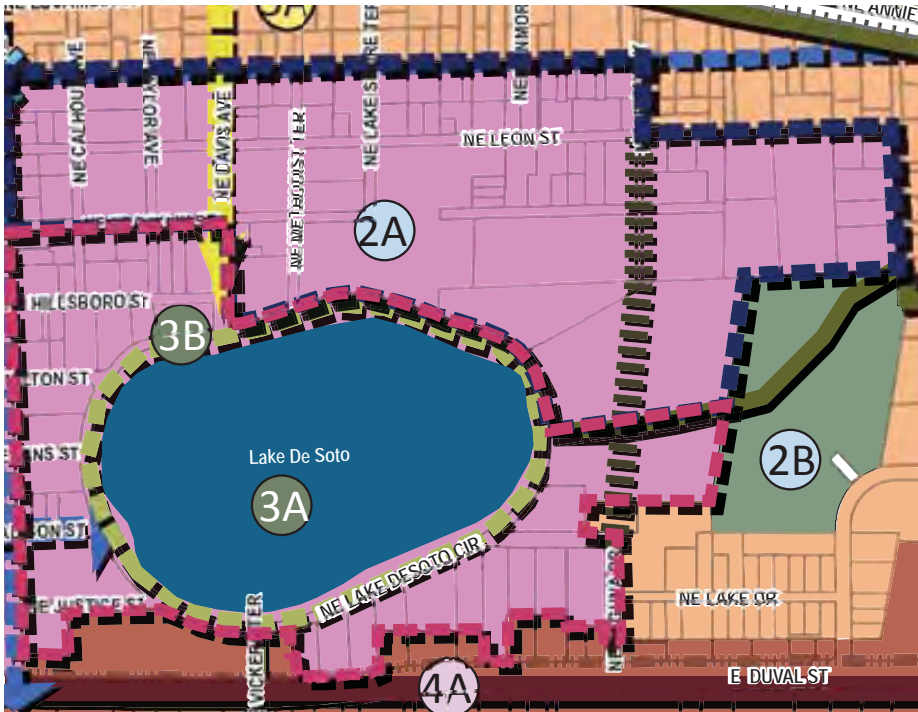


Existing Institutions in Downtown: Shands at Lake Shore Hospital (Above); Columbia County Courthouse (Below)

CATALYST PROJECT: DOWNTOWN MEDICAL CAMPUS

The vision for the Medical Campus depends on creating a cohesive identity for the district through physical planning of a sustainable mixed-use live work environment, facilitating collaborations, integrating neighborhoods, and promoting local community-supported economic development. Expansion of the existing Shand Lake Shore facilities, future investments by the hospital and other institutions will have positive economic impacts on the redevelopment potential of the surrounding neighborhoods. These may include creation of construction related short-term jobs and direct and indirect employment opportunities related to the health care industry and associated services. Development of new housing opportunities, educational institutions, convenient retail, and recreation facilities will further help improve the quality of life and improve the property values and tax base of the larger CRA district.

By attracting a new mix of education and health related uses such as a Nursing Program, additional clinical and research facilities, professional offices, and future expansion of the existing hospital- Shands Lake Shore and VA facilities, the campus could also serve as a catalyst in building the social and economic capital for Lake City CRA. The CRA should consider creating an independent task force dedicated to the creation of a campus environment focused on the medical and health care sectors to develop a consensus on the vision and agree on determining priority projects for the district.



Objective: Capitalize on the area’s institutional assets- County facilities and medical facilities- as an economic engine for the CRA stimulating development of medical offices and educational opportunities in the area, thereby creating jobs and market support for commercial activities as well as increasing the area’s residential base.

Action Strategies:

- Continue to support the expansion of the Shands Lakeshore Hospital facilities.
- Work with the hospital authority to pursue improvements to downtown’s overall infrastructure network.
- Traffic improvements:
  - Remove stop signs along Franklin Street to provide faster access for emergency vehicles to the hospital facility.
  - Prohibit vehicular access to the hospital from Lake Desoto Circle in order to create a pedestrian-only zone along the lakefront.
  - Work with the hospital to pursue streetscape improvements along Franklin Street as part of the ongoing traffic improvements.
- Conduct a detailed study to assess the existing and future utility capacity in downtown and hospital expansion plans.
- Work with the hospital to create an inventory of hospital authority owned properties, acquire underutilized and/or vacant properties to develop a redevelopment plan for introducing professional offices and housing opportunities in the vicinity of the hospital.
- Partner with the Chamber of Commerce to develop an active recruitment plan targeting health care related businesses and facilities. These may include start-up companies coming out of UF or Florida Gateway College, mature technology companies or assisted living development companies looking to expand within the region, or national companies interested in entering the regional market.
- Improve the aesthetic character of the public realm in the proposed Medical District through strategic investments such as prioritized streetscape improvements, better bus transit service, and neighborhood rehabilitation efforts.

Urban Design Elements

- Promote development patterns that respect the traditional grid system and appropriately scaled buildings found in the City.
- Develop design guidelines to ensure high quality development and architectural treatment in new developments.
- Allow for 2-3 storied development with 4-5 storied buildings permissible at appropriate locations in a mixed-use context.



# WATERFRONT ENTERTAINMENT DISTRICT

The CRA’s waterfront district along Lake Desoto is probably one of the City’s most distinctive yet underutilized cultural, recreational and economic assets. Throughout the country, several small towns and cities are transforming their waterfronts from underutilized sites to destinations that accommodate a balanced mix of water-related public and private uses. Efforts to transform the public realm environment on the waterfront have been piecemeal to date and focused on minor beautification projects. While several revitalization concepts for the waterfront have been discussed in the previous planning efforts, the Agency has not undertaken a cohesive and organized development program to implement the recommended physical and programmatic improvements for the entire lakefront. The Waterfront Entertainment District, as identified in this Plan, is generally defined by right-of- ways and properties fronting Lake Desoto Drive. Existing land uses in this district include a diverse mix of governmental and civic buildings, vacant and underutilized properties, scattered residential uses and professional offices.

Although the current configuration of the lakefront is not designed to maximize the unique character of this asset, there is immense potential to create a setting that celebrates the area’s heritage as well as serve as an interactive gathering space for the community. The Plan recommends redeveloping the district as a “public-oriented recreational waterfront” that accommodates a multitude of functions- cultural, commercial, civic, and residential- with an over-arching goal to strengthen the economic base of Downtown through new investment and tourist related activities. A key element of this Redevelopment Plan is that through a coordinated program of public improvements, revised regulatory framework, the unappealing physical and visual conditions of the lakefront are transformed into an attractive pedestrian-oriented setting.

The Plan recommends implementing some of the elements presented in the master plan as key projects, including: outdoor performance venues and seating areas, enhanced landscaping through the formally designed greenway concept, pedestrian-only walkway, and trail connections from surrounding residential areas. Other uses that should be further examined include introducing uses such as wedding lawns, urban plazas, waterfront restaurants, and waterfront residential in strategic locations. Although the Plan provides the basic framework for the programming of the waterfront, it is imperative that a refined master development plan be developed that includes detailed landscaping specifications for the entire area.

The community expressed the desire during the public workshops to provide increased visual access to the waterfront. Maintaining existing and creating new viewing corridors will be essential in shaping the desired human scale and small-town character. Several downtown streets provide visual axis to the waterfront and careful consideration should be given to not placing buildings and landscape elements along this axis that blocks the view of the waterfront in future developments. The Plan recommends that in evaluating future Downtown zoning revisions, consideration should be given to establishing a low-rise building profile along the waterfront and a terraced development profile with building heights stepping up from two stories to four stories in the middle of the block in order to maximize waterfront views for each development and then stepping down to three- four stories on the street.

Objective: Redevelop the waterfront as a pedestrian oriented district that supports greater public access to the natural environment, promotes a diverse mix of uses and activities, and creates a venue for festivals, the arts and waterfront-related activities that emphasize the lake’s unique setting.

Action Strategies:

- Initiate discussions with key public and private landowners of undeveloped waterfront properties to determine their level of interest in supporting the redevelopment program and their future plans for development on these properties.
- Develop a contiguous waterfront trail and parks system that enhances the aesthetic and environmental character of the water’s edge while at the same time providing increased public access and waterfront experiences to the community.
- Undertake a detailed design master plan of the district to adequately reflect the lakefront’s prominence as the primary public open space destination in Downtown.
- Create an organized public programs campaign for the waterfront district such as weekly community events, attracting an annual major boat show, and other cultural events.
- Develop a dedicated pedestrian zone along the lakefront with limited access provided to the residential properties from Vickers Terrace, Park Lane and Laguna Drive.
- Encourage new developments on the waterfront to accommodate pedestrian activity generating uses at street level such as restaurants and storefronts.
- Incorporate public art installations where possible
- Pursue streetscape improvements to the highest aesthetic standards.
- Encourage volunteer help and stewardship to maintain lakefront environment

Recommended Development: Waterfront District



Fig. 5.5 Examples of Waterfront Activities



CATALYST PROJECT: LAKE DESOTO WATERFRONT IMPROVEMENTS

The Plan envisions creating the entire waterfront edge as a diverse landscape offering a range of open space, recreation, cultural and urban living experiences that ultimately connect the Downtown with the surrounding neighborhoods in a seamless manner. In order to achieve this goal, the Agency should commence discussions with waterfront property owners to obtain a pedestrian trail easement, where feasible, and also work with the City to ensure that public access to the waterfront is included as a performance incentive in the drafting of the revised Land Development Regulations. The Land Development Regulations should also include standards for pedestrian trails and open spaces for new development on the waterfront near the Downtown and the City in order to reach its full potential. The concept of a continuous walkway needs further study and should be incorporated as part of the proposed waterfront design master plan. The Agency should seek additional funding and grants for the proposed waterfront parks and trail system through multiple public and private sources.

The management and treatment of stormwater is one of the primary concerns regarding water quality in the district. The stormwater collection system in the redevelopment area consists of the street system upon which the stormwater flows to catch basins and then into a water body or wetland. As the development program matures and the Downtown area witnesses more urban growth, the percentage of impervious surface within the area is expected to increase, which in turn will lead to storm water runoff issues. The Plan recommends continuing discussions with the Suwannee River Valley Water Management District and Florida Department of Environmental Protection to create an area-wide stormwater permit for the entire Downtown and use it as an incentive to attract private investment Downtown, while at the same time addressing environmental concerns with excess runoff. Within the creation of the stormwater utility in 2008, the city has approved user fees established and a funding agreement in place that can provide annual dollars from the water management district for stormwater enhancement. Reducing the proportion of hard surfacing in any given area reduces the area that may contribute to stormwater runoff, thereby lessening the need for runoff treatment and limiting direct flows into receiving bodies of water, and can reduce the amount of solar energy trapped in hard materials like stone, concrete, and brick.



Lake Desoto Waterfront Design Concept



CATALYST PROJECT: LAKE DESOTO WATERFRONT IMPROVEMENTS

Existing Conditions



Proposed Improvements



Conceptual Rendering of Proposed Waterfront Improvements



# COMMERCIAL CORRIDORS

There are two primary commercial corridors traversing through Downtown Lake City - Duval Street (SR 90) and Main Boulevard (US 41). These corridors are presently characterized by older suburban-style strip commercial development and light industrial uses and also serve as significant gateways to Downtown Lake City. Both corridors exhibit similar characteristics including high volumes of traffic serving the region, and conditions along these roadways have a direct impact on the investment image of the redevelopment area.

Existing land uses in the area include strip commercial uses, automotive uses, general retail, office uses, and light industrial uses. Recent roadway improvement projects along Duval Street and Main Boulevard have resulted in high traffic volumes; however, poor circulation patterns caused by multiple driveway access points, narrow driveways creating difficult turning movements and traffic conflicts have severely impacted pedestrian connectivity between the traditional downtown core and residential areas bisected by these corridors.

As new development and redevelopment occurs, opportunities to improve traffic circulation, parking, aesthetic character, and the pedestrian environment should be pursued. Streetscape improvements can be used to soften the physical appearance while incorporating joint access and cross parking improvements into the infrastructure upgrades. Based on the community feedback received during the public workshops, the Plan recommends that enhancing connectivity to residential and commercial areas located north of the redevelopment area be accomplished by introducing traffic calming mechanisms such as designated crosswalks with reduced speeds within the Downtown CRA section along Duval Street.

The redevelopment plan anticipates that both these corridors will continue to support commercial uses driven by favorable market conditions associated with high traffic volumes and regional growth. As new development occurs, more pedestrian-oriented buildings with features such as shared access, reduced curb cuts, rear parking lots and buildings located closer to the street should be encouraged. New developments will support uses catering to local serving auto-oriented uses such as auto repair shops, gas stations, hotels, chain restaurants, and Class- A offices. The intent of the redevelopment program is to sustain the long-term viability of the businesses while buffering views of the harsh physical conditions of the properties. This can be accomplished through CRA sponsored clean-up of properties, landscaping improvements, code enforcement and appropriate development regulations for future commercial uses.

Martin Luther King Street and County Road 100A are the other two roadways serving the area that are anticipated to have a significant impact on the future circulation patterns within the expanded Downtown Lake City CRA boundaries. MLK Street is expected to develop as a key neighborhood connector linking the residential neighborhoods to Marion Avenue- downtown's traditional retail spine. County Road 100A has a rural character with the swamp located to the north of the roadway and with low-density residential development to the south. It is envisioned that future development along this roadway should respect the existing rural character and moderate-density residential with commercial development located at key intersections should be encouraged.

## Duval Street Revitalization: Action Strategies

- Work with MPO and FDOT to reconfigure section of Duval Street within the downtown CRA district to function as a multimodal facility designed to accommodate transit, bicycles, pedestrians, and vehicles.
- Streetscape Improvements
  - Marked crosswalks with pedestrian signals and/or traffic calming techniques (countdown and automated pedestrian signalization, lower traffic speeds) at key intersections (Main Boulevard, Marion Avenue, Vickers Terrace).
  - Mid-block crossings: reduce walking distance, safety can be reinforced with forced 'z' crossings, raised crossings to increase visibility, signal protection Appropriately spaced and well designed bus stops.
  - Shared bicycle lanes.
  - Wider sidewalks, shade trees, and street lighting.
- Gateway Opportunities at the intersection of Duval Street with Hernando and Ermine Avenue.
- Encourage businesses to provide shared access and common parking areas, where possible, to minimize pedestrian and vehicular conflicts.
- Promote pedestrian-friendly development patterns with buildings oriented to the front or side of the street with rear/side access to on-site parking and adequate landscaping.

Existing Conditions



Proposed Improvements



Fig. 5.7 Duval Street and Main Boulevard Proposed Improvements



SW Main Boulevard/ US 41: Action Strategies

- Work with MPO and FDOT to reconfigure section of Duval Street within the downtown CRA district to function as a multimodal facility designed to accommodate transit, bicycles, pedestrians, and vehicles.
- Streetscape Improvements
  - Marked crosswalks with pedestrian signals and/or traffic calming techniques (countdown and automated pedestrian signalization, lower traffic speeds) at key intersections (Franklin Street, Hamilton Street, Madison Street).
  - Mid-block crossings: reduce walking distance, safety can be reinforced with forced 'z' crossings, raised crossings to increase visibility, signal protection Appropriately spaced and well designed bus stops.
  - Shared bicycle lanes.
  - Wider sidewalks, shade trees, and street lighting.
- Gateway Opportunities at the intersection of Main Boulevard with Duval Street and CR 100.
- Redevelop the old City Hall site as a public-private venture to create a vibrant development with community facilities such as a business assistance centre, government offices, retail facilities and other ancillary uses.
- Promote pedestrian-friendly development patterns with buildings oriented to the front or side of the street with rear/side access to on-site parking and adequate landscaping.

Martin Luther King Jr. Street: Action Strategies

- Establish MLK Street as the major east-west pedestrian spine linking northern neighborhoods to area institutions.
- Assemble vacant and underutilized properties located at the southeast corner of MLK Street and Marion Avenue.
- Pursue traffic improvements at the intersection of MLK Street, SR 25A (Marion Avenue) and railroad.
- Provide adequate landscape buffers between low-intensity residential development and large tracts of industrial and utility sites.

County Road 100A (Basscom Norris Drive): Action Strategies

- Incorporate appropriate streetscape improvements to preserve the rural character of the roadway including: traffic signalization and rural street lighting at key intersections, gateway treatment, directional signage, preserving existing tree canopies.
- Encourage moderate-density residential uses with nodal commercial development at key intersections (Marion Avenue) as a future land use development strategy for the area.



Fig. 5.8 Railroad Street Proposed Improvements

Recommended Development: Commercial Corridor



Fig. 5.9 Examples of Commercial Corridor development



NEIGHBORHOOD REVITALIZATION

The presence of dilapidated, vacant or boarded-up housing units in a neighborhood exerts a negative influence on attracting potential future residents. The condition of these units is a deterrent to continuing investment and maintenance of other units. In addition, lack of oversight of these properties creates places that encourage undesirable activities. Although, a number of units are presently occupied, they have been allowed to slide into disrepair. In a number of cases, the homeowner does not have the financial means to make repairs and improvements to the structure. Consideration should be given to the establishment of a public/ private partnership to provide low interest home rehabilitation loans to supplement existing City rehabilitation programs.

The stable residential areas that surround Downtown, particularly the historic residential district around Lake Isabella and peripheral residential areas south of SW Baya Drive, are assets that could be used as a tool to strengthen the marketing efforts while promoting Downtown residential investment. The potential growth of the region with the new Lake City Catalyst Site (located outside the CRA) combined with identified activities and destinations proposed in this Plan, will enable Downtown Lake City to create synergies that offer essential urban amenities to its residents while at the same time retaining its small-town character.

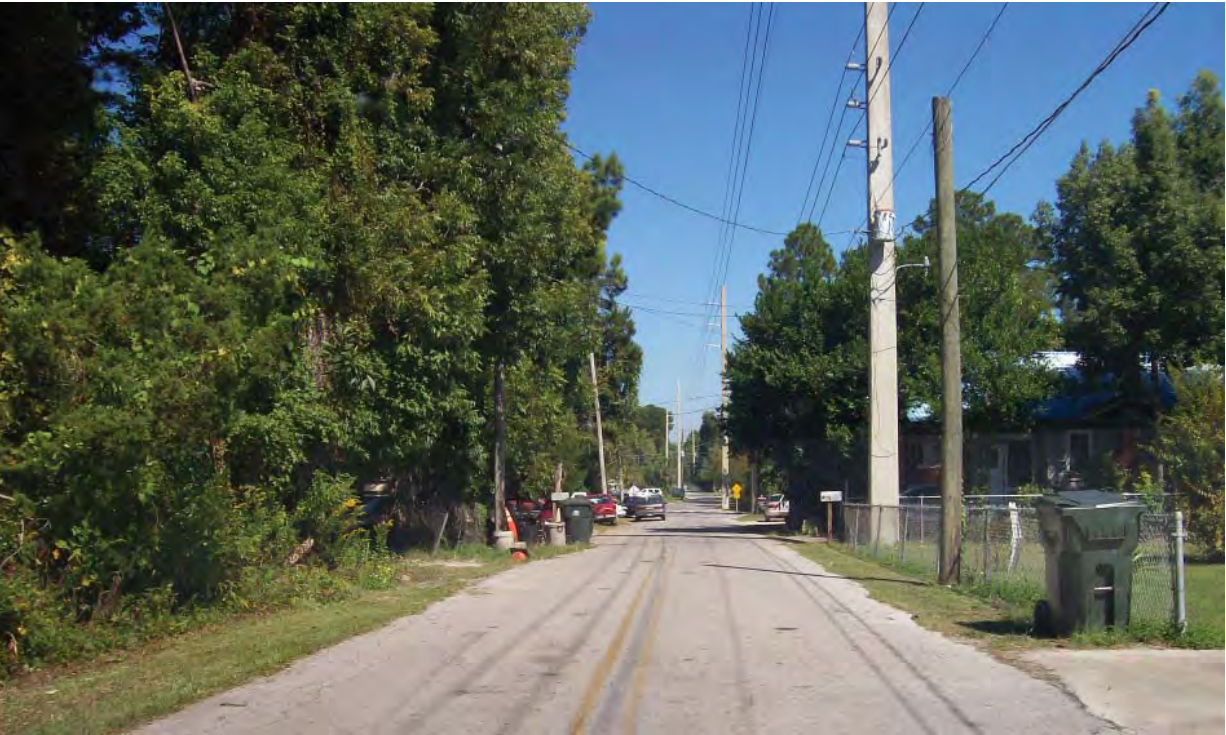
Consistent with the community’s desire to attract more residential development Downtown, the Plan identifies strategies and key projects to provide for more housing choices. While the Plan advocates encouraging development of residential uses as part of mixed-use developments in all identified character districts, it is important to ensure that a diversity of housing products are constructed in a manner that takes full advantage of the revived interest to live in mixed-use, pedestrian-friendly environments. Mixed-use developments are typically viewed as costly and high-risk projects by developers and lenders. However, recent trends in revitalization efforts of small and medium-sized communities in the nation have indicated a growing segment of the population- young professionals, empty nesters, and retirees- are choosing to live in compact communities that offer easy access to cultural destinations, natural resources, and essential communities. This has resulted in a subsequent change in the attitudes of banks and lenders in financing mixed-use development products. The key in attracting developers that are willing to invest in mixed-use projects is to provide leverage through quality public realm improvements combined with an adequate incentive package such as streamlined approval process, appropriate densities, tax breaks, reduced parking requirements, and assembling land to prepare sites for redevelopment.

The Redevelopment Agency will coordinate with the City of Lake City Planning and Development Department and Columbia County to seek opportunities for the development of affordable housing. There is also a need to increase access to affordable housing programs such as down payment and closing cost assistance, home ownership counseling, and home rehabilitation programs. The purpose of the Redevelopment Plan is to encourage market rate housing in the Downtown Lake City CRA district as one component of mixed–use development patterns designed to attract private investment.

The Plan identifies three distinct neighborhoods within the Lake City CRA district based on their existing character, function, and development potential- Downtown Core, Downtown North Neighborhoods, and Historic Residential Core. There is a high degree of diversity in the existing housing stock and property conditions. While each neighborhood has unique assets and issues, there are some general issues observed in the residential areas as a whole. These include low-density development, lack of housing diversity, increasing commercial encroachment, lack of identity, high renter-occupancy, high vacancy rate and lack of pedestrian connectivity between the different neighborhoods. Deteriorating housing stock as well as poor infrastructure conditions such as broken and missing sidewalks, drainage problems, and unpaved road surfaces, were identified during the site inventory. These conditions deter private investment and become more costly to correct over time.

The efforts to develop the waterfront and improving the quality of life in the Downtown Core should be supported by a harmonizing effort to revitalize and preserve existing neighborhoods. Some areas within these neighborhoods have significant assets such as mature tree canopies, historic buildings and well-maintained sidewalks. It is important to ensure that the benefits of the waterfront are extended and shared by existing neighborhoods and residents. By promoting improvements to the waterfront and the existing neighborhoods, the area’s overall investment image is expected to improve and serve as a foundation for new investment and development of single-family owner occupied housing. The neighborhoods should be well connected to the waterfront parks and trail system through well-defined access points and pedestrian linkages.

Existing Conditions



Proposed Improvements



Fig. 5.10 Downtown Residential Improvements: Photo-Simulation



Downtown Core

One of the key challenges faced by Downtown Lake City is the lack of sufficient resident population and a lack of visibility that has in turn impacted the area’s capacity to sustain a healthy retail environment in the core. As the center of governmental activity, small businesses and professional organizations related to the government services employ workers who commute into the Downtown area daily but have chosen not to live in downtown primarily because of a shortage in a diverse housing stock and perception issues related to crime proliferation in the area. The Downtown Core neighborhoods are concentrated in the areas surrounding the Historic Downtown District boundaries. Future land use in these areas would consist of live/ work buildings, medium-density housing, and residential facilities for hospital employees. The Plan does not advocate tearing down all existing buildings in the neighborhood nor anticipates that the redevelopment program will result in displacement of the existing low-income population residing in this neighborhood. It is recommended that the future of this area be marked by an increase in housing options (town homes, bungalows, duplexes, and garden apartments), while at the same time introducing incremental low-impact changes that introduce combined mixed-use buildings that contain neighborhood retail, grocery stores, and small scale retail stores within the existing fabric.

Downtown North

Concentrated on the northern side of the Lake City Community Redevelopment Area, the Downtown North neighborhoods are generally defined by CR 100A (Basscom Drive) on the north, NE Gurley Avenue on the east, NE Railroad Street on the south, and the railroad on the west. The neighborhood is predominantly residential - characterized primarily by single-family residential units, and includes the Niblack Elementary School and the Annie Mattox Park. Near the railroad, on the western extent of these neighborhoods, there are several active as well as abandoned industrial uses that are in direct conflict with the residential uses and are a threat to the safety and overall quality of life.

Some areas in these neighborhoods are being impacted by a combination of vacant properties, deteriorating housing conditions, and lack of public facilities and amenities such as missing sidewalks, unpaved roads, and neighborhood parks. The basic street grid currently defining the neighborhood’s structure should remain intact, and proposed improvements to the circulation network, such as streetscape improvements along MLK Street, Davis Avenue and Fronie Street, will further promote walkability and help forge connections between existing and proposed recreation facilities. Neighborhood serving commercial facilities such as grocery stores, restaurants, and other regional serving large commercial stores and multi-family apartments could be supported along N Marion Avenue, in a more pedestrian oriented configuration. Suburban- style strip commercial development should be prohibited in all new developments and standards to promote compact growth patterns should be incorporated into future updates to the land development regulations. Development patterns in this district should be oriented towards a more urban form with buildings placed closer to the sidewalks, with additional setbacks if the property is located on a street corner. In addition, the Plan recommends creating a continuous frontage along the primary streets with rear parking and mid-block pedestrian access points, where possible. In general, building intensity will be in the low to middle range, but significantly higher than present development patterns.

Historic Residential Core

The historic residential core includes the neighborhoods located south of Duval Street, specifically properties located between Main Boulevard and Hernando Street. In this area, strategies to strengthen existing neighborhood character are recommended. Several residences in this area have been well maintained and exhibit quality architectural features that should be referenced as examples for guidelines for future infill housing throughout the Downtown CRA. While this area contains several historic structures, the Plan recommends that the City conduct a detailed assessment of its contributing historic structures for National, State and local register listings, prior to permitting rehabilitation and adaptive reuse of existing structures. Several community members expressed their concern for an increase in crime generating activities in these neighborhoods and shared their desire to include the entire neighborhood into the CRA district. However, in the finding of necessity study conducted as part of this master planning process it was observed that the conditions in this area did not satisfy the minimum criteria required by the Florida Statutes for establishing “slum” or “blight” conditions. It is recommended that the City work with area residents to conduct regular neighborhood planning exercises to address the concerns of the residents and develop a series of seamlessness throughout the City, and not just the CRA district.

CATALYST PROJECT: URBAN AGRICULTURE/ COMMUNITY GARDENING

Urban agriculture is the practice of cultivating, processing and distributing food in, or around a city. The neighborhoods within the Lake City CRA consist of large tracts of undeveloped land that could be utilized to develop a community garden and a year-round public farmers market to sell the produce grown in these community gardens to local and regional population. The community garden could also include an educational component for environmental preservation and urban agriculture studies. The public market could offer many community benefits including: enhancing prospects for economic development; providing opportunity for local retailers including minority entrepreneurs; and creating a public space for interaction and community gatherings. As a regional destination, the public market would have to provide adequate parking facilities for residents and visitors. Since there are several property owners in this area, the CRA should initiate discussions with property owners to determine their interest in pursuing the public market concept as a public-private partnership. The public-private market concept involves complex development, implementation and management tasks that should be addressed in a separate market feasibility study.



Fig. 5.11 Examples of Urban Agriculture and Public Farmers Markets



Objective: Preserve and enhance the residential character of the neighborhoods to maintain the affordable housing stock through investment in public infrastructure and by establishing programs that support investment in residential renovations and redevelopment of existing housing stock.

Action Strategies

- Create a web database of available properties within the CRA and Columbia County in cooperation with the IDA. Include CRA incentives in this inventory to aid promoting properties.
- Create a database of substandard properties for use in planning creative action.

Downtown Core

- Improve visual and physical linkages to the lakefront from residential areas
- Develop an eco-friendly home rehabilitation program working in cooperation with local and national green building agencies.
- Collaborate with Hospital Authority, Florida Gateway College and non-profit organizations such as Habitat for Humanity to assemble and introduce housing projects at varying price points.
- Provide adequate buffering from railroad tracks and ensure safer connections to the residential areas from downtown destinations.
- Transform vacant lands into green infrastructure such as neighborhood gardens, pocket parks and storm water retention projects.
- Develop detailed design guidelines for all residential developments and renovations.
- Develop and promote CRA incentives for residential improvements such as Matching Rehabilitation Grant, and Owner Occupancy Incentives and enhance the facade grant program with matching dollars.
- Continue the enhancement of the area’s infrastructure and amenities- upgrade existing sidewalks, street lighting program, stormwater management, and neighborhood signage program.
- Establish residential façade improvement programs, preservation of tree canopy, and code enforcement.
- Work with local realtors and developers to create a property database of available properties and buildings in the CRA.
- Incorporate crime prevention strategies in all public realm projects and develop stronger community-law enforcement relationships to build stronger neighborhoods.
- Work with area churches to provide community facilities- pocket parks, day-care center, after-school program for area residents.

- Work with Code Enforcement to require that code violations and substandard housing be brought into compliance, especially as it relates to abandoned properties or those owned by absentee landlords.

Downtown North

- Encourage adaptive reuse of vacant and underutilized properties to accommodate community facilities and activities (vocational technology training center/ business resource center/ job training center).
- Preserve the existing single-family residential character in the neighborhoods.
- Formulate joint-use agreements with area schools to provide additional recreational facilities for area residents.
- Provide design criteria for new infill development and existing building renovations.
- Consider creating a neighborhood association to solicit comment on a regular basis from area residents.
- Complete the missing sidewalk network to ensure a safe and walkable pedestrian environment.
- Increase code enforcement visits and work with property owners to create property maintenance/ residential façade improvement programs.
- Provide well-defined pedestrian linkages connecting the Niblack Elementary School and Annie Mattox Park to the residential areas.

Historic Residential Core

- Provide improved pedestrian connections between the downtown core area and historic neighborhoods located south of Duval Street.
- Develop a neighborhood walking tour of historic buildings located in the downtown area.
- Develop detailed design guidelines for all residential and commercial developments and renovations.
- Ensure that appropriate standards for design and construction are in place in order to attract development that is consistent with the desired character for Downtown.
- Work with local banks to create a performance-based loan program to facilitate renovation and rehabilitation of existing buildings for residential use.

Recommended Development Character: Neighborhood Reinvestment Areas





## Chapter 2 Implementation Program



# PROGRAM MANAGEMENT AND IMPLEMENTATION

Implementation of the Downtown Lake City Redevelopment Plan will require the coordinated efforts of the City, the Redevelopment Agency, Columbia County, other government agencies, local business organizations, property owners, and residents. These efforts will be coupled with the employment of various organizational, legal, funding and promotional techniques to successfully implement the program. This section of the Redevelopment Plan sets forth a process to realize the economic development, planning and design objectives that have been devised for the redevelopment area

## Leadership

Successful implementation hinges upon close cooperation and coordination between private and public groups and agencies requiring strong and determined leadership. While leadership is a highly intangible quality, it is the single most important factor for successful implementation of the redevelopment plan. This leadership must come from both the public and private sectors. The leadership of the Mayor, City Council, CRA Advisory Board, City Manager and staff in the City of Lake City has been outstanding thus far. Perseverance will be required when deliberating future policy decisions related to the implementation of the Redevelopment Plan.

The Mayor and City Council Members and the CRA Advisory Board are the leaders of the redevelopment program and must assume this role with vitality and enthusiasm. City leaders and staff members must support the program’s activities and provide a well-devised management system to carry out the Redevelopment Plan. They will be responsible for establishing the administrative, financial and programmatic mechanisms necessary to achieve the goals and objectives of the Downtown Redevelopment Plan. They should establish policies that support the principles described in this Plan and concentrate on the following actions throughout the redevelopment process.

## CITY COUNCIL/AGENCY BOARD/STAFF

- Provide commitment of public policy and resources for the redevelopment effort.
- Support the redevelopment mission and insure implementation of scheduled projects.
- Commit to making the necessary public improvements identified in the Plan.
- Provide necessary staffing and administrative support to properly implement the Redevelopment Plan.
- Adopt development controls and incentives to promote high-quality private development. This may include streamlining the development review process to minimize the time involved in the approval process, providing zoning incentives, site and architectural design guidelines, providing additional public facilities (library, community center, recreation facilities), and coordinating capital improvement programs.
- Prioritize and develop detailed programs for projects to implement major strategies illustrated in the Redevelopment Plan including- phasing, project financing, land acquisition, land disposition, funding sources and financing.
- Contact affected property owners to determine their level of interest in participating in proposed redevelopment activities.
- Support residential renovation and rehabilitation programs through the use of grant funding such as SHIP, CDBG, HOME, and TIF. (See Appendix E for additional funding sources).
- Increase awareness of funding resources and program initiatives available to residents interested in improving their property as means to increasing home ownership and property values.
- Conduct traffic analysis and market feasibility studies to assess the impact of proposed projects in surrounding areas.
- Initiate discussions with Columbia County to coordinate joint improvement projects planned for the unincorporated County owned areas and proposed corridor improvements within the Redevelopment Area

## CRA ADVISORY COMMITTEE

The Plan supports the City of Lake City’s decision to form a CRA Advisory Committee. The Committee will act as stewards to monitor the progress and timely development of the projects proposed in the redevelopment area. In addition, the role of this steering committee could be potentially expanded to generate community interest in the projects and formulate redevelopment incentives to attract developers and businesses to the area. The Committee could also help to generate community support for the redevelopment efforts and increase public involvement in the process.

To have a successful redevelopment program, it is important to first establish lines of communication between all sectors and facets of the community. The planning process has established relationships between key players in this effort, but has not fully developed roles and responsibilities. The City and Agency must develop the organizational framework and institutional relationships to facilitate effective redevelopment activities in cooperation with area businesses, residents and community representatives.



# ORGANIZATIONAL ROLES AND RELATIONSHIPS

## PARTNERSHIPS

### Area Institutions

A network of relationships must be established and nurtured to provide focus on the redevelopment efforts to maximize the use of available resources and avoid duplication of responsibilities enabling effective program implementation. Through partnering with institutions including, but not limited to, the Columbia County, Shands Lakeshore Hospital, faith based institutions, non-profit organizations and neighborhood associations, the City and the CRA can leverage more commitment for projects and create a cumulative impact in the area.

### Columbia County

The City and CRA should also initiate discussions with the County administration (including School Board) to develop a redevelopment strategy for addressing the future expansion needs of the County administrative and courthouse facilities. Future physical improvement concepts such as constructing a joint parking garage in collaboration with the City, the Hospital and the County should be further explored.

### Shands Lakeshore Hospital

The involvement and support of this institution is pivotal to the success of the proposed redevelopment effort due to its location within the redevelopment area, large landholdings, potential to generate medically related commercial spin-off and future goals. The City should work in close cooperation with Hospital authority to explore potential redevelopment opportunities in the vicinity of the hospital and sharing of public facilities. The recent merger of the hospital with Health Management Associates will revert the hospital property back on the tax rolls and will be a vital resource in pursuing the improvements identified in this Plan.

### Faith-based Institutions

Downtown churches and other faith-based institutions also have a role in the successful implementation of the Redevelopment Plan. The City should work in close collaboration with these faith-based organizations to develop community development programs that capitalize on the strengths and outreach capacity of the religious institutions. The participation from faith-based organizations can aid in obtaining community-wide support, addressing the social service needs such as instituting day care centers, organizing neighborhood clean-up drives and crime prevention campaigns, and encouraging youth participation in community development programs such as mentorship and job training programs to enhance their sense of responsibility.

### Private Sector

Private property owners, developers and tenants are the principle basis for new development and any related financial investment in all redevelopment projects. The private sector ultimately carries the burden of funding the redevelopment program, therefore a positive development environment must be established to capture private investment in an increasingly competitive market.

In attempting to attract investment from private developers, the Agency will target strategic development projects, solicit developers, then negotiate a public/private development agreement. The agreement sets forth terms and conditions involving the disposition of land, the nature of the prospective development, City/Agency contributions and other conditions pertaining to the project. Following are fundamental components in this process:

- Contact affected property owners to determine their level of interest in participating in proposed redevelopment activities.
- Master plan targeted public/private projects, such as the reinforcing positive aspects of existing activity and providing attractive combinations of building masses and open spaces. These plans can then be used to illustrate the Agency’s intention for the site, facilitating pro forma analysis when soliciting interest from the private sector.
- Formulate policies and procedures for developer solicitation and form basic public/private development agreements to enable strategic development on selected projects.

One of the functions of the Redevelopment Agency is site assembly, clearance and relocation and policy making relative to implementing the Redevelopment Plan. Through site assembly clearance and relocation activities, land can be provided at a price that is an incentive for private redevelopment. The Redevelopment Agency must also plan and coordinate other revitalization activities such as public improvement projects and public infrastructure improvements.

This is a vital function in creating new development in the downtown area. In the case of downtown Lake City the principal opportunity for dramatic change lies in new development, in coordination with major infrastructure improvements, storefront rehabilitation and streetscape improvements. Site assembly can be used for the future purposes of land trades, creating development partnerships and providing central parking areas. Recent court decisions and legislative actions have eliminated the use of eminent domain for site assembly for the purposes of redevelopment. Therefore all land acquisition must be through cooperative sales. The Redevelopment Agency can facilitate land cost write-down if land acquisition expenses by the private sector become too exorbitant.

# REDEVELOPMENT PROJECT IMPLEMENTATION

## Anticipated Redevelopment Activities

Activities that encourage development and redevelopment in downtown Lake City are dependent upon an effective organizational framework to maximize available resources and ensure potential private developers that the City is committed to enhancing the viability of downtown Lake City. The key to implementing redevelopment activities rests with the cooperative efforts of property owners, business people, developers and the City of Lake City.

Clear delineation of responsibilities is essential for successful implementation. With assignment of responsibilities, elements such as those outlined in the Lake City Downtown Redevelopment Plan can be applied to affect changes and manage redevelopment. In addition, detailed elements can be modified or refined, as changing conditions dictate, by the responsible group or groups. The key ingredient to this process is coordination among groups to develop a dynamic process that confronts and resolves issues proactively rather than reacting to changing conditions.

Implementation functions consist of both financing and non-financing considerations, with both areas equally as important. Non-financing considerations deal with the sometimes complex organizing efforts and ensuring that use of resources is maximized and that revitalization is conducted in a positive and reinforcing manner. Non-financing functions are briefly discussed below with financing strategies discussed in the following section.

## Capital Improvements

These can include major infrastructure items including street improvement and upgrading utilities. Also, capital improvements can include a variety of revitalization items such as facade improvements, landscaping, streetscaping, etc as well as new parking development. In the case of downtown Lake City, the principal requirements appear to be additional parking, general landscape and streetscape treatments throughout the entire downtown, utility upgrading and site assembly.

## Standards and Controls

Standards and controls are beneficial to assure developers and tenants that quality development will occur. Lake City has done a good job updating its Standards and Controls through implementation of a unified land development code with an article devoted toward downtown redevelopment. The additional Design Standards and design principles recommended by this plan will continue to enhance the downtown’s appearance.

## Marketing

Marketing takes two forms. Securing qualified developers and anchor tenants is required for new development. Site disposition is directly related to this activity. Second, general promotion is primarily keyed to the downtown retail community, involving a variety of media and event type activities. The City of Lake City has done a good job promoting the downtown through organized special events and activities such as the weekend Farmer’s Market.

## Promotion and Communication

The Agency, staff and Advisory Committee should work with area residents, property owners, and businesses to establish channels of communication that foster support for the redevelopment effort and facilitate program implementation. Staff should provide public information concerning all aspects of the redevelopment program throughout the process using venues such as newsletters, radio, television, newspapers and the Internet as well as presentations to neighborhood and civic organization meetings to generate public support.

## Physical Development

This is the actual construction of new facilities and rehabilitation of older facilities. Physical development is dependent upon several factors, the most important of which is the ability to effectively rehabilitate existing facilities and to attract and integrate new development in concert with a comprehensive redevelopment plan.

## Development Incentives

To further stimulate private investment the City can provide development incentives through various means,including: facade, landscape, signage or property improvement grants; payment of impact fees; provision of site specific infrastructure improvements to address any deficiencies; participation in environmental clean-up of contaminated sites, flexibility in the application of use restrictions and increasing intensity of site use, flexible parking regulations, grants or low interest loans for life safety improvements; joint business support ventures such as district business identification signage or centralized marketing strategies.

## FINANCE AND MANAGEMENT

### Tax Increment Funds

Community redevelopment will not be successful without funding through tax 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 substantial public and private sector improvements. With this in mind, the following finance and management practices should be employed.

- Coordinate with the City Manager, Finance Director and other department heads to strategically devise annual operating and capital improvements budgets to maximize the use of anticipated tax increment revenues.
- Coordinate with appropriate County, State and other public officials which may be sponsoring capital improvements in the District to maximize the leveraging of Redevelopment Agency resources.
- Through the use of tax increment financing and other funding sources, infrastructure improvements such as water, sanitary sewer, electrical, telephone, cable, internet and stormwater conveyance systems should be designed and constructed with the capacity to meet future demand based on the future land use activities identified in the Downtown Redevelopment Plan.
- The Agency should leverage tax increment revenues through grants, commercial loans, or other financial mechanisms to expedite the completion of projects.
- Based on revenue projections contained in the Redevelopment Plan, the Agency, should consider short-term interim project financing with anticipation of long-term bond financing.
- The Agency should work with area banks and bond counsels to research bond feasibility for financing major public facilities.
- The Agency should work with area financial institutions to develop favorable loan programs for private sector development and property rehabilitation projects.
- The Agency should routinely undertake 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.

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. One major risk is voter aversion to approving bond issues, which means an increase in their property taxes.

Reserves

Reserves are those surplus funds in a local government coffer that are either intentionally built up for a “rainy day” or accrue because the budget requirements were less than the revenues collected. By having sufficient reserves, a municipality does not have to try to sell bonds or borrow capital improvement funds. Reserves are difficult to project.

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

Leasing

City-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 constitute a purchase option.

Public Improvements in conjunction with Private Sector Development

The Redevelopment Agency can offer public improvement activities such as street improvements, vacations, streetscaping, parking development, open space development, and utility hook-ups as a way of stimulating or responding to private investment. These improvements are usually funded through the City’s Capital Improvement Plan or program, using sources such as property assessments, general funds and tax increment finances.

Land Write-Downs

Land write-down by the Redevelopment Agency is a method whereby the fair value of land is determined for uses that the City is interested in seeing developed on that land. The land use may not be the most profitable use, but may be the most desirable by the City on an overall basis (e.g., development of retail facilities in the downtown area, and parking structure developments). Land write down reduces development costs, the need for equity and fixed-interest costs, and it improves the developer’s cash flow, net income and risk position. It often requires a considerable city investment with no significant financial return to the city, however, there is a potential for making an otherwise infeasible project attractive when combined with a package of other incentives.

Joint Ventures

In real estate syndication ventures, the Redevelopment Agency can contribute equity capital to a project. This has the effect of reducing equity requirements from the developer and/or reducing the amount which must be debt serviced. Through equity syndication, tax subsidy benefits can be passed on to investors in the form of depreciation, investment tax credits, deferral of taxes and capital gains.

Mortgage Write-Downs

Mortgage write downs by the Redevelopment Agency is a method usually used to encourage residential development and home ownership in the downtown area. Funds from the Agency are offered to qualified potential home buyers (low-moderate income, first time buyers, etc.) to increase their down payment, thereby decreasing mortgage payments. The Agency usually takes an ownership interest in the dwelling for a predetermined period of time to guarantee against misuse of the funds.

Lakefront Development Funding Strategies

Acquiring undeveloped waterfront properties, constructing a continuous trail network, and environmental restoration are critical to the success of the initial phase of investment in the Lake City Waterfront area. While opportunities exist to develop the waterfront through various strategies previously discussed, it is important to devise a long-term financing and revenue generation strategy to develop a dynamic process that confronts and resolves issues proactively rather than reacting to changing conditions. Possible strategies are outlined below including:

- Inter-governmental partnerships and cost-sharing
- Issue revenue bonds, notes, certificates, or other forms of indebtedness
- Combine redevelopment projects with other infrastructure projects
- Exploring trail/ conservation easement opportunities
- Land and/or trail dedications from development
- Secure additional funding from grants and joint projects (Refer Appendix E for a list of funding sources)
- Direct Budget Allocations
- Establish a Lakefront Improvement Trust Fund to accept contributions and grants from corporate entities, non-profit organizations, and individuals



Other Opportunities to raise funds for waterfront improvements are discussed below.

Naming Rights

Many cities have turned to selling the naming rights for new buildings or the renovation of existing buildings and parks for the cost associated with the improvement.

Special Taxing Districts

Taxing districts are established to provide funds for certain types of improvements that benefit a specific group of affected properties. Improvements may include landscaping, park furnishing, public art, supplemental services for improvements and promotions and cultural enhancements.

Facility Rentals

As the new waterfront parks and trail systems are added to the system, a fee plan for rental facilities should be developed. The fees should be set to cover true cost of the facility including utilities, personnel costs and clean up, and produce revenue for the City. Picnic shelters can be used on a first come-first served basis; however, guaranteed use can be made through a reservation program that includes a rental and clean-up fee. Facility rental should be competitive with private facilities.

Equipment Rentals

This revenue source is available through the rental of equipment such as tables, chairs, tents, stages, bicycles, roller blades, canoes, kayaks, sports equipment, etc.

Special Fundraisers

Many park and recreation agencies have special fundraisers on an annual basis to help cover the costs of specific programs and/or capital projects.

Utility Round-up Programs

Some park and recreation agencies have worked with the local utilities on a round-up program whereby a consumer can pay the difference between their bill up to the even dollar amount and they then pay the parks and recreation department the difference.

Corporate Sponsorships

This revenue-funding source allows corporations to invest in the development or enhancement of additional programs in the City. Sponsorships are also used for special events.

Foundations

These dollars are raised from tax-exempt, non-profit organizations established with private donations in promotion of specific causes, activities or issues. They offer a variety of means to fund capital projects, gifts, fundraisers, endowments, etc.

Advertising

This revenue source is for the sale of appropriate advertising on park and recreation related items such as the City’s program guide, scoreboards, dasher boards, fences or other visible products or services that expose the product or service to many people.

Adopt-A-Park Program

The development of a formal Adopt-A-Park program would establish rules and guidelines of responsibilities for the adoptee. Interested stakeholders include neighborhood organizations, homeowners associations, businesses, and non-profit organizations.

Volunteer Programs

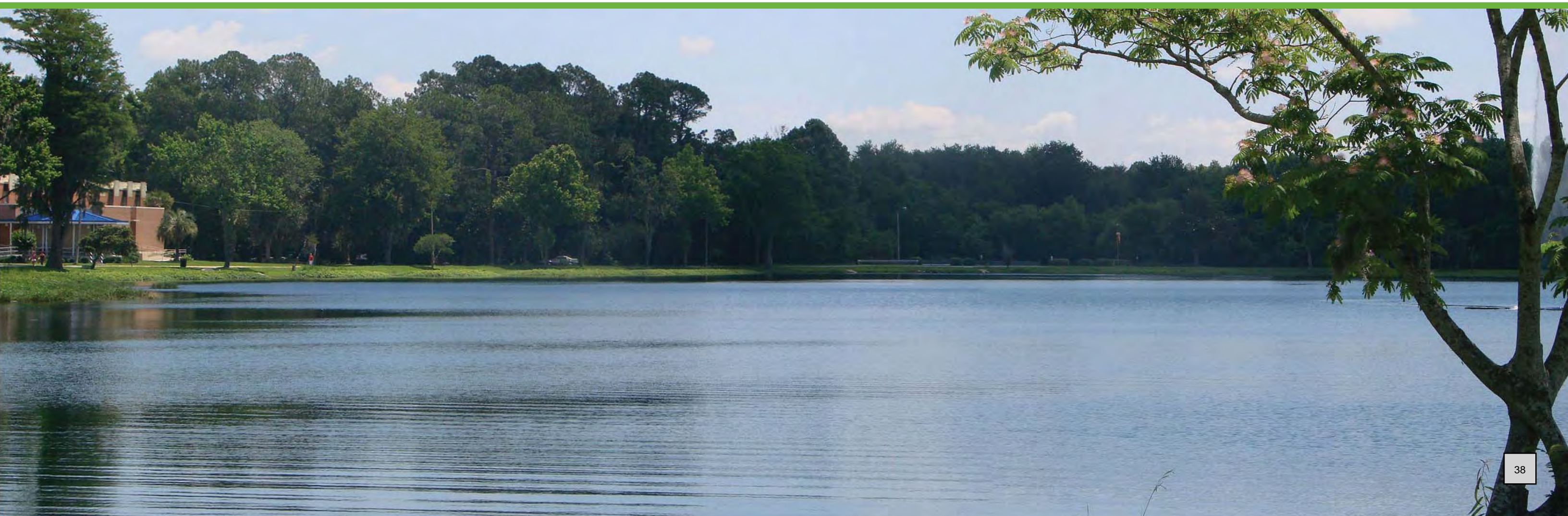
The use of volunteers to do clerical work and programming can be a useful tool in augmenting the staffing levels. Volunteer programs should be formalized and include background checks, regular schedules, job descriptions and evaluations to assure the safety of the clientele and the quality of the volunteers. It should be recognized that the development of a formalized process would require considerable work by the Parks and Recreation and Human Resources staff; however, in the long run, it would be a useful tool in helping augment recreation staff.

Grants and Potential Funding Sources

State and federal grants have long been a source of funds for public improvement and environmental restoration projects. Sources that have been used by other cities to fund waterfront and recreational programs include the Community Development Block Grant (CDBG), FCT, FRDAP, and Waterfronts Florida. Appendix E contains a detailed description of funding sources available for waterfront development.



## Chapter 3 Capital Improvements Program





# CAPITAL IMPROVEMENTS PROGRAM

Lake City’s vision to transform its existing underdeveloped downtown urban fabric into a compact mixed-use waterfront community that will serve as a focal point of cultural, heritage, arts, and recreation destination in the region, will require substantial investment of public and private monies and continued support from the City leadership. This chapter illustrates how the Redevelopment Plan translates to a phased series of capital improvement projects and breaks down anticipated costs for design and construction of capital projects as well as further plans and regulatory activities.

The Agency has completed some key urban design projects such as the Marion Avenue Streetscape Improvements, and construction of gateways at the intersections of Marion Avenue with Duval Street and Railroad Street. While these are commendable achievements, there is a need to initiate additional catalytic projects that will set the stage for private investment to follow. Therefore the first two years of the Capital Improvements program target regulatory changes in the Urban Code and Comprehensive Plan. The initial focus also includes the preparation of a detailed Lakefront Design Master Plan. This project provides the planning and design necessary to complete construction of all of the major improvements planned for the Waterfront Entertainment District including the refinement of conceptual designs recommended in the Redevelopment Master Plan, design for Lake Desoto Circle improvements, streetscape treatments on adjoining roads and the phased landscaping of the waterfront. Completion of this Master Plan will ensure the orderly progression of construction activity in support of future private sector market demand.

The community should understand that the Agency, working with other government entities, will be pursuing multiple elements of the Plan at all times. It is important to note that the following capital improvement plan is flexible in nature. It is the best estimate of project costs based on a measure of the order of magnitude for projects in relation to anticipated revenues. As a matter of practice the Agency will continue to prepare annual budgets as well as establishing one, three and five-year work programs for budgetary and administrative purposes. Ultimately project costs will be refined during the design and construction phase of any given project. The following 5 year capital improvements plan and subsequent long-term phasing plan sets forth recommendations concerning project priorities and funding sources.

The Capital Improvement Strategies are used for short-term, and long range planning purposes. The Capital Improvement Strategies are not a guarantee of expenditure of funds on a given project in a given year. Actual funding allocations will be determined annually through the City’s budget process. As priorities change, the capital improvement strategies are amended. Managed correctly, funds from the City and CRA can be leveraged through grants and commercial financing to accomplish a substantial number of capital improvements and planning activities. When successful, the Agency should see a substantial increase in the tax base and realize a healthy return on its investment through increased ad valorem revenues, sales tax receipts and other formulated revenue sharing programs. The Downtown Lake City Redevelopment Plan contains several projects consisting of public, private and joint public/private efforts, as described in previous sections of the Redevelopment Plan that will take at least twenty years for completion. Therefore, it is critical that the Agency incorporates a sound project implementation strategy when identifying priorities.

CAPITAL IMPROVEMENTS PROGRAM (SHORT- TERM: 1-5 YEARS)				
	PROJECTS	Costs	Potential Funding Sources	Key Players
INFRASTRUCTURE IMPROVEMENTS- TRANSPORTATION				
	Duval Street Improvements		General Fund/ FDOT/ KAB/ HBG/ TEP	CRA/ City/ FDOT
	Phase I Streetscape Improvements SW Ritch Terrace to SE Vicker Terrace	\$449,500		
	Gateways	\$25,000		
	Total	\$474,500		
	Washington Street Improvements		General Fund/ FDOT/ KAB/ HBG/ TEP	CRA/ City/ Hospital
	Phase I Streetscape Improvements NW Main BLVD to NE Methodist Street	\$191,907		
	Gateways	\$25,000		
	Total	\$216,907		
	North Marion Avenue Improvements		General Fund/ FDOT/ KAB/ HBG/ TEP	CRA/ City
	Phase I Streetscape Improvements NE Bascom Norris DR to NE Martin Luther King Street	\$183,700		
	Gateways	\$25,000		
	Total	\$207,700		
	MLK Street Improvements		General Fund/ FDOT/ KAB/ HBG/ TEP	CRA/ City
	Phase I Street scape Improvements NW Main BLVD to NE Aberdeen AVE	\$236,457		
	Gateways	\$25,000		
	Total	\$261,457		
	Hernando Avenue Improvements		General Fund/ FDOT/ KAB/ HBG/ TEP	CRA/ City/ County
	Streetscape Improvements NW Railroad Street to Duval Street	\$249,718		
	Gateways	\$50,000		
	Total	\$299,718		
	Sub- Total	\$1,460,281		
INFRASTRUCTURE IMPROVEMENTS- UTILITIES				
	Utilities Master Plan (Potable Water, Sanitary and Sewer, Stormwater)	\$200,000	CDBG/ USDA WWD	CRA/ City
	Sub- Total	\$200,000		
INFRASTRUCTURE IMPROVEMENTS- PUBLIC FACILITIES AND OPEN SPACE				
	Upgrade Columbia County Library	TBD	FRDAP/ RTP	CRA/ City/ County
	Lake Desoto Lakefront Improvements and Pedestrian Plaza Preliminary Design and Programming	\$150,000	FRDAP/ FCT	CRA/ City/ County/ Hospital/ Church
	Sub- Total	\$150,000		
	SUB-TOTAL (INFRASTRUCTURE)	\$1,810,281		

CDBG- Community Development Block Grant  
CPIF- Career Pathways Innovation Fund Grants Program (DoL)  
CFG- Community Facilities Grant (USDA)  
FDOT- Florida Department of Transportation  
FRDAP- Florida Recreation Development Assistance Program  
FCT- Florida Communities Trust  
FLP-Federal Lands to Parks  
HBG- Highway Beautification Grant  
KAB- Keep America Beautiful  
LWCF- Land and Water Conservation Fund  
NPS- National Parks Service Historic Preservation Grants  
NTCIC- National Trust Community Investment Corporation (NTCIC)  
NTPF- National Trust Preservation Fund  
RBOG- Rural Business Opportunity Grant (USDA )  
RBEG- Rural Business Enterprise Grant (USDA)  
REAP- Renewable Energy Grant (USDA)  
RED- Rural Economic Development Grant/ Loan (USDA)  
RTP- Florida Recreational Trails Program  
SBIR- Small Business Innovation Research Program (USDA)  
SBA- Small Business Administration Tree Planting Grant  
SHIP- State Housing Initiatives Partnership  
TEP- Transportation Enhancement Program  
TIF- Tax Increment Financing  
TPL- Trust for Public Land  
UFG- Urban Forestry Grant

CAPITAL IMPROVEMENTS PROGRAM (SHORT- TERM: 1-5 YEARS)				
	PROJECTS	Costs	Potential Funding Sources	Key Players
PLANNING STUDIES				
	Lake City Comprehensive Plan Amendments	NA	General Fund	City Staff
	Land Development Code Update	\$100,000	General Fund	City Staff/ Consultant
	CRA Design Guidelines Manual	\$125,000	TIF	CRA/ Consultant
	Blanche Hotel Adaptive Reuse Study	\$100,000	TIF/ CPIF/ NPS/ NTPF/ NTCIC/ Private Foundation Preservation Grants	CRA/Private Sector/Consultant
	Urban Agriculture and Public Farmers Market Feasibility Study	\$50,000	TIF/ SBIR/ Chamber of Commerce/ CPIF	CRA/ Non-Profits/ City/ County/ Chamber of Commerce
	Civic Center/ Convention Center/ Performing Arts Center Feasibility Study	\$50,000	General Fund/ TIF/CFG/ FCT	City/ CRA
	Citywide Open Space and Recreation Master Plan	\$150,000	General Fund/ FRDAP	City/ Consultant
	Neighborhood Plans	NA	General Fund	City Staff
	Shared Parking Garage Feasibility Study	\$75,000	TIF/ Hospital/ County	CRA/ City/ County/ Hospital
	Downtown Parking Management Master Plan	\$50,000	TIF/ City	CRA/ City
	SUB-TOTAL (PLANNING STUDIES)	\$700,000		
ECONOMIC DEVELOPMENT				
	Business Assistance Center/ Incubator Strategic Plan	\$100,000	CDBG/ RBEG/ CPIF/ CFG	City/ CRA/ County/ Chamber of Commerce/ Hospital/ Florida Gate-way College
	Marketing and Promotion	NA	TIF/ General Fund/ CDBG	City/ CRA/ Chamber of Commerce
	Land Assemblage and Acquisition	TBD	TIF/ TPL	City/ CRA
	SUB-TOTAL (ECONOMIC DEVELOPMENT)	\$100,000		
	TOTAL ESTIMATED COSTS (PHASE 1)	\$2,610,281		

CDBG- Community Development Block Grant  
CPIF- Career Pathways Innovation Fund Grants Program (DoL)  
CFG- Community Facilities Grant (USDA)  
FDOT- Florida Department of Transportation  
FRDAP- Florida Recreation Development Assistance Program  
FCT- Florida Communities Trust  
FLP-Federal Lands to Parks  
HBG- Highway Beautification Grant  
KAB- Keep America Beautiful  
LWCF- Land and Water Conservation Fund  
NPS- National Parks Service Historic Preservation Grants  
NTCIC- National Trust Community Investment Corporation (NTCIC)  
NTPF- National Trust Preservation Fund  
RBOG- Rural Business Opportunity Grant (USDA )  
RBEG- Rural Business Enterprise Grant (USDA)  
REAP- Renewable Energy Grant (USDA)  
RED- Rural Economic Development Grant/ Loan (USDA)  
RTP- Florida Recreational Trails Program  
SBIR- Small Business Innovation Research Program (USDA)  
SBA- Small Business Administration Tree Planting Grant  
SHIP- State Housing Initiatives Partnership  
TEP- Transportation Enhancement Program  
TIF- Tax Increment Financing  
TPL- Trust for Public Land  
UFG- Urban Forestry Grant



CAPITAL IMPROVEMENTS PROGRAM (MID- TERM: 6-10 YEARS)				
	PROJECTS	Costs	Potential Funding Sources	Key Players
INFRASTRUCTURE IMPROVEMENTS- TRANSPORTATION				
	Duval Street Improvements		General Fund/ FDOT/ KAB/ HBG/ TEP	CRA/ City/ FDOT
	Phase II Streetscape Improvements SE Vicker Terrace to SE Ermine Avenue	\$557,332		
	Gateways	\$25,000		
	Total	\$582,332		
	Columbia Avenue Improvements		General Fund/ FDOT/ KAB/ HBG/ TEP	CRA/ City
	Phase I Streetscape Improvements NW Railroad Street to Duval Street	\$245,625		
	Fronie Street Improvements		General Fund/ FDOT/ KAB/ HBG/ TEP	CRA/ City
	Phase I Streetscape Improvements N Marion AVE to Niblack TER	\$265,300		
	South Marion Avenue Improvements		General Fund/ FDOT/ KAB/ HBG/ TEP	CRA/ City/ FDOT
	Phase I Streetscape Improvements W Duval Street to SW Baya DR	\$227,800		
	Gateways	\$25,000		
	Total	\$252,800		
	MLK Street Improvements		General Fund/ FDOT/ KAB/ HBG/ TEP	CRA/ City
	Phase II Streetscape Improvements NE Aberdeen AVE to NE Gurley AVE	\$226,932		
	Gateways	\$25,000		
	Total	\$251,932		
	Railroad Street Improvements		General Fund/ FDOT/ KAB/ HBG/ TEP	CRA/ City
	Streetscape Improvements NE Patterson AVE to NW Columbia AVE	\$371,495		
	Total	\$396,495		
	SUB TOTAL	\$1,994,484		
	Shared Parking Garage Design Development, Construction Documentation and Permitting	TBD	TIF/ TEP/ County/ Hospital	CRA/ City/ County/ Hospital
	Lake City Trails Design Development, Construction Documentation and Permitting	TBD	FRDAP/ RTP/ UFG	City/ CRA
	SUB- TOTAL	\$1,994,484		
INFRASTRUCTURE IMPROVEMENTS- UTILITIES				
	Utilities Upgrading (including burial of overhead lines)	TBD	CDBG/ USDA WWD	CRA/ City/ FDOT
INFRASTRUCTURE IMPROVEMENTS- PUBLIC FACILITIES AND OPEN SPACE				
	Public Market/ Urban Agriculture Center Facility Design Development Phase	TBD	General Fund/ TIF/ CFG/ FCT/ CDBG/ SBIR/ CPIF/ REAP	CRA/ Non-Profits/ City/ County/ Chamber of Commerce
	Lake Desoto Waterfront Improvements and Pedestrian Plaza Design Development, Construction Documentation and Permitting	TBD	TIF/ CDBG/ FRDAP/ FCT	CRA/ City/ County/ Hospital/ Church
	Blanche Hotel/ Culinary Arts Institute Design Development Phase	TBD	TIF/ CPIF/ NPS/ NTPF/ NTCIC/ Private Foundations	City/ CRA/ County/ Chamber of Commerce/ Hospital/ Florida Gateway College/ UF
	Civic Center/ Performing Arts Center/ Multipurpose Hall- Design Development Phase	TBD	General Fund/ TIF/CFG/ FCT	City/ CRA/ County/ Chamber of Commerce/ Hospital/ Florida Gateway College
	Police Substation Construction (Old Jailhouse building)	TBD	General Fund/ TIF/CDBG/ Weed and Seed Grant	City/ CRA/ Sherriff's Department
	Neighborhood Parks	TBD	TIF/ CDBG/ FRDAP/ FCT	FRDAP/ CDBG/ UFG

CDBG- Community Development Block Grant  
CPIF- Career Pathways Innovation Fund Grants Program (DoL)  
CFG- Community Facilities Grant (USDA)  
FDOT- Florida Department of Transportation  
FRDAP- Florida Recreation Development Assistance Program  
FCT- Florida Communities Trust  
FLP-Federal Lands to Parks  
HBG- Highway Beautification Grant  
KAB- Keep America Beautiful  
LWCF- Land and Water Conservation Fund  
NPS- National Parks Service Historic Preservation Grants  
NTCIC- National Trust Community Investment Corporation (NTCIC)  
NTPF- National Trust Preservation Fund  
RBOG- Rural Business Opportunity Grant (USDA )  
RBEG- Rural Business Enterprise Grant (USDA)  
REAP- Renewable Energy Grant (USDA)  
RED- Rural Economic Development Grant/ Loan (USDA)  
RTP- Florida Recreational Trails Program  
SBIR- Small Business Innovation Research Program (USDA)  
SBA- Small Business Administration Tree Planting Grant  
SHIP- State Housing Initiatives Partnership  
TEP- Transportation Enhancement Program  
TIF- Tax Increment Financing  
TPL- Trust for Public Land  
UFG- Urban Forestry Grant

CAPITAL IMPROVEMENTS PROGRAM (LONG- TERM: 10+ YEARS)				
	PROJECTS	Cost	Potential Funding Sources	Key Players
INFRASTRUCTURE IMPROVEMENTS- TRANSPORTATION				
	Phase III Streetscape Improvements			
	SW Baya DR SW Hilton Ave to SE Isabella Way	\$268,050	General Fund/ FDOT/ KAB/ HBG/ TIF	CRA/ City/ FDOT
	NW Main Boulevard Improvements W Duval Street to NW Railroad Street	\$519,700	General Fund/ FDOT/ KAB/ HBG/ TIF	CRA/ City/ County/ FDOT
	NE Lake Dosoto CIR Improvements Around the Lake	\$407,640	General Fund/ FDOT/ KAB/ HBG/ TIF	CRA/ City
	NE Patterson AVE Improvements E Duval Street to NE Boscom Norris DR	\$400,195	General Fund/ FDOT/ KAB/ SBA TIF	CRA/ City
	NE Davis AVE Improvements Lake De Soto to NE Montana Street	\$263,435	General Fund/ FDOT/ KAB/ HBG/ TIF	CRA/ City
	NE Madision Street Improvements Le De Soto to NE Alohua AVE	\$105,812	General Fund/ FDOT/ KAB/ HBG/ TIF	CRA/ City
	SUB -TOTAL	\$1,964,832		
	Neighborhood Streetscape Improvements	TBD	General Fund/ TIF/ SBA	CRA/ City
	Public Transit/ Downtown Shuttle	TBD	TIF/ TEP	City/ County/ CRA/ Suwannee Valley Transit Authority
	Shared Parking Garage Construction Completion	TBD	TIF/ TEP/ County/ Hospital	CRA/ City/ County/ Hospital
	Downtown Trail Construction Completion	TBD	FRDAP/ RTP/ UFG/ TIF	City/ CRA
INFRASTRUCTURE IMPROVEMENTS- UTILITIES				
	Ongoing Utility Upgrades	TBD	CDBG/ USDA WWD	City/ CRA/ County/ Suwannee Valley Water Management District
INFRASTRUCTURE IMPROVEMENTS- PUBLIC FACILITIES AND OPEN SPACE				
	Civic Center/ Performance Arts Center/ Multipurpose Hall Construction Phase	TBD	CDBG/ FRDAP	City/ CRA
	Lake Desoto Pedestrian Plaza Construction	TBD	USDA CFG/ CDBG/ TIF	City/ CRA/ County/ Hospital
	Blanche Hotel/ Culinary Arts Institute Construction	TBD	TIF/ CPIF/ NPS/ NTPF/ NTCIC/ Private Foundations	City/ CRA/ County/ Chamber of Commerce/ Hospital/ Florida Gateway College/ UF
	Land Assemblage and Acquisition	TBD	General Fund/ TIF/ FRDAP/ FCT	City/ CRA

CDBG- Community Development Block Grant  
CPIF- Career Pathways Innovation Fund Grants Program (DoL)  
CFG- Community Facilities Grant (USDA)  
FDOT- Florida Department of Transportation  
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## Chapter 4

# Context

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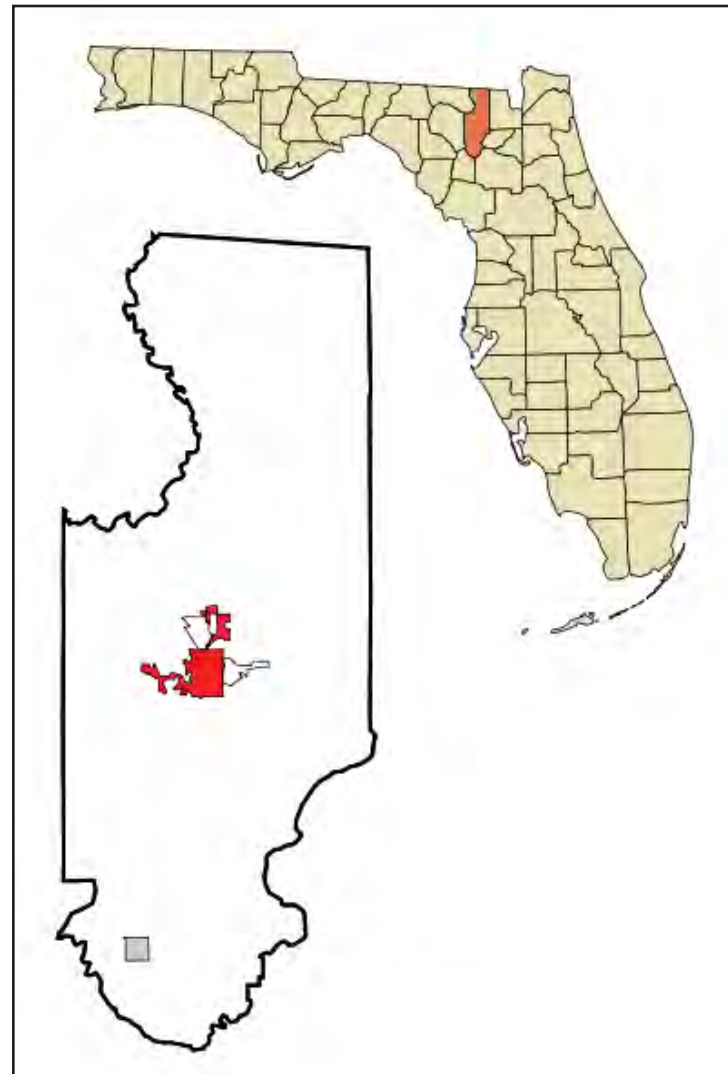
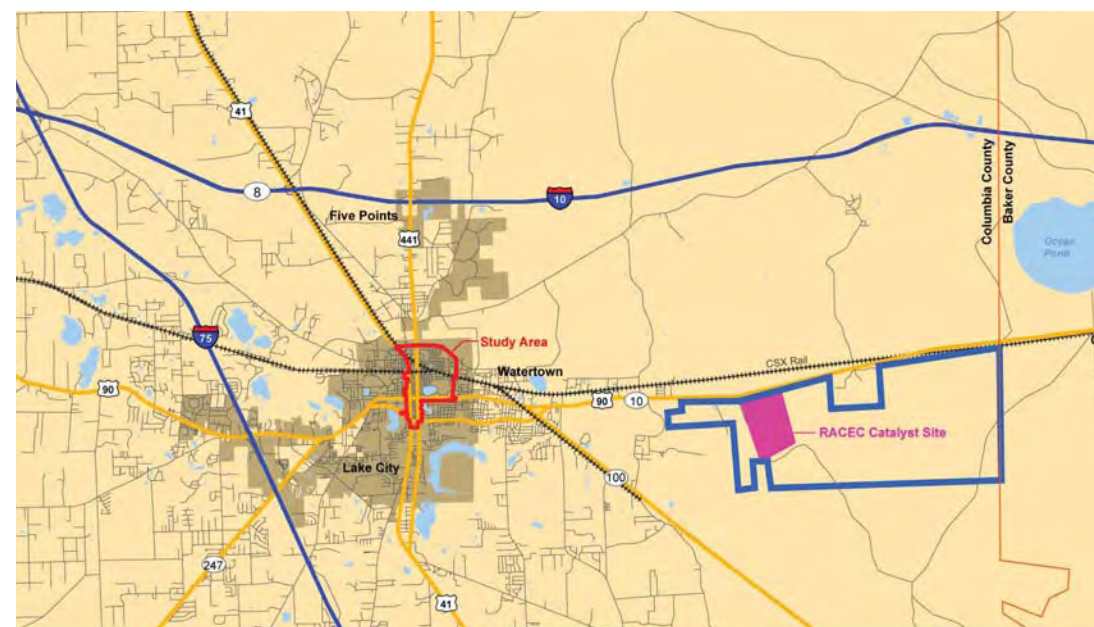


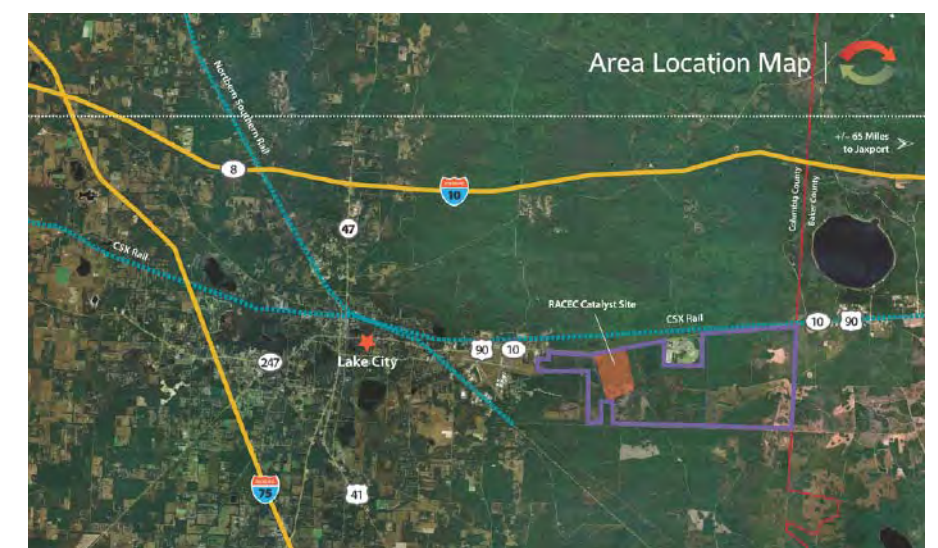
Fig. 2.1 (Above): Regional Context Map- Lake City's location in Florida and Columbia County  
 Fig. 2.2 (Above Right): Lake City's location within the Southeast U.S. region  
 Fig. 2.3 (Below): Catalyst Site Map, Source: Columbia County Industrial Development Authority  
<http://www.ccflda.com/regional/catalyst/index.html>



## REGIONAL/ GEOGRAPHIC CONTEXT

Located roughly in the middle of Columbia County near the State of Florida border, the City of Lake City sits between the intersection of Interstate highways I-10 and I-75. Due to its location near the intersection of Interstate highways I-10 and I-75, the City is often referred to as “The Gateway to Florida”. The City’s downtown core is connected to Interstate-75 by US 90 (Duval Street) and to Interstate 10 by US 41 (Main Boulevard) and US 441 (Marion Avenue). The City’s historic downtown core including the County administrative offices is located on Lake Desoto. The downtown is approximately 45 miles from Gainesville, the largest neighboring city, to the south in Alachua County. Fort White, located 25 miles south, is the other incorporated town in Columbia County. Columbia County is located in north-central Florida along the Georgia border.

Columbia County offers direct access to Florida's Strategic Intermodal System. This Intermodal System includes easy access to: Interstates 10 and 75 along with US Highways 90, 41, 441 and State Road 100. The County also has access to two Class 1 railroads owned by CSX and Norfolk Southern, and a local municipal airport with an 8,000 foot runway. Columbia County hosts one of four catalyst sites in the State of Florida which also shares its location with the site of the future Inland Port. These sites were selected by the regional associations representing the Rural Areas of Critical Economic Concern in the State of Florida. The catalyst site is established as a Rural Enterprise Zone, allowing the Columbia County Industrial Development Authority to encourage economic growth and investment by offering tax advantages and facilitate state incentives to businesses interested in locating within the boundaries of the Enterprise Zone. The Inland Port is also known as an Intermodal Logistics Center, or ILC. These ILCs are fast becoming the most efficient method of transporting increasing amounts of freight due to the growing reliance on imports and exports in the global economy. Southern Business & Development magazine has ranked Lake City/ Columbia County as number eight Best Small Market since 2000.





STUDY AREA

Downtown Lake City CRA district is situated less than 7 miles from the future Catalyst Site and the Lake City Municipal Airport, creating a unique opportunity for developing a vibrant urban core in the area, if planned properly. The City is approximately 9.4 square miles or 6,000 acres in area. The expanded Downtown CRA boundaries encompass a total land area of 789 acres including rights-of-way. In terms of developable area statistics, the area consists of 721 parcels covering a total land area of 232 acres. The area, shown in Fig. 2.4, is generally bounded by: CR 100A/ NE Basscom Norris Drive on the north, US 441/ Main Boulevard on the west, Duval Street/ Baya Drive on the south, and Patterson Avenue/ Hernando Avenue on the east.

This district encompasses the traditional downtown core of the city, adjacent historic neighborhoods to the south and new residential areas to the north, and the commercial and industrial corridors along the major regional roadways. Major roadways serving the CRA district include: US 41, locally known as Main Boulevard; US 441, locally known as Marion Avenue; US 90, locally known as Duval Street; CR 100A, locally known as NE Basscom Drive and. These are the principal routes connecting downtown Lake City to the rest of the County and to the adjoining areas via the Interstate network.

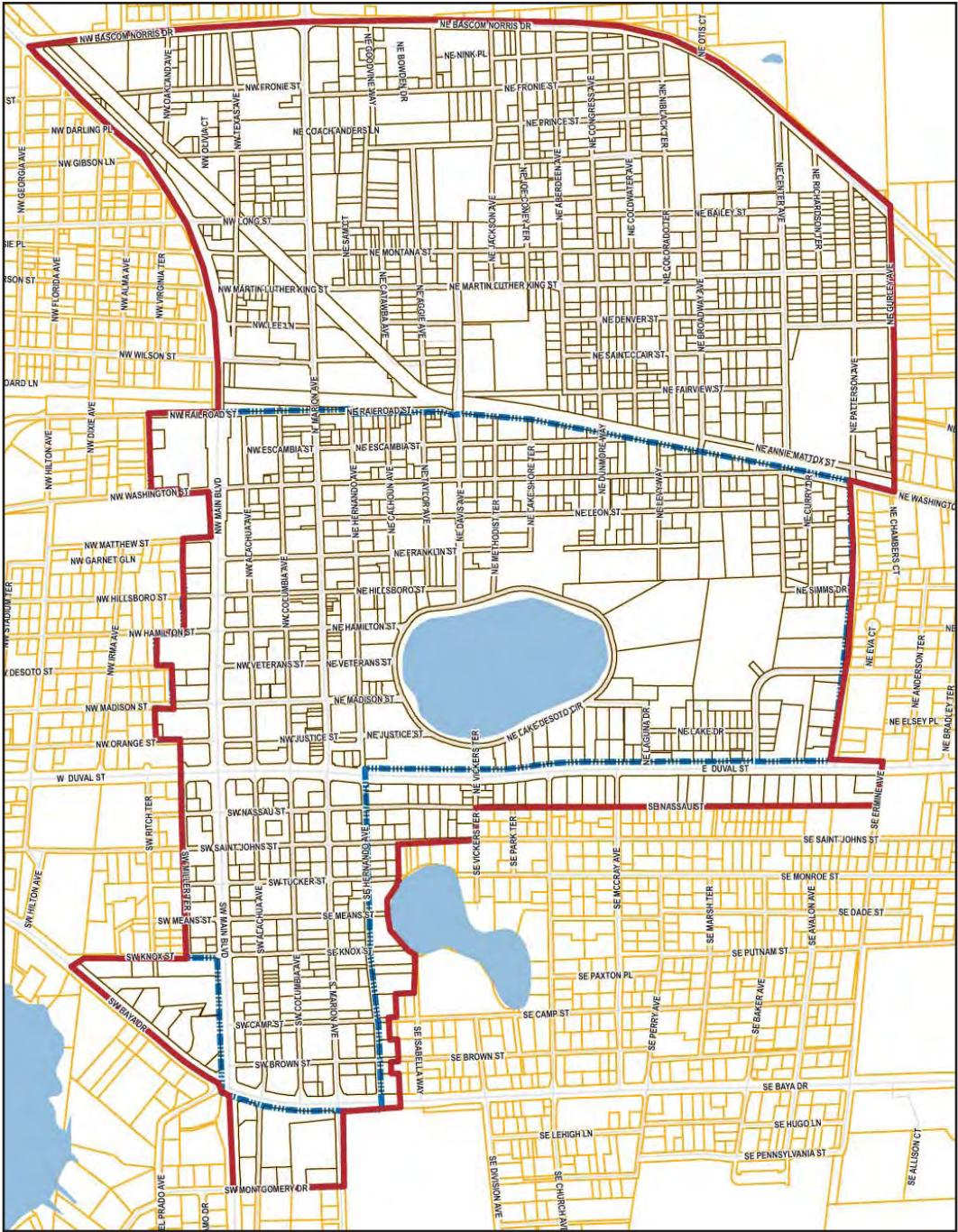


Fig. 2.4 Downtown Lake City CRA Map



Fig. 2.5 Downtown Lake City CRA Aerial Photo



# HISTORIC CONTEXT

The site of Lake City was a Seminole village named Alpata Telophka, meaning “Alligator Village”. By 1830, a Euro-American town called Alligator was established, adjacent to the Seminole town. The City was incorporated and changed to its current name in 1859. The name was changed because the mayor’s wife, who had recently moved to the town, refused to hang her lace curtains in a town named Alligator. Local bodies of water include Lake DeSoto, Lake Isabella, Alligator Lake, Lake Hamburg, Gwen Lake, Lake Harper and Watertown Lake.

The American Civil War Battle of Olustee took place near Lake City in February 1864. It was the only major battle in Florida during the war. Union casualties were 1,861 men killed, wounded or missing; Confederate casualties were 946 killed, wounded or missing. Union forces retreated to Jacksonville and held position in Jacksonville and Fernandina and St. Augustine and various small outposts along the St. Johns River. Union troops never ventured westward in significant numbers again. The present site of the Hotel Blanche is host to an event that no doubt shows the commitment to chivalry and gentlemanly conduct by soldiers of the past. It seems that prior to the battle, Union forces rode into town to take up food and drink and some of the amenities that Hotel Blanche offered. Abiding by the rules of the house and in the interest of keeping the peace, Union soldiers pyramided their rifles together outside the hotel.

Local Confederate sympathizers rode to inform rebel troops of the activity: In the truest spirit of revelry, Confederate troops rode into the city, took the pyramided rifles and threw them into Lake DeSoto: It was not until five years ago during the dredging of the lake, that these rifles were recovered and the story verified.

By the early 20th century, Lake City had become an important railroad junction, served by the Seaboard Air Line, Atlantic Coast Line, Georgia Southern Line, and the Florida Railroad Line. One of the four schools that formed the University of Florida was originally located in Lake City before consolidation to Gainesville in 1905. By 1950 the population of Lake City was 7,467 people and forestry (turpentine, lumber, and pulpwood) had become a mainstay of the local economy.

SOURCE: Columbia County Historical Society



Fig. 2.6 Lake City Historical Photos, Source: Lake City Centennial Celebration Brochure and <http://www.lakecity-online.com/oldpostcards.html>



PLANNING CONTEXT

The City of Lake City established the Community Redevelopment Agency (CRA) in 1981 to create an area in which the Central Business District would evolve into a more dynamic office, service, financial, entertainment, residential and governmental area. The authority to establish the CRA is enabled by Sections 163, Part III Florida Statutes. The CRA was revised in 1989 and again in 1993.

The following section summarizes the series of Community Redevelopment Plans for the Central Business District of Lake City. The information contained in this section is critical in establishing the foundation for the recommendations contained in this Plan and to ensure that the Plan provides continuity in function, future land use, and programmatic strategies.

Lake City Downtown Action Plan

The Lake City Downtown Action Plan was a joint effort by University of Florida planning students and the Lake City-Columbia County Chamber of Commerce. The Plan is a set of recommended actions aimed to revitalize downtown. The study provides steps for public and private sectors to become involved in the revitalization effort.

Phase I of the recommended improvements begins with a housing project proposed near downtown for the Hernando Neighborhood (encompassed by Leon Street on the south, Railroad Street on the north, Davis Street on the east and Hernando Street on the west). Phase I also included making architectural design standards, improving pedestrian circulation and provide parking for North Marion Avenue between Hillsboro and Madison Streets.

Phase II included general recommendations selected to improve vehicular access to downtown parking and improve pedestrian access to shopping from proposed parking areas.

Lake City Community Redevelopment Plan

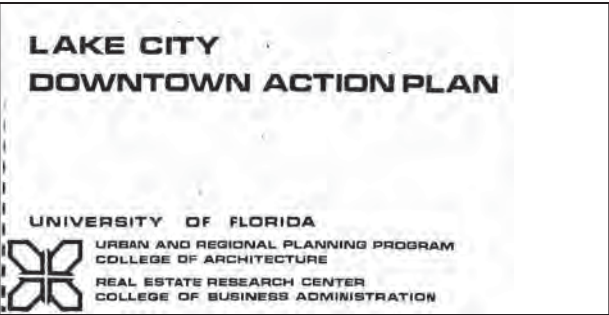
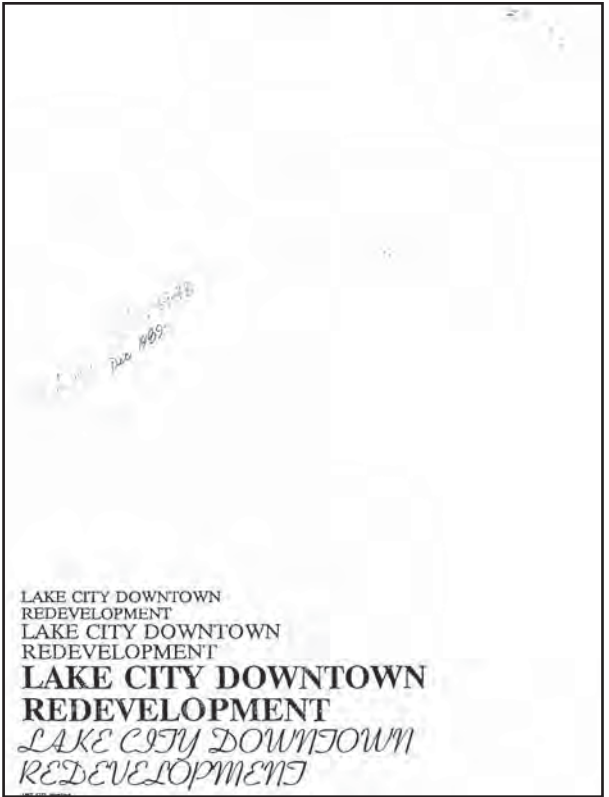
The Community Redevelopment Plan for the Lake City Community Redevelopment Area was prepared by the Community Redevelopment Advisory Board for the Community Redevelopment Agency. The plan provides a framework for coordinating and facilitating public and private development of the Central Business District.

Below is a summary of proposed actions and redevelopment techniques to achieve plan objectives:

- Adoption and implementation of suitable plans for financing and the redevelopment of the area and each phase of the redevelopment process
- Acquisition of the necessary real property in the area
- Management of all real property acquired by the agency and their improvements
- Relocation of residents and business owners within the area in accordance with this plan
- The demolition and removal of existing improvements, as necessary, and the preparation of the Area for its intended uses in accordance with this plan
- The disposition by sale or lease of real property within the area for private or public uses in accordance with this plan, and with such conditions and covenants running with this plan and prevent the recurrence of blight
- The provision of reasonable preference to persons who are in business within the area to re-enter in business within the area in accordance with this plan
- The implementation of the development, or redevelopment of the area consistent with an in accordance with the terms of this plan by developers selected by the agency
- Community Redevelopment Plan for Lake City’s Historic Downtown (November 1992)

This Community Redevelopment Plan was prepared with assistance from the North Central Regional Planning Council. It sets forth specific projects and programs to continue improvements of the City’s original commercial district, which began in 1981 with the origination of the Lake City Community Redevelopment Agency and Community Redevelopment Advisory Committee. The major objectives of the Community Redevelopment Plan are:

- To protect and enhance public and private investment previously made in the Community Redevelopment area
- To improve the business climate for property owners and merchants in the area
- To provide programs to facilitate public-private partnership actions in carrying out the plan, with emphasis on assuring that private enterprise will be able to participate to the fullest possible extent in implementing the total Community Redevelopment Project
- To enhance the tax base of the city
- To increase the employment base of the city
- To improve the functional capacity and competitive ability of the Community Redevelopment Area by improving the capacity of individual businesses, strengthening relationships among functions within the area and between the adjacent areas, more clearly defining the area’s location and character, and by making the entire area more accessible, convenient and attractive to its users and occupants.





ECONOMIC CONTEXT

The City of Lake City has many natural and physical assets. The City benefits from being the seat of county government, in addition to being home to many local and federal government offices and activities. As well, the area has an emerging health care, industrial and institutional economic base.

As discussed later in this report, downtown Lake City contains a wide variety of businesses, which cater to the local and to a lesser degree, regional population. Marion Avenue, the main thoroughfare downtown, contains sporadic retail stores and services that range from specialty services such as antiques and home furnishings to restaurants. Unfortunately, most of the commercial establishments found downtown close before 5 p.m.; thereby rendering the downtown isolated and devoid of activity during the evenings.

The Downtown Lake City Redevelopment Plan update has been initiated at an opportune time with local and regional grow into a city that has a balance of cultural, natural, economic and social amenities for today and well into the future. The challenge is to grow the downtown, given that the County and City have remained relatively slow in terms of population growth over the past few decades. Additionally, the weak economic trends across United States and Florida have prolonged the uncertainty and extra caution in the markets.

In July 2008, the Florida Economic Estimating Conference met to revise the economic forecast for the state. The latest forecast revealed an economy burdened in the short run by national and state fiscal shocks, but still showing underlying resilience in the longer term. Of note, the GDP for Florida had dropped sharply post 2005, exceeding the rate of decline experienced across the country. Key aspects of the economy were identified as follows:

- Personal income growth and employment growth had not been as robust as originally expected.
- Sectors hardest hit included: manufacturing, natural resources and mining, financial activities and information services. Overall, job losses totaled 74,700 jobs – 54% of which are directly linked to the construction downturn.
- The growing inventory of unsold houses together with the credit crisis dampened residential construction – focusing on the single family home.
- The slowing in the housing sector had a spillover effect in durable goods consumption (i.e., appliances, carpeting etc.). Further, consumers curtailed discretionary spending.
- Adding to the burden was oil prices hovering at \$140/barrel – resulting in increased prices for a range of goods and services.
- The fastest growing sectors in Florida focus on Education and Health Services – mainly in the area of Health Services. As well there is an expectation that the Professional and Business Services Sector will also grow .
- Southern Business & Development magazine has ranked Lake City- Columbia County number eight Best Small Market over the last ten years. In addition to this ranking, Lake City- Columbia County was also featured in the Rural Counties section of Florida Trend’s Business Florida Magazine for the excellent teamwork that is attributed with landing Service Zone in the area.

This section utilizes information from the ESRI Data base, to discuss the current demographics, housing and economic conditions in the Study Area. Developing strategies for the CRA requires a comprehensive vision that transpires from citywide trends and in turn develops the potential to shape its surroundings. The report utilizes U.S. Census 2000 and 2010 datasets to compare the demographic and economic characteristics for the City of Lake City. The trends and estimates presented are based on interpretation of available information to address area-wide issues and opportunities and should not be construed as definitive statistics to represent the study area.

**Population Characteristics**  
The CRA’s total 2010 population estimate represented nearly 23.14% of the City’s total population of 11,124. The chart on the right illustrates the growth trends in the CRA and the City of Lake City between 2000 and 2010. The CRA’s population increased by approximately 2.7% between 2000 and 2010, from 2,507 to 2,574 residents, while the City’s population increased by 11.46% between the same time periods.

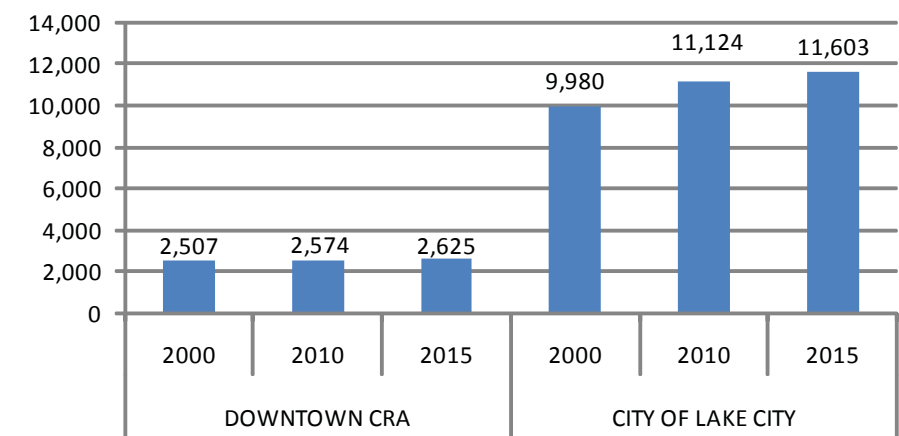
**Households**  
Household characteristics are important indicators of housing demand, household characteristics, and market potential for any community. Similar to the population trends discussed earlier, the CRA witnessed a very slight increase in the number of households from 1,158 to 1,262 between 2000 and 2010. Between 2000 and 2010, the number of households in the planning area increased by 8.9%, is half of the City’s household growth rate of 14.5%. In 2000, the average household size in the planning area consisted of 2.57 persons, significantly higher than the City and County’s average of 2.47 persons. The householder characteristics also provide valuable information about the social composition for a community.

According to the Census 2010 data, the planning area had approximately 1,262 housing units accounting for approximately 24.3% of the City’s total housing units (5,193). The percentage of owner occupied housing units in the study area (45.0%) was lower than the home ownership rates in the City (50.5%).

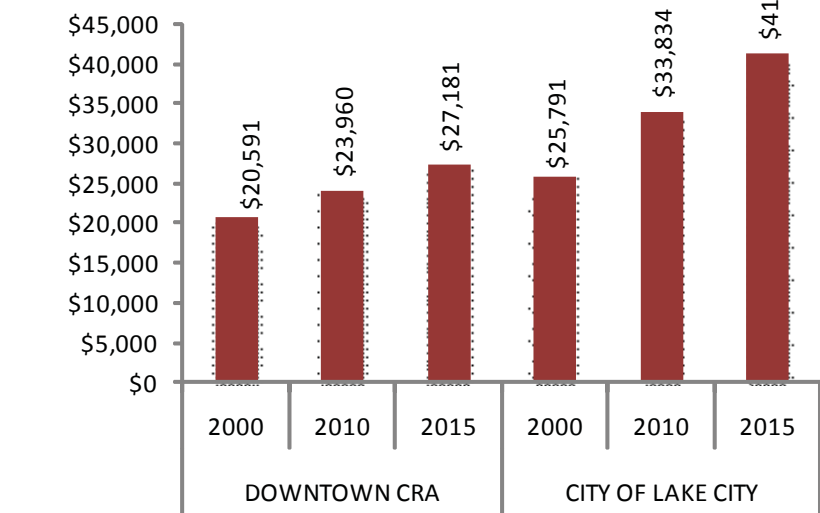
**Income**  
Per capita income is an indicator for the distribution of wealth in the community’s perceived ability to sustain new investment in the area. The per capita income in the CRA district increased from \$12,756 to \$14,200 between 2000 and 2010 representing an 11.32% increase. In comparison, the City’s per capita increased by nearly 27%, between 2000 and 2010, from \$14,697 to \$18,665. While average household incomes can provide a general indicator for analyzing the housing affordability and purchasing power within the area of concentrations, they present inaccurate results because of extreme values and therefore are susceptible to statistical variability. Median household income is better indicator of overall purchasing power and determining the consumer base for future development.

Household income analysis provides valuable insight into the purchasing power, total sales potential and the market conditions for the target market area. According to the 2010 ESRI estimates, the largest segment of the CRA’s population falls within the less than \$30,000 household income bracket, representing nearly 58% of the total households in the planning area. The average household income reported for the planning area in 2000 was \$30,950, nearly \$4,667 less than the City’s average household income of \$35,617. In comparison, Columbia County’s median household income was \$36,923 while the State of Florida had a median income of \$ \$44,755- nearly \$15,000 more than the CRA’s 2010 estimated household income. The 2010 estimated average household income for the CRA district was \$36,275. According to the 2010 ESRI estimates, there were 304 households out of a total of 977 households in the CRA had a household income less than \$15,000, representing nearly 31.1% of the total households.

POPULATION TRENDS



MEDIAN HOUSEHOLD INCOME





## Chapter 5 Community Participation





COMMUNITY PARTICIPATION

Public involvement has been an important component of the planning process for the preparation of this master planning process. The Downtown Lake City Redevelopment Plan Update is the result of an extensive community visioning process conducted over a period of 12 months. The recommendations and projects identified in the Plan were a product of the public participation process, led by the Mayor, City’s Community Redevelopment Agency, and IBI Group. The purpose of this citizen-led planning effort was to initiate an open dialogue between stakeholders, staff, and the city leadership for sharing concerns and priorities related to downtown development and for building a consensus between the various players that have a role in the successful implementation of the redevelopment program.

From July 2010 to July 2011, IBI Group worked with a diverse group of participants including residents, business owners, elected officials, and government representatives to create a realistic plan reflective of the community and stakeholder interests and aspirations. More than two hundred residents and stakeholders in total came together to participate in the visioning process to explore new concepts and opportunities for the future growth of the downtown redevelopment area. The project was initiated with a series of focus group meetings with key stakeholders in the community- downtown merchants, area institutions, elected officials, City staff, and other key stakeholders. These meetings provided the consultant team with an understanding of the prevailing concerns and perceptions about the downtown’s future development. Meetings were scheduled to obtain input from the staff relating to the community’s assets, critical issues associated with the project, existing planning efforts and proposed projects that would help define a clear scope for the initiative.

The consultant team gave project update presentations to the participants, which included sharing information about the existing downtown conditions from a land use, urban design, and economic development perspective. This chapter of the Master Plan synthesizes the community’s feedback solicited during the visioning process, stakeholder meetings, and community workshops conducted by the consultant team under the leadership of the City and the CRA. The information gathered during these community and stakeholder driven meetings form the basis for the recommendations and action strategies presented in this Plan.

FOCUS GROUP MEETINGS

The City of Lake City CRA and IBI Group held the first series of its focus group meetings related to the 2010 Lake City Master Plan Update on June 23rd and June 24th. There were three separate meetings involving over 45 participants that shared information and ideas about Downtown Lake City’s existing assets, major concerns and possible future opportunities. The purpose of these meetings was also to obtain current information concerning projects, plans and proposals from key stakeholders including regional, county and local government representatives.

After a brief presentation by IBI Group describing the study area boundaries and the anticipated planning process, the participants were asked to discuss their observations about the redevelopment area’s prominent attributes and the challenges facing the successful revitalization of the downtown. The following page presents a summary of the feedback received during these meetings.



Fig. 3.1 Focus Group Meetings



Downtown Development Committee  
June 23, 2010

Comments

- Consider expansion of CRA boundaries especially in the industrial area located north of the railroad fronting Marion Avenue
- Industrial area
  - Marion is the primary commercial corridor through Downtown. Key Issues for Marion Avenue are a result of the north-end properties that were created as industrial several years ago and have now deteriorated.
  - Salvage yard/Old Ice House – Relocation of the use/buffering has been discussed with the owner.
  - Industrial Areas (Near Railroad)
    - Aesthetics
    - Railroad track has an impact
  - Explore adaptive reuse potential for the Old Ice House property as:
    - Community Gardening/Local Entrepreneurs/ Vocational Training. Artists Guild Downtown
    - Theater Group (Productions)
    - Meeting space for downtown – (Ice Box)
    - House for the Farmers Market. Restructure the Farmers Market. Combine it with the crafts/arts. Sell back to local restaurants
    - Old Ice House –Theater/Museum/Meeting Space
    - Swamp Theater Group, Georgia (Case Study)
    - Winter Parks Farmers Market (Case Study)
- Lack of Meeting Space/ gathering space for conventions
  - Library has rooms – but after 5:00 pm it is closed.
  - Good opportunities that have been missed due to lack of space. Old School Board Auditorium has been used in the past for filling that void of a consolidated meeting space
  - Hospital had discussed at one time about finding meeting space
  - Explore multipurpose use for Brown Building. However, there might be some environment concerns related to the property
- Brownfield money could be tapped for environmental issues
- CRA monies could be used to offset the cost of remediation
- Corridor should be extended to SR 100 and South of Baya
- Is the Ice House structurally sound?
- Green Jobs – Training & Manufacturing of Solar Panels
- Certificate Programs in the Lake City Community College (now known as the Florida Gateway College) offers the Six Sigma Green-Belt Program to train students in high-tech jobs
- Downtown needs to be a destination for neighboring communities such as Live Oak and Butler City
- Underutilized Waterfront
  - The lake needs an ambience. What are the restrictions on using the lake right now?
  - Other ideas for the lakefront- Dock & Gazebo; weddings
  - Waterfront and Economic Diversification are two key concepts that will be pivotal in the redevelopment efforts for downtown Lake City
- Economic downtown has had an impact on the revenues
- Storm water/Infrastructure is an issue
- City just generated \$2 million revenue and is available for infrastructure improvements
- Stormwater has other resources for funding and should be tapped
- Lake Desoto – can it be a master stormwater facility?
- The City should have separate stormwater utility. Need a Stormwater Master Plan.
- Retention & Filtration of Storm water; Eliminate Flooding & Treatment.
- Suwannee River Water Management District – Severely restricts water use in Columbia County. Aquifers have run dry. Water table has dropped in Jacksonville.
- Training and Jobs missing– Columbia County Industrial Development Authority (IDA) is working with Jacksonville for inland port/ catalyst site.
- Are the colleges/campuses part of this initiative?
- There is a need to attract a mix of jobs. It’s a link in the chain.
- There are a lot of good opportunities for distribution related to the inland port. How do you locate these distribution warehouses and control the aesthetics of these uses?
- Urban Agriculture – what is the impact on water table?
- County doesn’t have the money for expansion- moving the county facilities out of downtown is out of the question and needs to be within the downtown
- Downtown property owners need to be incorporated in this process as well as renters to ensure maintenance of properties
- Issue of Safety in the area near the Liquor Store- one of the primary reasons why the new mixed-use building near the store is vacant
- Downtown Development Committee- should give some thought to restructuring as the CRA Advisory Committee
- City demolished the Old City Hall. County needs 25,000 sq. ft. for expansion. The option of selling the City Hall property to the County and moving the City Hall to a new location should be evaluated.
- Blanche – Razing the building should be out of the question. Come up with a plan of reuse of that building. Look at grants. Who’s the end-user? Where is the money coming from? How sustainable is it? What is the structural condition of The Blanche?
- Examine presence of railroads in downtowns as an economic development tool
- Old plan was not realistic. This plan needs to be realistic and implementable.
- Police Sub-Station in the neighborhood north of Franklin could be a welcoming presence
- Pull the college back into downtown: Training, New start-up Programs
- Neighborhoods – Setting is beautiful
- Housing for the Lake City Community College students
- Trolley – City should buy from Tallahassee

Business Leaders – June 23, 2010

Comments

- Parking Issues
  - Perception of parking shortage is more of a problem than actual shortage. As of the last count, there were 485 parking spaces in downtown.
  - Lack of directional signage to parking areas may be the real problem
- Tornado (2008); City brought in funds for rehabilitation and housing that needed to be torn down
- Shands Hospital
  - Circle drive needs to be pedestrian
  - Access – Laguna Drive – Extend to Washington Street
  - Franklin Street needs to be more attractive and less stop signs
  - Code Enforcement
  - Hospital recently approved a contract for HMA (Health Management Association) and ownership will be transferred to HMA. They have plans to expand in the near future.
  - Hospital will become Lakeshore Regional Medical Center
  - Currently in process of negotiating for Medical Office (July 1, 2010)
  - Pavement needs to be resurfaced. Increase Lighting. (Waterfront)
  - July 1st – will be on the tax roles
- Olustee Festival and other events should be planned to activate the waterfront
- City Council/Hospital Authority building – a joint parking garage/explore the idea of a trolley system
- Infrastructure Capacity Issues:
  - Water, Sewer & Storm water
  - Size of the Infrastructure is very old
  - Outfalls into the lake
  - Infrastructure – City/County – Need to work together. Historical meeting where all govt. entities come together.
- Lake City Community College – potential for nursing program. Do not have direct funding for facility. Open to partnerships.
  - Interested in location north of railroad
  - Baccalurate in Early Child Education
  - Partnership with St. Leo
  - There are a lot of entities within the CRA looking for public transit system. Opportunities to partner with organizations to look for transit.
  - Richardson Center with St. Leo – Expand to include that area
  - Ocala Case Study – Community College
- Chamber of Commerce
  - Inland port
  - Wastewater issue, wastewater & energy program
  - Green council can start a chapter
  - How could we connect the college’s program to the city?
- Arts could be a driver economic engine
- Washington Street – What is the ownership? Opened Up the thoroughfare. Work with federal housing to improve the condition?
- Some standards need to be set and code enforcement
- Rents have been reducing constantly.
- Housing Assistance – Affordable Housing – Assistance Programs, Rehab

Programs should be a component of the CRA Plan.

- Image needs to be changed. Perception needs to be changed.
- Economic Opportunity with Inland Port
  - Catalyst site designated for industrial development
  - Owned by Plumb Creek Company
  - Land around the catalyst site is ripe for development
  - Taking leverage of the expansion of the Jacksonville port
  - Port of Jacksonville is constrained from the point of traffic
  - JPA & FPL – Trade & Tourism
  - Railroad spur of CSX will be brought along Hwy 90 and dead end in the catalyst site
  - 28 sites were selected in Suwannee & Columbia
  - Enterprise Florida (Port John’s)
  - One Voice/Florida Chamber of Commerce
  - College has a logistics program (20 minutes from the site)
  - Multiplier effect will be the potential
  - Jobs component to that – Economic Development
- Lake Jeffrey area is home to upscale housing
- Expansion of boundaries north along Marion Avenue to pick-up Richardson site.
- Primary access to downtown- Hwy 90 (Duval) and Hwy 441 (Main)
- Traffic Flow -Hernando (One-way streets)
- Blanche Hotel -Water & Sewer needs to be provided
- Updating the condition of the water & sewer
- Check the White property
- Builders cannot build because they can’t make profit.
- Annie Mattox Park
- Crime Issues near the liquor store and new development.
- Safety and Crime Issues need to be addressed
- Construction/Housing will be the economic engine
- Lot Prices/Development Costs/Land Cheap enough
- A lot of houses don’t qualify for the conventional produced loans
- First time homeowners’ buyer programs. If they don’t qualify then the bank has to create a program; home buyer assistance; A lot of these houses can’t be repaired.
- CDBG grant was to tear down the dilapidated housing.
- Housing Authority spent over \$2.5 million demolishing houses
- Improving Access
- City could come up with a cost to improve infrastructure / access.
- Case Study: Polencia/St. Augustine-Mixed-Use.

Government Representatives

June 24, 2010, 10:00 am- 12:00 pm

Comments

What is the time frame for the decisions & the prioritizing?

- Find out more about the CRA Sunset & TIF revenue projections through the hospital privatization.
- Crime Issues
  - Statistics on arrests made are available
  - “Broken Window” theory – Dilapidated homes/vacancies
  - Enforcement Parking
  - Case Study: South Carolina, (Greensfield)
  - Neighborhood Pride
    - Presence of a Police Sub-station – staffing issues
    - Historic preservation grants/CRA for Monies for staffing
    - Recreation projects/EDA Grants/Training
- Transportation – Public Transit
- Shuttle Service- In the past there was a study about the service. Trolley as a pilot project to connect employment centers
- Active recruitment of business – What kind of programs should be initiated?
- Weed & Seed meetings – CRA should have a presence
- Issue of the hospital environment as it relates to the availability of utilities:
  - The City has constructed a new water plant
  - Storm water Master Plan – Storm water problems exist that have issues in the CRA
  - \$2 million for sales tax and a share will be focused on the CRA infrastructure improvements
  - The City does not have a deficient utilities system
- Hospital is the economic engine. Housing stock is an issue to support their growth.
- Trend changing for suburban to live/work
- Absentee landlords in downtown businesses & residential is an issue
- Institute Property and Grant Programs
  - \$50k for façade grant program
  - Live/work in the CRA
  - What are the actual policies that determine the threshold?
  - How do you measure that level of a grant or new improvements in terms of investment?
- Need to create a collective pool of revenues that can be applied to the CRA district
- Envision the County occupying the property/city hall property
- Development Permitting process is not a problem







Workshop 2: Hands-on Planning Workshop and Concept Plan Validation  
May 23, 2011- 6:00 pm to 8:00 pm

The second series of workshops for the Master Plan was organized as a hands-on planning workshop led by the consultant team. The process was designed as a highly interactive process that allowed the workshop facilitators to engage the audience in meaningful participation and obtain feedback on the draft Concept Plan presented during this meeting.



Fig. 3.3 Fig. 3.2 Downtown Lake City CRA Master Plan Update Public Workshop 2 Images

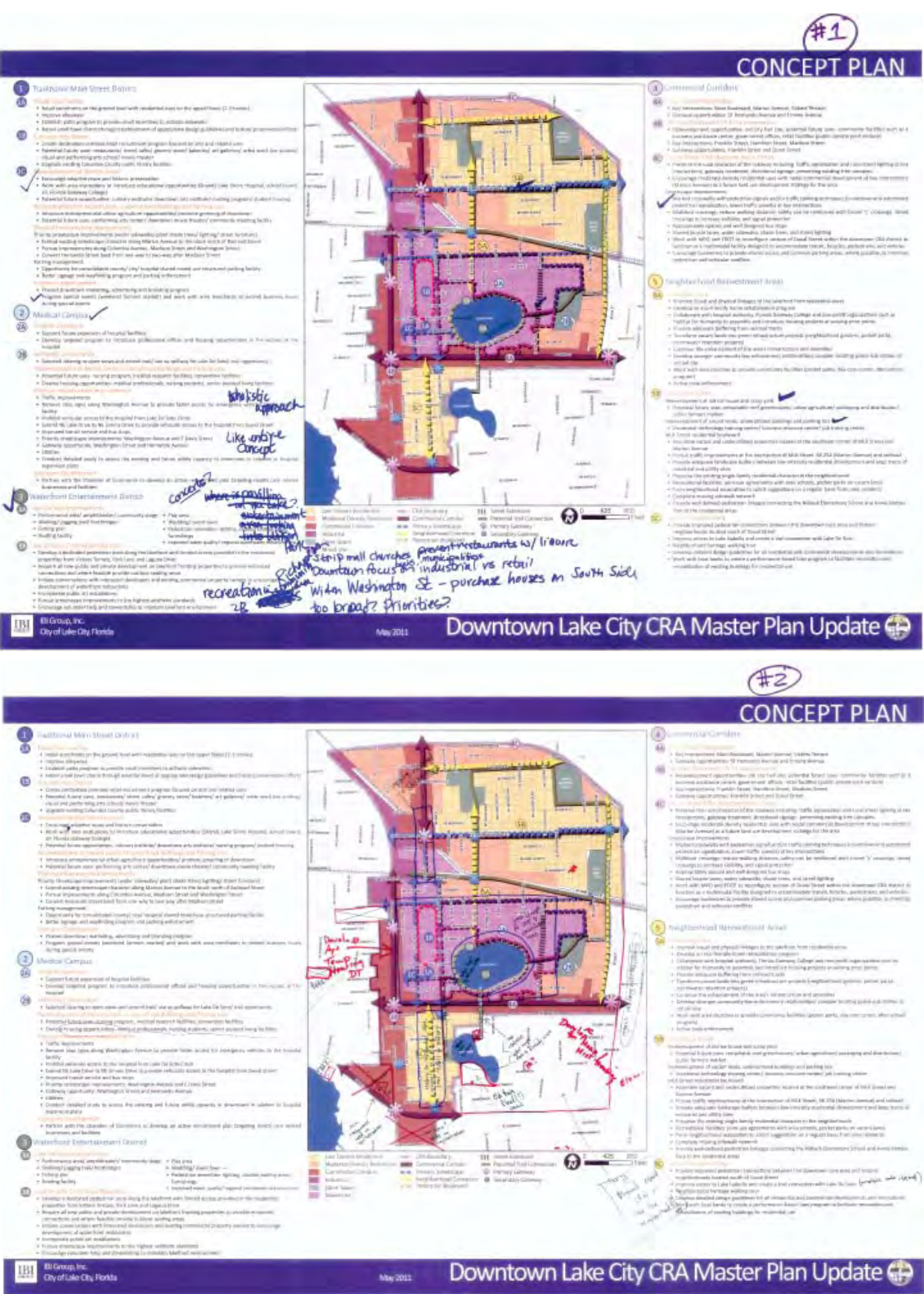


Fig. 3.4



Fig. 3.5



## Chapter 6 Plan Framework





# OVERRIDING THEMATIC CONCEPTS

The Redevelopment Plan presents an integrated approach for growth and change in Downtown Lake City through a discussion of overriding themes that will result in a more efficient model for future development. These themes illustrate how future land use designations, circulation patterns, environmental preservation efforts, economic development strategies, and urban design directives can be translated into a workable redevelopment program that accents the area’s redevelopment potential while respecting its natural and cultural amenities. The conceptual themes are presented in this chapter through a brief narrative description of the issue, followed by an objective statement that defines the intent of the Plan, and finally a series of action strategies that interweave the thematic concepts to address the related issues and concerns.

## Future Land Use and Development

Achieving the community’s desired vision for downtown as a vibrant, mixed-use compact urban core will require continued investment and redevelopment activity that ultimately results in the creation of a vibrant destination for residents and visitors. Historic development trends in Columbia County have been predominantly low-intensity in nature with a proliferation of suburban-style single-family development have contributed significantly in creating a sparsely populated downtown core characterized by a 9 to 5 commuter town that essentially closes down after daytime business hours. Recent trends in downtown redevelopment have seen renewed interest in people deciding to live closer to their work place or in proximity to the diverse activities offered in a vibrant downtown. The Plan calls for retaining the viable commercial uses in the form of existing businesses in the downtown, as well as introducing a complementary mix of uses that focuses on addressing residential development and redevelopment in downtown Lake City.

Downtown Lake City’s present urban fabric is characterized by severely deteriorating building stock and infrastructure conditions. The deterioration is likely a function of a number of factors, including but not limited to:

- Overwhelming number of vacant lands and dilapidated housing structures;
- Numerous underutilized public and private owned surface parking lots;
- Over-abundance of land and buildings under institutional ownership;
- Lack of residential development to support a healthy mix of commercial uses;
- Unaesthetic and lack of pedestrian friendly environment on the lakefront;
- Presence of inactive industrial uses and large vacant commercial buildings along primary access corridors- Main Boulevard and North Marion Avenue;
- Negative perception issues related to the presence of vagrants in the downtown

As older downtown cores, such as Lake City face the problem of a stagnant or receding tax base, municipal government and agencies are looking for innovative ways to encourage investment in the downtown- as a means to attract new construction, residents, and visitors. A key element of attracting new development in the downtown is improving the investment image of the community through the implementation of key public realm improvement project including infrastructure upgrades, streetscape beautification, and enhancements to the open space network. Most of the new residential uses in downtown will likely be in the form of higher density housing, such as artist live/ work lofts, town homes, condominiums, and apartments. The presence of a significant number of City, County and hospital employees who work in and/or around downtown represents an untapped residential population that would probably consider living in the downtown if there were quality housing opportunities available.

The redevelopment program aims to enable an expanded mix of retail, entertainment and residential uses in the downtown redevelopment area. New restaurants, retail and other opportunities for entertainment would extend downtown hours of business into the evening and create a more attractive environment for full time residents. Based on interviews with local retailers and feedback received from community members in planning workshops, there is a growing niche market for the arts and cultural sectors in Downtown Lake City that needs to be capitalized upon by creating a critical mass of uses that could be sustained in the long-term.

The plan acknowledges that the civic and institutional uses are an important part of the downtown, and should be encouraged to remain in downtown. Retaining key civic facilities such as the library from the downtown district will have a significant impact on the quality of life for current and future residents. While the County and Shands Lake Shore Hospital own a significant amount of underdeveloped properties in the downtown, they are also large employers with daytime population who provide the needed activity needed to support the retail and restaurant establishments. Establishing a strong framework of employment centers, public facilities and amenities within a quarter-mile walking distance is pivotal in creating a compact mixed-use downtown core.

During the community workshops conducted as part of the master planning process, the community repeatedly expressed the need for redevelopment of the lakefront as being critical in creating a vibrant downtown. It should serve as a destination that is physically and visually accessible to the surrounding areas and provides an inviting open space for the residents, employers and visitors. Some of the redevelopment concepts that the workshop participants shared for the waterfront included the need for no-vehicle zone along Lake Desoto Circle, new lakefront restaurants, an active urban plaza, and more increased entertainment events.

As the redevelopment program evolves and the real estate market strengthens, the Agency will be in a position to work with property owners and investors to assemble, master plan and redevelop key sites. The sustainable growth of downtown Lake City relies on the manner in which the residential areas, activity centers, transportation networks, buildings, and natural resources are coordinated and designed. These changes are expected to play a pivotal role in attracting a diverse residential base that will need to be complemented by essential public amenities- neighborhood parks, expanded school facilities, cultural facilities, neighborhood retail and upgraded infrastructure facilities.

Objective:

Introduce a more complimentary mix of land uses in the downtown to stimulate activities and provide that will mutually support full time residential occupancy and extend business hours into the evening.

Action Strategies:

- Promote downtown living by attracting a diversity of housing types for a range of age groups and income levels, and by pursuing key infrastructure improvements at appropriate locations in order to accommodate desired future development.
- Modify the Comprehensive Plan Future Land Use Map to incorporate changes to future land use densities and allowing mixed-uses as envisioned in the proposed Lake City CRA Master Plan. (Fig. 4.1)
- Allow increased densities throughout the downtown redevelopment area:
- Encourage moderate-density (2-4 stories) vertical mixed-use development in the Historic Downtown and the Waterfront Entertainment districts.
- Identify and market key redevelopment opportunity areas where private interests can develop infill housing in the form of town homes on the underutilized surface parking lots, vacant and underdeveloped properties.
- Support the development of retail uses that accommodate extended hours of operation- cafes, restaurants, and book stores- to stimulate activity into non-work hours.
- Develop strategies to encourage the development of affordable housing, specifically within the Arts and Cultural District, with an emphasis in developing ways in which affordable housing can be integrated within market rate housing development projects.
- Continue efforts to encourage infill development of vacant residential and commercial properties in the redevelopment area.
- Provide performance based incentives such as tax exemptions, reduced parking requirements, to encourage upper floor residential development along Marion Avenue.
- Utilize the design review process and strengthen code enforcement to ensure adherence and attention to design guidelines and ordinance requirements.
- Contact non-profit developers that are interested in providing specific products such as affordable artist live-work lofts to support downtown’s overall goal to provide a diversity of housing products.
- Develop and adopt an incentive package to encourage new development in downtown. Incentives could include density bonuses, obtaining an area-wide stormwater permit, or expedited development approval process for properties in the redevelopment area.

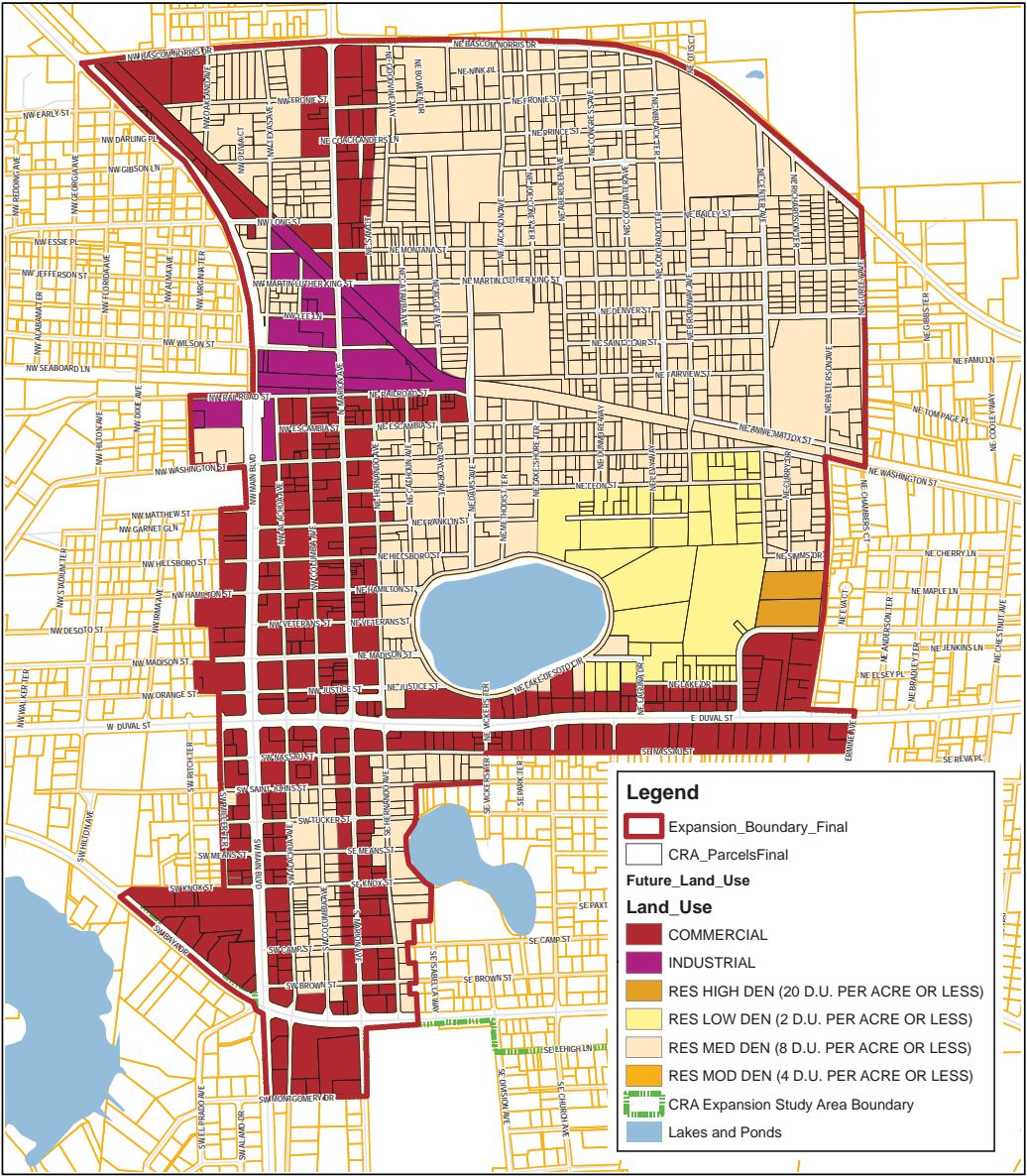


Fig. 4.1 Downtown CRA Future Land Use Designations per the City of Lake City Comprehensive Plan

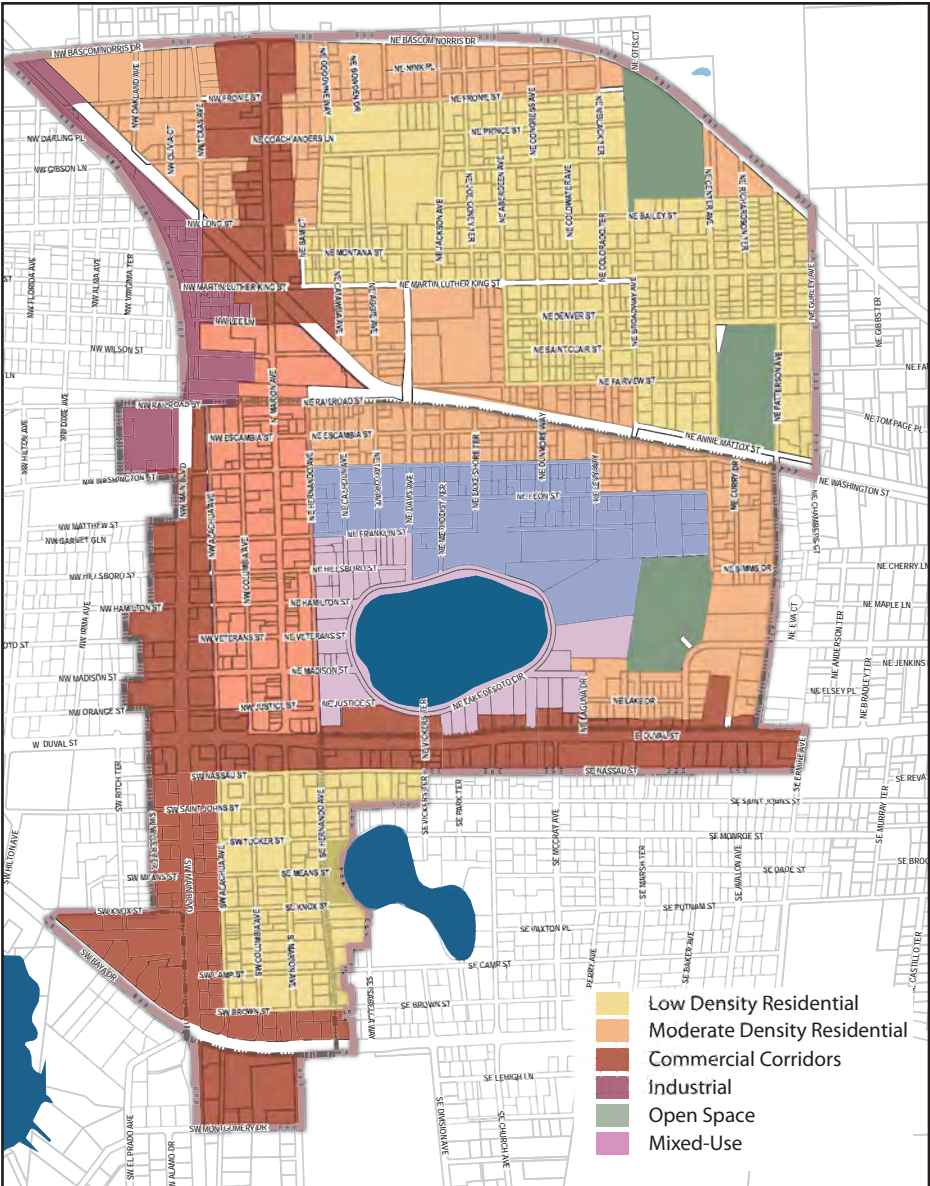


Fig. 4.2 Downtown CRA Proposed Future Land Use Designations per the City of Lake City Comprehensive Plan



## ZONING AND DEVELOPMENT CHARACTERISTICS

The City of Lake City Municipal Code currently provides regulations for guiding new development and implementing the land use planning policies contained in the City's Comprehensive Plan. The analysis of the regulatory framework was necessary to identify existing gaps and consider what modifications need to be made to ensure that the recommendations contained in this Plan are implemented to encourage the desired private development and public investment in the Redevelopment Area. There are currently 10 zoning districts within the Downtown Community Redevelopment Area, ranging from C-CBD-Commercial Central Business District to RO- Residential Office to Industrial and Commercial Intensive. Although, there were no issues raised related to the zoning districts, several communities around the country are embracing mixed-use zoning districts that encourage and/allow for mixed-use by right.

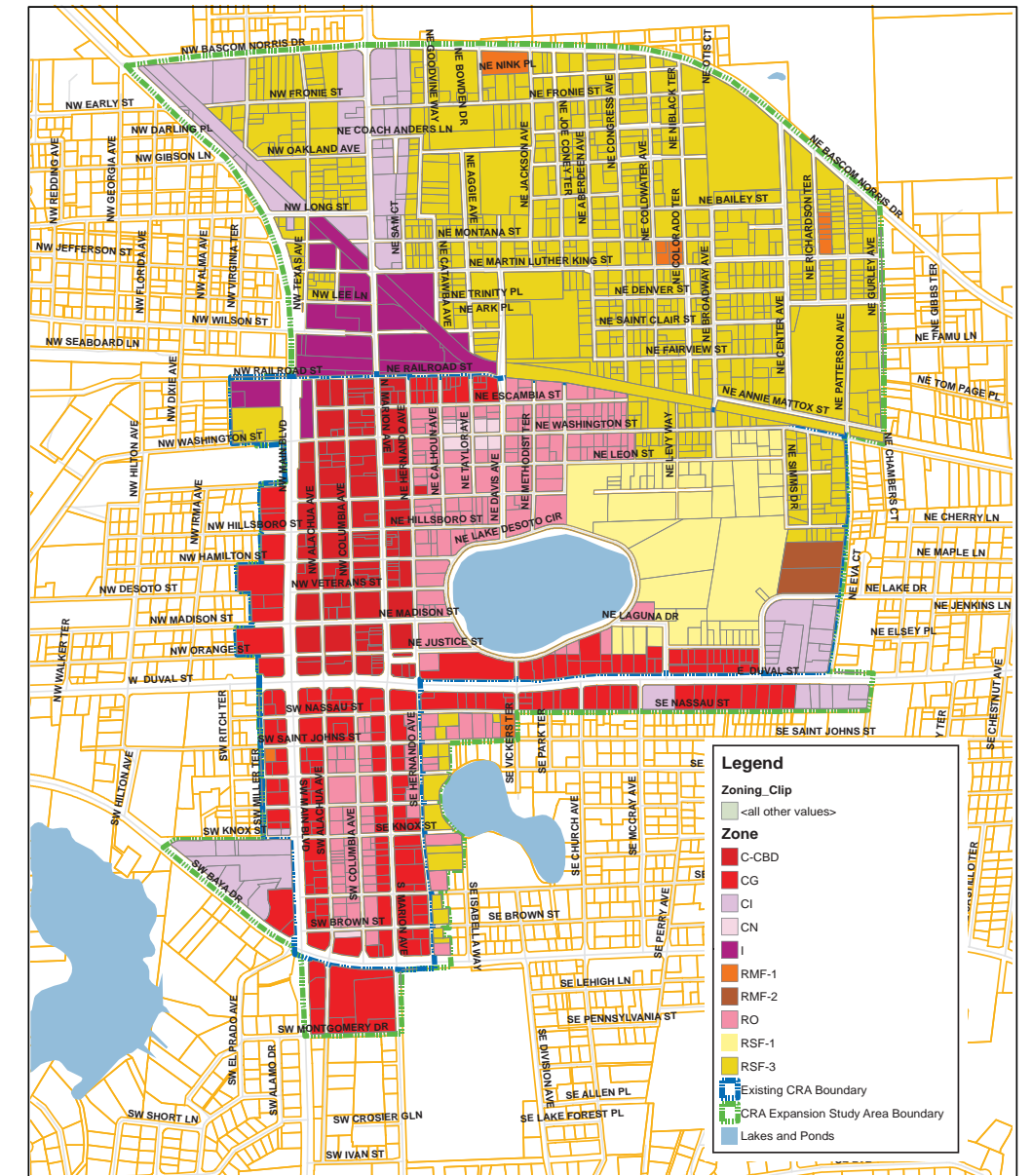
Over a period of time, the Lake City Land Development Code has been amended regularly to provide opportunities for new development in the City. Discussions with City staff, community members, developers, businesses and others stakeholders during the focus group meetings conducted as part of this planning process revealed that the existing development review process in the downtown are not a major issue primarily due to a lack of development pressures and investment from the private sector. However, for the type of development and vibrant environment envisioned for the downtown, an update of the Land Development Regulations will be necessary in order to attract quality development.

One issue identified by some of the workshop participants was the presence of an ordinance prohibiting sale of alcohol within 300 feet of a church. Several communities in Florida and around the country have addressed this challenge in their downtown revitalization efforts. Some cities have passed ordinances that allow for alcohol sales during certain downtown events subject to City Council approval. Others have created exemptions for establishments within the CRA district with time restrictions. Ultimately, the community members, churches, and other stakeholders have to collectively decide whether to allow for the sales as a community to attract entertainment-oriented uses in the downtown. The City should initiate a formal process to solicit feedback from the community members and downtown businesses to address the issue and make recommendations to the City Council. San Diego, CA hosts few public events featuring alcohol sales. The events that do allow alcohol designate a special section for of-age participants to purchase alcohol. Asheville, NC hosts one of the southeast's largest free street festivals featuring cultural and fun events. While the Bele Chere festival permits beer sales (to persons with the proper ID wristband), the festival features a designated alcohol-free zone from County Courthouse to Woodfin Street.

Based on our preliminary analysis, the standards in the existing land development regulations for the downtown redevelopment area are not well-suited for the mixed-use development patterns supported by the redevelopment plan, especially in the Central Business District or the downtown core area (Historic Downtown and Waterfront Entertainment districts). It is proposed in this Plan that the City consider establishing a new Downtown Mixed-Use Urban Core District encompassing the Historic Downtown and the Waterfront Entertainment Districts shown in the Concept Plan graphic.

### Action Strategies:

- Ensure that the vision defined for downtown is incorporated into Comprehensive Plan and Land Development Regulations updates- The Plan envisions downtown as a vibrant and compact mixed-use district that supports higher than current densities, while at the same time promoting varied heights and building setbacks distributed throughout the district. The City needs to initiate an update of its Zoning Regulations. As part of the update process, the Agency should ensure that provisions are incorporated for a mix of uses that allow for diverse activities, site planning, building placement, and varied massing.
- Develop a comprehensive set of Urban Design and Architectural Standards- The Agency should consider preparing and adopting detailed Urban Design and Architectural Standards through an ordinance as part of its revised Land Development Regulations to further ensure consistent development and redevelopment in downtown.
- Evaluate feasibility of enhancing the current package of zoning incentives in conjunction with the updated code to provide specific community benefits in exchange for development bonuses. Community benefits often include public amenities such as public open space, easements, streetscape improvements, and stormwater management in exchange for additional height and densities.
- Ensure that residents and stakeholders are involved in the discussions related to the sales of alcohol within the downtown area in an effort to attract more restaurants and entertainment venues.



*Fig. 4.3 Downtown CRA Zoning Districts*



URBAN DESIGN

Downtown Lake City has several desirable urban design elements in place that are suggestive of its historic settlement pattern- the grid street configuration, significant architectural buildings, and appropriate setback of retail buildings on Marion Avenue. However, the majority of these characteristics are concentrated along Marion Avenue that supports most of the retail, entertainment, and commercial uses in the downtown. In contrast to the attractive urban design elements present along Marion Avenue, the remainder of downtown’s urban form is relatively weak characterized by the presence of undesirable elements such as deteriorating buildings, abundant impervious surfaces, lack of adequate housing opportunities, low-density development patterns, vacant lands, and a highly underutilized waterfront. New development at higher densities, diverse mix of uses, and infill development will be critical in accommodating more housing and employment within the existing fabric of the downtown. This section provides a brief analysis of the urban structure of the downtown, focusing on issues of public realm- the pedestrian network and the public spaces- and its relationship with the private realm- the built environment.

It is important that the Agency creates a set of detailed urban design guidelines for evaluating development and redevelopment proposals, and to act as a guide for making decisions about public and private improvements within the boundaries of the downtown redevelopment area. It is anticipated that through the use of this Plan’s recommendations, both private and public projects will endeavor to preserve and enhance the form, scale, and visual character of the downtown. The urban design plan provides a framework for redevelopment to gradually take place based on the community’s expressed desire to attract high- quality development that incorporates a diverse mix of residential, cultural and commercial uses all under the premise of achieving continued economic prosperity.

While the Plan’s recommendations are intended to support the overall development character envisioned for downtown, they are also anticipated to offer developers a flexible tool for quality and innovation. The design recommendations are based on the following eight principles that will not only improve the downtown Lake City’s existing urban structure, but also strengthen the economic development climate by accommodating growth in a predictable and balanced fashion.

The intent of the recommended urban design strategies is to cause future development to occur in a manner that establishes a pedestrian setting with well-defined connections between the downtown, the waterfront area and surrounding residential neighborhoods. The proposed recommendations should not be construed as prescriptive standards and it is through the City’s land development regulations that appropriate standards be established. The guidelines may evolve into different forms. They may act as the foundation for initiating discussions with potential developers, or be included in the Land Development Regulations through the development of form-based codes.

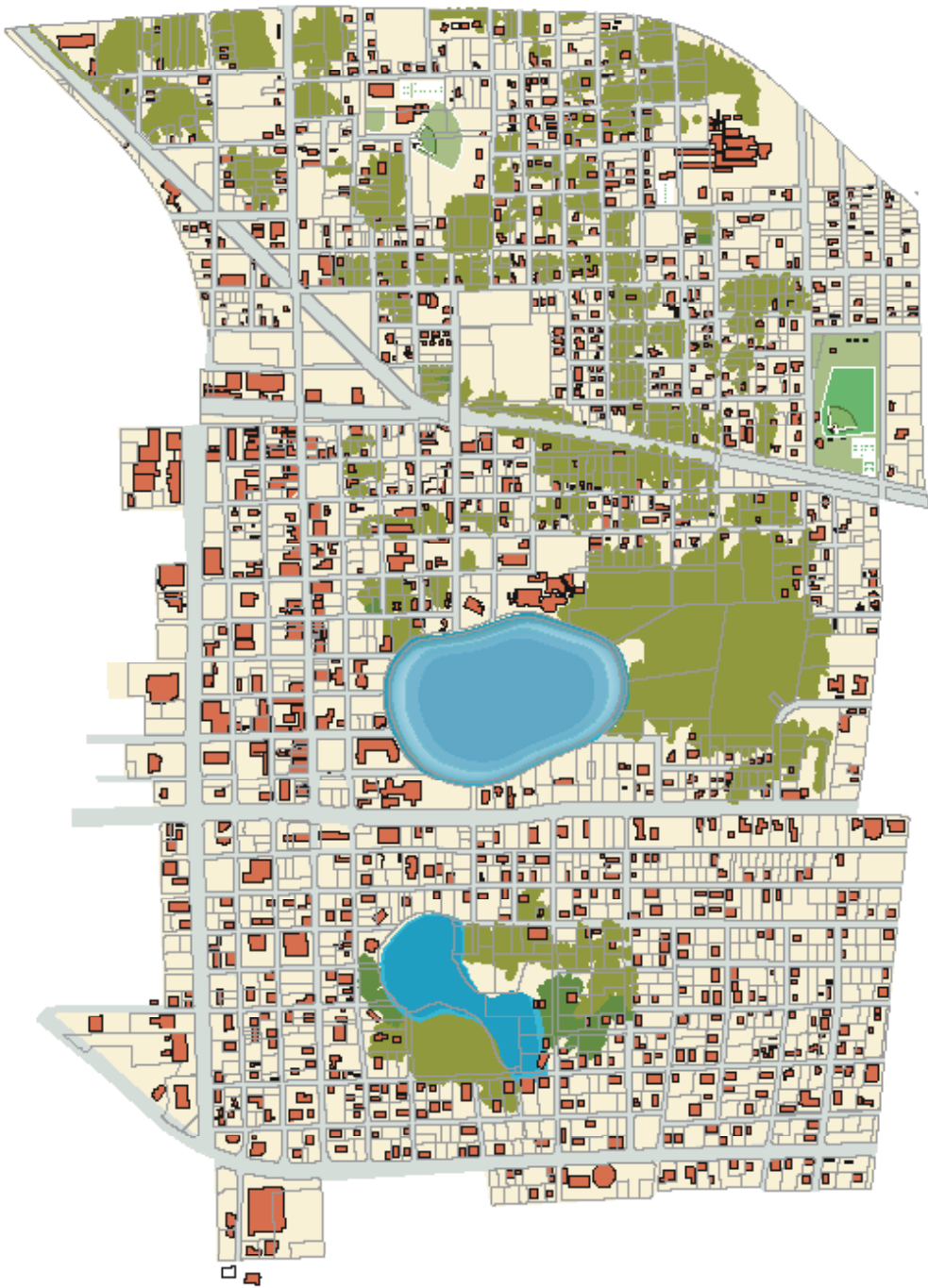


Fig. 4.4(a) Existing Downtown Urban Fabric



Fig. 4.4(b) Proposed Urban Design Plan



Several small and medium-sized older communities across the nation have witnessed disinvestment in their downtown cores, due to competition from easily accessible suburban communities and greenfield development based on New Urbanism principles. Several communities have adopted new urbanism principles in the country and Florida (e.g. Seaside, Celebration, Baldwin Park in Orlando, Kendall downtown) that build upon reviving the walkable and mixed-use character of historic urban cores in new developments. While this has resulted in increased pressure on historic downtown areas, it has also encouraged municipal governments to improve the quality of deteriorating public realm conditions as a means to attract new development in the historic city centers that have the essential components of walkability and compactness still intact in its urban form. The Redevelopment Plan seeks to build on the rich heritage of Lake City’s urban core by identifying a wide array of initiatives that will improve the pedestrian environment in the downtown, as well as position the downtown to provide a higher quality of life for residents and better economic returns for developers.

Factors that influence a pedestrian-friendly environment in a walkable downtown include: streetscape design, comfort level, supportive adjacent land uses, and the open space network that supports pedestrian activity. Sidewalk condition is the dominant factor affecting the comfort level in any pedestrian friendly environment. The sidewalk must be well maintained, have adequate width, and be connected. Considerations such as posted speed, buffer from the travel lane, presence of shade, safety, sidewalk width, sidewalk condition, pedestrian scaled buildings, presence of arcades or awnings, are some of the factors used to measure the level of comfort.

Marion Avenue is the only street that presents an environment generally supportive of pedestrian travel with essential pedestrian amenities in place such as wide brick- paved sidewalks, landscaping, traffic calming measures, directional signage, building awnings, intersection curb radii, and street furnishings. Field investigations conducted by IBI Group during this master planning process revealed that downtown Lake City has an overall below-average level of pedestrian comfort. Constraints to the right-of-way conditions limit the opportunity to construct essential pedestrian amenities and wider sidewalks to facilitate efficient movement of people between destinations. In order to address this issue, the Plan recommends that the Agency should ensure that pedestrian amenities and wider sidewalks are installed as part of new development along primary streets. Where development exists, the Agency should contact property owners to obtain an easement for public access, if feasible. Surface parking lots, devoid of any landscaping, have the potential of being redeveloped as additional open spaces, if the aesthetic character of these spaces is improved through adequate landscaping such as lighting and tree planting.

Future private development patterns in the downtown are envisioned to evolve into a more urban character with buildings placed closer to the sidewalks, with additional setbacks if the property is located on a street corner. In addition, the Plan recommends continuous frontage along the primary streets with rear parking and mid-block pedestrian access points, where possible. In general, building intensity will be in the low to middle range, but significantly higher than present development patterns.

Objectives:

- Create a compact mixed-use urban form that encourages active street life;
- Provide improved visual and physical connectivity between the varied land uses;
- Develop a distinctive and attractive visual character that is unique to
- Establish an attractive, safe and efficient traffic circulation system that encourages pedestrian mobility in a compact urban form;
- Preservation, protection and conservation of natural resources;
- Provide direction for developing more detailed design standards and capital projects while allowing design flexibility in the development and redevelopment of the properties;
- Maximize the advantage of downtown’s waterfront setting by pursuing strategic improvements to the public realm- street network, public open space, heritage, culture and the arts;
- Promote economic opportunity for area residents, property owners, and businesses by encouraging intense development, where appropriate within the downtown.



Fig. 4.4 Streetscape design elements such as wider sidewalks, shade trees, on-street parking, signage, and generous storefronts are pivotal in creating a pedestrian friendly atmosphere.



Action Strategies:

- Develop a comprehensive set of Urban Design and Architectural Standards and adopt it through an ordinance as part of its revised Land Development Regulations Code to further ensure consistent development and redevelopment in downtown.
- Develop and adopt a new mixed-use overlay district for the Central Business District (C-CBD) zoning designation including the Historic Downtown and Waterfront Entertainment districts in order to eliminate barriers for developers seeking to deliver products consistent with Plan's vision.
- Consider adopting a hybrid code that integrates conventional zoning and form-based codes in the Downtown Redevelopment Area as a pilot project. Form-based zoning is a relatively new concept that emphasizes site design and building form over land use patterns and densities. The code typically includes standards for the design and character of public streets and uses a combination of illustrations and text to provide information that is more user-friendly as compared to traditional zoning codes.
- Promote higher densities in the downtown for future development while at the same time ensuring that the scale and character of the buildings respects the community preferences and is consistent with the historic character of downtown.
- Encourage uses that include mixed-use residential, retail and commercial buildings and emphasize pedestrian orientation of buildings, especially in the Waterfront Entertainment District, the Historic Downtown District, and the Arts and Cultural District.

Recommended Development Pattern: Mixed-Use (Vertical+ Horizontal)

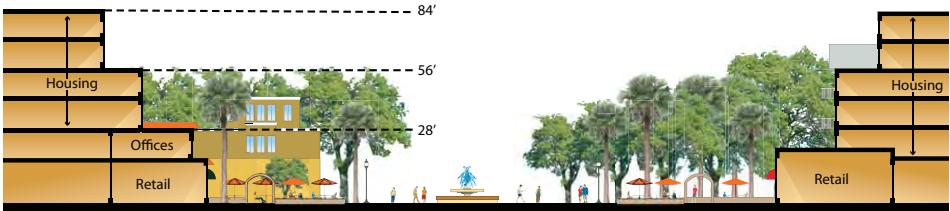
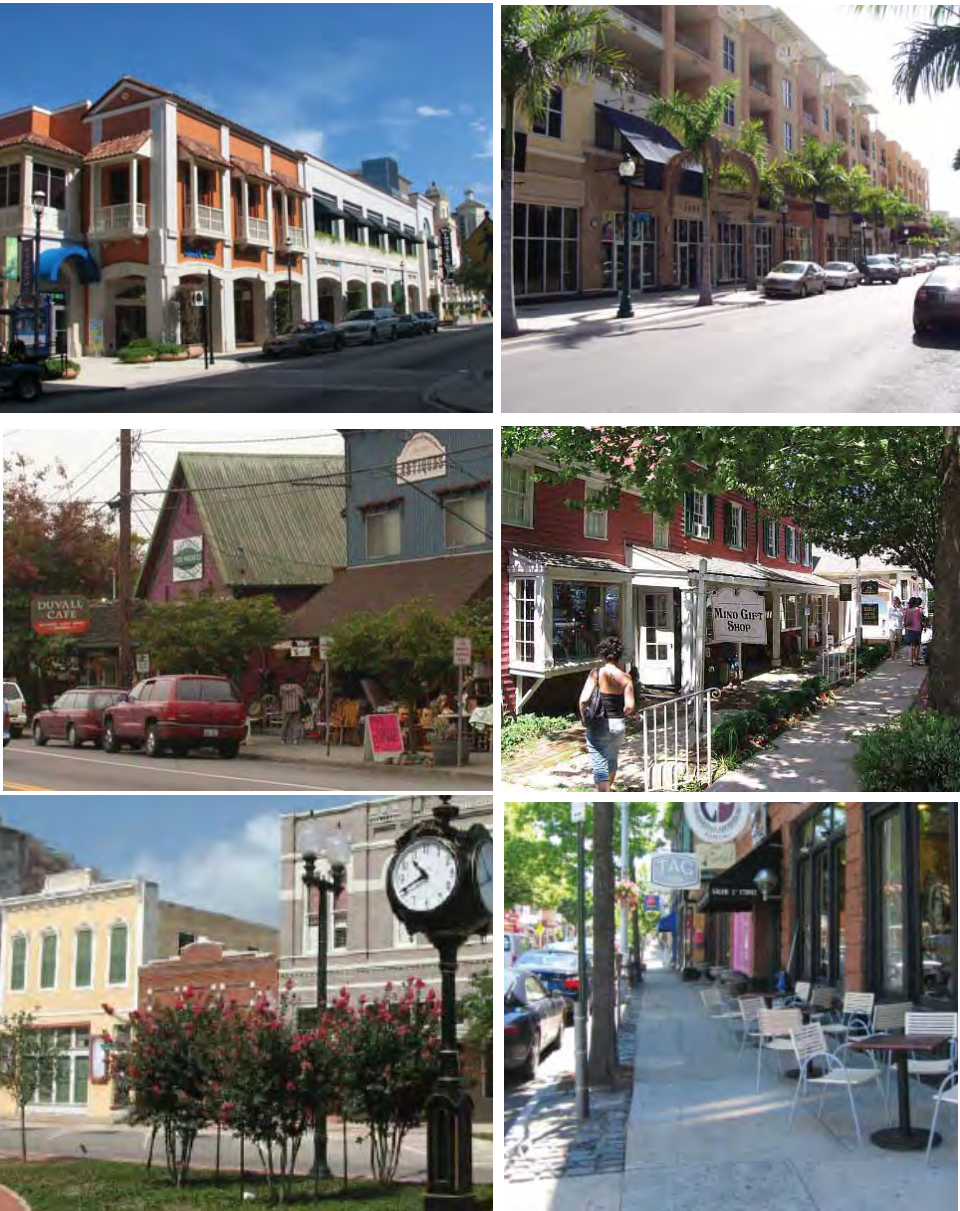


Fig 4.5 Bulk Control and Stepback Recommendations: Conceptual Section showing building setbacks and stepbacks with a plaza as the central design element.

Built Form Guidelines:

- Require buildings to maximize the street frontage and locate new buildings to the front of the property, closer to the sidewalk.
- Place buildings along primary streets with additional setbacks if the property is located on a street corner.
- Require that parking be located to the rear
- All new development, additions and/or renovations should reflect the traditional development patterns and strive to encourage an efficient pedestrian oriented environment.
- In order to break up the perceived mass of structure, the buildings should be divided into modules that are similar in size to buildings seen traditionally.
- New buildings should incorporate a clear division between street level and upper floors through a change of architectural elements, materials, and/or color.
- Where sidewalks are less than 6 feet in width require new development to setback buildings 5 feet or 10 feet to create wider sidewalks that can be used for outdoor seating and provide additional pedestrian amenities.
- Create transitions in building height between the waterfront and the downtown core by creating stepbacks on upper floors.
- Encourage new developments fronting 6th Street to step down to meet the scale of neighborhoods on the north.
- Service, refuse, and delivery areas should be located to the rear of the buildings and accesses through the alleyways, where possible.
- Encourage buildings to articulate appropriate architectural detailing including canopies, arcades, storefront design, and awnings on the first two floors.
- Ensure that blank building facades are not allowed in future civic and cultural buildings.
- Encourage that new parking structures are located in the center of the lot and wrapped with retail, office or other active uses to serve as the primary facade.
- Support and encourage outdoor cafes and balconies, especially in the Waterfront Entertainment District.
- Encourage joint access and shared parking between commercial properties to minimize access points and reduce side friction from travel lanes.
- Identify pedestrian circulation areas and access points from vehicular circulation to reduce potential safety hazards caused by conflicts between pedestrian and automobile traffic.







Fig. 4.6 Gateway Treatment Examples

Character and Identity

Downtown Lake City prides itself on its rich cultural heritage, its position as the County seat. The quality of public realm improvements, specifically enhancing the visual character of downtown, will encourage better connectivity between the various districts proposed in this Plan. The Plan suggests a series of measures aimed at promoting a system of public realm enhancements through gateways, sign control, and beautification projects that will help reinforce the character and identity of downtown’s various activity centers and destinations.

Gateways

In addition to streetscapes and view corridors, the downtown redevelopment area contains several opportunities for the creation of gateways. These opportunities include areas of transition into the downtown as well as entrances into specific neighborhoods. Gateways at these particular locations can be utilized to create a sense of arrival into downtown. Gateways serve not only to mark the arrival or departure from an area, but may also be used to create a node around which a neighborhood or commercial district may be organized. They may be comprised of a grand formal structure or consist of a series of smaller elements that include artwork or sculpture, lighting and landscaping, and signage. Whether used to distinguish differences between or serve as a focus within a district, gateways are an important element in establishing a successful streetscape system. There are two existing gateways located at the intersection of Marion Avenue with Duval Street and Railroad Street.

There are two types of gateways that the Plan recommends introducing at key intersections to improve visibility as new development occurs in downtown Lake City:

- Primary Gateways
- Intersection of Duval Street with Main Boulevard and SE Ermine Avenue
  - Intersection of Main Boulevard with Franklin Street and SW Baya Drive
  - Intersection of Marion Avenue with MLK Street
- Secondary Gateways
- Intersection of MLK Street with Davis Avenue and Patterson Avenue
  - Intersection of Railroad Street and Davis Avenue
  - Intersection of Duval Street and SE Hernando Avenue
  - Intersection of Knox Street and Main Boulevard



Fig. 4.7 Existing Gateway Treatment (Duval and Marion Avenue)



Fig. 4.8 Signage Design Examples

Signage

The aesthetic quality of a streetscape design in downtown is often impacted by the visual harmony of the signs as they relate to the overall architecture and functional character of the built environment. Signage types include storefront signage, public wayfinding and regulatory signage. The recommendations for the signage system are intended to supplement the City’s existing codes relating to the design and placement of signs. Given the downtown’s distance from the interstates and dispersed location of destinations within the downtown, it is easy for visitors to get confused and overlook the area in the absence of improved signage leading drivers into downtown. Downtown Lake City signage system needs to be expanded to encompass a larger area starting from the primary interstate exits along the major regional corridors. It is critical from a private investment and economic development perspective to improve the visibility of the downtown in the entire region and not just in the immediate vicinity of the downtown.

Wayfinding strategies provide a means for visitors to Lake City to easily find their way around the downtown and conveniently locate their respective destinations. There are two major aspects to the wayfinding system; the automobile orientation system and the pedestrian orientation system. Pedestrian directional signage is a crucial element, not only to ensure a well-navigated pedestrian experience, but also to create ‘a sense of place’. A consistent, pedestrian-scaled and easy-to-read signage system is proposed for the downtown area. The Agency should develop a comprehensive directional signage system for the downtown area extending out to the expanded CRA district and regional corridors. A system of directional signage for visitors entering the city should be introduced to ensure easy navigation. This directional signage is proposed at major road intersections on the edge of the downtown. The signage will also help the visitors to find their way to the major public parking facilities in the core area.

- Recommendations:
- Install a comprehensive directional signage system for the downtown redevelopment area and its surrounding areas.
  - Wayfinding signage, directional signage to parking lots, and signage identifying the downtown should be located near intersection entry points and should be designed in a consistent and easily identifiable manner.
  - Develop a unified signage system that emphasizes a coherent theme for the entire downtown.



Public Art

Given the downtown’s relatively strong arts and cultural community, public art as a key urban design element should be integrated into the existing fabric of the city. The Redevelopment Plan recommends strategies to strengthen the role of the arts and culture in establishing a ‘niche’ identity for downtown Lake City in support of its overall economic development efforts. Public art should be encouraged throughout the downtown as part of the planning and design of public spaces. The Agency should form a committee inviting people from various arts organizations in the City whose primary functions may include: providing technical assistance to independent artists and non-profits; promoting the Lake City arts community to corporations, foundations, governmental agencies; and securing grants and funding to encourage public arts projects in downtown. In order to fund public art projects, communities across the nation have devised creative ways to raise funds such as dedicating a certain percentage of all capital improvement projects towards public art and/or enacting a hotel-motel tax for the arts.

Recommendations:

- Create a citywide Public Arts Task Force to oversee the visioning, implementation, and management of the public arts program. The task force should be comprised of local artists, community members, and representatives from key institutions to select and review proposals for public art that enhance the community’s character.
- Work with City staff to formalize policies and procedures for incorporating public art into public realm improvement projects. Incorporate public art projects into the revised Land Development Regulations to allow for placement of public art in downtown.
- Develop a consolidated financing strategy to generate an ongoing funding source for the arts. Strategies could include grant stacking, corporate sponsorships, adopt-a-street programs, and appropriation of tax dollars.
- Encourage property owners to commission public art projects as part of the public realm improvements in new developments.
- Incorporate visual, performing, and interactive arts as part of an overall strategy to attract diverse groups into downtown.
- Collaborate with area-wide institutions to host year-round art related events and exhibitions in downtown public open spaces such as the improved lakefront within the Waterfront Entertainment District.

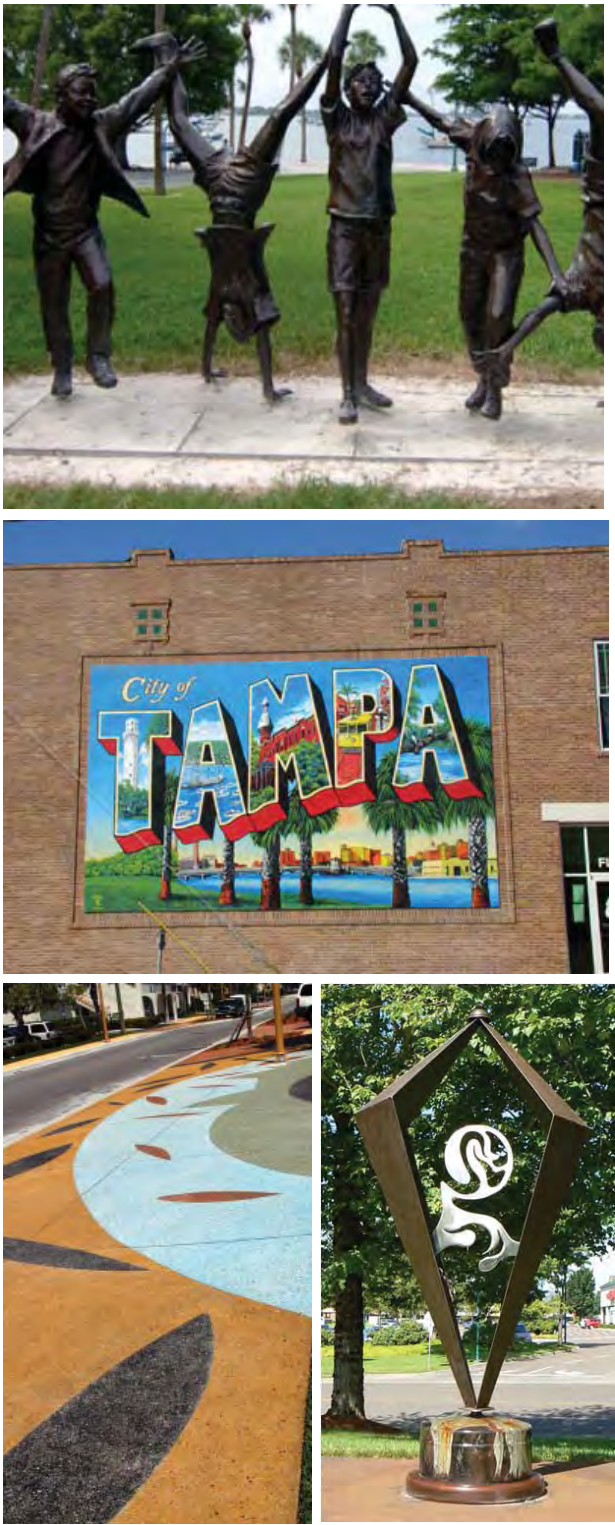


Fig. 4.9 Public Art Examples

Historic Preservation

Lake City’s rich history, its importance as the County seat, and significance as Florida’s gateway community provides a substantial foundation when developing recommendations for future development character in the downtown. The Agency should work with the City to develop a comprehensive preservation plan and include detailed guidelines as part of the Urban Design and Architectural Manual.

Lake City embarked upon its sesquicentennial celebrations in January 2009. A key element of the Lake City Community Redevelopment Area Master Plan (inclusive of the Downtown) is to maintain a connection to the past and provide historic continuity for future development. While social connection to the past can be accommodated through museums and other learning activities, physical connectivity is accomplished through the preservation of historic resources and the continuance of established architectural form. The Plan supports efforts to promote Lake City’s heritage by preserving its historic landmarks and architecturally significant structures such as the Blanche Hotel while ensuring future development maintains historic connection with the established urban form. The Lake Isabella Historic Residential District has submitted an application for designation on the Nation Register of Historic Places, and identifies over hundred 100 contributing structures in the district (a portion of which falls within the expanded Downtown CRA District). The adaptive reuse of the Blanche Hotel is a prime example of a structure that needs to be preserved working in close collaboration with the private owners and various area-wide institutions.

Recommendations:

- Conduct a detailed assessment and develop appropriate criteria to create a list of contributing structures that meet minimum eligibility requirements as determined by the Florida Division of Historical Resources or the National Register of Historic Places.
- Continue working with the owners of Blanche Hotel, area institutions, and local banks to develop a strategy for redeveloping the property while preserving its architectural integrity.
- Provide incentives to encourage future development in the downtown redevelopment area to be consistent with the existing architectural character for development taking place in the designated Historic Preservation District.
- Continue with the implementation of the Lake City Facade Grant Program to provide design assistance and financial incentives to encourage building renovation that provides continuity of historical design and strengthen existing architectural features.





CIRCULATION AND MOBILITY

Downtown Lake City is currently served by a constrained transportation network system consisting of roadways and pedestrian facilities. Because downtown’s street grid is generally uniform with a minimal number of cul-de-sacs or dead ends, an efficient pedestrian and vehicular movement system exists through most of the redevelopment area. The transportation systems link downtown Lake City to the rest of the city and the region, thereby warranting the need to address issues both at area-wide and regional levels. While a detailed traffic analysis was not included as part of the Lake City Community Redevelopment Area Master Plan planning process, the data provided by the City’s GIS staff provided valuable insight into the downtown’s traffic patterns.

The redevelopment area’s street network is configured as a well-defined grid-system, with blocks typically measuring 600’ by 600’ providing linkages into the neighborhoods to the east, west, and north. Hernando Avenue is the area’s primary north-south arterial road connecting the downtown to neighborhoods to the north and the major regional transportation corridors- Duval Street, Marion Avenue, Main Boulevard and SW Baya Drive. Although there are no traffic congestion issues currently in the downtown redevelopment area, the primary challenge is the constrained right-of-way conditions along several downtown streets to construct streetscape improvements that will have a significant impact on the circulation patterns. The Plan recommends that the Agency should contact property owners to obtain an easement for constructing streetscape improvements, where feasible. By improving the pedestrian environment it is anticipated that once residential development is attracted downtown, an increased number of people will choose to walk to their downtown destination rather than drive. It is important that new developments anticipate and incorporate future pedestrian circulation demands of downtown.

Potential multimodal opportunities, new pedestrian mobility patterns, changes in existing traffic circulation patterns, and parking availability will be pivotal elements for the future success of downtown The City is currently pursuing improvements to Franklin Street that will facilitate better access to the hospital and the residential structures fronting the roadway. The Plan does not support this recommendation as the conversion to one-way streets in weaker downtown markets such as Lake City hampers redevelopment potential. One-way streets limit the community’s ability to attract retail investment on both streets as retailers lose potential traffic from one direction and inadvertently result in high speed traffic resulting in an unsafe environment for pedestrians. Therefore, it is recommended that the City consider reverting Hernando Avenue from one-way to two-way, following a detailed traffic impact study.

Bicycle circulation in the downtown redevelopment area is currently undeveloped. Dedicated bicycle facilities are virtually absent in the downtown primarily because of the constrained right-of-way conditions. The Plan recommends creating bicycle lanes as an integral component of future resurfacing and roadway projects, where adequate right-of-way could be obtained.

In order to accommodate envisioned residential and commercial growth in downtown redevelopment area, the Plan recognizes that transit service needs to be improved working in close collaboration with appropriate transit agencies. The Plan proposes pursuing improvements to the frequency and routing of the Suwannee Valley Transit Authority bus transit service as the downtown’s population increases. In addition, the Plan recommends evaluating the feasibility of introducing a shuttle service making connections between major employment, waterfront and residential areas within the downtown as a long-term strategy.

As downtown’s population increases and a balanced mix of uses are created within the redevelopment area, it is anticipated that trip generation will increase within the downtown core. In order to support the community’s overall goal to create compact and complete communities and to promote alternative transportation modes that will ultimately reduce auto-dependence and increase walkability, this Plan recommends strategies that integrate land use and transportation principles to create an efficient circulation pattern. The Plan’s intent is to establish a safe and efficient traffic circulation and pedestrian mobility system that provides sufficient access between activity centers both within the redevelopment area and to the rest of the community.

The Redevelopment Plan establishes a hierarchy of connectors that will support existing and proposed residential, commercial, and recreational uses within the downtown redevelopment area. The Plan establishes the following street typologies for downtown’s major thoroughfares and streets in order to better integrate vehicular and pedestrian traffic in the redevelopment area:

**Primary Retail Street: Marion Avenue and Hernando Avenue**  
These streets are intended to serve as the retail and entertainment spines in the downtown supporting neighborhood commercial and mixed-use areas. The streets should be designed to accommodate a variety of transportation modes- pedestrians, vehicular traffic, and on-street parking. The section of Hernando Avenue south of Railroad Street is currently designed to accommodate these activities. The Plan recommends designing as secondary retail streets supporting the revitalized Waterfront District.

**Downtown Pedestrian Connectors: Lake Desoto Circle and Patterson Avenue**  
The connectors are next in the hierarchy of streets to the primary retail streets because of their potential to accommodate majority of the redevelopment activity in the future. Redevelopment of properties along these corridors will present an opportunity to improve the existing conditions along these streets including: extension of key streets to complete the grid; intersection improvements; improved alleyways as complementary pedestrian connectors.

**Downtown Neighborhood Connectors: Franklin Street, Washington Street, Davis Street, Fronie Street and SE Hernando Avenue**  
These corridors serve as the primary linkages between the neighborhoods and the downtown core, and have a residential orientation. These connectors are designed primarily for low volumes and low speeds of vehicular traffic with residential front yards, landscaped patios, and walkways serving as the transition between the public and private realm. Where possible, on-street parking should be maximized on these streets, especially within the Historic Downtown District.

**Regional Commercial Corridors: Duval Street, SW Main Boulevard, County Road 100A, and SW Baya Drive**  
As the name suggests, these corridors are intended to serve regional commercial uses while minimizing impacts on adjoining residential neighborhoods. The roadways provide a significant degree of vehicular mobility and are typically designed to cater to larger commercial establishments serving a regional population base but also serving the needs of the surrounding neighborhoods.



Existing Conditions: Downtown Roadways

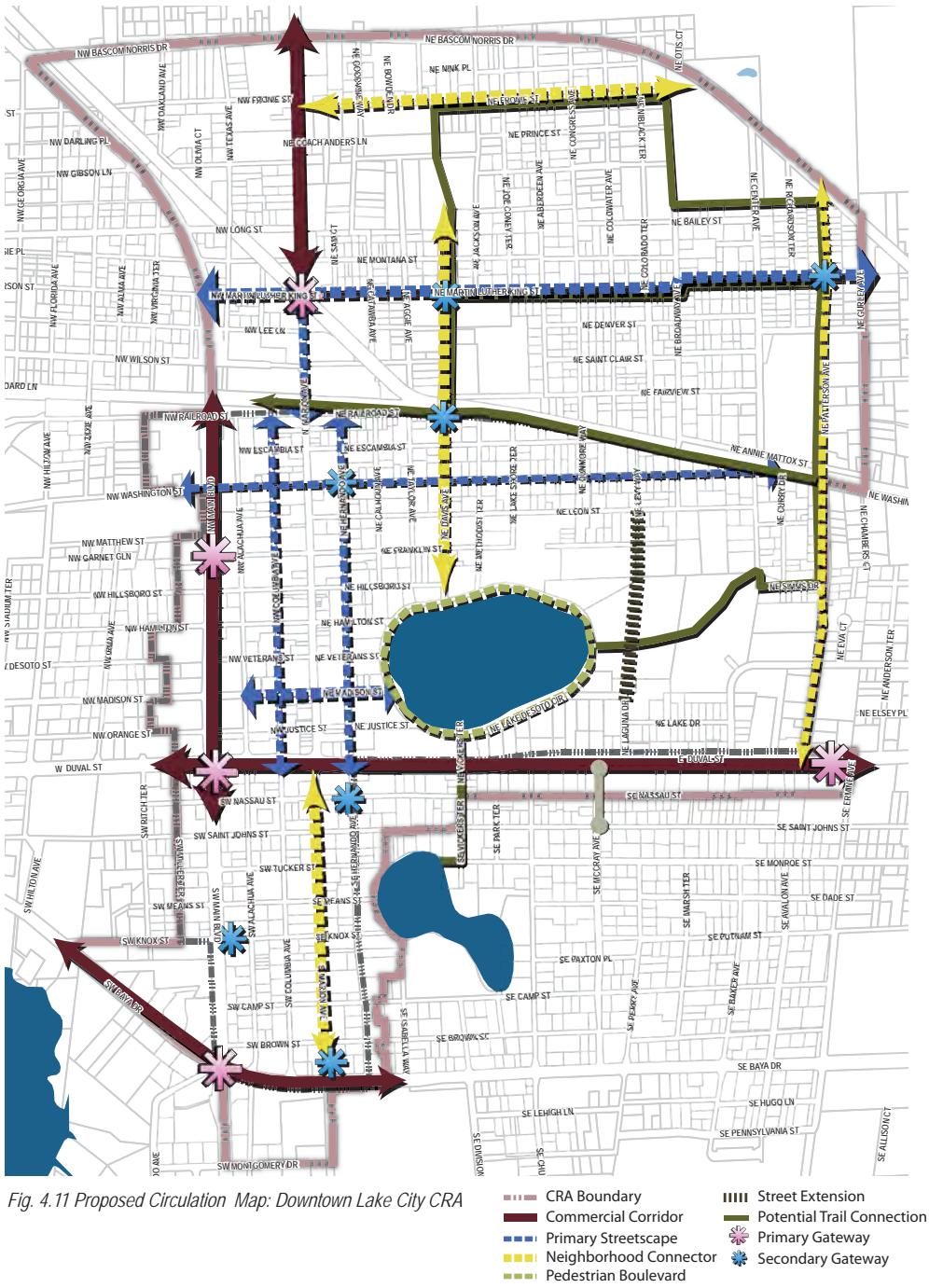


Objectives:

Continue to invest in public realm improvements along identified street typologies and strive to integrate land use and transportation planning strategies through the application of sound urban design principles.

Action Strategies:

- Conduct detailed studies to assess existing traffic patterns, and projected development forecasts increase in the downtown core and related capital projects including reconfiguration of Lake Desoto Circle and hospital expansion plans.
- Coordinate funding and maintenance responsibilities among government entities including North Central Florida Regional Planning Council, FDOT, and the railroad for identified roadway improvement projects.
- Work with public and private sector entities to obtain easements and pursue streetscape improvements along the proposed Lake Desoto pedestrian walkway.
- Avoid interruption of street grid system in future developments.
- Continue to prioritize identified streetscape projects in conjunction with other planned public and private sector improvements.
- Develop detailed design specifications for improvements to the pedestrian system. The scope of the design specifications should include sidewalk design, infrastructure improvements, landscape materials and tree selection, street furniture specifications (lighting, bike racks, trash receptacles, and benches).
- Prepare a comprehensive wayfinding and directional signage system that establishes a coherent theme for the downtown area.
- Design and construct gateways at identified primary and secondary intersections.
- Require developers to install sidewalks in accordance with the City's design specifications within the downtown core.
- Complete missing sidewalk network and construct additional sidewalk enhancements for the primary streetscapes as the highest priority.
- Limit curb cuts along the commercial corridors- Duval Street, Main Boulevard and Marion Avenue by consolidating curb cuts with shared driveways, where possible.
- Forge new pedestrian connections when possible, such as providing a trail connection between the Lake Isabella Historic Residential District, Lake Desoto, and neighborhoods located to the north of Railroad Street.
- Evaluate the feasibility of promoting alternative modes of transportation within the downtown core such as golf carts, segways, and neighborhood electric vehicles. Develop long-range plans to identify locations that offer solar powered battery-charging stations and preferred parking for NEVs.
- Work with private sector to improve alleyways as part of redevelopment projects and require access to properties from designated alleys, when feasible.
- Establish an alley hierarchy system based on its intended use either as pedestrian connectors, services areas, and garage access in new residential development.



Parking

Parking is an important component of the downtown's overall transportation network and influences various aspects of the downtown's character including urban design, walkability, traffic circulation, and economic development. County and local government services including the County Courthouse and the City Hall, area restaurants, and the hospital are the primary parking generators in downtown. During the visioning sessions conducted by the consultants, parking was a recurrent issue identified by the participants. However, during field visits conducted in the inventory phase it was observed that parking in downtown Lake City is more a problem of perception and convenience of parking in front of their destination than actual shortage in parking supply. In order to encourage people to use available parking spaces, the pedestrian environment and directional signage needs to be improved, especially along the routes that link the destinations and available parking spaces (on-street and in parking lots).

As the residential and commercial base in the downtown intensifies and new investment occurs, the parking demand is likely to increase. Effective management of on-street parking spaces is critical in providing access to employees, customers, business owners, and residents. Exploring shared parking opportunities with area institutions and commercial establishments could add a significant amount of spaces to the on-street parking spaces. In order to provide centralized parking to address the demands created by the redevelopment of the waterfront, the Agency could develop a strategy to work with the County and Shands Lake Shore Hospital to construct a shared mixed-use parking garage on an institutional owned property. Any new parking structure should be located in the center of the lot and wrapped with retail, office or other active uses to serve as the primary facade.

Action Strategies:

- Initiate discussions with the Hospital and Columbia County to assemble properties within the Waterfront Entertainment District and structure a request for proposal (RFP) to solicit developer interest in redeveloping the property as a mixed-use shared parking structure. The Agency could utilize mechanisms such as land swapping, sale of surplus land, or use TIF funds to repay the land acquisition or construction costs over time.
- Discourage frontage off-street parking along all primary streets within the Historic Downtown district.
- Develop and adopt standards to accommodate reduced parking requirements within the downtown redevelopment area and provide flexible spaces for compact cars and other modes of transportation.
- Encourage shared parking and access between adjacent properties in commercial and mixed-use areas.
- Provide combined residential and commercial parking requirements in new mixed-use developments.
- Identify areas for event related spill-over parking and recreational vehicular parking.
- Prepare a downtown parking location map and install clear signage to designated parking areas.
- Increase enforcement for parking violations.



PUBLIC FACILITIES AND AMENITIES

The Redevelopment Plan sets a vision for the future of downtown and its potential to develop as a vibrant, pedestrian-oriented quaint downtown that retains its old town charm and provides a higher quality of life for its citizens. In order to support the anticipated increase in downtown’s residential and employment related population, it is critical that the development of the public facilities and services is in place for the private sector investment to materialize. The public facilities and amenities element includes several components including transportation infrastructure, utilities (water, sewer, stormwater, and telecommunications), public safety, and community facilities (parks and open space, social services, recreation and cultural centers). This section discusses strategies related to the physical and programmatic aspects of fundamental public infrastructure facilities and services, specifically open space, utilities, public safety, educational facilities, and community facilities.

Access to community facilities and the provision of adequate infrastructure that effectively meets the needs of downtown residents will play a key role in ensuring a high quality of life for the community. The walkability of a community is also enhanced by an efficient and equitable allocation of neighborhood amenities in close proximity to residential uses. The intent of this Plan is to ensure that the infrastructure and community needs are fulfilled in order to attract residents, businesses and visitors in the downtown area.

Open Space and Recreation

Lake City’s downtown core contains several open space redevelopment opportunities in the form of parks, streetscapes and plazas that could offer a strong network of interstitial places between buildings, if carefully designed. The public open space design recommendations are intended to demonstrate how key streets, alleys and plazas in downtown can be designed to address various pedestrian needs. In addition, providing interactive outdoor activities should be incorporated into the downtown pedestrian network in order to enhance the overall experience and appearance of the open space network for the users. Expanding the existing network of downtown open spaces is a difficult challenge to overcome. The high land costs and the maintenance associated with construction of new open spaces in downtown will add pressure on the already constrained municipal budgets. On the other hand, provision of an easily accessible and well-designed open space network, is essential for improving the livability of downtown and attracting quality development. In order to overcome the shortage of open space areas in the downtown, the Agency should adopt a two-pronged approach: first, existing open areas need to be upgraded and well-maintained; second, public parks and open space should be incorporated into the city’s development process and required in all new developments.

Action Strategies:

- Require all large scaled new development, especially the waterfront properties, to include public open space amenities- active and passive parks, boardwalks, walkways, and streetscapes- as part of the overall development program.
- Develop a Waterfront Entertainment District design master plan to create a focal community gathering space along Lake Desoto. The detailed design plan should include refined programming of spaces, reconfigured parking, landscape plan, cost estimates, phasing plan, and construction documentation.
- Construct a contiguous walkway along the lakefront to provide greater public access to the water’s edge. This may require working with existing private property owners to obtain easements and incorporating dedicated public open space provision in all new waterfront developments.
- Provide additional pedestrian area to the major public streetscape adjacent to the property. Sidewalks should be provided abutting the property frontage extending the length of the property whether or not on-street parking is required.
- When properties front on primary streets, they shall be designed to provide a continuity of streetscape elements. The frontage yard between the building and the property line shall be designed to accommodate pedestrian traffic, seating or other use deemed suitable by approval of the City staff.
- Identify locations for introducing public art throughout the downtown.
- Adopt a policy to allocate a share of public building construction costs to public art projects.
- Seek funding to implement the concept of developing a trail system linking the downtown neighborhoods with Lake Desoto, Lake Isabella, Annie Mattox Park and existing recreational facilities provided by area institutions.
- Initiate discussions with School Board to promote shared use of recreation and civic facilities such as playgrounds and community meeting spaces.
- Encourage ancillary uses and activities that support eco-tourism in the vicinity of the waterfront.
- Develop neighborhood parks in residential areas as amenities to stimulate private investment.
- Provide safe connection from the neighborhood’s to primary activity centers including downtown, the waterfront and schools through sidewalks and bikeways.
- Identify potential revenues including tax increment financing, grants, impact fees and other assessments to provide adequate funding for proposed improvements and maintenance of public facilities.



Fig. 4.12 Proposed Open Space and Recreation Map, Downtown Lake City CRA





Utilities

**Stormwater:** Currently the City’s Land Development Regulations provides stormwater retention and control requirements for new construction projects. The Future Land Use Element of the Comprehensive Plan identifies stormwater management as “one of the biggest infrastructure challenge facing the City”. Surface water runoff within the downtown makes its way to Lake Desoto or by combinations of overland flow and flows through storm sewer and open ditch systems. The results of this system could include flooding and environmental pollution of the natural resources and the overall ecosystem. The issue is further complicated by addressing the stormwater retention on individual sites that are not part of a coordinated and comprehensive stormwater management strategy for the downtown redevelopment district. This Redevelopment Plan advocates the preparation of a Downtown Stormwater Master Plan that establishes stormwater best management practices. In order to attract private sector investment into downtown, as well as ensuring that the stormwater runoff is addressed at a regional level, the Plan recommends that the Agency should work with the City, County and the Suwannee River Water Management District to evaluate the feasibility of providing a master stormwater permit for the entire downtown redevelopment area. The area-wide master stormwater permit would streamline the process and eliminate the need for individual property owners to obtain permits from the various permitting entities, as well as contributing to an overall stormwater management strategy.

**Water, Sewer and Wastewater Systems:** The City has already initiated some utility improvement projects necessary to support major growth and redevelopment in the downtown area. Adequate provision of key infrastructure improvements will be necessary to encourage and support private investment. The Plan recommends that the Agency should encourage the City to expedite the inspection, upgrades and repair or installation of these infrastructure system improvement projects including providing financial assistance in some cases.

Action Strategies:

- Develop an updated GIS Inventory for utility infrastructure in the downtown redevelopment area.
- Prepare a Stormwater Master Plan to identify existing demands and future capacity issues related to the anticipated population increase in downtown as envisioned by the redevelopment plan.
- Work with the City to incorporate low-impact development techniques in all new developments as part of the development regulations.
- Identify and install adequately sizes lines at appropriate locations to accommodate the anticipated future growth.
- Pursue continued installation of utilities and drainage system upgrades.
- Complete upgrades to existing water treatment plants.
- Evaluate the feasibility of providing for a master stormwater permit from Suwannee River Water Management District as an incentive for potential developers to invest in the downtown redevelopment area.
- Continue to work with developers to provide regional stormwater retention areas as part of large scaled developments.
- Encourage alley improvements to facilitate deliveries, solid waste and recycling collection, as well as installing pervious paving in order to address stormwater runoff and flooding issues.
- Work with regulatory and private entities to develop a phasing plan for the burial of overhead utility lines in conjunction with planned roadways and streetscape improvement projects.
- Support capital improvements, when feasible, through supplemental budgets for infrastructure located within the redevelopment area.

Civic Facilities

During the community workshops, participants expressed the immediate need for locating civic facilities within the downtown. In particular, the need for constructing a multipurpose facility that could accommodate community meetings, conventions, and local cultural events was emphasized. Civic facilities that are currently within the downtown redevelopment area include the Columbia County Public Library, Annie Mattox Park, and the Niblack Elementary School premises. Development of new civic and cultural resources in the long-term will be vital in supporting a growing population within the downtown, and will also act as a potential catalyst for economic development activities in the downtown.

It is recommended that the Agency focus its efforts to ensure that the location of new services and resources are maximized through coordination among various entities such as Columbia County, City agencies, non-profit organizations, faith-based institutions, educational establishments, and private sector. In light of limited resources and budget constraints facing local governments, a key strategy recommended in this Plan is to explore new avenues to initiate partnerships with existing and prospective service providers both from a programmatic perspective and also encouraging joint use of facilities.

Some of the key projects recommended in this Plan that would require strengthening existing and forging new partnerships to develop additional cultural resources include:

**Downtown Culinary Arts College-** key partners may include: Blanche Hotel owners, Florida Gateway College, University of North Florida, University of Florida- Gainesville, Lake City/ Columbia County Chamber of Commerce, Florida Division of Cultural Affairs, National Endowment for the Arts, non-profit organizations, and corporations.

**Lake City Performing Arts Center/ Theater/ Museum-** key partners may include: Columbia County Historical Society, Lake City-Columbia County Chamber of Commerce, Columbia County Tourism Development Council, Florida Division of Cultural Affairs. The CRA has already initiated discussions to move the Historic Museum Downtown to the northwest corner of Marion Avenue and Franklin Street.

**Urban Agriculture/ Public Market (redevelopment proposal for Old Ice House building)-** key partners may include: Northeast Florida Farmers’ Market, University of Florida/ IFAS, Florida Farm Bureau, Florida Department of Agriculture and Consumer Services, New North Florida Cooperative, natural food production stores such as Ever’man Natural Foods (Pensacola) , USDA Agricultural Marketing Services, Florida A&M University’s Small Farmer Outreach, Training and Assistance Program.

Fig. 4.13 Examples of Civic Facilities





Schools

Access to educational facilities is intrinsically linked to community redevelopment and downtown living. In addition to the Niblack Elementary School located within the Downtown Lake City CRA, there are several schools located in the surrounding neighborhoods. School districts are not an integral part of the community redevelopment process and community stakeholders are often disconnected from a school’s strategic planning process. The Plan recommends that the City should work proactively with the Columbia County School Board to assess the need for better school facilities and to provide quality educational facilities to attract residential population in the downtown. Schools also serve as large employment generating centers and are key partners in the redevelopment process.

As downtown Lake City strengthens its arts-oriented community, there is immense potential for attracting higher learning establishments in downtown, as satellite campuses for the regional institutions or technical centers related to the arts, courthouse activities, and the hospital (public administration, law, or nursing). Students, faculty, staff, and other employees could also serve as the residential base for downtown and have the opportunity to live within walking distance from their respective work places or the transit station in the future.

Public Safety

Creating a safe environment that strategically builds upon the relationship between crime prevention, built environment design, and well-defined programming is a critical element in attracting people to live downtown and improving the overall quality of life. In addition to providing the fundamental requirements of efficient community policing and other services such as fire and health, it is important to effectively incorporate crime prevention planning strategies in all city building projects and also to effectively communicate the related principles to the community. Some communities such as Tempe, Arizona and Sarasota, Florida have adopted Crime Prevention through Environmental Design (CPTED) principles into their zoning code and site review procedures. Other communities have employed a range of techniques from neighborhood watch and community policing programs to traffic calming and streetscape improvements reinforcing the “eyes on the street” concept.

Objective:  
Provide for the public health, safety, morals, and welfare of downtown Lake City

Action Strategies:

- Support community policing and other innovative policing efforts undertaken by the Lake City police department to address changing trends in crime within the community.
- Incorporate accredited safe neighborhood design techniques for all public places and for proposed public/private redevelopment projects.
- Initiate a residents awareness campaign to inform the community about the Crime Prevention through Environmental Design (CPTED) principles.
- Increase the visibility or appearance of visible police presence in the area as a crime deterrent.
- Support crime prevention strategies in collaboration with the Lake City Sherriff Department.
- Organize neighborhood outreach drives to inform and educate the residents about emergency preparedness, reporting of illegal activities in the area, and other housekeeping issues to prevent code violations and fire accidents in the commercial and residential areas.
- Work with the community based organizations and area schools to enhance programs designed to reduce and prevent substance abuse.
- Establish stronger relationships between Lake City police department, area schools and faith-based institutions to increase community involvement, through mentorship programs and safety awareness.
- Initiate community based activities involving the youth and the public safety staff to generate support and participation in local anti-crime programs, and to improve public relations with the City’s Police Department.
- Conduct a joint effort involving the Police Department, the Fire Department, and the Planning staff to prepare a crime generating and fire hazard physical conditions inventory. Involve these agencies while designing public improvements incorporating CPTED principles.
- Work with the City staff and FPL to maintain and provide adequate street lighting.
- Seek funding to implement crime prevention strategies including the Weed and Seed grant administered by the U.S. Department of Justice.

CPTED is the proper design and effective use of the built environment which may lead to a reduction in the fear and incidence of crime, and an improvement of the quality of life.” - National Crime Prevention Institute

The Four Strategies of CPTED

1. Natural Surveillance - A design concept directed primarily at keeping intruders easily observable. Promoted by features that maximize visibility of people, parking areas and building entrances: doors and windows that look out on to streets and parking areas; pedestrian-friendly sidewalks and streets; front porches; adequate nighttime lighting.
2. Territorial Reinforcement - Physical design can create or extend a sphere of influence. Users then develop a sense of territorial control while potential offenders, perceiving this control, are discouraged. Promoted by features that define property lines and distinguish private spaces from public spaces using landscape plantings, pavement designs, gateway treatments, and “CPTED” fences.
3. Natural Access Control - A design concept directed primarily at decreasing crime opportunity by denying access to crime targets and creating in offenders a perception of risk. Gained by designing streets, sidewalks, building entrances and neighborhood gateways to clearly indicate public routes and discouraging access to private areas with structural elements.
4. Target Hardening - Accomplished by features that prohibit entry or access: window locks, dead bolts for doors, interior door hinges.

Economic Development

In order to have a strong impact on the economic health of downtown Lake City, it is essential that a strategy be developed that collectively addresses the following economic development principles for the four redevelopment areas and the entire city on a regional scale. It is recommended that the CRA continue to function as the primary marketing and promotions agency for Downtown Lake City. The City should also consider hiring a full-time Economic Development Director to assure continuity of current efforts in the various districts while also aligning the goals of the City with regional economic growth opportunities such as the development of the IDA-led Catalyst Site and the Inland Port.

The success of any redevelopment program ultimately relies on the coordinated efforts of the leadership and the management staff with the residents, the private sector, governmental entities, and other institutions. Continuing partnerships with key organizations will ensure that the Agency will work collaboratively with the various players to maximize existing resources, as well as avoid duplicating efforts. In addition, the CRA should also become a member in key regional, state and national organizations that can provide valuable information and educational resources related to downtown redevelopment and revitalization. Some of these organizations include: Florida Redevelopment Association, Urban Land Institute, National Main Street Center, Florida Division of Cultural Affairs, International Economic Development Council, and Enterprise Florida.

Marketing and Promotion

In order to attract potential customers from the region and to encourage existing customers to continue shopping in the downtown, the Agency should work with a marketing consulting firm to prepare a Marketing and Promotion plan as a long-term strategy. The Marketing and Promotions plan will help identify a brand identity for the downtown that separates it from regional competitors, capitalizing upon downtown’s niches. The plan should also identify locations throughout the region that experience high volumes of tourists and visitors where marketing efforts should be pursued. These may include tourist information centers, airports, universities, and other regional destinations.

The demand for downtown arts and culture is an integral component of creating a vibrant and dynamic community image. In addition, embracing arts, culture, entertainment and related recreational activities has proven to attract interests of professionals and baby boomers in several successful downtowns such as Orlando, Florida; Sarasota, Florida; St. Petersburg, Florida, Savannah, Georgia; and Austin, Texas. Lake City recently initiated a Downtown Farmers Market initiative and should explore opportunities to similarly promote arts and cultural events in the downtown. Some of the projects identified in this plan directly related to this objective include relocation of a heritage and cultural museum, and promoting public art display and performance venues in the Waterfront Entertainment District.

Design

In order to establish a consistent design theme throughout the downtown, the Agency should also work with local designers and architects to provide design assistance to existing storefronts. The Plan also recommends conducting a detailed set of Urban Design and Architectural Standards Manual to ensure that high quality design standards are maintained in all public and private improvements.

By offering incentives such as parking exemption for new developments, obtaining a master storm water permit, providing tax incentives for products that encourage home ownership and diversifying the housing stock, and continuing to implement proposed public realm improvements, the Agency could attract new private sector investment to downtown Lake City. While incremental progress through public realm improvements will strengthen the overall investment environment, ultimately the private sector is anticipated to take the lead in future economic growth with continued support from the City and the CRA. The Plan recommends developing an incentives matrix which would streamline the redevelopment process for interested developers and reduce their risk with uncertainties associated with plan approvals. As it relates to the arts, the Agency should consider establishing a Public Arts Program which includes a committee to review submitted public art projects with representative from the existing arts community and volunteers.

Economic Restructuring

Maintaining a stable core of employment generating businesses and availability of a skilled workforce will be pivotal in creating a sustainable community that ensures economic opportunity for all residents. This Plan seeks to maximize opportunities by devising strategies and incentives to retain and attract businesses to the area and developing job training and mentorship opportunities. Retaining existing businesses is extremely important for the long-term sustainability of the downtown redevelopment area. High vacancy rates, deteriorating physical conditions and low volumes of pedestrian traffic have a significant impact on the investment image of the community.

Working with the Lake City- Columbia County Chamber of Commerce and the proposed City Economic Development Director, the Agency should take steps to retain and expand existing businesses, and build on these strengths to attract new investment and jobs to downtown. Small enterprises are an integral part of the area’s economic base and developing strategies to increase local entrepreneurship will be pivotal in ensuring the provision of neighborhood amenities and instilling a sense of community pride. The CRA should initiate regular meetings with existing business and property owners to assess their needs, concerns, and assistance that they may need to enhance their business experience in downtown. In order to help businesses assess their expansion goals and respond to market trends in advance, the Agency should make available to all business owners a summary of the Downtown CRA Redevelopment Plan.

Action Strategies:

- Develop a grant stacking strategy to leverage revenues with matching grant programs.
- Seek opportunities to generate revenues through private and corporate advertising and donations during special events.
- Explore opportunities to revert institutional owned properties back on tax rolls to increase the tax base for the downtown redevelopment area improvements.
- Encourage the City to hire an Economic Development Director and additional planning staff to assure continuity of current efforts in the various districts.
- Develop a continuing relationship with local and regional organizations, including: Lake City-Columbia County Chamber of Commerce, Florida Gateway College, University of Florida-Gainesville, University of North Florida, Columbia County Historical Society, Columbia County Board of Commissioners, Shands Lake Shore Hospital, Veterans Hospital, non-profit agencies, and other organizations.
- Assist existing businesses in relocating and expanding in the downtown redevelopment area, based on their specific needs.
- Develop an online inventory of available properties working in cooperation with local realtors and use data to aggressively market key sites in the redevelopment area.
- Create a professionally designed business recruitment package that is updated regularly with a listing of available properties, maps, building profiles, information for current and planned events.
- Continue to promote the downtown area through the support of festivals, exhibits, performances and other special events designed to attract residents and visitors to the downtown.
- Develop measurable tools to analyze economic impact of festivals and special events in order to strengthen and retain potential income.
- Actively market the existing programs and incentives available to assist existing and prospective small and minority owned businesses, while at the same time encouraging the initiation of new entrepreneurial ventures in the identified niches in the downtown and its surrounding areas.
- Create a checklist of incentives or a “development toolkit” for potential developers which would encourage infill development and redevelopment in the Downtown CRA.
- Initiate regular meetings with the downtown merchants to determine their needs and concerns in order to ensure their ongoing existence in downtown.
- Develop strategies to gauge the interest in promoting green buildings in infill development and new development projects to complement the City’s green initiatives.
- Develop wireless technology in downtown to offer free “wi-fi” service to downtown residents and patrons.
- Promote downtown as a tourist destination and provide information at the airport, publications and regional agencies.



Case Study: St. Petersburg Business Assistance Center

The St. Petersburg Business Assistance Center (BAC) is a one-stop facility for starting or growing the existing small business. The BAC provides business counseling, training and access to capital and credit for startups as well as established businesses seeking growth or specialized assistance.

The Business Assistance Center (BAC) provides case management and follow-up services for the creation, retention and expansion of small businesses. Specifically, the BAC offers:

- Business counseling, access to financial assistance, contracting and procurement through the Small Business Enterprise (SBE) Program, technical assistance, mentoring and training workshops.
- The Midtown Corridor Case Management Program – The BAC staff works directly with Midtown businesses for business startup, retention and expansion.
- The Business Resource Center (BRC) – a one-stop resource for providing personal computers with Internet access, interactive videos and an extensive business reference library for business planning and research. The BRC is open Monday – Friday, 8:00 – 5:00 p.m.
- Small Business Enterprise (SBE) Program -- certifies small businesses and provides technical assistance to enhance contracting and procurement opportunities with the City of St. Petersburg.
- Weed and Seed Program – offers community development services.

The Business Assistance Center partners with a diverse group of service providers to provide an array of business retention and development services including:

- SCORE (Counselors to America's Small Business) --offers business counseling, training, assessment and mentoring at no cost to the client.
- The Florida Small Business Development Center at the University of South Florida (USFSBDC) -- provides business counseling and training to start and grow your business.
- Tampa Bay Black Business Investment Corporation (TBBBIC) -- offers technical assistance to small businesses and assists with accessing capital.
- Eckerd College Intern Volunteer Program – provides hands-on assistance to businesses participating in the Midtown Corridor Case Management Program.



Special Topic: Green Collar Jobs

The term “green-collar jobs” generally refers to family-supporting jobs that contribute significantly to preserving or enhancing environmental quality. Defined more by industry than occupation, they reside primarily in the sectors that make up the clean energy economy—efficiency, renewables, alternative transportation, and fuels.

There's already a huge green economy developing. In 2006 renewable energy and energy efficiency technologies generated 8.5 million new jobs, nearly \$970 billion in revenue, and more than \$100 billion in industry profits. According to the National Renewable Energy Lab, the major barriers to a more rapid adoption of renewable energy and energy efficiency in America are insufficient skills and training. In December 2007, former President George W. Bush signed the Green Jobs Act to train workers for green collar jobs. It authorizes \$125 million for workforce training programs targeted to veterans, displaced workers, at-risk youth, and families in extreme poverty. It will train people for jobs like installing solar panels and weatherization. President Obama promises to spend \$150 billion over 10 years to create 5 million new green-collar jobs. Jobs in renewable-energy and energy-efficiency industries could grow to as many as 40 million by 2030, according to a November report commissioned by the American Solar Energy Society. Below is a list of example green collar jobs in specific sectors:

- Energy retrofits to increase energy efficiency and conservation
- Green building
- Green waste composting on a large scale
- Hauling and reuse of construction materials and debris (C&D)
- Hazardous materials clean-up
- Landscaping
- Manufacturing jobs related to large scale production of appropriate technologies (i.e. solar panels, bike cargo systems, green waste bins, etc.)
- Materials reuse
- Non-toxic household cleaning in residential and commercial buildings
- Parks and open space expansion and maintenance
- Printing with non-toxic inks and dyes
- Public transit jobs related to driving, maintenance, and repair
- Small businesses producing products from recycled materials
- Solar installation
- Tree cutting and pruning
- Peri-urban and urban agriculture
- Water retrofits to increase water efficiency and conservation
- Whole home performance, including attic insulation, weatherization, etc.

Green collar jobs can provide a career ladder for the population without high education attainment. For example, some workers might start at \$10 an hour inspecting homes for energy-efficient light bulbs. Then they might become \$18-an-hour workers installing solar panels and eventually \$25-an-hour solar-team managers. Eventually they might become \$40-an-hour electricians or carpenters who do energy-minded renovations. New funding opportunities for green jobs training are abundant. For example, a grant from the Living Cities initiative will award up to \$300,000 to collaborative efforts in green jobs training programs. Funds will be given to private/public partnerships that prepare workers for employment in energy efficiency, retrofitting, renewable energy, and/or green building.

Case Study: Crescent City Farmers Market, New Orleans

The Crescent City Farmers Market (CCFM), like Farmers Markets in other areas, is a proven effective stimulus for economic development for the Downtown area, for the agricultural enterprises that participate in the Market, and for the rural parishes from which the vendors come. A study by Tulane's A.B. Freeman School of Business found the following accomplishments related to the market's performance:

- The CCFM generates over \$1 million annually in direct and indirect benefits to vendors, Downtown businesses and rural communities;
- The average vendor takes home \$391/week, for an income of over \$20,000 a year from the Market;
- The additional income is spread far beyond Orleans and Jefferson Parishes, to more than seven parishes in Louisiana and at least four counties in Mississippi;
- The CCFM has resulted in 15 new businesses and 22 new jobs in its first three years;
- A January 1998 survey showed that the 55 businesses then operating in the market employed 98 people;
- Downtown businesses gain additional income of \$450,000 a year as a result of the Market.

The Crescent City Farmers Market is the public face of marketumbrella.org, a nonprofit, nongovernmental organization. Founded in 1995 as a part of the Twomey Center for Peace Through Justice at Loyola University New Orleans, the Market is an outgrowth and reflection of marketumbrella.org's core mission to cultivate the field of public markets for public good. Since 1995, the Crescent City Farmers Market has served as an incubator for developing best practices in market management.

Source: <http://www.marketumbrella.org/>

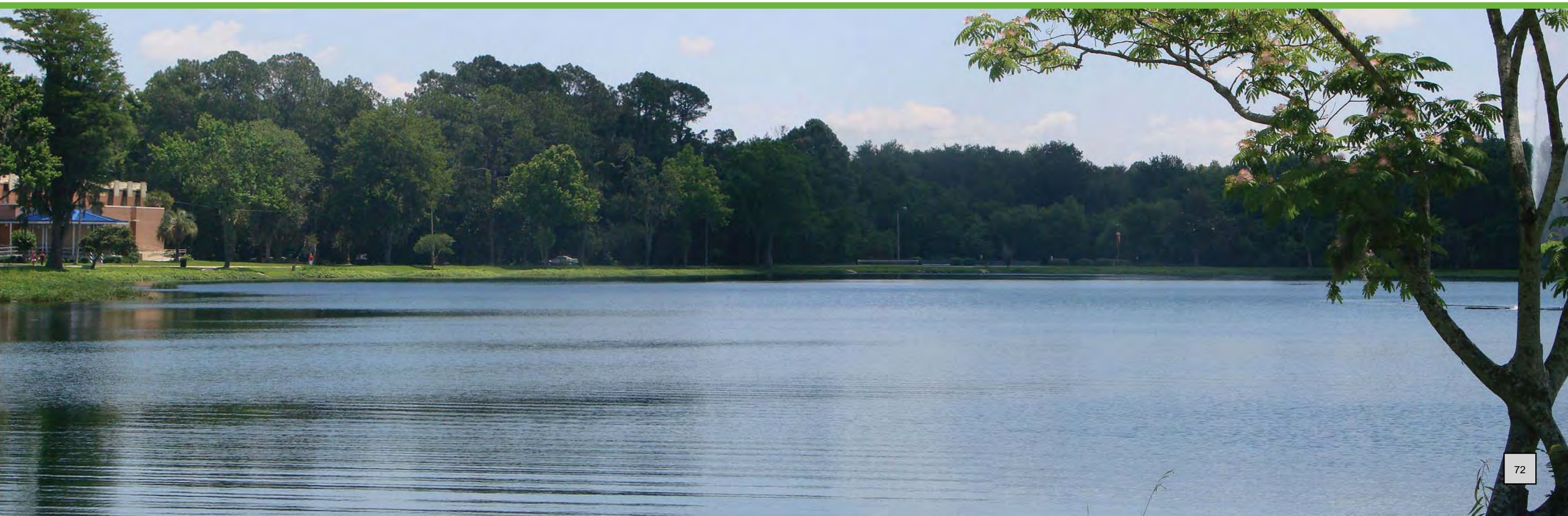


Granville Island Public Market, Vancouver, BC





## Appendix A Inventory and Analysis





EXISTING LAND USE

Columbia County Property Appraiser records indicate that the expanded Downtown CRA Expansion Area contains 721 parcels encompassing an area of 232 acres excluding right-of-ways. In comparison, there are 6,070 parcels in the City of Lake City encompassing an unofficial area of 6,942 acres excluding right-of-ways. The Downtown CRA district represents approximately 5.6% of the City's total land area and nearly 20% of the total parcel count. The description of the existing land use is mentioned below:

- 1. Residential Uses (47.23%)
- 2. Vacant Lands (21.10%)
- 3. Public and Semi-Public Uses (4.14%)
- 4. Commercial Uses (5.47%)
- 5. Recreation and Open Space (0.25%)
- 6. Industrial (1.16%)
- 7. Other (4.06)

Fig. A.2 illustrates the distribution of existing land uses in the planning area and Fig. A.1 provides a tabulation of land uses divided according to parcel count, total acreage covered, and percent of the total CRA acreage. As shown in Fig. A.1, in terms of total land area, residential uses account for the highest percentage totaling nearly forty-five percent (44.4%) of the CRA developable land. This is followed by vacant lands (21%), commercial uses (9.3%) and industrial uses (8.2%). The remainder of the land uses includes recreational uses, preservation and conservation lands, and other miscellaneous uses such as utilities and right-of-way easements. In terms of parcel count, residential uses account for over 60 percent of the total number of parcels, followed by vacant lands that include 255 parcels.

**Residential**  
Residential uses constitute the largest component of the current land use categories in the planning area accounting for 173 acres or 44.40% of the planning area's total land area excluding right-of-ways. Columbia County Property Appraiser records indicate that the proposed Downtown CRA Expansion Area contains 771 properties classified as residential uses..

The CRA's population, according to the 2010 ESRI estimates, was 2,574. There were 511 single-family housing units in the planning area accounting for nearly seventy-six percent (75.71%) of the total parcels under residential uses. The remainder consists of eleven (11) parcels under multi-family residential uses (including apartments, duplexes, and triplexes), accounting for 2.2% of the total acreage. The percentage of multifamily units is extremely low and suggests a need for examining potential opportunities to provide for a mix of housing types in the planning area.

Additionally, according to the 2010 ESRI estimates, nearly thirty-two percent (32%) of the housing stock is renter occupied. The high percentage of renter occupied housing units combined with the predominantly single family residential character of the planning area suggests the presence of a relatively high percentage of absentee owners that could result in the lack of maintenance, deterioration of housing conditions, and a decline in housing values.

There are more than 200 vacant residential units in the planning area representing nearly thirty per cent (28.5%) of the total number of residential properties (771). Map A.3 shows that the vacant residential units are scattered throughout the planning area, with a high degree of concentration in the areas located to the neighborhoods located north of Railroad Street. According to the 2010 Census, nearly seventy percent (70%) of the total housing units in the CRA were built up before 1979 indicating a declining housing stock.

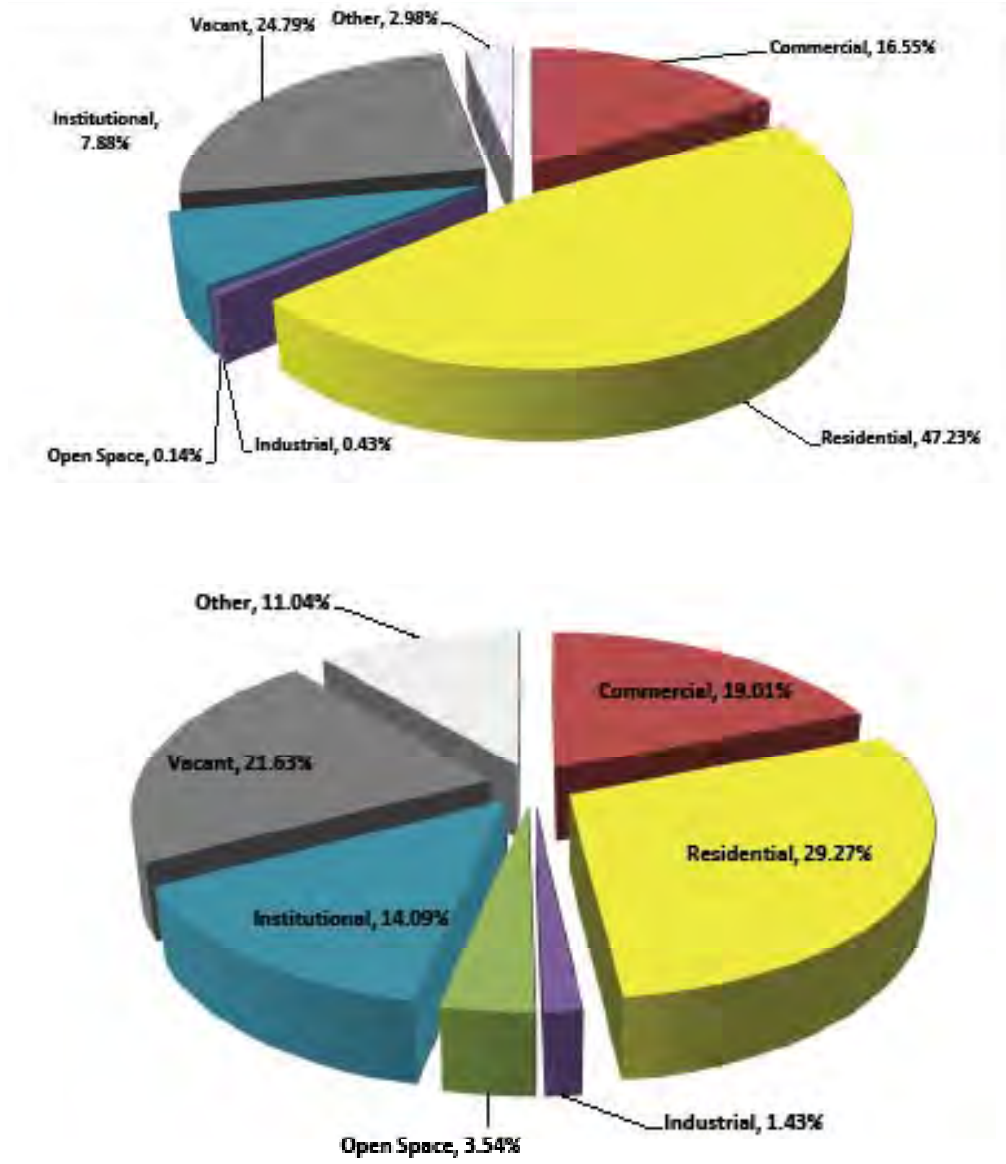
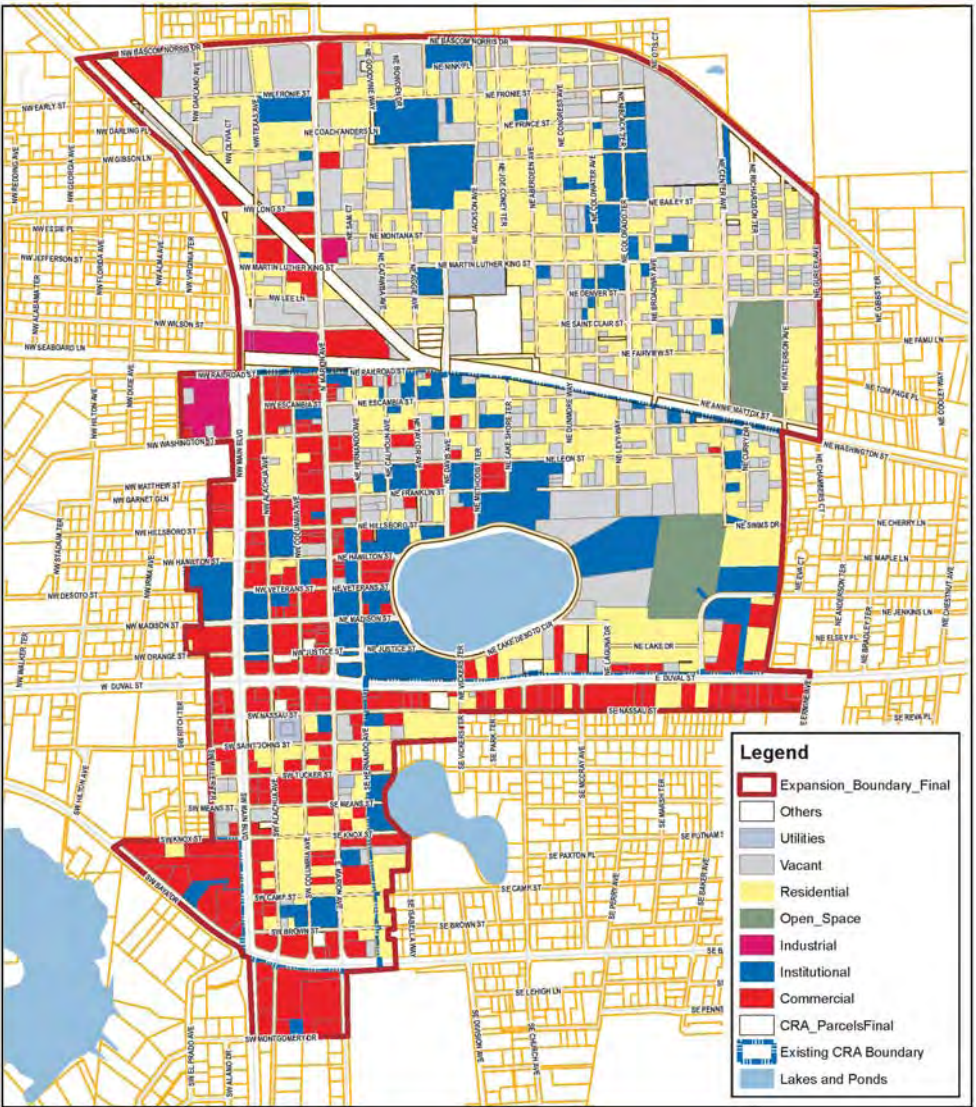


Fig. A.1 Existing Land Use Distribution Charts- by Acreage (Top); by Parcel Count (Bottom)



EXISTING LAND USE

Downtown Lake City  
CRA Master Plan  
Lake City, Florida | May 2011



Fig. A.2 Existing Land Use Distribution Map



Vacant Lands

Nearly twenty-five (24.4%) of the CRA's total land area is considered vacant, encompassing an area of over 100 acres, scattered throughout the neighborhoods. Map 2.5 shows the distribution of vacant lands within the study Area boundaries. Vacant structures and abandoned lots are strong indicators of economic distress and lead to deterioration of the physical environment and are detrimental to the investment image of the community. The presence of vacant and underutilized buildings contributes both as an opportunity and a liability for redevelopment. Vacant parcels of considerable size can be assembled to support significant adaptive reuse of underutilized and deteriorating buildings. Vacancy rates also depress property values of neighboring commercial and residential properties resulting in reduced tax revenues for the local government.

Institutional Uses

Institutional uses within the study area comprise nearly ten percent (9.30%) of the CRA's total acreage. The public and semi-public uses include: government owned properties; faith-based institutions, community based organizations, day care centers, and educational institutions. The total number of parcels in the CRA, under the public and semi-public land use category, comprises a total of fifty parcels.

According to the Columbia County Property Appraiser records, there are a total of thirty-two properties owned by institutions including government agencies, churches, and non-profit agencies. The faith based organizations represent a diverse population and are pivotal in ensuring increased community participation and implementing a successful program.

Commercial

Commercial uses account for just over fifteen percent (16.5%) of the CRA encompassing over 100 acres. Most of the commercial development within the planning area is concentrated along Marion Street, SW Main Blvd., Duval Street, and SW Baya Drive. Commercial development along the primary corridors within the CRA boundaries include a range of uses, including: suburban style strip malls, retail stores, drive through restaurants, office buildings, few restaurants, gas stations and auto repair garages. During the community workshops, the community observed that the existing inventory of commercial uses along the corridors is insufficient to meet the neighborhood needs, such as grocery stores and restaurants, thus motivating residents to search outside the neighborhood for their daily needs.

Recreation and Open Space

Existing recreation and open space facilities in the CRA include the Annie Mattox Park, the highly underutilized lakefront park near Lake Desoto, and the Niblack Elementary School properties. Adjacent to the Shands at Lakeshore hospital property is a vast tract of inaccessible wetlands area that serves as an important open space for the CRA.

Industrial

There are only six parcels (6) under the industrial land use category within the planning area boundaries, covering approximately 7.2 acres or 1.2% of the CRA's total land area. The majority of industrial uses are located along Railroad Street and are in deteriorating conditions. The industrial uses are adjacent to commercial units and lack adequate buffering, resulting in incompatible land use development patterns. These industrial uses are a health and safety hazard to the neighborhood leading to a deterioration of visual character and a significant decline in property values.

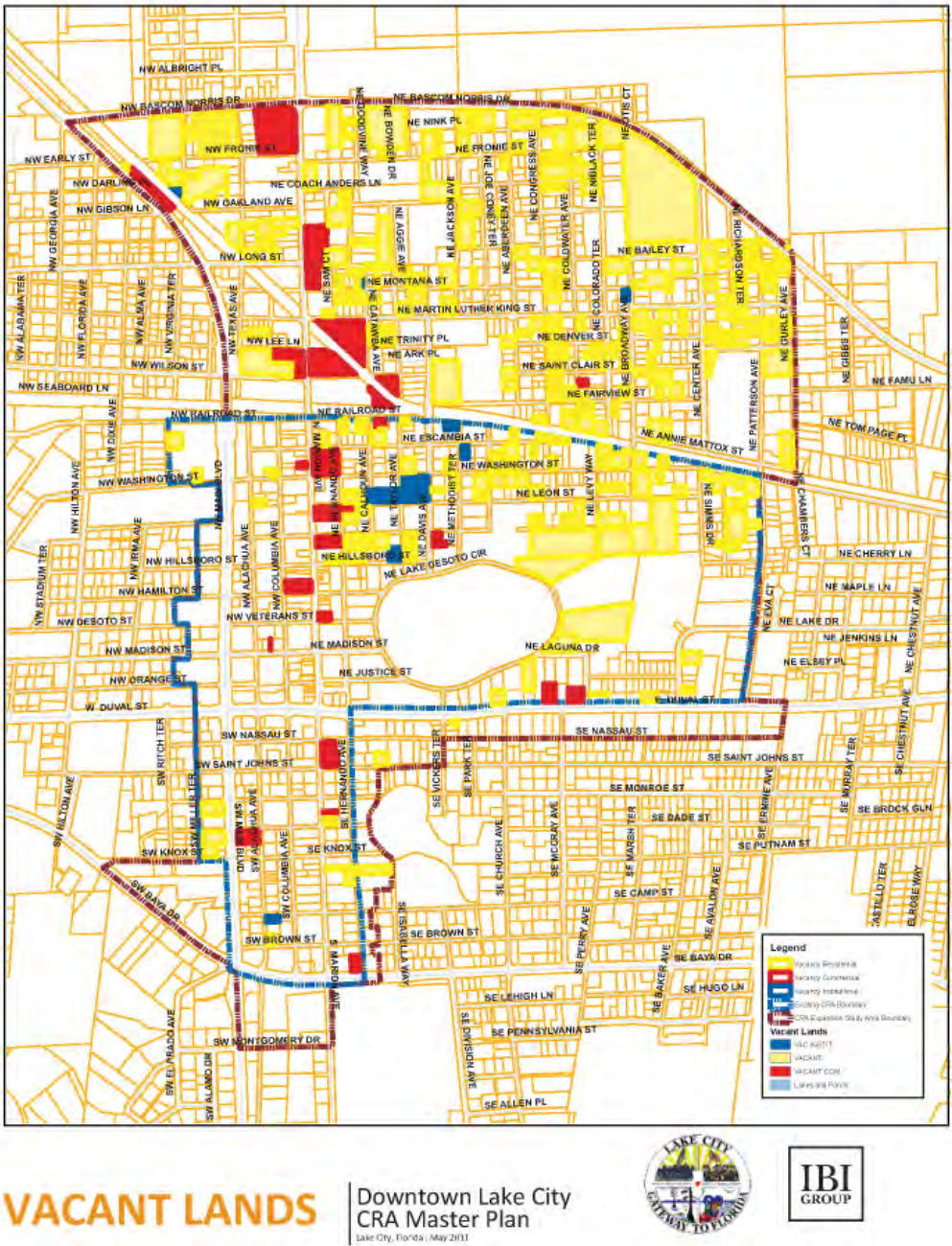


Fig. A.3 Vacant Lands Map

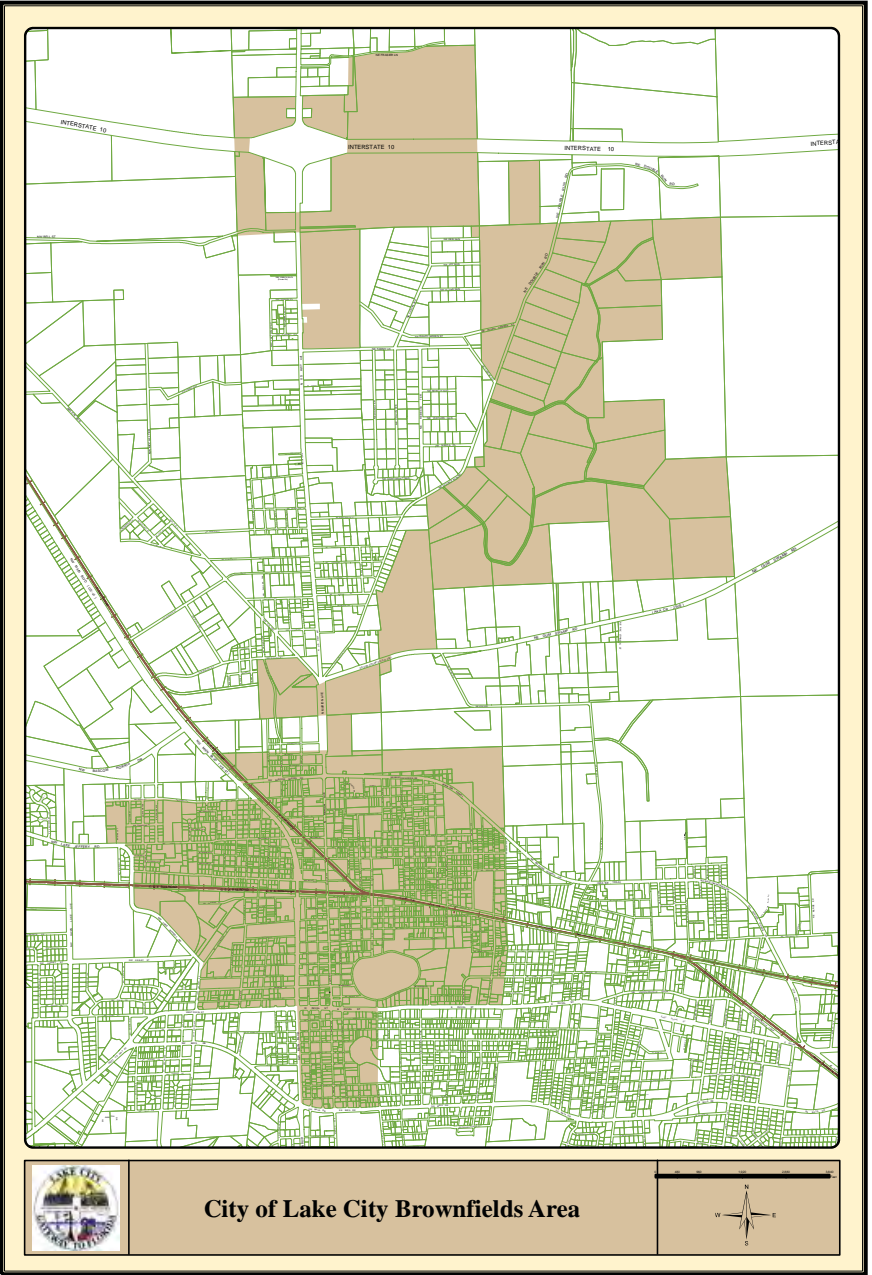


Fig. A.4 Brownfields Area Map



Property Values

The Columbia County Property Appraiser GIS database was utilized to analyze assessed values for all assessed properties within the CRA boundaries. The assessed value is the dollar value assigned to a property by the Columbia County Property Appraiser’s Office for taxation purposes, and is primarily based on the land use, building square footage, property improvements, building materials, and location. The total taxable value of all properties in the CRA is \$67,846,445, out of which there were 269 parcels with zero taxable value. Taxable value is the assessed value less any applicable exemptions. The properties with zero taxable value include properties that could include lands under public ownership, faith-based organization, institutional uses, and homesteaded properties.

Ownership

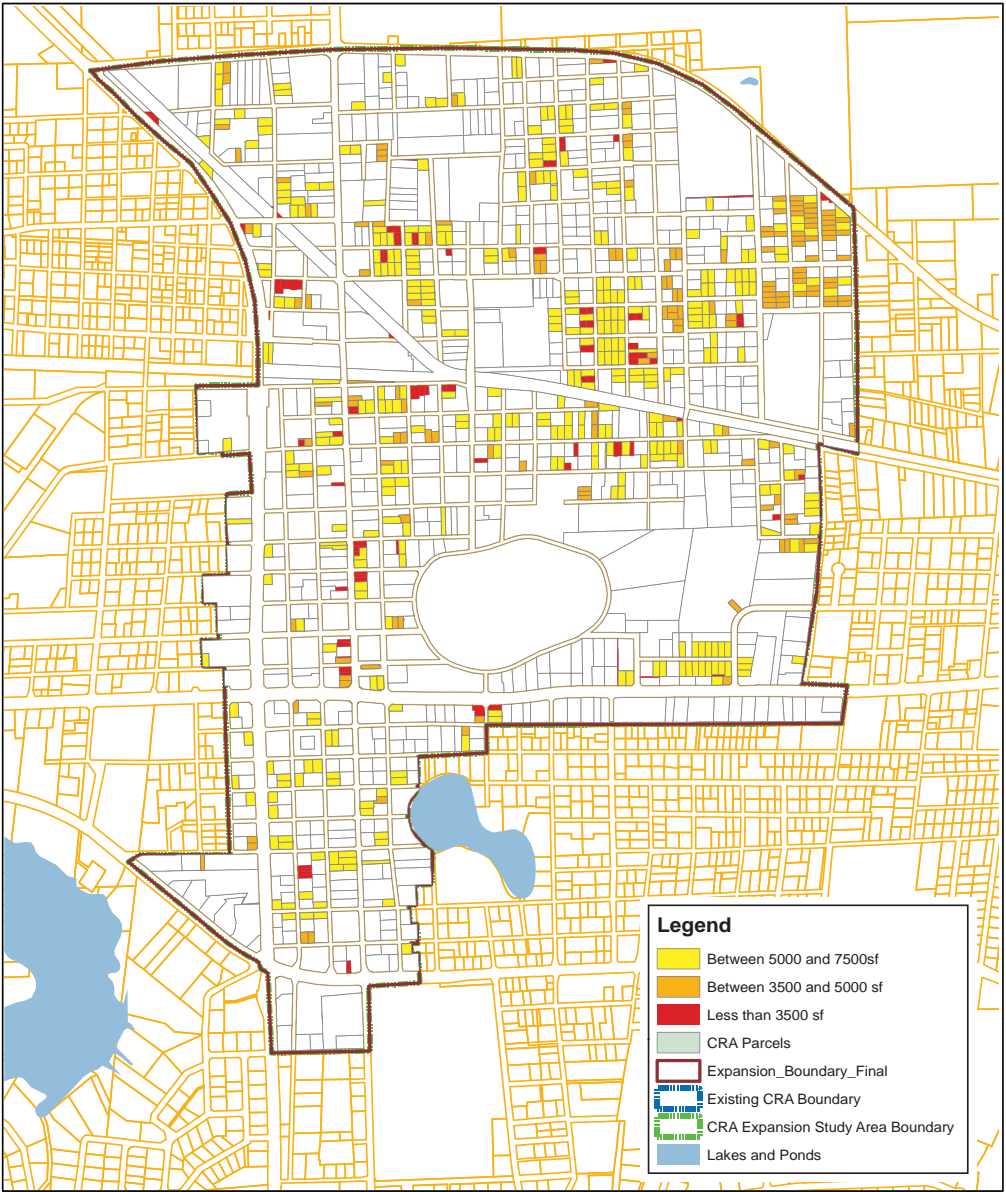
The redevelopment potential of a project is often dependent on the property ownership patterns. Multiple ownership patterns can be a hindrance for assembling individual properties to support redevelopment projects. For example, if one owner is interested in redeveloping a property, but needs additional area to meet existing land development regulations, and the adjacent owners are not interested in joining forces or selling the property, then the first owner is powerless to make the necessary property improvements. Large shares of public owned vacant land also reduces the tax base for the City and creates some challenges for redevelopment. However, often the public entities are more supportive of the community’s vision and could be an asset in developing “demonstration” projects to facilitate investment and revitalization of deteriorating areas.

There are 111 parcels identified under public ownership within the planning area. The public owners include the City of Lake City, Columbia County, State of Florida, School Board, and the Lakeshore Hospital Authority. However, with the hospital’s merger with a private company, the hospital will revert back to the tax rolls in the next fiscal year.

Parcel Size

The size of parcels has a significant impact on the redevelopment potential for any proposed property. Typically, older platted subdivisions and commercial properties are too small for development and exhibit non-conformance with current zoning regulations. Contemporary development trends favor larger sites for redevelopment as they offer the flexibility to provide a variety of uses and a mix of activities. Larger sites also reduce the complexities involved with assembly of smaller parcels to support large scale redevelopment projects.

Map A.5 identifies the deficient parcels in relation to lot sizes found in the Study Area. Inconsistencies between lot sizes and lot size requirements can be identified by comparing the minimum lot area requirements contained in the zoning code to the existing lot parcel sizes. Nearly 15 percent of the properties in the Study Area do not meet the minimum lot area requirements (6,000 sq.ft. min. lot size) listed in the City of Lake City Land Development Regulations.



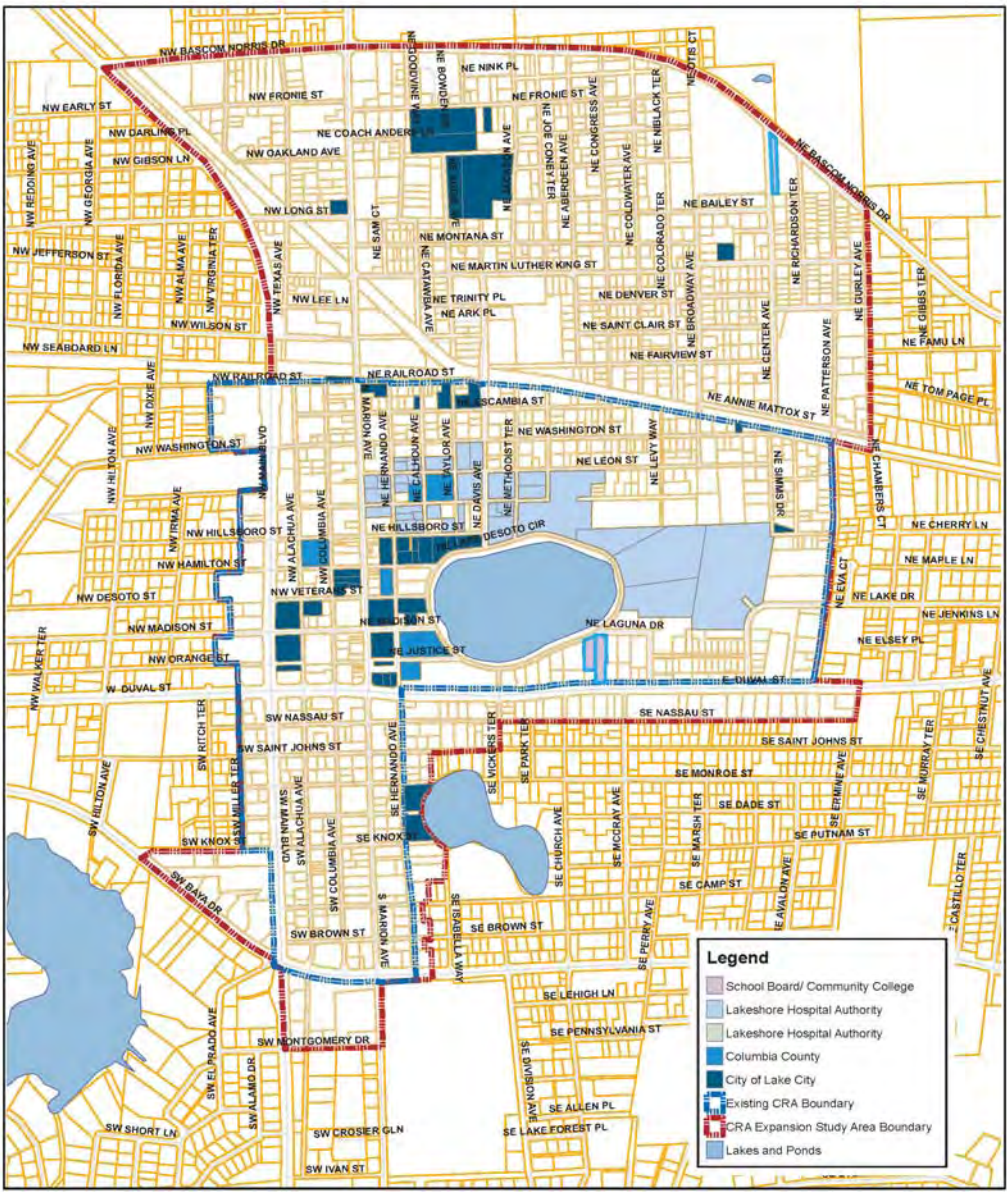
PARCEL SIZES

Downtown Lake City  
CRA Master Plan  
Lake City, Florida - May 2011



Fig. A.5 Map showing size of sub-standard parcels in the Downtown CRA

The development of commercial uses on substandard lots also has a deleterious impact on neighboring residential uses, due to traffic hazards caused by business parking located in the front of the property, encroachments into residential areas, inadequate buffering, and spill-over parking. These properties are further limited by their size in relation to parking and setback requirements, stormwater treatment standards and landscaping requirements. The lot depths of several properties located in the study area is considered too small for development according to contemporary standards.



OWNERSHIP

Downtown Lake City  
CRA Master Plan  
Lake City, Florida - May 2011



Fig. A.5 Map showing major public owners in the Downtown CRA



CIRCULATION

Downtown Lake City is currently served by a diverse, but constrained transportation network system consisting of roadways, public transportation and bicycle/ pedestrian facilities.

Roadways and Street Network

Downtown Lake City’s street grid is observed to be generally uniform with a minimal number of cul-de-sacs or dead ends. Therefore an efficient pedestrian and vehicular movement across the Downtown CRA can be achieved by traveling along most of the north-south or east-west streets. The only exception is the wetlands zone adjacent to Lake Desoto that creates a north-south disconnect with Duval Street along the eastern edge of the Lake and an east –west disconnect between NE Drury Drive and Hernando Avenue.

As illustrated in Fig. A.7, Marion Avenue, Main Boulevard and Hernando Avenue are the three streets that are the major transportation corridors of the downtown in the north –south direction. Duval Street, SW Baya Drive, CR 100A (Basscom Norris Drive), Franklin Street, Railroad Street, and MLK Street form the major east west corridors of the downtown.

The intersection of Duval Street with Hernando Avenue experiences circulation issues, primarily because of the multiple ingress and egress points from the parking areas, and the County facilities. Downtown’s street network consists of two-way streets with the exception of one-way streets along Hernando Avenue between Madison and Franklin Streets, and Lake Desoto Circle.

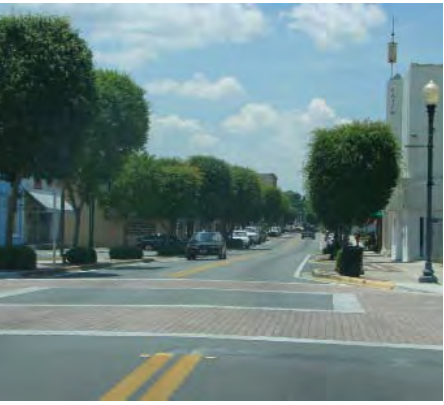
Parking

Parking is an important component of the Downtown’s overall transportation network and influences various aspects of the Downtown’s character including urban design, walkability, traffic circulation and economic development.

County and local government services, including the Columbia County Office, Columbia County Court Administration, and Lake City City Hall are the primary parking generators in Downtown Lake City.

During the visioning sessions conducted as part of this master planning process, parking was a recurrent issue identified by the participants. While the County facilities were found to be the prime traffic generator contributing to circulation and access problems at key intersections along Marion Avenue, the remainder of the Downtown area occasionally experienced parking congestion, particularly during meetings at City Hall and special events on Lake Desoto.

Effective management of on-street parking spaces is critical in providing access to government employees, customers, business owners, and residents. As the residential and commercial base for the Downtown intensifies, the parking demand is likely to increase.



Duval Street

Main Boulevard

SW Baya Drive

Marion Avenue



Pedestrian Circulation

Downtown Lake City's overall physical structure, with blocks typically measuring 300 feet by 300 feet, is ideal for creating a safe pedestrian environment, allowing frequent intersections and interconnected areas.

The majority of County offices and retail areas in the Downtown are within a quarter-mile walking radius from Lake Desoto. Currently, pedestrian activity is high in the vicinity of the Columbia County Office, Columbia County Court Administration, and the City Hall with employees and visitors walking between the various facilities and parking areas. Pedestrian activity is also concentrated in the precinct of Lake Desoto and Shands Lake Shore Hospital.

However, lack of clustered destinations other than offices in the area has resulted in an underutilized pedestrian environment. The planned improvements along Marion Avenue and the proposed lakefront improvements are expected to generate more foot fall in the area, thereby warranting the need for developing strategies and design guidelines that ensure adequate sidewalk widths and appropriate placement of streetscape elements such as shade trees, seating, traffic calming, and lighting in relation to destinations.

PEDESTRIAN DESTINATIONS

Planned development efforts in Downtown Lake City, such as waterfront entertainment district, SW Main Boulevard/US 441 improvements, Duval Street revitalization are expected to transform the existing pedestrian orientation of the Downtown. Currently, most of the pedestrian traffic generated in the Downtown is related to the County facilities and the Lake. The Downtown area also has a few heritage and recreation resources, which are currently underutilized and need better connectivity through appropriate physical interventions and marketing strategies.

EXISTING DESTINATIONS

- Columbia County office
- Columbia County court administration
- City Hall
- Area restaurants
- Richardson High School and Niblack Elementary School
- Churches
- Lake Desoto Circle
- City Park

PEDESTRIAN PROFILES

The pedestrian users in Downtown Lake City can be classified into seven basic categories:

- Government Employees
- Downtown Business Owners and customers
- Professional Offices and clients
- Downtown and City residents
- Government Business Visitors
- Special Events Visitors
- Church parishioners



Fig. A.6 Pedestrian Destinations Map





Demand Routes

In order to prioritize the improvements to the system, it is necessary to identify the major pedestrian demand routes. The demand routes can be determined by the users and their respective destinations. In addition, the plan must address the future land uses and future pedestrian demand routes. The following is a summary of the major user groups and their respective demand routes:

Weekday Commuters

The weekday commuters are those individuals who work in the Downtown every day. These individuals are either employed at one of the many government buildings or in the private sector office buildings. They commute into the city on the major roadways. At lunch hour, many of the commuters walk to the parking lot and drive to the many restaurants along US 441/Marion Avenue. However, due to a lack of restaurants in the Downtown CBD along Main Boulevard and Hernando Avenue, there is minimal pedestrian activity in the Downtown core. As a result of these existing demand patterns, the dominant pedestrian demand routes are limited to the sidewalk areas from public parking lots to the main employment centers.

Weekday and Weekend Visitors

Visitors to the Downtown come for a variety of reasons. The predominant reasons are:

- Visits to the several churches located in the Downtown
- Visits to the lakefront
- Visits to the Shands Lake Shore Hospital
- Special events visitors

As a result of these demand patterns, the major demand routes are as follows:

Marion Avenue, Hernando Avenue, Justice Street, Madison Street, Veteran’s Street, Hamilton Street, Hillsboro Street and Franklin Street, Duval Street, Columbia Avenue, Alachua Avenue, NW Broadway Avenue, NE Lakeshore Terrace, NE Davis Avenue, SE Vickers Terrace. In the future, a new demand pattern is expected to evolve as a result of the proposed projects including:

- Shands Lake Shore Hospital Expansion, Professional Offices Center, Senior/Assisted Living Facilities, Housing for Medical Professionals, Nursing School and Student Housing;
- Lake Desoto Planned Improvements
- Duval Street Revitalization
- Main Boulevard and Hernando Avenue Planned Destinations
- Various special events

Pedestrian Comfort Level

Sidewalk condition is the dominant factor affecting a pedestrian friendly environment. The sidewalk must be well maintained, have adequate width, and be contiguous. Considerations such as posted speed, buffer from the travel lane, presence of shade, safety topography, sidewalk width, sidewalk condition, pedestrian scaled buildings, presence of arcade or awnings, access to public restrooms are some of the factors used to measure the level of comfort.

In general, the central business district along Marion Avenue (US 441), Hernando Avenue, and the perpendicular streets -Justice Street, Madison Street, Veteran’s Street, Hamilton Street and Hillsboro Street have good pedestrian comfort parameters. Lake Desoto Circle has also been assessed to have good pedestrian friendly conditions. NE Franklin Street, NE Taylor Avenue, NE Davis Avenue, SW Main Boulevard, SW Columbia Avenue and Duval Street have a fair pedestrian environment: adequate sidewalk width, pedestrian scaled buildings, street amenities, lack of shade trees, traffic calming devices.

Shade is another important factor for the pedestrian to feel comfortable to walk in Lake City, as the weather here is hot and humid in the long summer time. Street trees and storefront awnings and arcades can provide the necessary shade for the pedestrians.

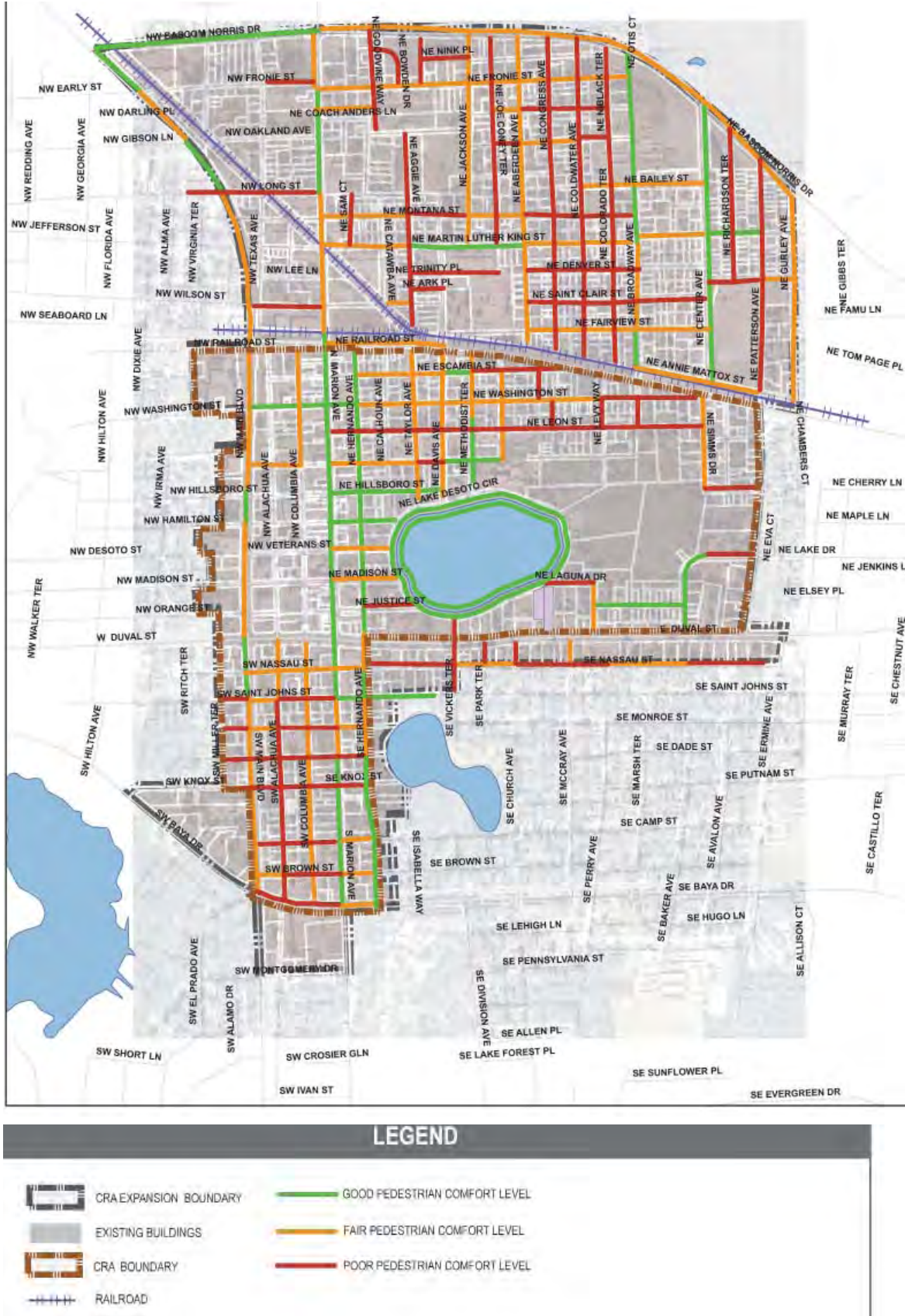


Fig. A.7 Pedestrian Comfort Map



PARKS, OPEN SPACE AND RECREATION

Annie Mattox Recreation Center is a city-owned facility, located in the north-east part of Downtown, bound by NE Center Avenue and NE Patterson Avenue and Railroad Street. The facility contains a large children’s playground, baseball court, tennis courts and is also the venue for several of the City’s events.

However the downtown lacks in park facilities for city level events and congregation spaces. To provide for these needs, the large playfields of the Richardson High School and Niblack School have the potential to be better utilized by the City residents and also generate revenue for the Schools.

**Lake Desoto**  
Lake Desoto is uniquely located in the center of the downtown which makes it the natural ‘heart’ of the city. In that sense it is the most prime public space and easily accessible within a quarter mile radius from the major pedestrian destinations of the city.

Another distinct advantage is the proximity of the Lake to Marion Avenue (US 441) and the CBD which are linked by perpendicular streets – NE Justice Street, NE Madison Street, NE Veterans Street, NE Hamilton Street, all of which are about 160 m in length. Such a short distance facilitates an easy movement for the city residents after shopping on Marion Avenue and therefore the Lakefront is proposed to be enriched by introduction of performance area/ Amphitheatre/Community Stage, Walking/Jogging Trail/Footbridges, Fishing Pier, boating facility, play area, Wedding event lawn, food courts, and landscaped green terraces, plazas/ with comfortable pedestrian amenities such as shaded seating areas with adequate lighting, furnishings and paving. In other words, the intent is to make the lakefront a vibrant public space with diverse activities for all age groups to relax and enjoy.



LEGEND		
	WETLANDS	OTHER VACANT LAND
	NEIGHBORHOOD PARK	SCHOOL PLAYFIELD
	VACANT RESIDENTIAL LAND	CIVIC PARK
	PARKING LOT	LAKE
		QUARTER MILE RADIUS

Fig. A.8 Open Space and Recreation Map



## Appendix B Finding of Necessity Study







FINDING OF NECESSITY STUDY

FOR THE EXPANSION OF THE BOUNDARIES OF THE  
Lake City Community Redevelopment Area

CITY OF LAKE CITY, FLORIDA

March 2011

FINDING OF NECESSITY  
FOR THE EXPANSION OF THE  
BOUNDARIES OF THE LAKE CITY  
COMMUNITY REDEVELOPMENT  
AREA

Prepared For  
CITY OF LAKE CITY, FL

March 2011





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Overview

The City of Lake City is located in Columbia County, in the north central portion of Florida. Since the 1980s, the City has invested significant resources to address deteriorating conditions in its Downtown Central Business District. The City Council, in 1981, created a Community Redevelopment Agency for the Downtown CBD area to create a more dynamic office, service, financial, entertainment, residential and governmental area. The original CRA was revised in 1989 and 1993. Since that time, several successful projects have been implemented contributing to the overall improvement of the area’s aesthetic character and the economic vitality of the Downtown area. Now, nearly 30 years later, community leaders have had the foresight to undertake an initiative to address the needs of areas in economic decline outside the boundaries of the original Lake City Community Redevelopment Area (Map 1).

The Finding of Necessity Study initially focused on the two expansion areas including a northern area (Map 1), which is generally defined by NW Main Boulevard on the west, NW Bascom Norris Drive on the north, NE Gurley Avenue on the east, and the original Downtown CRA boundary (NE Railroad Street) as the southern extent. A southern section of the proposed CRA expansion area was also analyzed, generally defined by SW Baya Drive to the west, portions of SE Hugo Lane, SE Lehigh Lane, SE Baya Drive and SW Montgomery Drive to the south, and SE Ermine Avenue to the east. The southern portion of the proposed Expansion Area is also contiguous to the existing Downtown CRA. Portions of the northern and western boundaries of the southern expansion area are adjacent to a portions of the existing CRA which run along E Duval Street and SE Hernando Avenue. After a detailed analysis of the existing conditions of the larger Study Area, parcels to be included in the recommended CRA Expansion Area were determined and the boundary lines revised. The identified parcels are intended to define the boundaries shown in Map 2. The properties should not be construed as the official boundary for the Community Redevelopment Area.



Location Map- Lake City

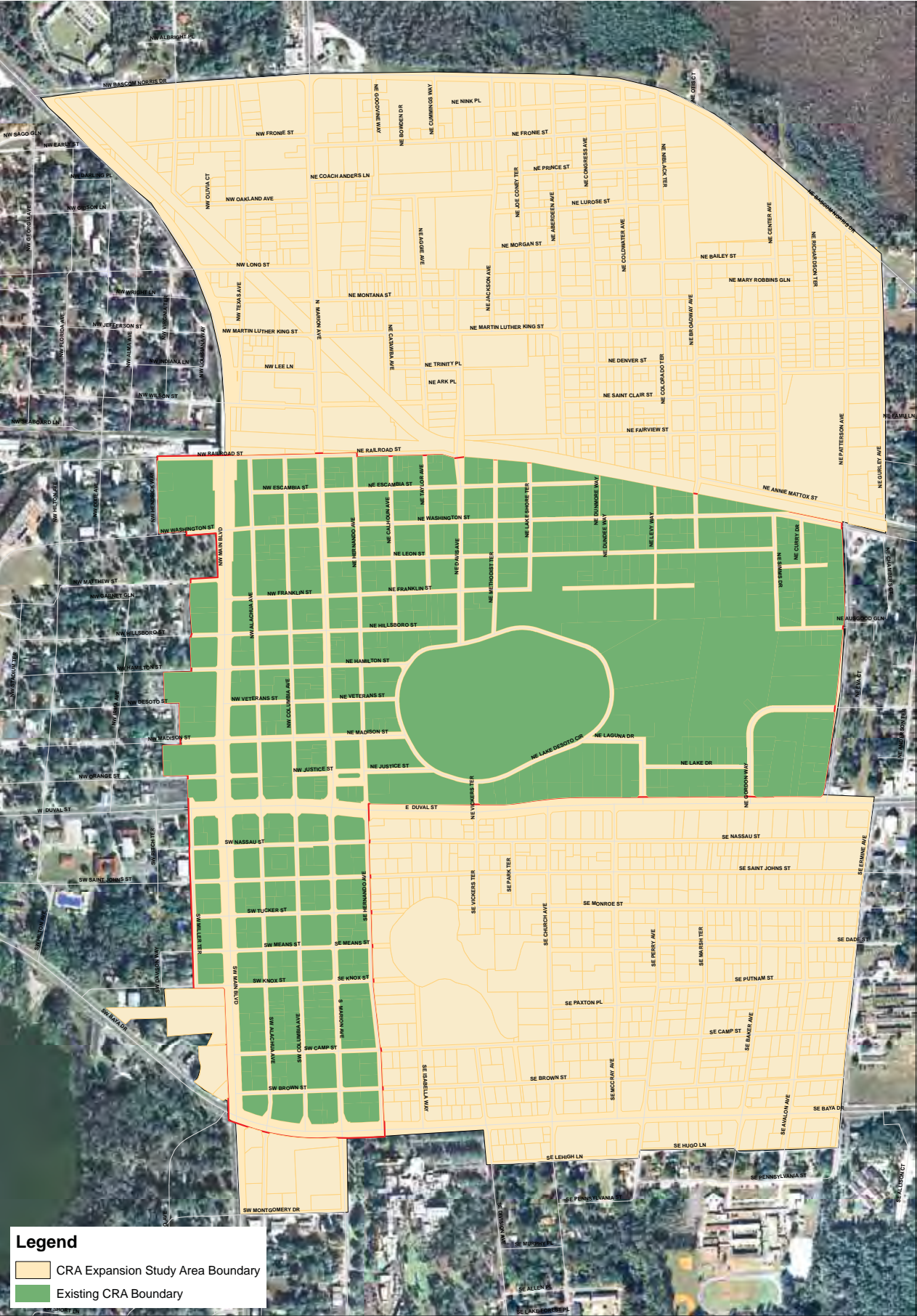
Building upon past success within the original CRA boundaries, the City is considering a course of action to similarly transform the condition of surrounding areas using tools provided to local governments through Chapter 163 Part II of the Florida Statutes. The City staff Councilled the IBI Group in October of 2010 to conduct a “Finding of Necessity Study” and determine the existence of “slum” or “blight” conditions in the proposed Downtown CRA Expansion Area of the City of Lake City, as defined by Section 163 of the Florida Statutes.

Determining the existence of “slum” or “blight” conditions within an area is the initial step in evaluating the appropriateness of an area for inclusion in an existing Community Redevelopment Agency. This study describes the physical and economic conditions and the regulatory requirements within the Study Area that are associated with blight, as defined by the Florida Statutes.



The report begins with an overview of the Community Redevelopment Act of 1969, Section 163 of the Florida Statutes that provides a definition for the terms “slum” and “blight”. Following the overview, Section II discusses the research methodology adopted and establishes the recommended boundaries for the Downtown CRA Expansion Area based on the factors that are found to be indicative of slum or blighted conditions in the Study Area. Section III presents a existing conditions of blight and a detailed analysis of the demographic data found in the Study Area. Section IV presents conclusions and recommendations relating to the expansion of the original Downtown CRA boundaries.

Appendix A contains the demographic data prepared by IBI Group. Appendix B contains a photo inventory of the blighted conditions in the Study Area compiled during the fieldwork conducted by IBI Group in October, 2010. Appendix C contains the original Downtown Redevelopment Plan, prepared in 1989.



I. Community Redevelopment Act of 1969

The Community Redevelopment Act of 1969, Chapter 163 Part III, Florida Statutes, authorizes local governments to establish community redevelopment agencies to improve slum and blighted areas within their jurisdiction. The Act sets forth the legal process by which local governments may establish community redevelopment agencies and provides financing and regulatory tools to undertake the complex task of overcoming the conditions that contribute to the causes of slum and blight in declining areas of the City.

Section 163.355 F.S. requires local governments desiring to establish a community redevelopment agency to adopt, by resolution, a finding that one or more “slum” or “blighted” areas exist within its jurisdiction and that the rehabilitation, conservation, or redevelopment of such areas is necessary in the interest of the public health, safety, morals, or welfare of the residents of the area. Upon adoption of a redevelopment plan, the City’s redevelopment agency can begin implementing the plan, including creation of a tax increment trust fund for the redevelopment area. The following paragraphs discuss “slum” and “blight” as defined in the Florida State Statute:

Section 163.335(1), F.S....Slum and blighted areas constitute a serious and growing menace, injurious to the public health, safety, morals, and welfare of the residents of the state; that the existence of such areas contributes substantially and increasingly to the spread of disease and crime, constitutes an economic and social liability imposing onerous burdens which decrease the tax base and reduce tax revenues, substantially impairs or arrests sound growth, retards the provision of housing accommodations, aggravates traffic problems, and substantially hampers the elimination of traffic hazards and the improvement of traffic facilities; and that the prevention and elimination of slums and blight is a matter of state policy and state concern in order

that the state and its counties and municipalities shall not continue to be endangered by areas which are focal centers of disease, promote juvenile delinquency, and consume an excessive proportion of its revenues because of the extra services required for police, fire, accident, hospitalization, and other forms of public protection, services, and facilities.

Section 163.335(2), F.S. ...certain slum or blighted areas, or portions thereof, may require acquisition, clearance, and disposition subject to use restrictions, as provided in this part, since the prevailing condition of decay may make impracticable the reclamation of the area by conservation or rehabilitation; that other areas or portions thereof may, through the means provided in this part, be susceptible of conservation or rehabilitation 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.

Section 163.335(3), F.S. ... powers conferred by this part are for public uses and purposes for which public money may be expended and police power exercised, and the necessity in the public interest for the provisions herein enacted is declared as a matter of legislative determination.

Section 163.335(5), F.S. ...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 therefore 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.

Section 163.335(6), F.S. ...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 conditions is a proper matter of state policy and state concern is for a valid and desirable purpose.

Section 163.335(7), F.S. ...prevention or elimination of a slum area or blighted area as defined in this part and the preservation or enhancement of the tax base are not public uses or purposes for which private property may be taken by eminent domain and do not satisfy the public purpose requirement of s. 6(a), Art. X of the State Constitution.

The Florida State Statute

The following paragraph provides the definition of “blighted areas” as defined in Section 163.340 (8) of the Florida State Statute:

Section 163.340(8), "Blighted area" means an area in which there are a substantial number of deteriorated, or deteriorating structures, in which conditions, as indicated by government-maintained statistics or other studies, are leading to economic distress or endanger life or property, and in which two or more of the following factors are present:

- (a) Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities;
- (b) Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions;
- (c) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
- (d) Unsanitary or unsafe conditions;
- (e) Deterioration of site or other improvements;
- (f) Inadequate and outdated building density patterns;
- (g) Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality;
- (h) Tax or special assessment delinquency exceeding the fair value of the land;
- (i) Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality;
- (j) Incidence of crime in the area higher than in the remainder of the county or municipality;
- (k) Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county or municipality;
- (l) A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county or municipality;
- (m) Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area; or
- (n) Governmentally owned property with adverse environmental conditions caused by a public or private entity.



II. Study Area Description

The initial study area for the blight analysis was split into two sections, north and south. The northern area was generally defined by the following boundaries- NW Main Boulevard on the west, NW Bascom Norris Drive on the north, NE Gurley Avenue on the east, and the original Downtown CRA boundary (NE Railroad Street) as the southern extent. The southern area was generally defined by the following boundaries- SW Baya Drive to the west, portions of SE Hugo Lane, SE Lehigh Lane, SE Baya Drive and SW Montgomery Drive to the south, SE Ermine Avenue to the east and the original Downtown CRA to the north.

The proposed expansion area was determined based on the following criteria:

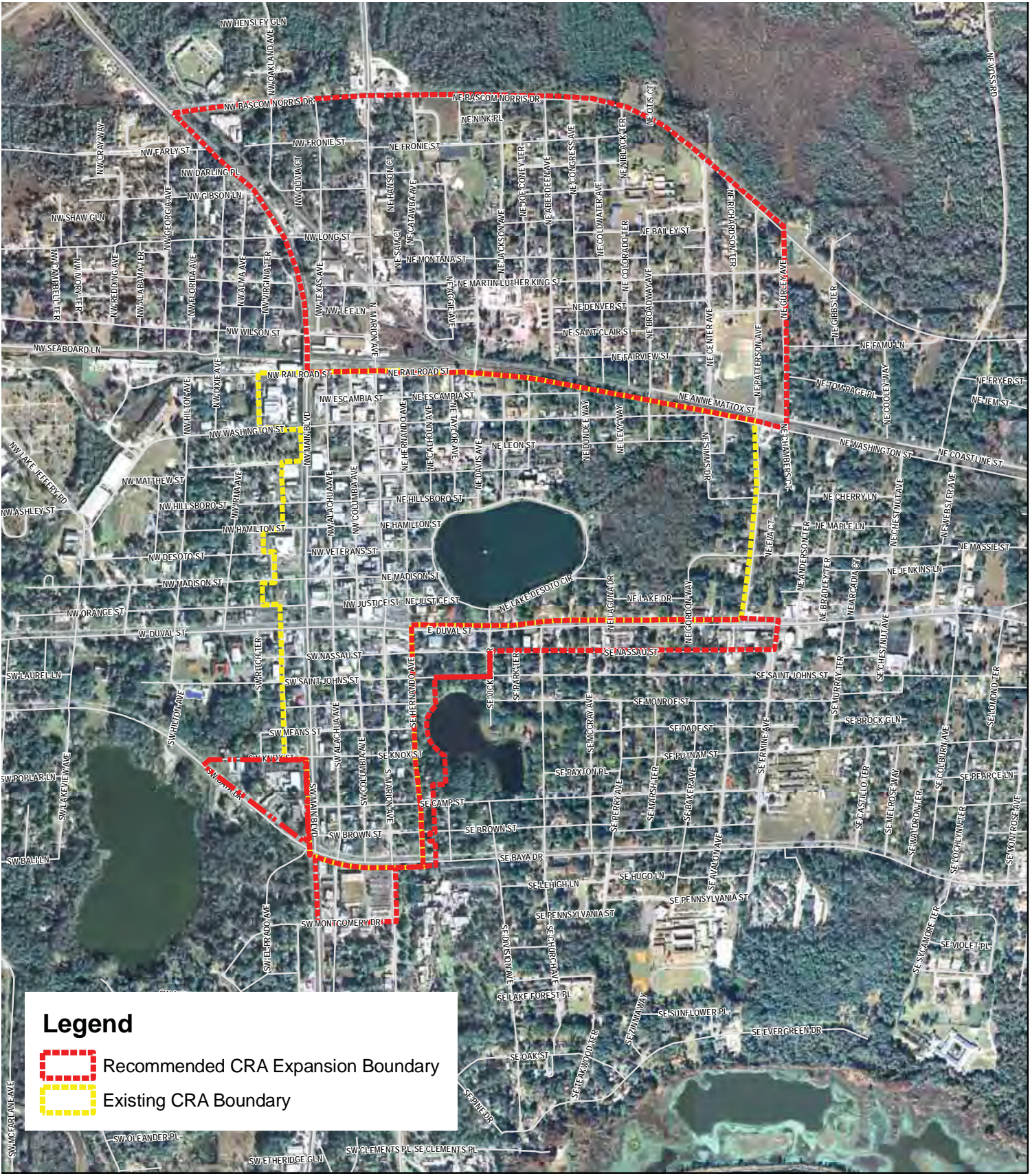
- Statutory criteria pertaining to site and economic conditions that warrant the use of redevelopment powers provided by Statute.
- Consideration of future development or redevelopment potential based on factors including ownership patterns, parcel sizes, ease of assemblage, and housing values.
- Consideration of sound planning principles for continuity of future land use based on adjacent land uses or land attributes, transportation systems, and the efficient provision of government utilities and services.
- Deteriorating commercial corridors and areas with commercial, industrial and residential land use conflicts.
- Areas providing a logical terminus for the boundaries such as SR 100 and existing CRA boundaries

This area was selected because it conforms to applicable provisions of Section 163.340, Florida Statutes, relating to areas considered for Community Redevelopment Plans. Based on the definitions in the Statute and analysis of “blight” conditions discussed in this Study, the legal description for current and proposed Downtown CRA boundaries are as follows (Map 2):

Current CRA Boundaries

The following is a legal description of the boundaries of the Downtown Community Redevelopment Area:

Commence at the intersection of the East right-of-way line of NE Hernando Avenue and the North right-of-way line of NE Railroad Street in the northern division of Lake City, Florida for a Point Of Beginning; thence run Easterly along said North right-of-way line of NE Railroad Street to the East right-of-way line of NE Davis Avenue and the Southerly right-of-way line of CSX Railroad; thence continue along the said Southerly right-of-way line of CSX Railroad to its’ intersection with the Westerly right-of-way line of NE Patterson Avenue and the Northerly right-of-way line of NE Washington Street; thence run Southerly along the said Westerly right-of-way line of NE Patterson Avenue to the intersection of the Northerly right-of-way line of E Duval Street (AKA US HWY 90); thence run Westerly along the said Northerly right-of-way line of E Duval Street to the intersection of the Easterly right-of-way line of NE Hernando Avenue and then Northerly right-of-way line of E Duval Street (US HWY 90); thence run Southerly along the East right-of-way line of SE Hernando Avenue to the Southerly right-of-way line of SE Baya Drive; thence run Westerly along the said right-of-way line of SE Baya Drive to it’s intersection with the Westerly right-of-way line of SW Main Boulevard (AKA US HWY 41); thence run Northerly along the said Westerly right-of-way line of SW Knox Street; thence run Westerly along said South right-of-way line to extended West right-of-way line of SW Miller Terrace; thence run Northerly along the said West right-of-way line of SW Miller Terrace to the South right-of-way line of NW Orange Street; thence run Westerly along the said South right-of-way line of NW Orange Street to the extended Westerly Property line of Block 312, Western Division of the City Of Lake City, Florida; thence run Northerly along said Westerly property line to the South right-of-way line of NW Madison Street; thence run Easterly along the said South right-of-way line to the extended Easterly right-of-way line of NW DeSoto Street; thence run Northerly along the said Easterly right-of-way line of NW DeSoto Street to the Northeast corner of the



City of Lake City  
Map 2: Recommended CRA Expansion Boundary



right-of-way line of said NW DeSoto Street; thence run Westerly along the North right-of-way line of said NW DeSoto Street to the West property line of Parcel Number12244-000; thence run Northerly along the said West property line to the South right-of-way line of NW Hamilton Street; thence run Easterly along the said South right-of-way line of NW Hamilton Street to the extended Westerly property line of Parcel Number 12233-000; thence run Northerly along said Westerly property line to the South right-of-way line of NW Hillsboro Street; thence continue Northerly across NW Hillsboro Street along the extended West property lines of Parcel Numbers 12230-000, 12229-000, and 12228-000 to the South right-of-way line of NW Matthew Street; thence run across said NW Matthew Street to the Southerly property line of Oak Lawn Cemetery; thence run Easterly along said Southerly property line to the Easterly property line of said Oak Lawn Cemetery, also being the West right-of-way line of US HWY 41 (AKA NW Main Boulevard); thence run Northerly along said Easterly property line of Oak Lawn Cemetery to the Northeast property corner of said Oak Lawn Cemetery; thence run Westerly along the North property line of said Oak Lawn Cemetery (AKA the Southerly right-of-way line of NW Washington Street) to the extended Easterly right-of-way line of NW Hendrick Way; thence run Northerly along the said Easterly right-of-way line of NW Hendrick Way, extended to the Northerly right-of-way line of NW Railroad Street; thence run Easterly along the said Northerly right-of-way line of NW Railroad Street, across NW Main Boulevard (AKA US HWY 41) to the intersection of the extended East right-of-way line of NE Hernando Avenue and the North right-of-way line of NE Railroad Street, also being the Point Of Beginning.

Proposed Expansion Area

An area north of the existing Downtown CRA being described as:

Beginning at a point on the existing CRA boundary where NE Railroad Street intersects NW Main Boulevard, proceed north along extended centerline of NW Main Boulevard through the paved right-of-way to its intersection with NW Bascom Norris Drive; continue east, following the centerline of NW Bascom Norris Drive as it runs east generally to a point where it intersects NE Gurley Avenue; then proceeding south along the centerline of NE Gurley Avenue to the point of intersection with NE Annie Mattox Street; then proceeding slightly northwest along the centerline of NE Annie Mattox Street to the intersection of NE Railroad Street; then proceeding west to the point of beginning.

Additionally, an area south of the existing Downtown CRA being described as:  
Commence at the intersection of the North right-of-way line of E Duval Street (AKA US HWY 90) and the East right-of-way line of SE Hernando Avenue for a Point Of Beginning; thence run Easterly along E Duval Street to its intersection with the extended Northerly right-of-way line of SE Ermine Avenue; thence run Southerly along said North right-of-way line of E Duval Street to the West right-of-way line of SE Ermine Avenue and the Southerly right-of-way line of SE Nassau Street; thence continue along the said Southerly right-of-way line of SE Nassau Street to its intersection with the Westerly right-of-way line of SE Vickers Terrace; thence continue Southerly along SE Vickers Terrace to its south right-of-way line of SW Saint John Street; thence Westernly along SW Saint John Street to the extended property lines of parcels fronting the south right-of-way line of Hernando Street; thence continue Southerly along the extended East property lines of parcels to the Southerly right-of-way line of SE Baya Drive; thence run Southerly along the east right-of-way line of S Marion Avenue to its intersection with the Southern right-of-way line of SW Montgomery Drive; thence Northerly along the west right-of-way line of SW Main Boulevard to its intersection with SW Baya Drive; thence run north-westerly along SW Baya Drive to its intersection with SW Knox Street and continue to the intersection with the western extent of the current CRA boundaries.

Columbia County Property Appraiser records indicate that the proposed Downtown CRA Expansion Area contains 721 parcels encompassing an area of 232 acres excluding right-of-ways. In comparison, there are 6,070 parcels in the City of Lake City encompassing an unofficial area of 6,942 acres excluding right-of-ways. The proposed Downtown CRA expansion area represents approximately 5.6% of the City’s total land area and nearly 20% of the total parcel count.

According to the definition provided by the Florida Statute, in addition to the substantial number of deteriorating structures and conditions leading to economic distress, two or more of the fourteen (14) factors must be present to determine that blighted conditions exist in an area. This study documents, the existence of at least five of these factors, establishing that blighted conditions exist in the recommended Downtown CRA Expansion Area Study Area, The conditions are summarized in Table 1 :

Table 1. Blight Conditions and Indicators, Proposed Downtown Expansion Area

Condition/ Factor Required by Statute	Indicator
163.340 (8) Conditions leading to economic distress	Unemployment Rate Data (2010 estimates)
	Household Income (2010 estimates)
	Poverty Rate Data (2010 estimates)
163.340 (8)(a) Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities;	Field Observations/ Photo Inventory (IBI Group, 2010)
1634.340 (8)(b) Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions;	Property Values (Columbia County Property Appraiser Data)- 3 year data was utilized to analyze this indicator due to data unavailability
163.340 (8) (c) Faulty Lot Layout in relation to size, adequacy, accessibility, or usefulness	Parcel Sizes (Columbia County Property Appraiser Data)
163.340 (8) (d) Unsanitary or unsafe conditions;	Windshield Survey/ Photo Inventory (IBI Group)
	Age of structures (Columbia County Property Appraiser Data)
163.340 (8) (e) Deterioration of site or other improvements	Age of Structures (Columbia County Property Appraiser Data)
	Windshield Survey/ Photo Inventory (IBI Group)
163.340 (8) (i) Residential and commercial vacancy rates higher in the area than in the remainder of the County or municipality	Vacancy Rates (Columbia County Property Appraiser Data)
163.340 (8) (j) Incidence of crime in the area higher than in the remainder of the community	City of Lake City Police Department Crime Statistics (2010)



Project Methodology

Meetings and discussions with the City and CRA staff contributed significantly to the analysis of the Downtown CRA Expansion Study Area. Additionally, IBI Group conducted a field survey to characterize, at a block and parcel level, the types and extent of physical and economic blight existing within the Study Area.

Following the field survey, each parcel in the Study Area was individually evaluated through GIS based analysis with respect to physical conditions, as appropriate, and conditions noted. The GIS database was provided by the City of Lake City GIS Department and the Columbia County Property Appraiser records. Other sources that were instrumental in determining the blight conditions included the socio-economic indicators (2000 Census data and 2010 estimates) provided through the ESRI Business Analyst software.

The slum and blight analysis also included an evaluation of the planning documents and reports relating to relevant conditions in the Study Area. Each relevant condition was then mapped separately to illustrate the blighted conditions in the Study Area. A composite map was constructed that showed the Study Area blocks that were affected by one or more condition and any unaffected blocks. The composite map was examined for patterns of areas needing or not needing redevelopment. The emerging patterns were used in formulating a recommendation for the Downtown CRA Expansion Area boundaries and determining blight conditions according to the Statute.

The inventory of blighting conditions was conducted using an approach consistent with the requirements of the Florida Statute. The findings are presented as a series of site photos, maps, statistical tables and text descriptions of the blight conditions established in the proposed Downtown CRA Expansion Area.



Existing Conditions: Inadequate or defective street layout; deterioration of roadways



Existing Conditions: Dilapidated structure, lack of sidewalks and inferior lot layout



Existing Conditions: Vacant and dilapidated structure



Existing Conditions: Unsafe or unsanitary conditions



Existing Conditions: Faulty lot layout and lack of sidewalks



Existing Conditions: Inadequate sidewalk conditions

III. Findings

Section 163. 340 (8) (a) PREDOMINANCE OF DEFECTIVE OR INADEQUATE STREET LAYOUT, PARKING FACILITIES, ROADWAYS, OR PUBLIC TRANSPORTATION FACILITIES

The major thoroughfares serving the study area- NW Main Boulevard, N Marion Avenue (north-south); NE/NW Bascom Norris Drive, E/W Duval Street and SE/SW Baya Drive (east-west), appear to have adequate capacity to accommodate the existing development in the Study Area. While the existing roadway capacities appear adequate, the physical conditions of the roadways may warrant additional studies to be conducted for any future redevelopment projects with increased densities in the study area.

Unlike the grid street network found in the Downtown core area, the proposed expansion area is characterized by an inadequate street layout that hinders interconnectivity between adjacent neighborhoods and the City as a whole. The GS & F Railroad bisects the northwest quadrant of the study area, resulting in dead ends on several minor local streets and traffic issues that impact both residential and nonresidential uses along the corridor. In the southeast quadrant of the Study Area, several superblocks are present between SE McCray Avenue and SE Ermine Avenue. These conditions

In addition, the study area also consists of large tracts of industrial lands, located on the northern and north-western sections of the area, again displacing the grid pattern and creating dead ends leading to an increase in problems associated with inefficient pedestrian and vehicular movement within the proposed redevelopment expansion area.

The existing sidewalk network in the study area is also characterized by deteriorating conditions such as missing connections and frequent instances of disrepair (cracks, uneven, broken pavement etc.). While sidewalks are installed at frequent intervals on both sides of the primary corridors (NW Main Boulevard, N Marion Avenue, NE/NW Bascom Norris Drive, E/W Duval Street and SE/SW Baya Drive), there is an evident lack of traffic calming measures, such as pedestrian islands and speed tables at cross streets, leading to a hazard for pedestrians and bicyclists. In some portions of the Study Area there are no sidewalks installed resulting in an unsafe pedestrian environment.



Existing Conditions: Inadequate sidewalk network



Existing Conditions: Unsafe pedestrian conditions



Existing Conditions: Missing sidewalks



In terms of parking and vehicular circulation, most commercial properties in the study area have setbacks that have typical suburban configuration characterized by parking located in the front of properties with insufficient separation or buffering between rights-of-way and parking areas. Numerous driveways and curb cuts are found at frequent intervals along the primary corridors. These multiple points of entry cause significant vehicular and pedestrian conflicts leading to unsafe conditions.

Several commercial and institutional uses are sited on residential sized lots leading to spillover parking and backing into the street resulting in inefficient circulation and safety issues for both pedestrians and motorists.

Parking conditions in the residential neighborhoods of the study area exhibit signs of defective lot configurations. Narrow lot layouts are found on several residential properties forcing the residents to park along the public rights-of-way. Congestion from these vehicles parked along the public rights-of-way reduces the travel lane widths and impairs traffic and pedestrian circulation on the affected streets.



Commercial Areas: Inadequate Street Layout (Missing Sidewalks, Inadequate parking, Deteriorating pavement conditions)



Residential Areas: Inadequate Street Layout (Missing Sidewalks, Inadequate parking, heavy cut-through traffic in residential areas)

Section 163. 340 (8) (b) AGGREGATE ASSESSED VALUES HAVE FAILED TO SHOW ANY APPRECIABLE INCREASE OVER THE FIVE YEARS PRIOR TO THE FINDING OF SUCH CONDITIONS

Ideally, the value of property should increase over time and show signs of growth somewhat consistent with trends in growth of the overall economy. This is usually an indication of the health of the local real estate market revealing the level of interest in private sector investment. Property values that are relatively static or declining may indicate a weakening market or reflect a change in the investment image of an area for several reasons. As previously stated, it is the intent of the Community Redevelopment Act to preserve the tax base and therefore the revenues for taxing authorities to support public services.

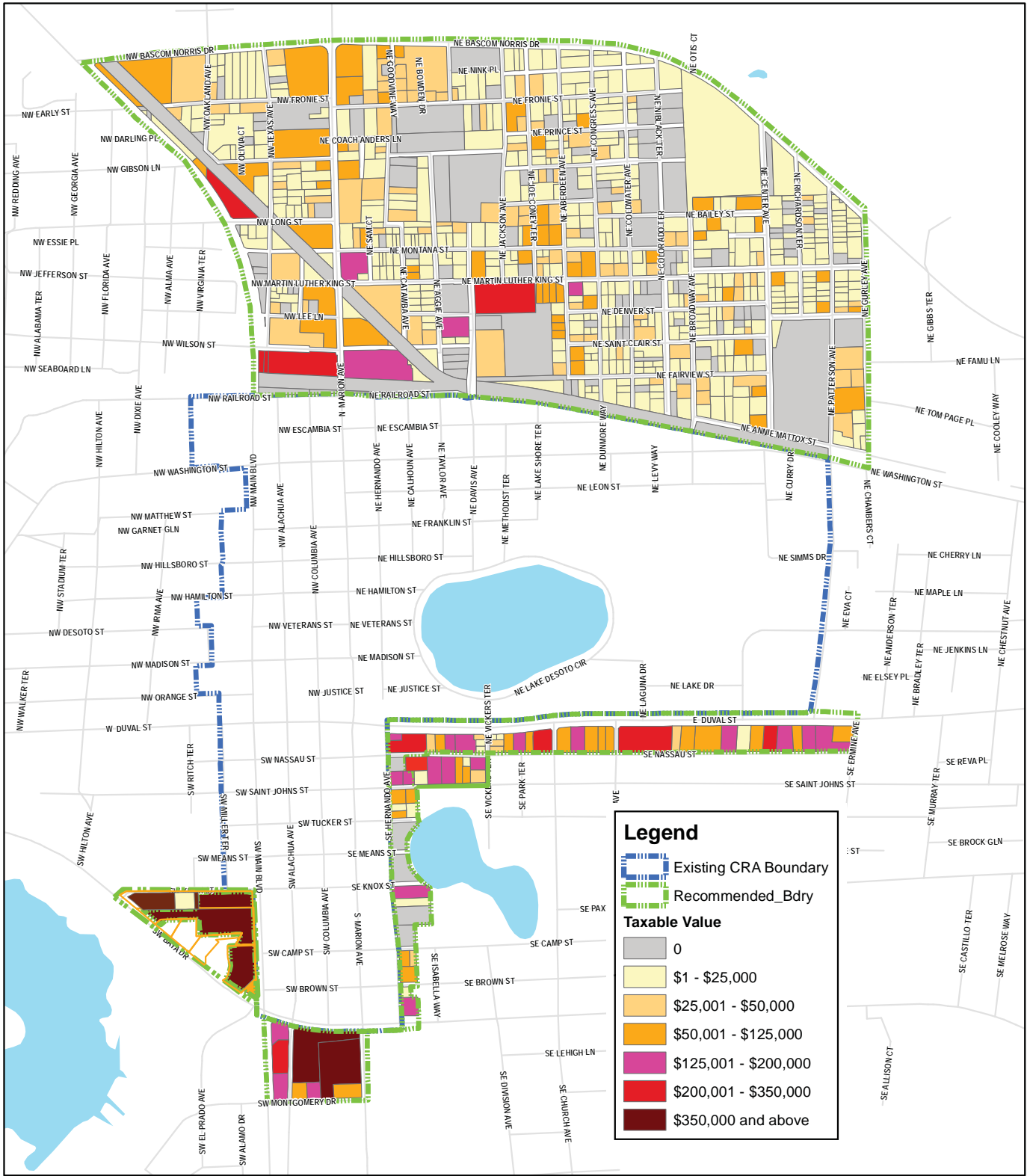
According to data available from the City of Lake City and Columbia County for taxable values over the past three years, the proposed redevelopment area contains 721 parcels of property with an average taxable value of \$18,151. The Study Area showed a 9.5% decline in taxable value from the year 2008 to 2010. The City’s taxable value grew from \$113,927 to \$115,986 during the same period, accounting for an increase of 1.8%. (Map 3)

Table 2. Taxable Value Growth Rate (2008 - 2010)

	2008	2009	2010	% change 2008-2010
Just Value	\$37,442	\$34,908	\$33,047	-11.74%
Assessed School	\$33,345	\$31,685	\$30,516	-8.48%
Assessed Non School	\$33,345	\$31,626	\$30,488	-8.57%
<b>Taxable School</b>	<b>\$20,056</b>	<b>\$18,757</b>	<b>\$18,151</b>	<b>-9.50%</b>
Taxable Non School	\$19,122	\$17,728	\$17,089	-10.63%

Source: Columbia County Property Appraiser GIS Database (2010)  
All values in '000s





City of Lake City  
Taxable Value

MAP 3



SECTION 163. 340 (8) (c) FAULTY LOT LAYOUT IN RELATION TO SIZE, ADEQUACY, ACCESSIBILITY, OR USEFULNESS

The size of parcels has a significant impact on the redevelopment potential for any proposed property. Typically, older platted subdivisions and commercial properties are too small for development and exhibit non-conformance with current zoning regulations. Contemporary development trends favor larger sites for redevelopment as they offer the flexibility to provide a variety of uses and a mix of activities. Larger sites also reduce the complexities involved with assembly of smaller parcels to support large scale redevelopment projects.

The development of commercial uses on substandard lots also has a deleterious impact on neighboring residential uses, due to traffic hazards caused by business parking located in the front of the property, encroachments into residential areas, inadequate buffering, and spill-over parking. These properties are further limited by their size in relation to parking and setback requirements, stormwater treatment standards and landscaping requirements. The lot depths of several properties located in the study area is considered too small for development according to contemporary standards.

Map 4 identifies the deficient parcels in relation to lot sizes found in the Study Area. Inconsistencies between lot sizes and lot size requirements can be identified by comparing the minimum lot area requirements contained in the zoning code to the existing lot parcel sizes. As illustrated in Table 3, nearly 15 percent of the properties in the Study Area do not meet the minimum lot area requirements (6,000 sq.ft. min. lot size) listed in the City of Lake City Land Development Regulations.

Table 3. Faulty Lot Layout

City				
Size	# of Parcels	%	Acreage	%
Less than 3,000 square feet	465	7.66%	8.86	0.13%
Between 3,000 sq.ft. and 3,500 sq.ft.	62	1.02%	4.64	0.07%
Between 3,500 sq.ft. and 5,000 sq.ft.	340	5.60%	33.22	0.48%
Greater than 5,000 sq. ft.	5203	85.72%	6,895.49	99.33%
Total	6070	100.00%	6,942.21	100.00%

Recommended Expansion Area

Size	# of Parcels	%	Acreage	%
Less than 3,000 square feet	43	5.96%	2.15	0.92%
Between 3,000 sq.ft. and 3,500 sq.ft.	9	1.25%	0.66	0.28%
Between 3,500 sq.ft. and 5,000 sq.ft.	102	14.15%	9.86	4.24%
Greater than 5,000 sq. ft.	567	78.64%	219.89	94.56%
Total	721	100.00%	232.55	100.00%

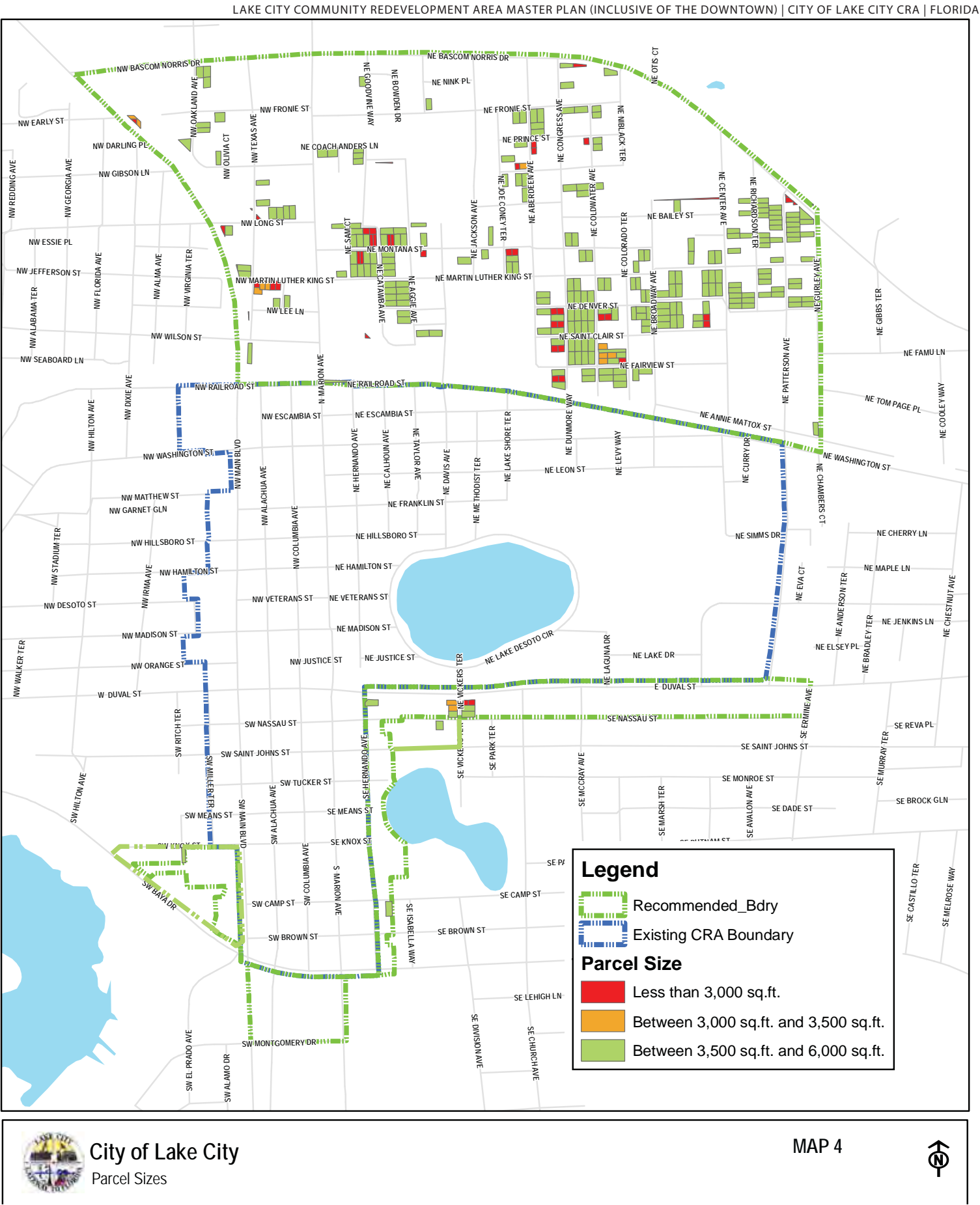
Source: City of Lake City Property Appraiser GIS Database (2010)



EXPANSION OF THE DOWNTOWN REDEVELOPMENT AREA BOUNDARIES

Additionally, the proposed Downtown CRA Expansion Area is characterized by conflicting land uses on adjacent properties. The proximity of industrial uses, located near the railroad, to residential uses has a negative impact on the investment climate of the corridor for both residential and commercial properties. Several of the existing industrial properties within the study area lack adequate area for parking and loading. Often when this occurs, the only recourse is to assemble surrounding property in order to attain a parcel large enough to meet regulated design standards, as well as make the site functional for intended uses. This results in encroachment into vacant parcels in adjacent residential areas leading to further deterioration in the quality of life for area residents due to a related increase in levels of traffic, noise, and pollution produced by the incompatible uses.

FAULTY LOT LAYOUT CONDITIONS (PHOTO INVENTORY)





**SECTION 163. 340 (8) (D) UNSANITARY OR UNSAFE CONDITIONS**

Unsafe conditions in the expansion area are evident through the following four factors: crime and accident incidents; inadequate pedestrian infrastructure; and deteriorating site attributes. The study area contains many structures that are currently in unsafe or dilapidated condition. These properties include residential and non-residential structures, as illustrated by the photographs shown below. Furthermore, many properties in the area exhibit poor yard/lot conditions which can be characterized by overgrown grass and/or large amounts of trash, outdoor storage, junk and inoperable vehicles that would require considerable effort to remove from the site.

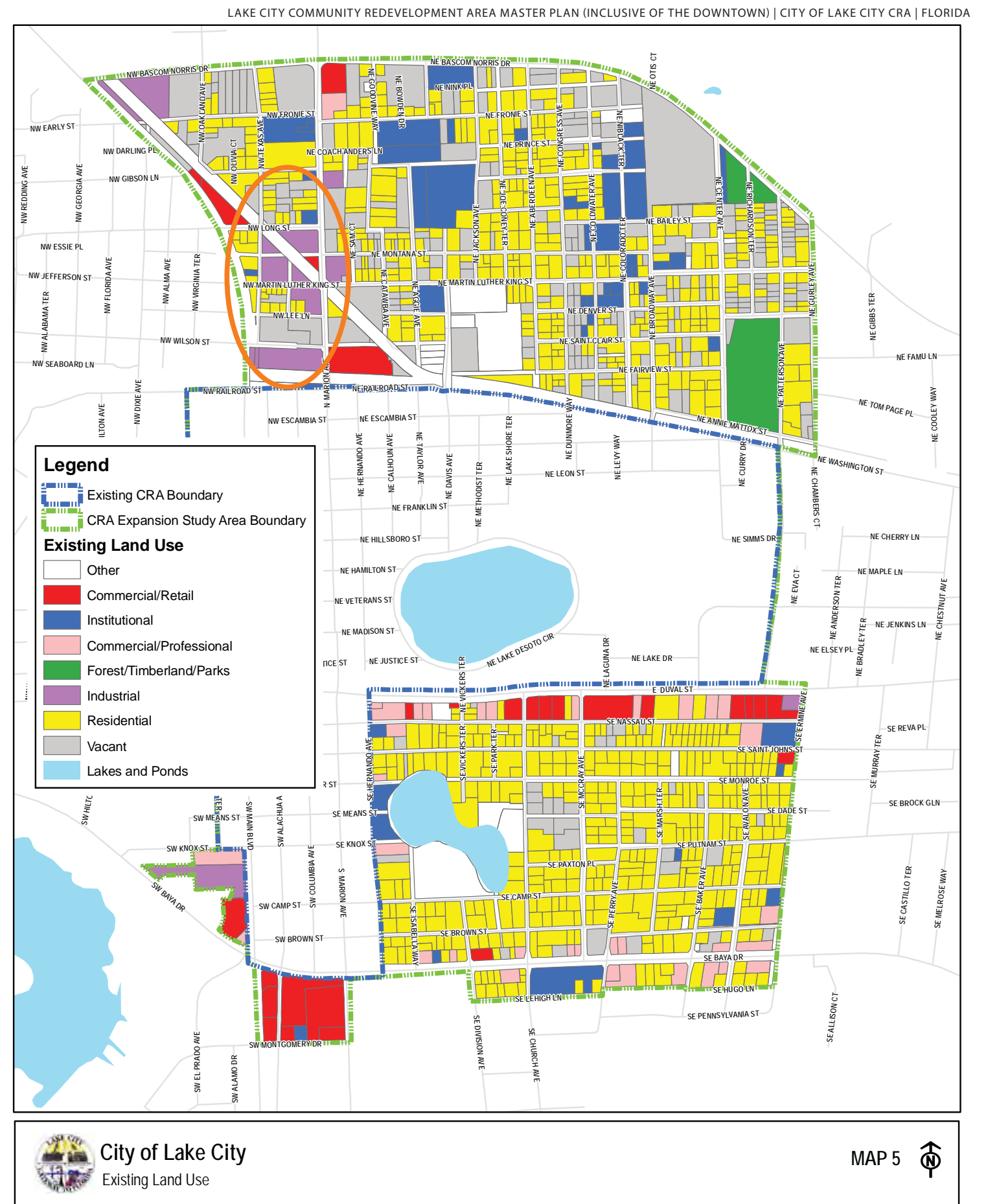
The existing roadway conditions in the study area do not support pedestrian infrastructure fostering an unsafe environment for both pedestrians and motorists. Pedestrian islands and clear crossings are missing along the majority of the area's high traffic roadways.

Excessive curb cuts in the study area, primarily along the major commercial corridors, also contribute in exacerbating the existing unsafe conditions witnessed in the study area. While curb cuts are necessary features for vehicular access to parcels and are not a safety issue when viewed in isolation, however, a large number of curb cuts within a short distance can produce an unsafe environment for both motorists and pedestrians. Combined these physical conditions demonstrate significant occurrence of unsanitary and unsafe conditions within the study area.

As discussed previously, the entire Study Area is characterized by location of incompatible land uses in close proximity to each other. While the industrial areas are critical in maintaining the economic vitality of the area, the lack of adequate buffering and unsafe conditions associated with industrial uses result in deterioration of the area's overall quality of life.



### Unsafe or Unsanitary conditions: Residential Areas





SECTION 163. 340 (8) (E) DETERIORATION OF SITE OR OTHER IMPROVEMENTS

The presence of a substantial number of deteriorated or deteriorating structures in an area is an indication of blight as defined by the Florida Statute. These conditions impair economic growth including the lack of private investment to maintain the integrity and value of existing development, depreciation in housing values, high risk factor for new development, and a reduced tax base for the City. Additionally, deteriorated buildings create additional expense for the community in the need for increased code enforcement personnel, fire hazards, community policing, and inspections.

Fieldwork and windshield survey conducted by IBI Group confirmed the existence of deteriorating conditions and sites in the study area. The windshield survey used a visual analysis technique to broadly evaluate building conditions in the areas of exterior walls and structure, doors and windows, and yard/lot conditions. Photographs and physical observations of the expansion area show a variety of housing conditions. While some housing units are well kept and well maintained, others are in varying stages of disrepair. There are two general types of substandard housing found in the Study Area:

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

- Broken or missing materials in small areas of exterior wall or roof;
- Badly weathered appearance;
- Indications of rotting;
- Shirting of roof line or foundation;
- Open pockets in exterior walls.

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

- Inadequate or missing original construction;
- Severe damage due to fire or weather;
- Holes in large areas of the roof;
- Sagging roof lines and bulging walls;
- Doors or windows incapable of being closed or secured;
- Large areas of rot or termite damage;



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. A number of units are presently occupied; however, they have been allowed to slide into disrepair. 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. Poorly maintained and overgrown vacant lots and other open spaces such as easements and canal banks are blighting influences on residential neighborhoods. Periodic maintenance of these areas, with costs billed to the landowner, can prevent the accumulation of debris and overgrowth.

Tornado Damage

The damage caused by tornadoes in the City have contributed to the inventory of deteriorating structural and yard conditions found in the recommended Downtown CRA Expansion Area. According to the damage assessment data provided by the City of Lake City GIS Department, over 90 properties in the proposed expansion area were damaged during the 2005 tornadoes. High force winds could cause severe damage to the structure of buildings and render critical equipment, such as electrical systems inoperable leading to further deterioration of existing structures and high vacancy rates. Map 5 illustrates the tornado damage found in the recommended Expansion Area.

Age of structures

The age of housing is a potential contributor to the declining conditions and high vacancy rates witnessed in the Downtown CRA Expansion Area. Aging buildings typically require increased maintenance and repair. Additionally, the interior space, exterior appearance, and functional aspects of older buildings may be considered obsolete for modern market demands. The age of a building in and of itself is not a blighting condition. If adequate investment and maintenance is made, older buildings can remain viable and desirable in the real estate market. In fact, the historic building stock lends to the attractive neighborhood setting in Downtown Lake City, and has contributed in the resurgence of private housing renovations, occurring primarily in the already existing CRA.

Conversely, a concentration of older, poorly maintained and dilapidated buildings creates many negative influences in an area including a loss of economic status, a lack of interest in new development, an increased occurrence of crime, and decreased revenues for businesses.

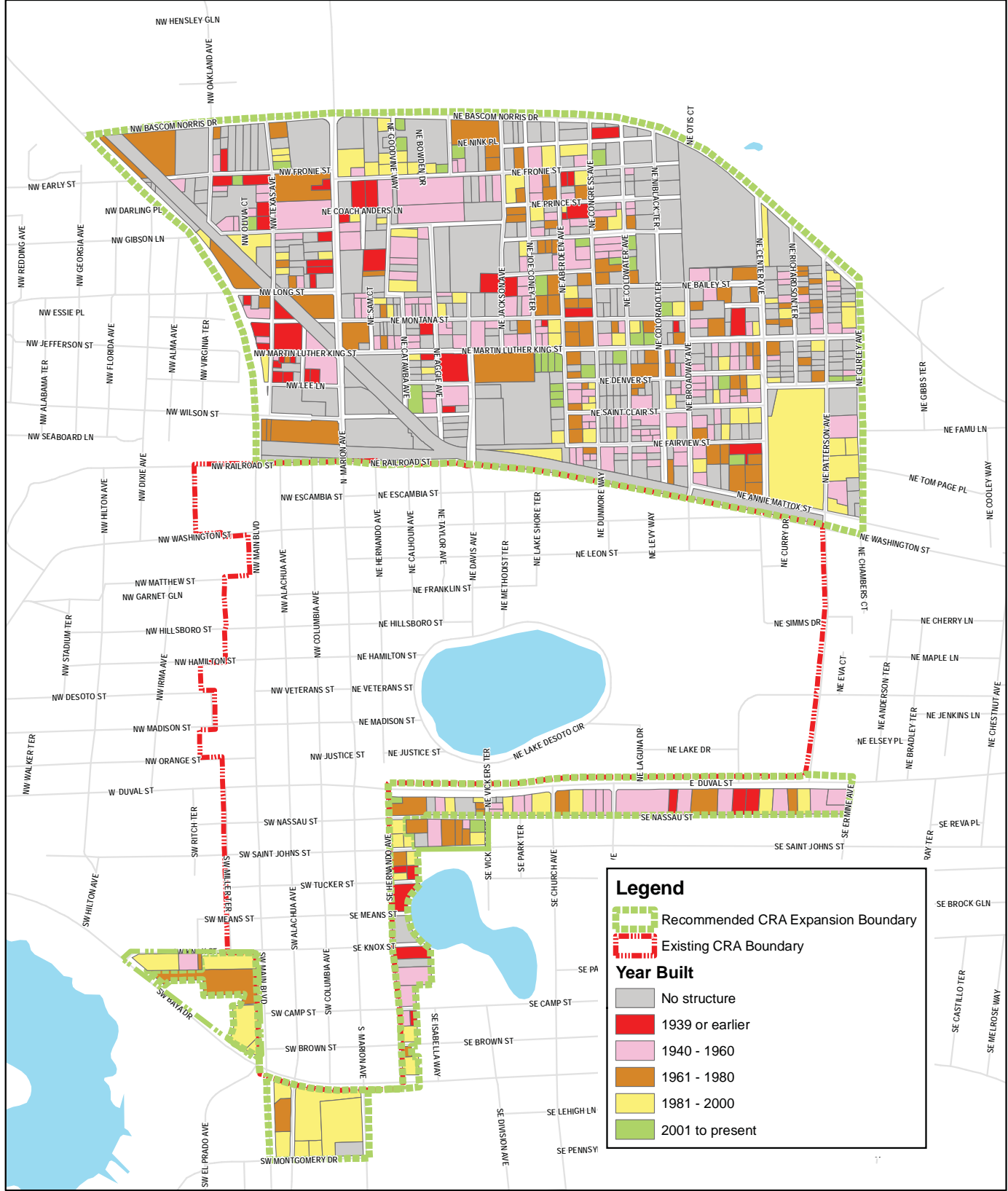
These conditions are evident in the Study Area. City of Lake City GIS data indicates that approximately fifty-five percent (55.1%) of the housing units within the CRA Expansion Area are nearly forty years old (built 1969 or earlier). In comparison, fifty-four percent (54.2%) of the City’s housing units are over forty years old.

Table 4. Housing Units by Year Built

Structures by Year Built	City of Lake City	%	Proposed Expansion Area	%	Occurance in Proposed Expansion Area
Total Structures	4,513		423	100.00%	9.37%
Built 1999 to 2000	68	1.50%	0	0.00%	0.00%
Built 1995-1998	212	4.70%	28	6.60%	13.16%
Built 1990-1994	460	10.20%	36	8.50%	7.81%
Built 1980-1989	681	15.10%	50	11.80%	7.32%
Built 1970-1979	641	14.20%	76	18.00%	11.88%
Built 1969 or earlier	2,446	54.20%	233	55.10%	9.53%



EXPANSION OF THE DOWNTOWN REDEVELOPMENT AREA BOUNDARIES

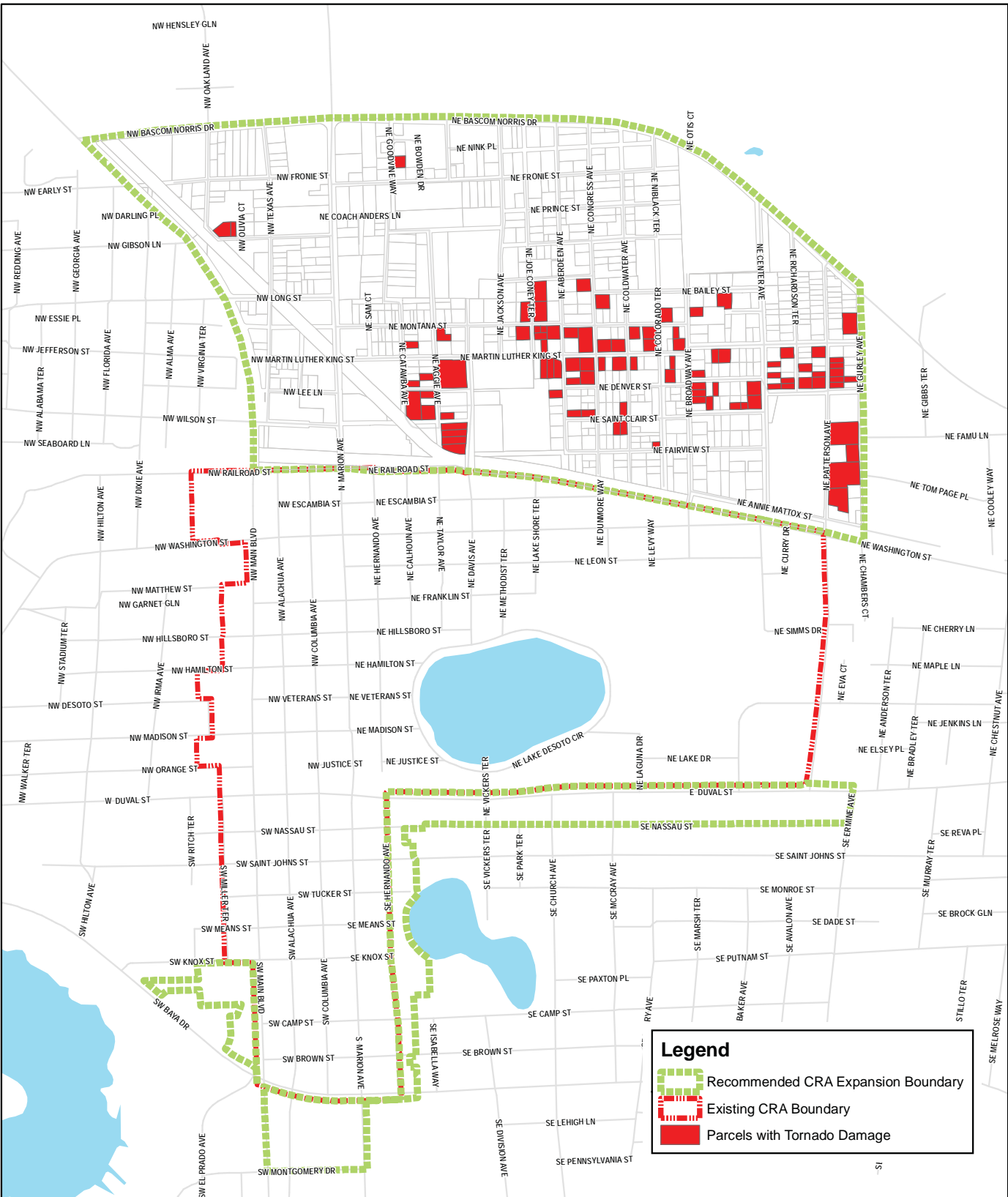


City of Lake City  
Age of Structures



MAP 6

EXPANSION OF THE DOWNTOWN REDEVELOPMENT AREA BOUNDARIES



City of Lake City  
Tornado Damage



MAP 7



Section 163.340 (8) (I) RESIDENTIAL AND COMMERCIAL VACANCY RATES

Vacant structures and abandoned lots lead to a deterioration of the physical environment. Such deterioration is detrimental to the investment image of the community. The vacancy rate is also a significant factor considered by the County Property Appraiser when assessing property values for tax purposes.

High vacancy rates in the housing market indicate a lack of community interest in maintaining the neighborhood’s quality of life and integrity resulting in a decline of investment. Vacant properties depress the values of adjacent properties causing devaluation over time negatively affecting the City’s ad valorem tax revenues. Vacant housing units are also more likely to become delinquent because the cost of paying taxes on the property may exceed the value of the property. The Columbia County Property Appraiser records show nearly thirty one percent (30.9%) of all parcels within the CRA Expansion Study Area as vacant compared to seventeen percent (17.3%) of all citywide parcels.

Approximately twenty nine percent (29.0%) of the Study Area’s total parcel count is vacant residential compared to approximately fourteen percent (14.2%) of vacant residential properties found citywide. In terms of acreage, twenty six percent (26.6%)of the Study Area’s residential area is considered vacant, as compared to seven percent (7.3%) of the total City residential area.

Over thirty percent (30.7%) of the Study Area’s total acreage is comprised of vacant parcels, compared to fourteen percent (13.84%) of the City’s total acreage that are classified as vacant lands. High building vacancy levels located on primary commercial corridors and residential housing vacancy rates indicate weak market conditions to the private investor.

While the total study area land area represents only 3.3% of the City’s total land acreage (excluding right-of-way), Columbia County Property Appraiser’s data indicates that over seven percent (7.4%) of the vacant lots found in the City of Lake City are located in the CRA Expansion Study Area.

Table 5. Vacancy Rates

City Vacant Lands				
Size	# of Parcels	%	Acreage	%
Vacant: Institutional	13	0.21%	3.87	0.06%
Vacant: Industrial	4	0.07%	5.93	0.09%
Vacant: Commercial	171	2.82%	445.3	6.42%
Vacant: Other	863	14.22%	505.4	7.28%
Total Vacant	1051	17.31%	960.6	13.84%
Non-Vacant	5019	82.69%	5,981.6	86.16%
Total	6070	100.00%	6,942.2	100.00%

Recommended Expansion Area Vacant Lands				
Size	# of Parcels	%	Acreage	%
Vacant: Institutional	3	0.42%	0.276	0.12%
Vacant: Industrial	0	0.00%	0	0.00%
Vacant: Commercial	11	1.53%	9.2	3.95%
Vacant: Other	209	28.99%	61.9	26.64%
Total Vacant	223	30.93%	71.4	30.71%
Non-Vacant	498	69.07%	161.1	69.29%
Total	721	100.00%	232.5	100.00%

Source: Columbia County and City of Lake City Property Appraiser GIS Database (2010)

RESIDENTIAL AND COMMERCIAL VACANCY (PHOTO INVENTORY)





Section 163.340 (8) (j) INCIDENCE OF CRIME

The incidence of crime in the proposed Downtown CRA Expansion Study Area is significantly higher than in the remainder of the City. The proposed Downtown CRA Expansion Study Area falls under two zones, delineated by the Lake City Police Department for statistical analysis purposes.

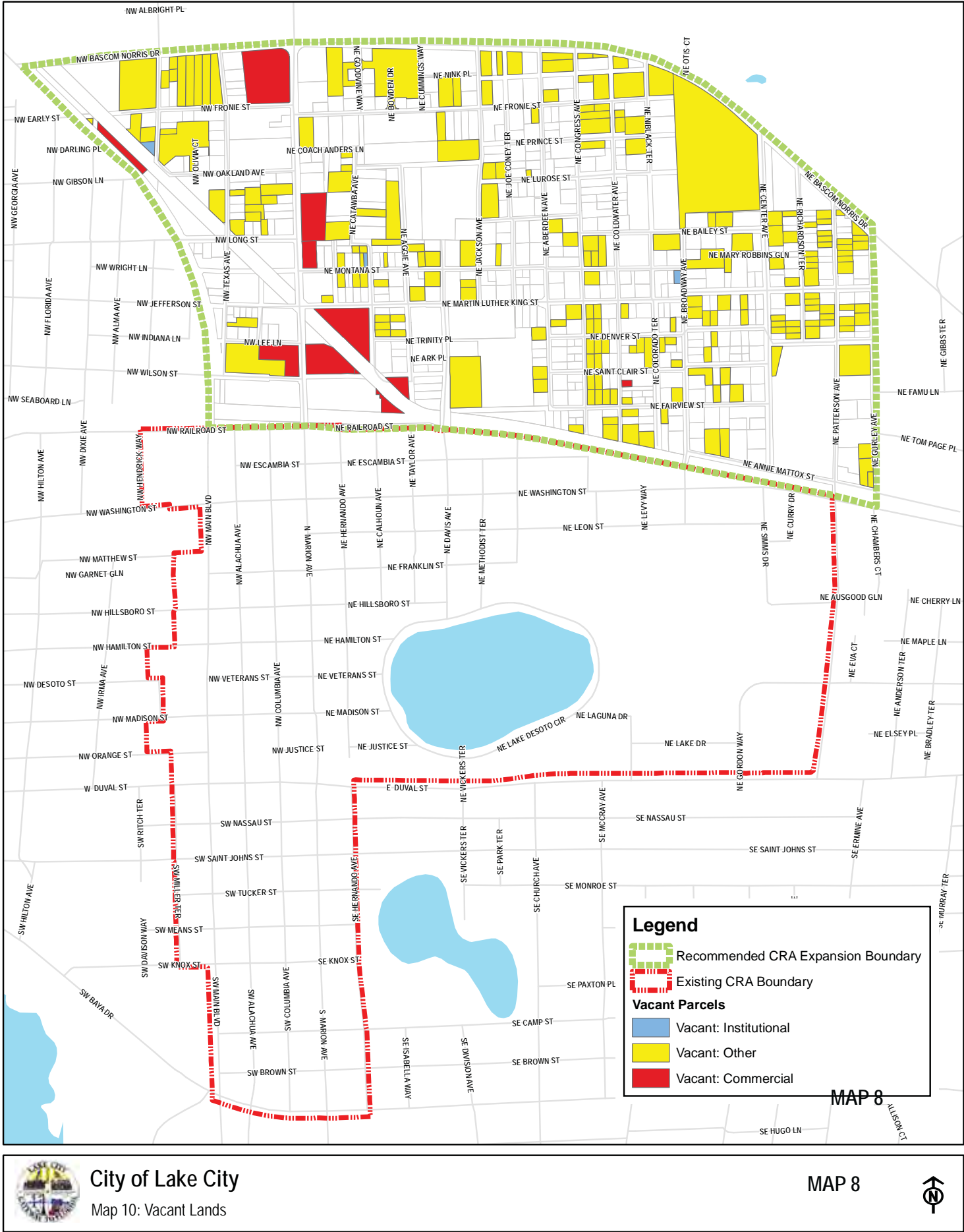
The 2010 crime statistics provided by the City of Lake City Police Department indicates that 437 of the total 2,011 calls for services occurred within the proposed Downtown Expansion Area. This represents approximately twenty two percent (21.73%) of the total calls for service made in the City. (Table 7)

While the Study Area contains fifteen percent (15.57%) of the City’s total population, it is experiencing a disproportionate incidence of crime compared to the total population. The crime per capita in the Downtown CRA Expansion Study Area at twenty five percent (24.84%) is significantly higher than the citywide rate of eighteen percent (18%).

The Downtown CRA Expansion Study Area also has a significant percentage of City’s total crime incidence including robbery (27.27%), aggravated assault (24.55%), burglary (28.57%), simple assault (31.37%) and drug violations (30.3%). The high incidence of crime deters the private sector from investing in redeveloping the area. Crime is closely related to deteriorating neighborhood conditions such as high unemployment rates, significant vacancy rates, and unsafe conditions. Left unaddressed, the crime rates will most likely continue to escalate within the Study Area burdening the City and residents with additional costs.

Table 8. Crime Statistics

	City of Lake City		Study Area		Percent of City Popula- tion
Population	11,298		1,759		15.57%
	# of Crimes	Crimes Per Capita	# of Crimes	Crimes Per Capita	% Crime Occurrence in Study Area
Crime Category					
Murder	3	0.03%	0	0.00%	0.00%
Forcible Sex	10	0.09%	1	0.06%	10.00%
Robbery	22	0.19%	6	0.34%	27.27%
Aggravated Assault	110	0.97%	27	1.53%	24.55%
Burglary	189	1.67%	54	3.07%	28.57%
Larceny	585	5.18%	93	5.29%	15.90%
Motor Vehicle Theft	26	0.23%	3	0.17%	11.54%
Liquor Law Violation	33	0.29%	5	0.28%	15.15%
Kidnapping	3	0.03%	1	0.06%	33.33%
Arson	2	0.02%	1	0.06%	50.00%
Simple Assault	255	2.26%	80	4.55%	31.37%
Drugs	363	3.21%	110	6.25%	30.30%
Vandalism	134	1.19%	30	1.71%	22.39%
DUI	31	0.27%	6	0.34%	19.35%
Fraud	143	1.27%	20	1.14%	13.99%
Total	2,011	17.80%	437	24.84%	21.73%





Conditions leading to economic distress

The Downtown CRA Expansion Area exhibits significantly distressed economic characteristics relative to the City of Lake City as a whole. The 2010 Area Profile provided through ESRI Business Analyst Online, estimates that the Downtown CRA Expansion Area is home to 1,073 residents, accounting for approximately 9.6% of the City’s total population.

Household Income

The 2010 estimated per capita income for the City’s households is 18,665, while the estimated per capita income for the Downtown CRA Expansion Area is 12,888, representing approximately 69% of the citywide per capita income. Similarly, median household income (21,049) in the Downtown CRA Expansion Area is 62%

of the City of Lake City’s median household income (\$33,834). Average household income for the Downtown CRA Expansion Area is \$33,764, compared to the City’s average 2010 estimated household income of \$46,217.

Housing Values

Housing values in the Study Area are also significantly lower than those for the City as a whole. According to the 2010 estimates provided by ESRI, the median home value in the Downtown CRA Expansion Area is 44,786, compared to 67,944 for the City, accounting for a difference of nearly 23,158 between the two markets.

Table 9. Income Level and Home Values

2010			
INCOME	Lake City	Proposed CRA Expansion Area	% of City
Total Population	11,124	1,073	8.8%
Total Households	4,267	402	9.4%
Average Household Income	\$46,217	\$33,764	73.1%
Median Household Income	\$33,843	\$21,049	62.2%
Per Capita Income	\$18,665	\$12,888	69.1%
Median Home Value	\$116,192	\$81,207	69.9%
2000			
INCOME	Lake City	Proposed CRA Expansion Area	% of City
Total Population	9,980	1,250	12.5%
Total Households	4,043	377	9.3%
Average Household Income	\$35,617	\$30,256	84.9%
Median Household Income	\$25,791	\$19,518	75.7%
Per Capita Income	\$14,697	\$11,707	79.7%
Median Home Value	\$57,236	\$42,317	73.9%

Source: ESRI Business Analyst Online Market Profile

Poverty

The Census Bureau uses income thresholds that vary by family size and composition to detect who is poor. If the total income for a family or group of unrelated individuals falls below the relevant poverty threshold, then the family or unrelated group is classified as being “below the poverty level”. For the purposes of analysis, this report assumes a family income base of \$15,000 and less as the poverty threshold for both the City of Lake City and the Proposed CRA Expansion Area.

There were 159 families below poverty level in the Proposed CRA Expansion Area out of a total of 402 families, indicating that the rate of poverty is over thirty-nine percent (39.6%) for the Study Area. In comparison, the 2010 estimated citywide poverty rate is twenty-one percent (21.4%), with a total of 913 families below poverty level.

Education and Employment

According to the 2010 Area Profile estimates, the unemployment rate for the Downtown CRA Expansion Area is approximated at 25.3%, significantly higher than the citywide rate of 13.2%. The unemployment rate includes all civilians 16 years old and over that are actively looking for work and does not include the residents who have dropped out of the job search effort. The 2000 Census indicated that forty-two percent (42.6%) of the Study Area’s total population 16 years old and over was not in the labor force.

Additionally, the 2010 Census projections by ESRI reported that over ten percent (10.3%) of the Proposed CRA Expansion Area population 25 years old and over has less than a 9th grade education, which is higher than the citywide rate of 7% (6.9%). The low education levels combined with the high unemployment rates contribute to the level of economic distress experienced by the Proposed CRA Expansion area.

Table 10. Poverty Level

2010				
POVERTY LEVEL	Lake City	%	Proposed CRA Expansion Area	%
Total Families	4,267		485	
Income Above Poverty Level	3,354	78.6%	362	60.4%
Income Below Poverty Level	913	21.4%	123	39.6%

Source: ESRI Business Analyst Online Market Profile

Table 11. Employment

	2010			
	Lake City		Proposed CRA Expansion Area	
Total Population 16+	4,737		485	
Civilian Employed	4,112	86.8%	362	74.7%
Civilian Unemployed	625	13.2%	123	25.3%

Source: ESRI Business Analyst Online Market Profile



IV. Conclusion

This study has identified and documented conditions in the recommended Proposed CRA expansion area that are consistent with the definition of blight contained in the Florida Statutes. It is, therefore, reasonable to find that these conditions substantially impair sound growth and have lead to economic distress in the area. The inventory of existing conditions presented in this report provides a basis for the City of Lake City to adopt a resolution acknowledging the existence of blight in the proposed Proposed CRA Expansion Area and finding that rehabilitation, conservation or redevelopment is necessary in the interest of the public health, safety, morals or welfare of the City’s residents. These findings also provide justification for using the tools provided to local governments through Chapter 163 Part III of the Florida Statutes: “The Community Redevelopment Act”.

The proposed Downtown CRA Expansion Area has a substantial number of structures exhibiting some level of deterioration, documented by the field observations conducted by IBI Group staff in October 2010. Government maintained demographic and economic statistics highlight a prevailing level of economic distress.

Low per capita income, high poverty rates, high unemployment rate, low educational attainment levels, lower median home values compared to the City are strong indicators of economic distress in the Downtown CRA Expansion Area. The distressed economic conditions combined with the deteriorated physical environment experienced in the Downtown CRA expansion area confirm the existence of blighted conditions in the Downtown CRA expansion area. The cumulative impact of high vacancy rates in residential and commercial properties, a high percentage of aging structures, substandard lot configurations, high crime rates, and decreasing assessed values over the last five years substantiate the existence of blight in the Study Area.

The existence of blight can have negative impacts on a community including:

- Depressed property values, resulting in lower local tax revenues;
- Strain on city services- police, health, fire, building code;
- Increased fire hazard potential because of poor maintenance, faulty wiring and debris;
- Increased code enforcement demands;
- Concentration of low-income groups and marginal businesses with decreased potential for investment to reverse the blighting conditions;
- Creation of an environment that attracts criminal activity;
- Creation of a poor market environment, where existing businesses relocate to other, more stable areas and new businesses do not replace them;
- Cost to existing home owners- higher insurance premiums, low appraisals for homestead properties.

Presence of Blight

The analysis indicates that the Downtown CRA Expansion Area contains at least seven of the fourteen conditions indicative of a “blighted area” listed in the Florida Statutes. The following is a summary of findings that support a declaration of blight for the proposed Downtown CRA Expansion Area:

Conditions leading to economic distress

*High unemployment rate*  
The Downtown CRA Expansion Area has an unemployment rate of 25.3% compared to the citywide rate of 13.2%.

*High poverty rate*  
Nearly 40% of total families in the Downtown CRA Expansion Area have an income below the poverty level threshold compared to 21% for the City.

*Low per capita income*  
Per capita income for the CRA Expansion Area at \$12,888 is over 69% of the citywide per capita income at \$18,665.

*Low household income*  
Median household income for the Downtown CRA Expansion Area (\$21,049) is nearly half of the City’s median household income (\$33,843).

*Low housing values*  
The Study Area had a decline of 9.5% in property values during the period from 2008 to 2010.

Predominance of defective or inadequate street layout, parking facilities, roadways, or public transportation facilities.

- Industrial properties and the GS&F railroad bisect the Study Area, resulting in dead ends on several minor streets.
- Inadequate pedestrian infrastructure- missing sidewalks, frequent instances of disrepair along roadways and sidewalks, lack of traffic calming measures in the vicinity of neighborhood centers of activity, such as area schools and churches.
- Excessive curb-cuts and driveways causing significant vehicular and pedestrian safety risks.
- Substandard lot sizes leading to parking along unimproved right-of-way in residential areas.

Residential and Commercial vacancy rates higher in the area than in the remainder of the municipality

- Approximately twenty nine percent (29.0%) of the Study Area’s total parcel count is vacant residential compared to approximately fourteen percent (14.2%) of vacant residential properties found citywide.

Annual average growth rate lower than the City’s growth rate over the last three years.

The Study Area showed a 9.5% decline in taxable value from the year 2008 to 2010. The City’s taxable value grew from \$113,927 to \$115,986 during the same period, accounting for an increase of 1.8%.

Faulty Lot Layout in relation to size, adequacy, accessibility or usefulness

- Inadequate properties in relation to current land development codes.
- Over 30% of the proposed expansion area properties do not meet the minimum lot area requirements of the City of Lake City Land Development Code.

Unsanitary or unsafe conditions

- High percentage of deteriorating structures, including several in the dilapidated category.
- Unsafe conditions created by conflicting land uses between industrial and residential uses.
- Heavy truck traffic through residential neighborhoods accessing industrial areas.

Deterioration of site or other improvements

- High occurrence of dilapidated, vacant and boarded up structures.
- Large percentage of older structures compared to the city as a whole.
- Frequent occurrence of debris along rights-of way and deteriorated yard conditions.

Incidence of crime in significantly higher than in the remainder of the City.

- The crime per capita in the Downtown CRA Expansion Study Area at twenty five percent (24.84%) is significantly higher than the citywide rate of eighteen percent (18%).



Recommendations

The purpose of the Community Redevelopment Act is to provide local governments the ability to combat deteriorating urban conditions which retard development of the area. The intent of the legislation is to reduce or eliminate the conditions found in the Study Area; conditions, which hinder sound future growth and development.

Redevelopment is by nature more costly than the development of vacant land. Improved property is invariably more expensive than vacant property as the cost of demolition and the preparation must be factored in. Additionally, it is often necessary to assemble more than one parcel of land. Redevelopment activity also triggers thresholds for mandatory compliance with more costly, modern development standards. Often environmental clean-up is required which adds expense.

The higher costs associated with property redevelopment will have significant implications for attempts to redevelop the proposed Downtown CRA Expansion Area. The private sector is not likely to absorb the risks and costs of such an undertaking alone. Therefore, the expansion of the existing Community Redevelopment Agency redevelopment area is the most appropriate tool for the City of Lake City to use when planning, designing and participating with the private sector to revitalize the Proposed Downtown CRA Expansion Area.

Expand the boundaries of the existing Downtown CRA

The data presented in this report provides a factual basis upon which the City of Lake City may make a legislative finding that the proposed Downtown CRA Expansion Area is at this time a blighted area; and that rehabilitation, conservation, or redevelopment, or a combination thereof is necessary in the interest of the public health, safety, morals or welfare of the residents of the municipality. It is recommended that the Lake City Council pass a resolution designating the recommended boundary as the Downtown CRA.

Update the Downtown Redevelopment Plan

The formulation of a redevelopment plan, using the tools made available in the Statutes, is the most appropriate means of overcoming the obstacles to economic development cited in this study. In light of the changes that have occurred in the area, the ongoing update of the current redevelopment plan can provide focus and oversight for the land development process while improving the appearance and marketability of the area. The Community Redevelopment Agency is responsible for assisting in the preparation of the Redevelopment Plan. Section 163.362 F.S. contains a detailed description of the required contents of this Plan. The Plan is intended to address the needs identified in this study, define community redevelopment goals and objectives, set forth specific Agency policies and actions, and finally, identify capital improvement projects, their costs and funding sources. It can provide a strategy for funding capital improvements and economic incentives that will attract private sector investment and ensure that infrastructure is in place to support future growth and development. The ongoing Redevelopment Plan Update developed for the Downtown CRA should incorporate the proposed expansion area.

APPENDIX A  
Demographics










Market Profile  
Prepared by ESRI




Polygon\_1  
Area: 0.79 Square miles  
Custom Polygon

	2000 Total Population	1,794
	2000 Group Quarters	16
	2010 Total Population	1,759
	2015 Total Population	1,773
	2010 - 2015 Annual Rate	0.16%
	2000 Households	733
	2000 Average Household Size	2.43
	2010 Households	691
	2010 Average Household Size	2.51
	2015 Households	693
	2015 Average Household Size	2.52
	2010 - 2015 Annual Rate	0.06%
	2000 Families	454
	2000 Average Family Size	3.06
	2010 Families	418
	2010 Average Family Size	3.23
	2015 Families	413
	2015 Average Family Size	3.29
	2010 - 2015 Annual Rate	-0.24%
	2000 Housing Units	850
	Owner Occupied Housing Units	49.9%
	Renter Occupied Housing Units	36.4%
	Vacant Housing Units	13.8%
	2010 Housing Units	911
	Owner Occupied Housing Units	43.8%
	Renter Occupied Housing Units	32.1%
	Vacant Housing Units	24.1%
	2015 Housing Units	950
	Owner Occupied Housing Units	41.3%
	Renter Occupied Housing Units	31.7%
	Vacant Housing Units	27.1%
	Median Household Income	
	2000	\$21,053
	2010	\$24,190
	2015	\$28,123
	Median Home Value	
	2000	\$46,533
	2010	\$86,333
	2015	\$115,097
	Per Capita Income	
	2000	\$13,478
	2010	\$15,024
	2015	\$16,591
	Median Age	
	2000	36.9
	2010	39.1
	2015	39.7



Market Profile  
Prepared by ESRI

Polygon\_1  
Area: 0.79 Square miles  
Custom Polygon

	2000 Households by Income	
	Household Income Base	741
	< \$15,000	35.5%
	\$15,000 - \$24,999	22.4%
	\$25,000 - \$34,999	8.5%
	\$35,000 - \$49,999	12.0%
	\$50,000 - \$74,999	11.7%
	\$75,000 - \$99,999	4.9%
	\$100,000 - \$149,999	3.5%
	\$150,000 - \$199,999	0.8%
	\$200,000+	0.7%
	Average Household Income	\$32,788
	2010 Households by Income	
	Household Income Base	690
	< \$15,000	31.4%
	\$15,000 - \$24,999	20.1%
	\$25,000 - \$34,999	9.4%
	\$35,000 - \$49,999	11.0%
	\$50,000 - \$74,999	18.3%
	\$75,000 - \$99,999	4.1%
	\$100,000 - \$149,999	2.6%
	\$150,000 - \$199,999	2.2%
	\$200,000+	0.9%
	Average Household Income	\$38,225
	2015 Households by Income	
	Household Income Base	692
	< \$15,000	29.0%
	\$15,000 - \$24,999	17.3%
	\$25,000 - \$34,999	8.8%
	\$35,000 - \$49,999	9.5%
	\$50,000 - \$74,999	23.6%
	\$75,000 - \$99,999	4.5%
	\$100,000 - \$149,999	3.5%
	\$150,000 - \$199,999	2.7%
	\$200,000+	1.0%
	Average Household Income	\$42,421
	2000 Owner Occupied HUs by Value	
	Total	418
	<\$50,000	56.2%
	\$50,000 - 99,999	38.5%
	\$100,000 - 149,999	4.1%
	\$150,000 - 199,999	1.0%
	\$200,000 - \$299,999	0.2%
	\$300,000 - 499,999	0.0%
	\$500,000 - 999,999	0.0%
	\$1,000,000+	0.0%
	Average Home Value	\$51,240
	2000 Specified Renter Occupied HUs by Contract Rent	
	Total	330
	With Cash Rent	90.0%
	No Cash Rent	10.0%
	Median Rent	\$284
	Average Rent	\$286





Market Profile

Prepared by ESRI

Polygon\_1  
Area: 0.79 Square miles  
Custom Polygon



2000 Population by Age

Total	1,792
Age 0 - 4	7.9%
Age 5 - 9	7.2%
Age 10 - 14	7.8%
Age 15 - 19	7.7%
Age 20 - 24	5.7%
Age 25 - 34	11.0%
Age 35 - 44	13.8%
Age 45 - 54	11.8%
Age 55 - 64	8.8%
Age 65 - 74	9.2%
Age 75 - 84	6.6%
Age 85+	2.5%
Age 18+	73.1%

2010 Population by Age

Total	1,760
Age 0 - 4	7.8%
Age 5 - 9	6.8%
Age 10 - 14	7.3%
Age 15 - 19	7.6%
Age 20 - 24	5.5%
Age 25 - 34	10.6%
Age 35 - 44	11.3%
Age 45 - 54	12.7%
Age 55 - 64	11.5%
Age 65 - 74	9.1%
Age 75 - 84	6.4%
Age 85+	3.5%
Age 18+	74.2%

2015 Population by Age

Total	1,772
Age 0 - 4	7.7%
Age 5 - 9	6.7%
Age 10 - 14	7.4%
Age 15 - 19	7.3%
Age 20 - 24	5.5%
Age 25 - 34	10.4%
Age 35 - 44	10.8%
Age 45 - 54	11.4%
Age 55 - 64	12.1%
Age 65 - 74	11.1%
Age 75 - 84	6.1%
Age 85+	3.5%
Age 18+	74.3%

2000 Population by Sex

Males	45.4%
Females	54.6%

2010 Population by Sex

Males	45.2%
Females	54.8%

2015 Population by Sex

Males	45.0%
Females	55.0%

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.



Market Profile

Prepared by ESRI

Polygon\_1  
Area: 0.79 Square miles  
Custom Polygon



2000 Population by Race/Ethnicity

Total	1,794
White Alone	40.3%
Black Alone	57.2%
American Indian Alone	0.3%
Asian or Pacific Islander Alone	0.3%
Some Other Race Alone	0.6%
Two or More Races	1.3%
Hispanic Origin	2.0%
Diversity Index	52.9

2010 Population by Race/Ethnicity

Total	1,759
White Alone	33.9%
Black Alone	63.2%
American Indian Alone	0.3%
Asian or Pacific Islander Alone	0.3%
Some Other Race Alone	0.7%
Two or More Races	1.6%
Hispanic Origin	2.6%
Diversity Index	51.2

2015 Population by Race/Ethnicity

Total	1,774
White Alone	32.2%
Black Alone	64.7%
American Indian Alone	0.3%
Asian or Pacific Islander Alone	0.3%
Some Other Race Alone	0.7%
Two or More Races	1.8%
Hispanic Origin	2.9%
Diversity Index	50.7



2000 Population 3+ by School Enrollment

Total	1,744
Enrolled in Nursery/Preschool	2.2%
Enrolled in Kindergarten	0.9%
Enrolled in Grade 1-8	11.4%
Enrolled in Grade 9-12	9.7%
Enrolled in College	3.3%
Enrolled in Grad/Prof School	0.7%
Not Enrolled in School	71.8%

2010 Population 25+ by Educational Attainment

Total	1,143
Less than 9th Grade	7.3%
9th - 12th Grade, No Diploma	11.5%
High School Graduate	38.4%
Some College, No Degree	21.6%
Associate Degree	5.9%
Bachelor's Degree	8.6%
Graduate/Professional Degree	6.8%



Market Profile  
Prepared by ESRI

Polygon\_1  
Area: 0.79 Square miles  
Custom Polygon


	<b>2010 Population 15+ by Marital Status</b>	
	Total	1,375
	Never Married	40.9%
	Married	35.6%
	Widowed	10.5%
	Divorced	12.9%

	<b>2000 Population 16+ by Employment Status</b>	
	Total	1,431
	In Labor Force	60.0%
	Civilian Employed	53.4%
	Civilian Unemployed	6.6%
	In Armed Forces	0.0%
	Not in Labor Force	40.0%

<b>2010 Civilian Population 16+ in Labor Force</b>	
Civilian Employed	79.7%
Civilian Unemployed	20.3%

<b>2015 Civilian Population 16+ in Labor Force</b>	
Civilian Employed	83.5%
Civilian Unemployed	16.5%

<b>2000 Females 16+ by Employment Status and Age of Children</b>	
Total	830
Own Children < 6 Only	9.2%
Employed/in Armed Forces	3.0%
Unemployed	0.4%
Not in Labor Force	5.8%
Own Children < 6 and 6-17 Only	7.8%
Employed/in Armed Forces	2.9%
Unemployed	1.4%
Not in Labor Force	3.5%
Own Children 6-17 Only	16.4%
Employed/in Armed Forces	11.1%
Unemployed	0.8%
Not in Labor Force	4.5%
No Own Children < 18	66.6%
Employed/in Armed Forces	29.6%
Unemployed	3.7%
Not in Labor Force	33.3%


	<b>2010 Employed Population 16+ by Industry</b>	
	Total	675
	Agriculture/Mining	1.0%
	Construction	6.8%
	Manufacturing	6.8%
	Wholesale Trade	2.1%
	Retail Trade	15.0%
	Transportation/Utilities	2.8%
	Information	0.7%
	Finance/Insurance/Real Estate	1.8%
	Services	48.4%
	Public Administration	14.5%



Market Profile  
Prepared by ESRI

Polygon\_1  
Area: 0.79 Square miles  
Custom Polygon

<b>2010 Employed Population 16+ by Occupation</b>	
Total	676
White Collar	41.0%
Management/Business/Financial	7.7%
Professional	12.3%
Sales	7.2%
Administrative Support	13.8%
Services	36.4%
Blue Collar	22.6%
Farming/Forestry/Fishing	0.6%
Construction/Extraction	7.4%
Installation/Maintenance/Repair	3.7%
Production	3.4%
Transportation/Material Moving	7.5%

	<b>2000 Workers 16+ by Means of Transportation to Work</b>	
	Total	748
	Drove Alone - Car, Truck, or Van	78.3%
	Carpooled - Car, Truck, or Van	13.0%
	Public Transportation	0.0%
	Walked	2.7%
	Other Means	5.9%
	Worked at Home	0.1%

<b>2000 Workers 16+ by Travel Time to Work</b>	
Total	746
Did Not Work at Home	99.9%
Less than 5 minutes	7.9%
5 to 9 minutes	22.3%
10 to 19 minutes	39.4%
20 to 24 minutes	4.3%
25 to 34 minutes	7.9%
35 to 44 minutes	5.5%
45 to 59 minutes	5.1%
60 to 89 minutes	3.2%
90 or more minutes	4.3%
Worked at Home	0.1%
Average Travel Time to Work (in min)	23.7

<b>2000 Households by Vehicles Available</b>	
Total	749
None	20.0%
1	42.7%
2	23.4%
3	10.3%
4	2.0%
5+	1.6%
Average Number of Vehicles Available	1.4

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.





Polygon\_1  
Area: 0.79 Square miles  
Custom Polygon

Market Profile  
Prepared by ESRI



2000 Households by Type

Total	734
Family Households	61.9%
Married-couple Family	30.4%
With Related Children	13.4%
Other Family (No Spouse)	31.5%
With Related Children	21.7%
Nonfamily Households	38.1%
Householder Living Alone	32.0%
Householder Not Living Alone	6.1%
Households with Related Children	35.1%
Households with Persons 65+	34.8%

2000 Households by Size

Total	733
1 Person Household	32.1%
2 Person Household	29.1%
3 Person Household	17.4%
4 Person Household	12.7%
5 Person Household	4.9%
6 Person Household	2.3%
7+ Person Household	1.4%

2000 Households by Year Householder Moved In

Total	748
Moved in 1999 to March 2000	22.3%
Moved in 1995 to 1998	25.8%
Moved in 1990 to 1994	17.5%
Moved in 1980 to 1989	11.8%
Moved in 1970 to 1979	6.0%
Moved in 1969 or Earlier	16.6%
Median Year Householder Moved In	1994



2000 Housing Units by Units in Structure

Total	791
1, Detached	78.0%
1, Attached	2.0%
2	4.6%
3 or 4	3.7%
5 to 9	0.0%
10 to 19	1.4%
20+	0.9%
Mobile Home	9.5%
Other	0.0%

2000 Housing Units by Year Structure Built

Total	790
1999 to March 2000	0.0%
1995 to 1998	6.2%
1990 to 1994	5.4%
1980 to 1989	8.2%
1970 to 1979	11.0%
1969 or Earlier	69.1%
Median Year Structure Built	1957

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing.



Polygon\_1  
Area: 0.79 Square miles  
Custom Polygon

Market Profile  
Prepared by ESRI

Top 3 Tapestry Segments

1.	Modest Income Homes
2.	Great Expectations
3.	City Commons



**2010 Consumer Spending** shows the amount spent on a variety of goods and services by households that reside in the market area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue.

Apparel & Services: Total \$	\$656,301
Average Spent	\$949.78
Spending Potential Index	40
Computers & Accessories: Total \$	\$82,319
Average Spent	\$119.13
Spending Potential Index	54
Education: Total \$	\$473,723
Average Spent	\$685.56
Spending Potential Index	56
Entertainment/Recreation: Total \$	\$1,224,584
Average Spent	\$1,772.19
Spending Potential Index	55
Food at Home: Total \$	\$1,823,933
Average Spent	\$2,639.56
Spending Potential Index	59
Food Away from Home: Total \$	\$1,279,631
Average Spent	\$1,851.85
Spending Potential Index	58
Health Care: Total \$	\$1,514,841
Average Spent	\$2,192.24
Spending Potential Index	59
HH Furnishings & Equipment: Total \$	\$662,096
Average Spent	\$958.17
Spending Potential Index	47
Investments: Total \$	\$510,741
Average Spent	\$739.13
Spending Potential Index	42
Retail Goods: Total \$	\$9,241,378
Average Spent	\$13,373.92
Spending Potential Index	54
Shelter: Total \$	\$5,800,768
Average Spent	\$8,394.74
Spending Potential Index	53
TV/Video/Audio: Total \$	\$509,461
Average Spent	\$737.28
Spending Potential Index	59
Travel: Total \$	\$629,620
Average Spent	\$911.17
Spending Potential Index	48
Vehicle Maintenance & Repairs: Total \$	\$367,822
Average Spent	\$532.30
Spending Potential Index	56

# APPENDIX B

## Study Area Analysis



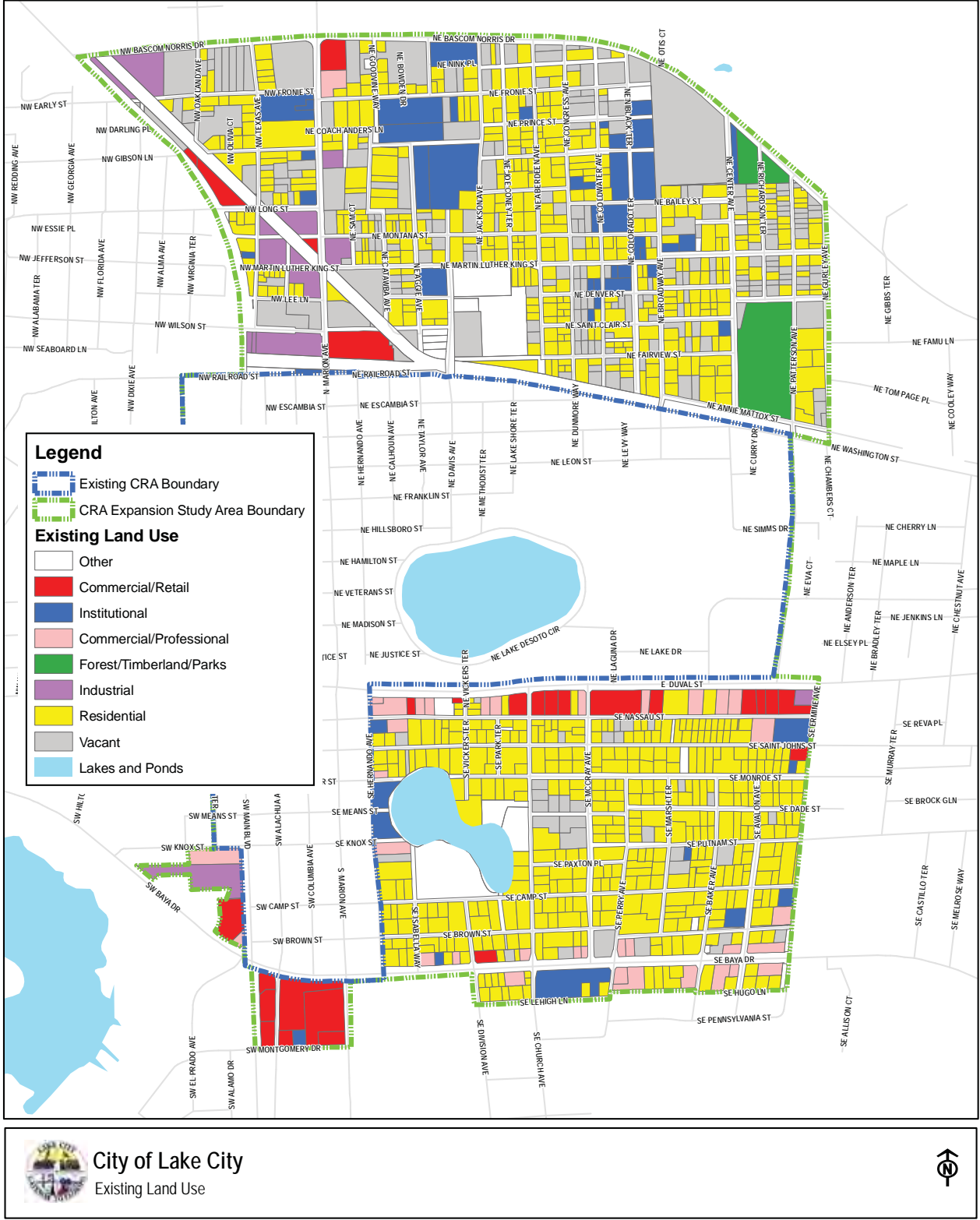
The recommended Downtown CRA Expansion boundary was determined after an evaluation of the existing blight conditions within the initial Study Area boundary. The following section presents statistics and supporting maps that document the segments failing to provide substantial evidence of blight and distress conditions within the larger Downtown CRA Preliminary Study Area. The section includes a comparative analysis between the Initial Study Area, the recommended Downtown CRA Expansion Area, and the area not included within the recommended Study Area boundaries.

Although there are blight and distress conditions existing in the area not included in the recommended Downtown CRA Expansion boundaries, these conditions do not exhibit strong patterns of concentration.

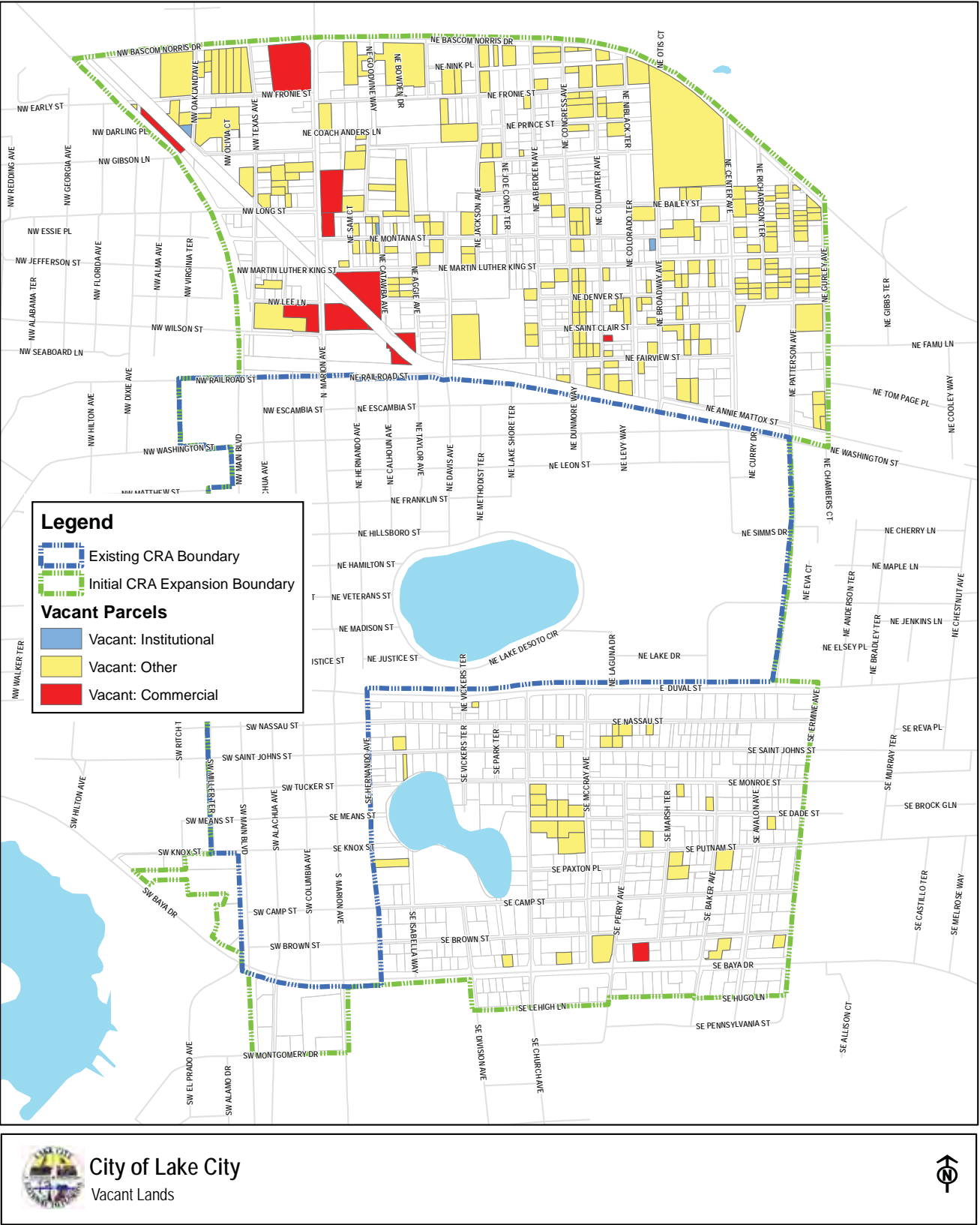
The following indicators were analyzed to determine the recommended boundaries for the Study Area:

- Existing Land Use Patterns
- Property Conditions
- Parcel Sizes
- Vacant Lands





Date: 11/24/10  
Created by: E. Raasch for IBI Group  
Source: City of Lake City GIS Data



Date: 11/24/10  
Created by: E. Raasch for IBI Group  
Source: City of Lake City GIS Data

Initial Study Area Vacant Lands

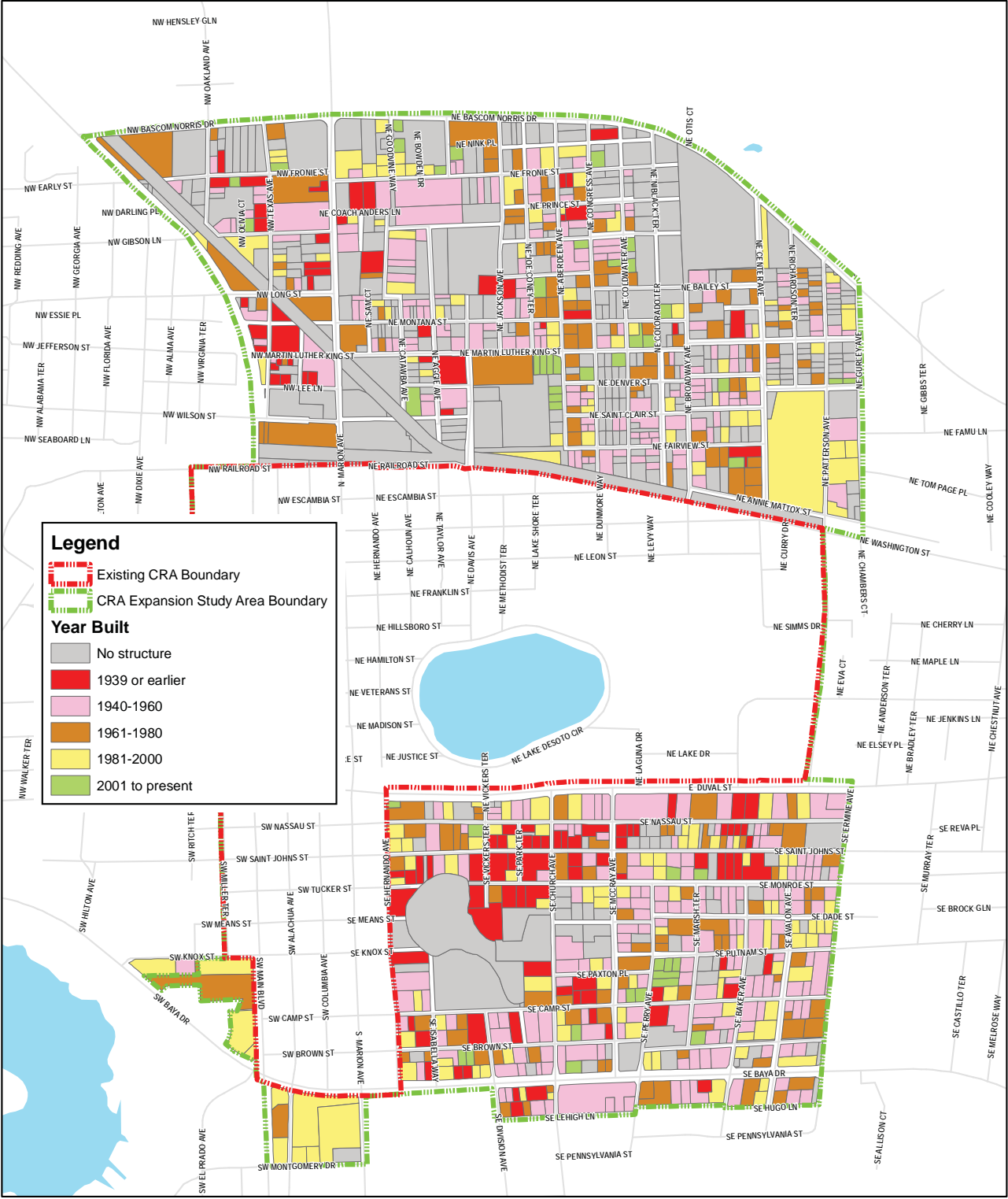
Size	# of Parcels	%	Acreage	%
Vacant: Institutional	3	0.25%	0.276	0.07%
Vacant: Industrial	0	0.00%	0	0.00%
Vacant: Commercial	12	0.99%	9.601	2.46%
Vacant: Other	240	19.87%	70.580	18.10%
Total Vacant	255	21.11%	80.457	20.64%
Non-Vacant	953	78.89%	309.389	79.36%
Total	1208	100.00%	389.846	100.00%

Recommended Expansion Area Vacant Lands

Size	# of Parcels	%	Acreage	%
Vacant: Institutional	3	0.42%	0.276	0.12%
Vacant: Industrial	0	0.00%	0	0.00%
Vacant: Commercial	11	1.53%	9.189	3.95%
Vacant: Other	209	28.99%	61.955	26.64%
Total Vacant	223	30.93%	71.420	30.71%
Non-Vacant	498	69.07%	161.130	69.29%
Total	721	100.00%	232.55	100.00%

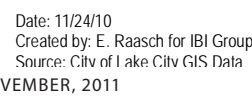
Area Not Included

Size	# of Parcels	%	Acreage	%
Vacant: Institutional	0	0.00%	0	0.00%
Vacant: Industrial	0	0.00%	0	0.00%
Vacant: Commercial	1	0.21%	0.412	0.26%
Vacant: Other	31	6.37%	8.624	5.48%
Total Vacant	32	6.57%	9.036	5.74%
Non-Vacant	455	93.43%	148.264	94.26%
Total	487	100.00%	157.3	100.00%

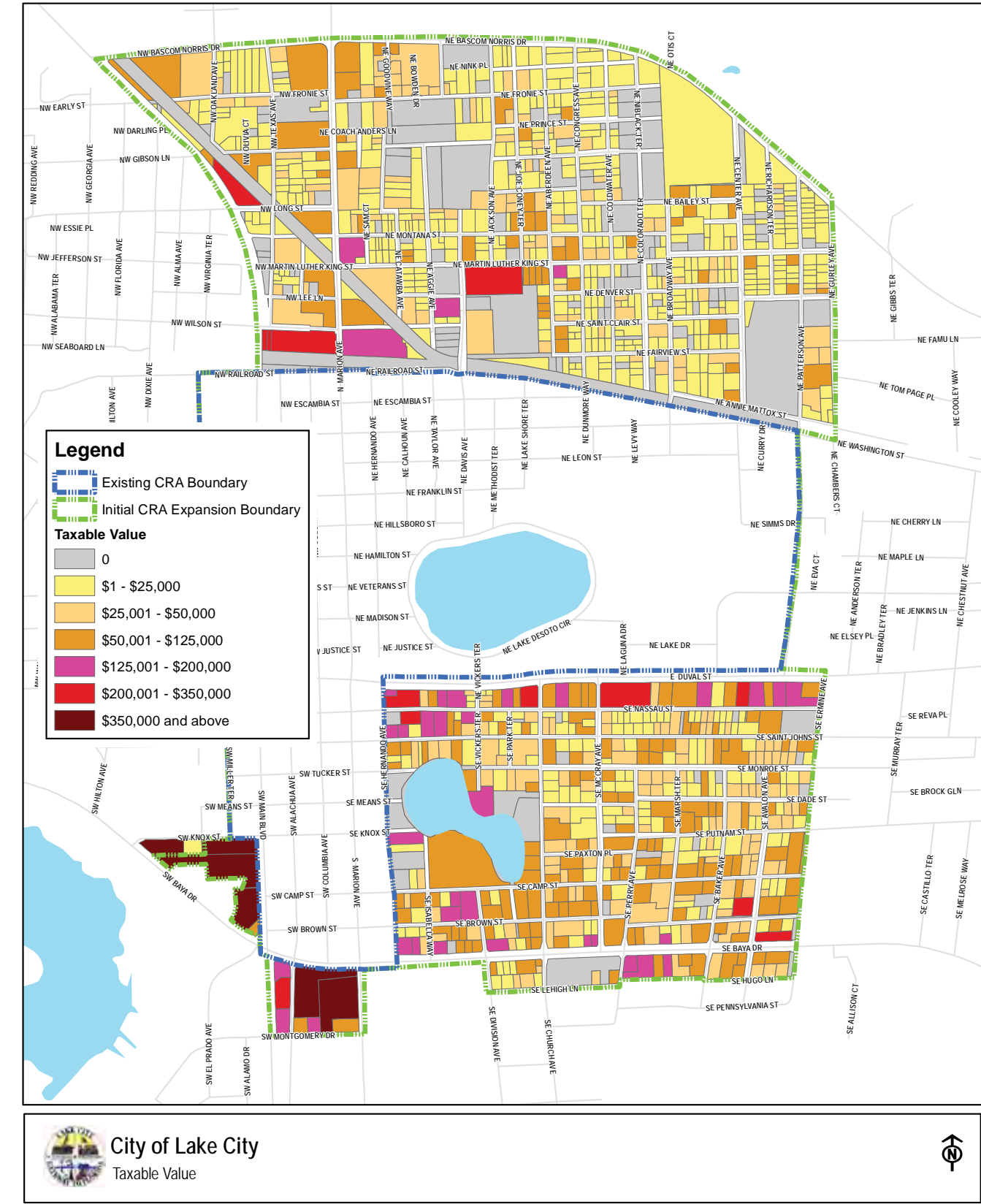




## EXPANSION OF THE DOWNTOWN REDEVELOPMENT AREA BOUNDARIES



Size	# of Parcels	%	Acreage	%
Less than 3,000 square feet	10	2.05%	0.49	0.31%
Between 3,000 sq.ft. and 3,500 sq.ft.	4	0.82%	0.30	0.19%
Between 3,500 sq.ft. and 5,000 sq.ft.	34	6.98%	3.50	2.22%
Greater than 5,000 sq. ft.	439	90.14%	153.01	97.27%



Date: 11/24/10  
Created by: E. Raasch for IBI Group  
Source: City of Lake City GIS Data

Initial Study Area Property Values

	2008	2009	2010	% change 2008-2010
Just Value	\$62,390	\$59,006	\$55,916	-10.38%
Assessed School	\$56,570	\$54,393	\$52,287	-7.57%
Assessed Non School	\$56,570	\$54,354	\$52,270	-7.60%
Taxable School	\$43,195	\$41,563	\$39,597	-8.33%
Taxable Non School	\$41,470	\$39,806	\$37,704	-9.08%

Recommended Expansion Area Property Values

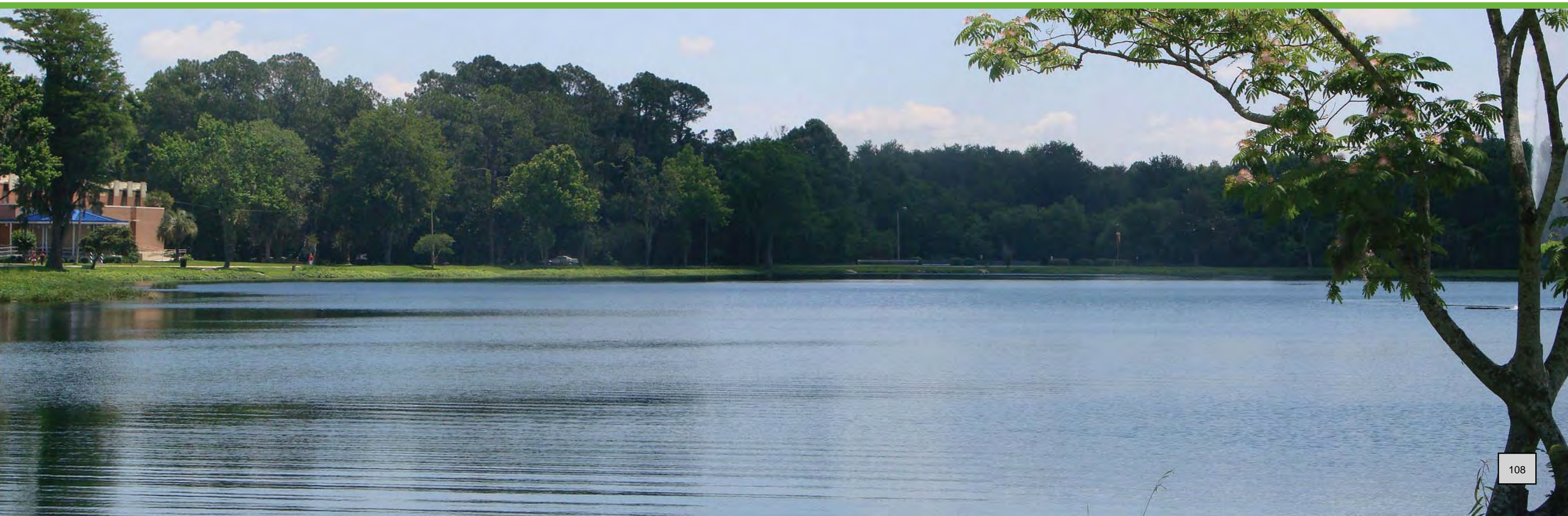
	2008	2009	2010	% change 2008-2010
Just Value	\$37,442	\$34,908	\$33,047	-11.74%
Assessed School	\$33,345	\$31,685	\$30,516	-8.48%
Assessed Non School	\$33,345	\$31,626	\$30,488	-8.57%
Taxable School	\$20,056	\$18,757	\$18,151	-9.50%
Taxable Non School	\$19,122	\$17,728	\$17,089	-10.63%

Area Not Used

	2008	2009	2010	% change 2008-2010
Just Value	\$99,175	\$94,536	\$89,633	-9.62%
Assessed School	\$90,815	\$87,875	\$84,387	-7.08%
Assessed Non School	\$90,815	\$87,865	\$84,387	-7.08%
Taxable School	\$77,312	\$75,191	\$71,218	-7.88%
Taxable Non School	\$74,420	\$72,358	\$68,100	-8.49%



## Appendix C TIF Projections





Tax Increment financing is a tool that uses increased revenues generated by taxes gained from growth in property values resulting from successful redevelopment activities. This section presents a brief history of Tax Increment Financing, types of expenses allowed and TIF revenue projections that are likely to be generated within the Lake City CRA in the next thirty years. The Shands Lake Shore Hospital merger has enabled the hospital owned properties to revert back to the tax rolls and future improvements to these properties will be a major contributor in increasing the tax revenue base for the CRA.

History of Tax Increment Financing

Tax increment financing was originally developed over 30 years ago as a method to meet the local match requirements of federal grant programs. With the reduction in federal funds available for local projects, however, tax increment financing is standing on its own as a method to finance local redevelopment. State law controls tax increment financing. Because of this control, tax increment financing takes on a number of different techniques and appearances throughout the country.

In Florida, tax increment financing is derived from the Community Redevelopment Act of 1969, which is codified as Part III, Chapter 163 of the Florida Statutes. This act provided for a combination of public and private redevelopment efforts, but did not authorize the use of tax increment financing. The Act was amended in 1977 to allow tax increment financing. Under the Statutes, municipalities must go through a number of steps to establish a redevelopment area and implement tax increment financing. Tax increment revenue is typically the major source of funding for redevelopment projects under the State of Florida Community Redevelopment Act.

Upon approval of the governing body, a trust fund for each community redevelopment area may be established. The revenues for the trust fund are obtained by capturing any increases in taxable assessed value generated in the redevelopment area. The current assessed value of the district is set as the base and any increases to the base (the tax increment revenues) are available for improvements to the area. The property tax paid on the base assessed value continues to be distributed to the local governments. The tax collector collects the entire property tax and subtracts the tax on the base value, which is available for general government purposes. Of the remaining tax increment revenues, 95 percent are deposited to the trust fund.

Type of Expenses Allowed

Funds from the redevelopment trust fund may be expended from time to time for undertakings of the community redevelopment agency which are directly related to financing or refinancing of redevelopment in the redevelopment area pursuant to an approved community redevelopment plan for the following purposes, including, but not limited to:

Establishment and Operations - they can be used for the implementation and administrative expenses of the Community Redevelopment Agency

Planning and Analysis - they can be used to develop the necessary engineering, architectural, and financial plans

Financing - the revenues may be used to issue and repay debt for proposed capital improvements contained in the Community Redevelopment Plan

Acquisition - the revenues may be used to acquire real property

Preparation -Revenues may also be used for site preparation, including the relocation of existing residents.

According to F.S. 163.370(2), however, the funds may not be used for the following purposes:

- 1. To construct or expand administration buildings for public bodies or police and fire buildings unless each taxing authority involved agrees,
- 2. Any publicly-owned capital improvements which are not an integral part of the redevelopment if the improvements are normally financed by user fees, and if the improvements would have other-wise been made without the Redevelopment Agency within three years, or
- 3. General government operating expenses unrelated to the Redevelopment Agency.

In addition, tax increment funds cannot be spent on capital projects contained in the local government’s Capital Improvement Plan for the preceding three (3) years.

Tax Increment Projections

The following spreadsheet provides tax increment revenue projections for the Downtown Lake City Redevelopment Area. The model contains assumptions that increase the property values in the second year based on the anticipated reverting of the hospital properties to the tax roll. Because of the added value of this merger and future redevelopment of hospital owned properties, the Downtown Lake City redevelopment program is well positioned for successfully completing the projects identified in the redevelopment plan. The Agency is expected to see an increase in tax revenues of \$285,000 per year because of this merger. The Agency has several options for obtaining initial financing and grants to enable immediate planning and design of their projects. The Agency can obtain interim financing through a bond anticipation note, commercial loan or commercial line of credit based on projected revenues. These funds, combined with other funding sources and programs identified in this plan should enable the City and the Agency to embark on an aggressive public improvement program that will serve as a catalyst for private sector investment.

Tax Increment Financing Revenue (TIF) projections for the Downtown Lake City Redevelopment Area were estimated using the 2010 taxable values provided by the Columbia County Property Appraiser’s records. In order to be appropriately conservative, the average growth rate of the taxable values for all parcels in the recommended CRA, between 2007 and 2010 was used. The average taxable values decreased between between 2007 and 2010 for all properties in the recommended CRA District by 9.3%.

The projections were subject to the 2010 City millage rate (3.9816) and the 2010 County millage rate (17.3824). The methodology underestimates the impact that new development and public improvements will have on the total taxable value of the properties in the TIF district because the projected revenue estimates do not capture the growth in assessments that will result from new construction.

Methodology

The base year (2010) taxable value is subtracted from the projected total base value. The increment is then multiplied by the millage rate available to the TIF district over the next forty years. The gross incremental CRA revenue is discounted back for inflation at 95% to calculate the net incremental CRA revenue.

Results

Table A shows estimates of the annual increment increase for all taxable properties in the CRA at growth rate of 1.0%.

The total increment over a 30 year TIF district life for the Downtown Lake City TIF District at 1% growth rate is \$18.5 million, while the net incremental CRA Revenue at 95% is projected to be \$17.2 million.

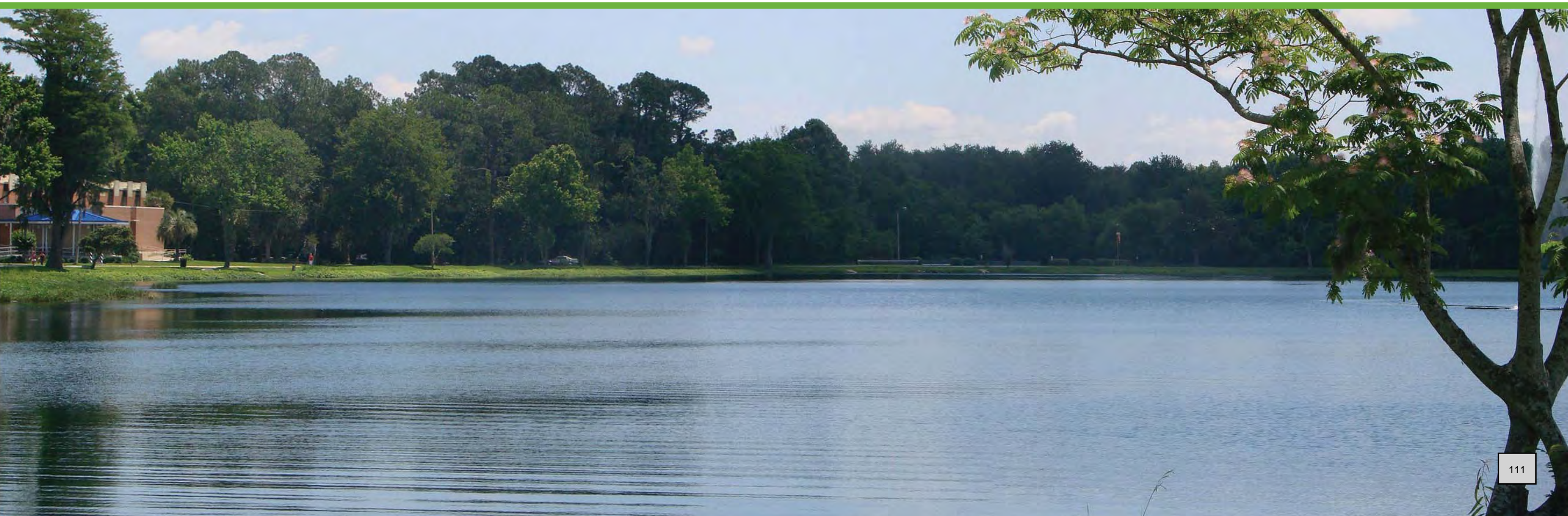
The estimates are sensitive to several factors including market forces and changes to the assessment system in Columbia County. While the estimates show a moderate growth in the taxable values in the early years of the TIF, they provide a conservative projection for the revenue stream that the recommended Downtown Lake City TIF district is likely to generate.



Downtown Lake City CRA TIF Projections @ 1% Annual Growth Rate				
Years	Annual Increase in Assessed Value	Annual Incremental Increase	Gross Incremental CRA Revenue	Net (95%) Incremental CRA Revenue
2010 (base)	\$52,833,083	\$0	\$0	\$0
2011	\$53,361,414	\$528,331	\$11,287	\$10,723
2012	\$66,704,186	\$13,871,103	\$296,342	\$281,525
2013	\$67,371,228	\$14,538,145	\$310,593	\$295,063
2014	\$68,044,940	\$15,211,857	\$324,986	\$308,737
2015	\$68,725,390	\$15,892,307	\$339,523	\$322,547
2016	\$69,412,643	\$16,579,560	\$354,206	\$336,495
2017	\$70,106,770	\$17,273,687	\$369,035	\$350,583
2018	\$70,807,838	\$17,974,755	\$384,013	\$364,812
2019	\$71,515,916	\$18,682,833	\$399,140	\$379,183
2020	\$72,231,075	\$19,397,992	\$414,419	\$393,698
2021	\$72,953,386	\$20,120,303	\$429,850	\$408,358
2022	\$73,682,920	\$20,849,837	\$445,436	\$423,164
2023	\$74,419,749	\$21,586,666	\$461,178	\$438,119
2024	\$75,163,946	\$22,330,863	\$477,077	\$453,223
2025	\$75,915,586	\$23,082,503	\$493,135	\$468,478
2026	\$76,674,742	\$23,841,659	\$509,353	\$483,886
2027	\$77,441,489	\$24,608,406	\$525,734	\$499,447
2028	\$78,215,904	\$25,382,821	\$542,279	\$515,165
2029	\$78,998,063	\$26,164,980	\$558,989	\$531,039
2030	\$79,788,044	\$26,954,961	\$575,866	\$547,072
2031	\$80,585,924	\$27,752,841	\$592,912	\$563,266
2032	\$81,391,783	\$28,558,700	\$610,128	\$579,622
2033	\$82,205,701	\$29,372,618	\$627,517	\$596,141
2034	\$83,027,758	\$30,194,675	\$645,079	\$612,825
2035	\$83,858,036	\$31,024,953	\$662,817	\$629,676
2036	\$84,696,616	\$31,863,533	\$680,733	\$646,696
2037	\$85,543,582	\$32,710,499	\$698,827	\$663,886
2038	\$86,399,018	\$33,565,935	\$717,103	\$681,248
2039	\$87,263,008	\$34,429,925	\$735,561	\$698,783
2040	\$88,135,638	\$35,302,555	\$754,204	\$716,494
2041	\$89,016,995	\$36,183,912	\$773,033	\$734,381
2042	\$89,907,165	\$37,074,082	\$792,051	\$752,448
2043	\$90,806,236	\$37,973,153	\$811,258	\$770,696
2044	\$91,714,299	\$38,881,216	\$830,658	\$789,125
				\$17,246,603



## Appendix D Statutory Requirements





This section addresses the specific requirements of Chapter 163, Part III, Florida Statutes, as they relate to the preparation and adoption of Community Redevelopment Plans in accordance with Sections 163.360 and 163.362. Provided below is a brief synopsis of each Sub-Section requirement from 163.360 and 1653.362, and a brief description of how the redevelopment plan and adoption process meet those requirements.

163.360 – COMMUNITY REDEVELOPMENT PLANS

Section 163.360 (1), Determination of Slum or Blight By Resolution  
This section requires that a local governing body determine by resolution that an area has been determined to be a slum or blighted area before a redevelopment area can be established.

Action:  
The City of Lake City Councilled a Downtown Lake City CRA Blight Study in 2011 to expand the existing CRA establishing the conditions of blight in the Downtown Lake City Redevelopment Area and designating the area as appropriate for community redevelopment. On , 2011 City Council approved a resolution finding the Downtown Lake City Expansion Area a blighted area appropriate for rehabilitation, conservation and redevelopment in the public interest and designated the Downtown Lake City Expansion Area a Community Redevelopment Area. Please refer Appendix B for the Blight Study and the supporting resolutions adopted by the City Council.

Section 163.360 (2)(a), Conformance with the Comprehensive Plan  
The Local Planning Agency is charged with determining that the Downtown Lake City Redevelopment Plan is in conformance with the adopted Comprehensive Plan.

Action:  
The Local Planning Agency determined conformance with the City’s Comprehensive Plan at a meeting held on

Section 163.360 (2)(b), Completeness  
This section requires that the redevelopment plan be sufficiently complete to address land acquisition, demolition and removal of structures, redevelopment, improvements and rehabilitation of properties within the redevelopment area as well as zoning or planning changes; land uses, maximum densities and building requirements.

Action:  
These issues are addressed in the Chapter 4,5 and 6 of the Redevelopment Plan

Section 163.360 (2)(c), Development of Affordable Housing  
This section requires the redevelopment plan to provide for the development of affordable housing, or to state the reasons for not addressing affordable housing.

Action:  
The Redevelopment Plan anticipates the need to maintain and provide affordable housing within the community where it currently exists in the Down-town Lake City Redevelopment Area. The Redevelopment Agency will coordinate with the local housing authority and Columbia County to seek opportunities for the development of affordable housing. The Land Use Planning and Development Characteristics section (Chapter 4) identifies strategies to promote affordable housing in the downtown. The purpose of the Redevelopment Plan is to encourage market rate housing in downtown Lake City as one component of mixed-use development patterns designed to attract private investment. Currently, the area lacks sufficient residential development and the Plan recommends provides for opportunities to increase residential development- both affordable and market-rate housing.

Section 163.360 (3), Community Policing Innovations  
The redevelopment plan may provide for the development and implementation of community policing procedures.

Action:  
The Redevelopment Plan supports the use of community policing as stated in the Public Facilities and Amenities section of the Redevelopment Plan (Chapter 4).

Section 163.360 (4), Plan Preparation and Submittal Requirements  
The Community Redevelopment Agency may prepare a Community Redevelopment Plan Update. Prior to considering this plan, the redevelopment agency will submit the plan to the local planning agency for review and recommendation as to its conformity with the comprehensive plan.

Action:  
The City Council has authorized the preparation of this Community Redevelop-ment Plan through the contracted services of the IBI Group Inc., Certified Plan-ners and Licensed Landscape Architects. On \_\_\_\_\_ 2011, the Local Planning Agency determined that the redevelopment plan was in conformance with the City’s Comprehensive Plan.

Section 163.360 (5)(6)(7)(a)(b)(c)(d)(e), Plan Approval 163.360 (5)  
The Community Redevelopment Agency will submit the Redevelopment Plan, along with written recommendations, to the governing body and each taxing authority operating within the boundaries of the redevelopment area.

Action:  
The Downtown Lake City CRA will submit this Redevelopment Plan to the Columbia County Government Board of Councilers to pass a resolution delegating redevelopment powers to the City prior to final adoption of the Plan as provided by statute. Following this, the City Council will proceed with a public hearing on the redevelopment plan as outlined in subsection (6), below.

163.360 (6)  
The governing body shall hold a public hearing on the Community Redevelopment Plan after public notice by publication in a newspaper having a general circulation in the area of operation of the Downtown Lake City Community Redevelopment Area.

Action:  
A public hearing on the Downtown Lake City Community Redevelopment Plan will be held on \_\_\_\_\_ at \_\_\_\_\_ in.

163.360 (7)  
Following the public hearing described above, the City Council may approve the rede-velopment plan if it finds that:  
(a) A feasible method exists for the location of families who will be displaced from the Redevelopment area in decent, safe, and sanitary dwelling accommodations within their means and without undue hardship to such families;

Action:  
The Downtown Lake City Community Redevelopment Area contains a population of just over 1,000 residents according to the Census 2000 data and ESRI 2010 Estimates. To minimize the relocation impact, if any, the Agency will provide supportive services and equitable financial treatment to any individuals, families and businesses subject to relocation. When feasible, the relocation impact will be mitigated by assisting relocation within the immediate neighborhood and by seeking opportunities to relocate within new/ redeveloped buildings that will contain residential and commercial space.

(b) The Redevelopment Plan conforms to the general or comprehensive plan of the county or municipality as a whole;  
Action: The City’s Local Planning Agency made recommendations to ensure that the Downtown Lake City Redevelopment Plan conforms to the City’s Comprehensive Plan on\_\_\_\_\_, 2011.

(c) The Redevelopment Plan gives due consideration to the utilization of community policing procedures, and to the provision of adequate park and recreational areas and facilities that may be desirable for neighborhood improvement, with special consider-ation for the health, safety, and welfare of children residing in the general vicinity of the site covered by the Plan;

Action: The need to utilize community policing procedures is supported in Section 3 above. The Plan recommends improved recreational opportunities as referenced in the Concept Plan and the Overriding Thematic Concepts chapter (Chapter 4) and the costs for which are contained in the Capital Improvements Budget (Chapter 6).

(d) The 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 redevelopment area by private enterprise.

Action: The need for, and role of, private enterprise/investment to ensure the success-ful rehabilitation or redevelopment of the Downtown Lake City Redevelopment Area is described throughout the Plan.

(e) Maintenance of coastal area evacuation time and protection of property against exposure to natural disasters.

Action:  
Not applicable. This is for redevelopment areas that are located in a coastal tourist area.

Section 163.360 (8) (a)(b), Land Acquisition  
These sections of the statute establish requirements for the acquisition of vacant land for the purpose of developing residential and non-residential uses. The Redevelopment Plan supports future development of both residential and nonresidential uses at various locations in the redevelopment area as defined in the Redevelopment Master Plan (Chapter 4). The Plan identifies strategies that will promote and facilitate public and private sector investment in vacant land acquisition for these purposes. Scattered vacant lots are suitable for infill development. Other sites may become able due to demolition.

Section 163.360 (9), Full Force and Effect  
Upon approval by a governing body of a community redevelopment plan or any modification thereof, the plan and/or modification shall be deemed in full force and effect.

Action:  
None, this sub-section will apply once the City Council adopts the Downtown Lake City Community Redevelopment Plan Update.

Section 163.360 (10), Need as a Result of Emergency.  
Provides guidance for development of a redevelopment plan when an area has been designated as blighted as the result of an emergency under Chapter 252.34(3).

Action:  
Not Applicable.

Chapter 163.362 - Contents of Community Redevelopment Plans  
Every community redevelopment plan shall:

Chapter 163.362(1) Legal Description  
Contain a legal description of the boundaries of the redevelopment area and the reasons for establishing such boundaries shown in the plan.

Action:  
A legal description of the boundaries of the redevelopment area and the reasons for establishing the boundaries are contained in the Finding of Necessity Study. The Legal Description has been incorporated into this Redevelopment Plan (Appendix B)

Chapter 163.362(2) Show By Diagram and General Terms:  
(a) Approximate amount of open space and the street layout.  
Action: This task is accomplished through the Redevelopment Plan in the Concept Plan (Part III, Chapter 4)  
(b) Limitations on the type, size, height number and proposed use of buildings.

Action:  
This is also described in Part III- Redevelopment Plan, however it is expected that the City’s zoning ordinance and land development regulations will continue to provide the regulatory framework for any building dimension or style limitations.

(c) The approximate number of dwelling units.  
Action: Based on the future land use concepts contained in the Plan, and the expressed desire to increase residential opportunities in the Downtown Lake City Redevelopment Area, it can be reasonably expected that new investment in housing will occur over time. Future development of moderate to high density residential projects are encouraged in other areas of the redevelopment area, as well as new investment in single family infill, if successful, residential density is expected to increase.

(d) Such property as is intended for use as public parks, recreation areas, streets, public utilities and public improvements of any nature.  
Action: A current summary of these uses and facilities is contained in the Inventory Section of the Redevelopment Plan (Appendix A). Proposed future uses and activities of this nature are described in the Redevelopment Master Plan (Chapter 4- Land Use and Development Characteristics and Public Facilities and Amenities; Urban Design and Historic Preservation).

Chapter 163.362(3) Neighborhood Impact Element  
If the redevelopment area contains low or moderate income housing, contain a neighborhood impact element which describes in detail the impact of the redevelopment upon the residents of the redevelopment area and the surrounding areas.

The Downtown Lake City Redevelopment Area contains approximately 500 dwelling units which may be considered low to moderate-income units. The Redevelopment Plan makes provisions for affordable housing through rehabilitation and new construction. Shortages in affordable housing will be addressed through existing and new affordable housing development strategies, with an emphasis on developing ways in which affordable housing can be integrated within market rate housing projects.

The implementation of the Downtown Lake City Plan will contribute significantly in improving the quality of life for the citizens residing in the Downtown Lake City and surrounding areas. While all impacts cannot be determined without site-specific proposals that evaluate impacts, this section provides a summary of potential impacts that may occur in each category required by statute. The specific categories that must be addressed are: relocation, traffic circulation, environmental quality, availability of community facilities and services, effect on school population, and other matters affecting the physical and social quality of the neighborhood.

Relocation

The Redevelopment Plan as proposed supports the preservation of existing residential areas and does not require the relocation of any of the low or moderate income residents of the redevelopment area. To minimize the relocation impact, the Agency will provide supportive services and equitable financial treatment to any individuals, families and businesses subject to relocation. When feasible, the relocation impact will be mitigated by assisting relocation within the immediate neighborhood and by seeking opportunities to relocate within new/ redeveloped buildings that will contain residential and commercial space.

Traffic Circulation

The implementation of the Redevelopment Plan recommendations related to streetscape improvements and traffic circulation are anticipated to positively impact the Downtown Lake City Redevelopment Area. The Urban Design and Historic Preservation section and the Circulation and Connectivity section, a component of the Redevelopment Plan, envisions enhancing identified roadways through streetscape improvements that encourage pedestrian mobility and improve vehicular circulation within the area. The Implementation Plan and the Capital Improvements Budget (Chapters 6 and 7) further identifies roadway projects with order of magnitude costs.

Environmental Quality

The City is in the process of addressing stormwater management issues throughout the City. The Plan also recommends that the Agency conduct Downtown Stormwater Master Plan. The Redevelopment Agency will work closely with developers to ensure anticipated new development does not impact the drainage capacity of the area, and when feasible support on-site provision of stormwater retention facilities in new development. The Redevelopment Plan recommends obtaining an area-wide stormwater permit to address issues for the entire district.

The City will closely monitor the capacity of the existing and planned stormwater infrastructure to ensure sufficient capacity exists, and there are no negative impacts from development. In terms of vegetation and air quality, proposed streetscape improvements are anticipated to add vegetation to the Downtown Lake City Redevelopment Area and also preserve the existing mature tree canopies, contributing significantly in improving the area’s air quality. No negative impact on the existing sanitary sewer is expected from implementation of the Redevelopment Plan and the Plan identifies infrastructure upgrades as part of the Implementation Plan (Chapter 7).



Community Facilities and Services

The Redevelopment Plan identifies additional projects related to the public facilities and amenities in Chapter 4 under the Public Facilities and Amenities section. Additionally, the Plan also presents several strategies to pursue improvements to the Lakefront, identified the need for constructing a Civic Center; and a Business Incubator Center. These facilities are envisioned to accommodate a diverse range of cultural facilities that will serve the needs of the area youth, adults, and elderly. The Plan recognizes the importance of the existing facilities and supports planned improvements of these facilities. The proposed lakefront walkway improvements and future downtown trail network are an integral component of the redevelopment area’s recreation and open space network.

Effect on School Population

The Redevelopment Plan does not anticipate significantly impacting the area’s school population other than the recommendation to continue discussions with the Columbia County School Board to consider the expansion of the area schools as the redevelopment program matures. Any increase in school population is expected to be handled by the existing schools in the redevelopment area and its vicinity: Niblack Elementary. The City and the Redevelopment Agency will continue to work closely with Columbia County School Board to ensure the board’s future plans for area schools are consistent with the Redevelopment Plan.

Physical and Social Quality

The Plan’s recommendations to continue with improvements to the existing streetscape environment (street lighting, sidewalks, street trees, gateways and directional signage); redevelopment of vacant land and former industrial sites; establishing urban design and architectural standards for new development; and continued code enforcement will have a positive impact on the area’s physical and visual character. Implementation of the redevelopment plan will improve community access to the social service network currently available to the area residents. Forging partnerships to attract higher education satellite campuses in the downtown will increase employment opportunities and serve as a tool to improve the quality of life for area residents.

Chapter 163.362(4) Publicly Funded Capital Projects  
Identify specifically any public funded capital projects to be undertaken within the community redevelopment area.

Action:  
A list of publicly funded projects located within the boundaries of the redevelopment area is contained in the Capital Improvements Program section (Chapter 6) of this Plan.

Chapter 163.362(5) (6) Safeguards and Retention of Control  
Contain adequate safeguards that the work of redevelopment will be carried out pursuant to the plan. Provide for the retention of controls and establishment of any restrictions or covenants running with land sold or leased for private use.

Action:  
The following safeguards and procedures will help ensure redevelopment efforts in the redevelopment area are carried out pursuant to the redevelopment plan: The Community Redevelopment Plan is the guiding document for future development, redevelopment and ancillary programs, projects and activities in and for the Downtown Lake City Redevelopment Area. In order to assure that redevelopment will take place in conformance with the projects, goals and policies expressed in this plan, the Downtown Lake City Community Redevelopment Agency will utilize the regulatory devices, instruments and systems used by the City of Lake City to permit development and redevelopment within its jurisdiction. These include but are not limited to the Comprehensive Plan, the Land Development Code, the Zoning Code, adopted design guidelines, performance standards and City authorized development review, permitting and approval processes. Per Florida Statute, the City of Lake City Council retains the vested authority and responsibility for:

1. The power to grant final approval to Redevelopment Plans and modifications.
2. The power to authorize issuance of revenue bonds as set forth in Section 163.385.
3. The power to approve the acquisition, demolition, removal or disposal of property as provided in Section 163.370(3), and the power to assume the responsibility to bear loss as provided in Section 163.370(3).

In accordance with Section 163.356(3)(c), by March 31 of each year the Redevelopment Agency shall file an Annual Report with the City of Lake City detailing the Agency’s activities for the preceding fiscal year. The report shall include a complete financial statement describing assets, liabilities, income and operating expenses. At the time of filing, the Agency shall publish in a newspaper of general circulation a notice that the report has been filed with the City and is available for inspection during business hours in the office of the City Clerk and the Downtown Lake City Community Redevelopment Agency. The Community Redevelopment Agency shall maintain adequate records to provide for an annual audit, which shall be conducted by an independent auditor and will be included as part of the City of Lake City Comprehensive Annual Financial Report for the preceding fiscal year. A copy of the Agency audit, as described in the CAFR will be forwarded to each taxing authority. The Agency shall provide adequate safeguards to ensure that all leases, deeds, contracts, agreements, and declarations of restrictions relative to any real property conveyed shall contain restrictions and/or covenants to run with the land and its uses, or other provisions necessary to carry out the goals and objectives of the redevelopment plan. The redevelopment plan may be modified, changed, or amended at any time by the Downtown Lake City Community Redevelopment Agency and City Council provided that; if modified, changed, or amended after the lease or sale of property by the Agency, the modification must be consented to by the developer or redevelopers of such property or his successors or their successors in interest affected by the proposed modification. Where the proposed modification will substantially change the plan as previously approved by the governing body, the City Council will similarly approve the modification.

This means that if a developer acquired title, lease rights, or other form of development agreement, from the Agency to a piece of property within the redevelopment area with the intention of developing it in conformance with the redevelopment plan, any amendment that which might substantially affect his/her ability to proceed with that development would require his/her consent

When considering modifications, changes, or amendments in the redevelopment plan, the Agency will take into consideration the recommendations of interested area property owners, residents, and business operators. Proposed minor changes in the Plan will be communicated by the agency responsible to the affected property owner(s).

Chapter 163.362(7) Assurance of Replacement Housing for Displaced Persons  
Provide assurances that there will be replacement housing for the relocation of persons temporarily or permanently displaced from housing facilities within the community redevelopment area.

Action:  
As previously stated, to minimize the relocation impact, the Agency will provide supportive services and equitable financial treatment to any individuals, families and businesses subject to relocation. When feasible, the relocation impact will be mitigated by assisting relocation within the immediate neighborhood and by seeking opportunities to relocate within new/redeveloped buildings that will contain residential and commercial space

Chapter 163.362(8) Element of Residential Use  
Provide an element of residential use in the redevelopment area if such use exists in the area prior to the adoption of the plan or if the plan is intended to remedy a shortage of housing affordable to residents of low to moderate income, including the elderly.

Action:  
There are residential uses- single-family in existence within the redevelopment area at the time of this writing. The efforts undertaken by the Agency, as described in this Redevelopment Plan, are intended to retain and enhance a high quality of residential use, particularly with regard to developing and maintaining sustainable neighborhoods. Redevelopment program activities will strive to cultivate the positive neighborhood characteristics cited by the community during public workshops and reduce or eliminate any negative characteristics.

The establishment of a revitalized and expanded residential base within the Downtown Lake City community is essential to achieve a successful economic redevelopment program. Residents living within the redevelopment area will comprise components of the work force and the market, which will generate economic activity.

Chapter 163.362(9) Statement of Projected Costs  
Contain a detailed statement of the projected costs of development, including the amount to be expended on publicly funded capital projects in the community redevelopment area and any indebtedness of the community redevelopment agency or the municipality proposed to be incurred for such redevelopment if such indebtedness is to be repaid with increment funds.

Action:  
Project costs and funding sources are described in the Capital Improvements Program section (Chapter 6) of the Redevelopment Plan.

Chapter 163.362(10) Duration of Plan  
Provide a time certain for completing all redevelopment financed by increment revenues.

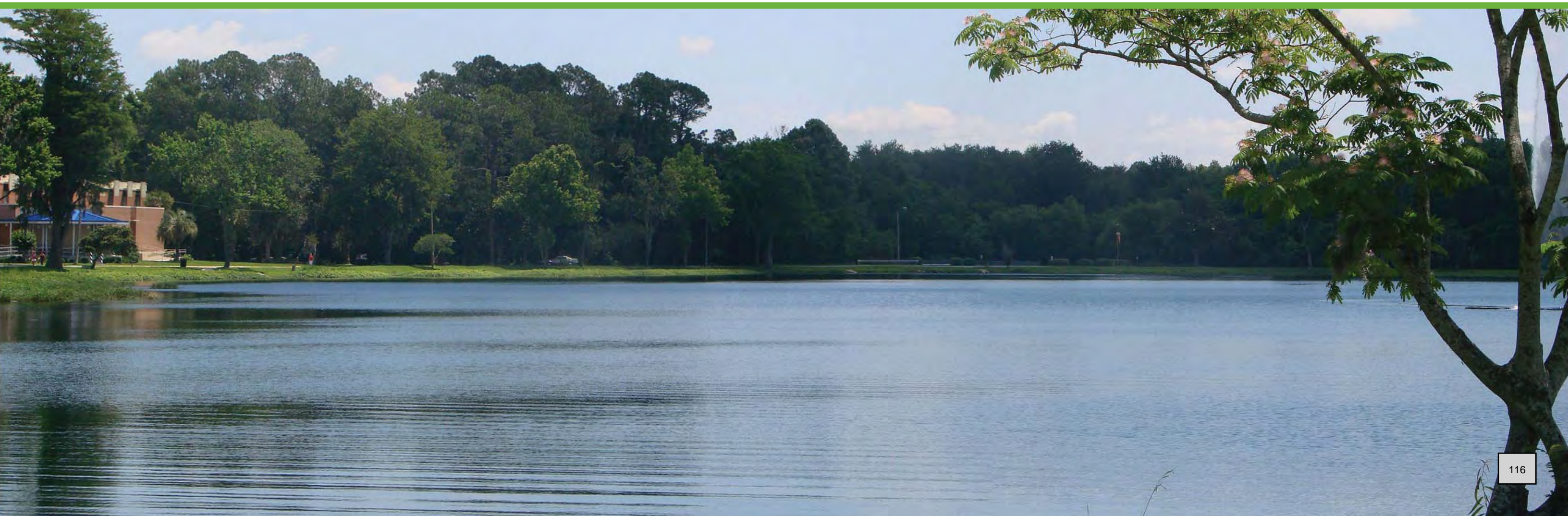
Action:  
Currently, the Downtown Lake City Community Redevelopment Plan shall remain in effect and serve as a guide for future redevelopment activities in the redevelopment area through 2041. The Plan proposes extending the current life of the redevelopment program by 30 years.

Chapter 163.362(11) Statutory Predisposition  
This section provides relief to some of the subsections of Section 163.360, if the redevelopment plan was adopted before Chapter 84-356, Laws of Florida, became a law.

Action:  
Not Applicable.



## Appendix E Funding Sources





FUNDING SOURCES

FUNDING SOURCE	FUNDING PROGRAM	PROGRAM DESCRIPTION	ADDITIONAL INFORMATION
		WATERFRONT DEVELOPMENT/ LAND ACQUISITION	
		FEDERAL	
US Department of the Interior, National Park Service	Land and Water Conservation Fund (LWCF)	The LWCF program provides matching grants to states and local governments for the acquisition and development of public outdoor recreation areas and facilities. The program is intended to create and maintain a nationwide legacy of high quality recreation areas and facilities and to stimulate non-federal investments in the protection and maintenance of recreation resources across the United States. The funding that is allocated to each state, or "stateside" funding, is administered by that state. Through the LWCF, the Florida Department of Parks and Recreation provides funds for statewide planning, and for acquiring and developing outdoor recreation areas and facilities LWCF grant funds may be used for the acquisition and development of state and local facilities that provide active and/or passive recreation opportunities.	Federal funding of this program varies from year to year depending on appropriations. Florida's allocation for fiscal year 2006 is approximately \$1.2 million. For program information, visit: <a href="http://www.nps.gov/ncrc/programs/flp/index.html">http:// www.nps.gov/ncrc/programs/flp/index.html</a>
US Department of the Interior, National Park Service	Federal Lands to Parks (FLP)	The National Park Service's FLP Program conveys surplus federal land to communities, usually at no cost, for public park and recreation purposes. Over 1,400 properties, approximately 150,000 acres, have been transferred to state and local governments for parks and recreation areas since the program's inception in 1949. The Program also helps ensure continued public access and stewardship of resources.	Generally, resources are available on an on-going basis as properties become available. For more information on how to participate in this program, visit: <a href="http://www.nps.gov/ncrc/programs/flp/index.html">http://www.nps.gov/ncrc/programs/flp/index.html</a>
US Department of Agriculture (USDA) - Natural Resource Conservation District (NRCS)	Wetlands Reserve Program	WRP restores wetland, upland and riparian complexes to improve habitat for migratory birds. The objectives of this program are to purchase conservation easements from willing sellers, restore and protect wetlands in agricultural settings, and assist landowners with the restoration of wetland hydrology and wildlife habitat.	<a href="http://www.nrcs.usda.gov/programs/wrp/">http://www.nrcs.usda.gov/programs/wrp/</a>
US Department of Agriculture (USDA) - Natural Resource Conservation District (NRCS)	Wildlife Habitat Incentives Program (WHIP)	WHIP encourages the voluntary establishment of high quality wildlife habitat on private lands. WHIP offers technical and financial help for all private landowners or local units of government who wish to plan and develop upland, wetland, riparian, or aquatic habitat on their property.	<a href="http://www.nrcs.usda.gov/programs/whip/">http://www.nrcs.usda.gov/programs/whip/</a>
US Department of Agriculture (USDA) - Natural Resource Conservation District (NRCS)	Watershed Protection and Flood Prevention	WPFP provides technical and financial assistance to state agencies and units of local government in planning and carrying out works of improvement and to protect, develop and utilize the land and water resources in small watersheds not exceeding 250,000 acres. This includes total resource management and planning to improve water quality and solve problems caused by flooding, erosion and sediment damage, conservation, development, utilization and disposal of water. The program emphasizes planning through interdisciplinary teams that include the sponsors, other agencies, and environmental groups in all stages of plan development.	<a href="http://www.nrcs.usda.gov/programs/watershed/">http://www.nrcs.usda.gov/programs/watershed/</a>
US Environmental Protection Agency (EPA)	Conservation Reserve Program (CRP)	CRP is a voluntary program that offers long-term rental payments and cost-share assistance to establish long-term, resource-conserving cover on environmentally sensitive cropland or, in some cases, marginal pastureland. The protective cover reduces soil erosion, improves water quality, and enhances or establishes wildlife habitat. Increased rental payments are available on certain land areas (e.g., land within a wellhead protection area may receive an additional 10 percent payment).	<a href="http://www.epa.gov/owow/funding.html">http://www.epa.gov/owow/funding.html</a>
		STATE	
Florida Department of Community Affairs	Florida Community's Trust (FCT) Fund Grant	This grant program was established for environmental land acquisition. Florida Communities Trust (FCT) is a state land acquisition grant program that provides funding to local governments and eligible non-profit environmental organizations for acquisition of community-based parks, open space and greenways that further outdoor recreation and natural resource protection needs identified in local government comprehensive plans.	



FUNDING SOURCE	FUNDING PROGRAM	PROGRAM DESCRIPTION	ADDITIONAL INFORMATION
		WATERFRONT DEVELOPMENT/ LAND ACQUISITION	
		STATE	
Florida Department of Environmental Protection	Florida Greenways and Trails Program	The Florida Department of Environmental Protection administers this grant, which can be used for acquisition of property for linear corridors, open space connectors and trails. There is a cap of \$5,500,000 with no match required.	
Florida Department of Environmental Protection	Coastal Partnership Initiative	This initiative is designed to support innovative local-level coastal management projects in four program areas: public access, remarkable coastal places, working waterfronts, and community stewardship. Governmental, educational, and non-profit entities can apply, and the Florida Coastal Management Program offers technical assistance and training along with the more traditional funding support. Financial awards are limited to no more than \$50,000 and no less than \$15,000 and may be used for planning and coordination activities, land acquisition, small construction, or capital improvement projects. If the type of assistance provided through the grant contract is financial assistance, the recipient will be required to provide 100% matching funding, which may be cash or in-kind.	
Florida Department of Environmental Protection	Florida Recreation Development Assistance Program (FRDAP)	This annual, state recreation assistance program may be used for recreational land acquisition, park design and construction. Active park amenities are normally afforded a higher priority than passive parks. With a limit of \$150,000, projects may be phased over several years. Grants under \$50,000 require no match. Grants over \$50,000 require a 50% match. The maximum grant amount is \$200,000	
Florida Department of Environmental Protection	Florida Recreational Trails Program (RTP)	RTP is a competitive program which provides grants for projects that provide, renovate or maintain recreational trails, trailhead and trailside facilities. The Intermodal Surface Transportation Efficiency Act (ISTEA) of 1991 included the National Recreational Trails Fund Act (NRTFA) and established the National Recreational Trails Funding Program (NRTFP). The National Highway System Designation Act (NHS Act) of 1995 amended and revived the NRTFA. The Transportation Equity Act for the 21st Century (TEA-21) amended the previous legislation and provided for six years of funding. The current maximum grant amount for mixed-use projects and non-motorized projects is \$200,000. The maximum grant award amount for motorized projects is \$437,420 annually.	
Florida Department of Environmental Protection	Florida Clean Marina Program	The Florida Clean Marina Program is a voluntary and proactive partnership created to help marine facilities, boatyards, marine retailers, and boaters become environmental stewards and comply with local, state, and federal environmental laws and rules.	
Florida Inland Navigation District	Florida Inland Navigation District Waterway Assistance Program (WAP)	The Waterway Assistance Program is a grant program established by the Florida Legislature and the District for the purpose of financially cooperating with local governments to alleviate problems associated with the Atlantic Intracoastal Waterway and associated waterways within the District. The maximum grant award amount for eligible projects is \$300,000 annually.	<a href="http://www.aicw.org/wap.htm">http://www.aicw.org/wap.htm</a>
Florida Department of Agriculture and Consumer Services	Florida Urban Forestry Grant	As part of the federal government's Urban and Community Forestry Matching Grant Program, funds will be available to organizations to develop or enhance their urban and community forestry programs. Requests for proposals will be solicited in January, 2007. The maximum grant award available is \$25,000 on an annual basis.	<a href="http://www.fl-dof.com/forest_management/cfa_urban_grants.html">http://www.fl-dof.com/forest_management/cfa_urban_grants.html</a>
Florida Fish and Wildlife Conservation Commission	Florida Boating Improvement Program (FBIP)	The Florida Boating Improvement Program provides funding through competitive grants for boating access projects and other boating-related activities on coastal and/or inland waters of Florida. Eligible program participants include county governments, municipalities and other governmental entities of the State of Florida	<a href="http://myfwc.com/boating/grants/fbip.htm">http://myfwc.com/boating/grants/fbip.htm</a>
Florida Department of Agriculture	Keep American Beautiful (KAB) Grant	Keep America Beautiful is a national nonprofit public education organization dedicated since 1953 to engaging individuals to take greater responsibility for improving their local community environments. Annual landscaping grant program administered through the State Department of Agriculture. With a \$20,000 limit, projects may be phased.	<a href="http://www.kab.org/aboutus.asp?id=32&amp;rid=38">http://www.kab.org/aboutus.asp?id=32&amp;rid=38</a>

		LOCAL	
Columbia Tourism Development Tax		The Tourist Development Council works with local tourism industry members to develop and market the amenities of Columbia County for increased tourism and positive economic impact. Focusing primarily on nature-based and heritage tourism, the County's efforts are directed by the Tourist Development Council. The local 2 % tax charged on transient rental accommodations and various advertising sales programs fund the tourism development program.	
		PRIVATE SECTOR/ NON- PROFITS	
River Network	Miscellaneous	River Network, a national non-profit organization, offers consulting, publications, acquisition of riverlands and small grants to help people raise money, build organizations, and monitor and protect rivers and watersheds. This organization offers assistance to: help people organize to protect and restore rivers and watersheds; support river conservationists at grass roots, state and regional levels; help build effective organizations to link them together to build a nationwide movement for rivers and watersheds; and acquire and conserve riverlands critical to wildlife, fisheries, and recreation.	<a href="http://www.rivernetwork.org/howcanwehelp/index.cfm?doc_id=130">http://www.rivernetwork.org/howcanwehelp/index.cfm?doc_id=130</a>
Trust for Public Land (TPL)	Miscellaneous	TPL is interested in helping purchase one of the gravel pits in Sun Valley to support conversion to recreation, open space and water conservation. TPL finances the purchase and usually sells the land to a public agency for long-term management and operation.	<a href="http://www.tpl.org">http://www.tpl.org</a>
Patagonia	Environmental Grants Program	Focus is on preservation of wild and scenic areas, biodiversity, limited funding for urban restoration. They are mostly interested in projects that identify and work on the root causes of problems and that approach issues with a commitment to long-term change. Grants range from \$ 3,000 to \$ 8,000 per project.	Deadlines are usually April 30 and August 31 each year. <a href="http://www.patagonia.com/enviro/grants_app.shtml">www.patagonia.com/enviro/grants_app.shtml</a>
		HABITAT	
		FEDERAL	
National Oceanic and Atmospheric Administration (NOAA) Community-Based Restoration Program	Community-based Resoration Program: Individual Project Grants	Grassroots restoration Projects that will benefit marine resources and endangered and threatened species. \$ 30,000 to 250,000 per project. Match not required, but recommended.	Typically September deadline. For updates: <a href="http://www.nmfs.noaa.gov/habitat/restoration/projects_programs/programs.html">http://www.nmfs.noaa.gov/habitat/restoration/projects_programs/programs.html</a>
National Oceanic and Atmospheric Administration (NOAA) Community-Based Restoration Program	Community-based RestorationProject: National and Regional Partnerships	Grassroots, community-based projects for restoring and conserving marine resources and their habitats. Typical grants range from \$ 100,000 to \$ 600,000.	<a href="http://www.nmfs.noaa.gov/habitat/restoration/projects_programs/progras.html">http://www.nmfs.noaa.gov/habitat/restoration/projects_programs/progras.html</a>
US Forest Service	Cooperative Forestry Assistance Programs	The program help State Foresters or equivalent agencies with forest stewardship programs intended to achieve ecosystem health and sustainability. Assistance is provided through the following programs: Forest Stewardship Program; Stewardship Incentive Program; urban & Community Forestry Program; and, Cooperative Fire Protection Program.	<a href="http://www.fs.fed.us/spf/coop/">http://www.fs.fed.us/spf/coop/</a>
US Department of Agriculture (USDA) - Natural Resource Conservation service (NRCS)	Farm Bill: Wetlands Reserve Program	WRP restores wetland, upland and riparian complexes to improve habitat for migratory birds. The objectives of this program are to purchase conservation easements from willing sellers, restore and project wetlands in agricultural settings, and assist landowners with the restoration of wetland hydrology and wildlife habitat.	<a href="http://www.nrcs.usda.gov/grograms/wip">http://www.nrcs.usda.gov/grograms/wip</a>
US Department of Agriculture (USDA) - Natural Resource Conservation service (NRCS)	Farm Bill: Wildlife Habitat Incentives Program	WHIP encourages the voluntary establishment of high quality wildlife habitat on private lands. WHIP offers technical and financial help for all private landowners or local units of government who wish to plan and develop upland, wetland, riparian, or aquatic habitat on their property. Funding for up to 75% of the cost of the project. Technical assistance also provided.	Contact local NRCS office. <a href="http://www.nrcs.usda.gov/programs/whip">http://www.nrcs.usda.gov/programs/whip</a>
US Fish & Wildlife Service	North American Wetlands Conservation Act (NAWCA) - Standard Grants	\$51,000-\$1.0M to fund a 4-year plan of action supported by a NAWCA grant and partner funds to conserve wetlands and wetlands-dependent fish and wildlife through acquisition (including easements and title donations), restoration, and/or enhancement. Match must be non-Federal and at least equal to the grant request.	<a href="http://northamerican.fws.gov/NA">http://northamerican.fws.gov/NA</a>



US Fish & Wildlife Service	North American Wetlands Conservation Act (NAWCA) - Small Grants	Up to \$50,000 to fund a 4-year plan of action supported by a NAWCA grant and partner funds to conserve wetlands and wetlands-dependent fish and wildlife through acquisition (including easements and title donations), restoration, and/or enhancement. Match must be non-Federal and at least equal to the grant request.	<a href="http://northamerican.fws.gov/NAWCA/grants.htm">http://northamerican.fws.gov/NAWCA/grants.htm</a>
US Fish & Wildlife Service	Partners for Fish and Wildlife Program	Funding provided for work on private lands. Typical projects include (but not limited to) wetland and riparian habitat restoration and improvement for threatened or endangered species, anadromous fish, and exotic species control and removal. Typically in the range of \$ 25,000 to \$ 50,000 per project.	Applications accepted throughout the year. <a href="http://partners.fws.gov">http://partners.fws.gov</a>
		PRIVATE SECTOR/ NON- PROFITS	
American Rivers (partner with National Oceanic & Atmospheric Administration (NOAA)	River Restoration Grants	\$5,000 to \$25,000 per project. Non-federal match not required. But encouraged. Grants provided to projects that are using dam removal or fish passage to restore and protect the ecological integrity of rivers and improve freshwater habitats for anadromous fish. State, local, and tribal governments, conservation groups, and other non-profits.	<a href="http://www.amrivers.org/dam%20removal/grantguidelines.htm">http://www.amrivers.org/dam removal/grantguidelines.htm</a>
American Sportfishing Association and FishAmerica Foundation (partner with National Oceanic & Atmospheric Administration/ NOAA)	Restoration Grants	Projects that result in on-the-ground restoration in marine, estuarine and anadromous fish habitats - especially sportfish. Strong partnerships cooperation from local community groups and citizens are encouraged. Funding typically ranges from \$ 5,000 to \$30,000. Match not required, but encouraged.	Applications typically accepted twice each year (March and August). For updates, visit: <a href="http://www.fishamerica.org/content/conservation/fishamerica/faf_grant.cfm">http://www.fishamerica.org/content/conservation/fishamerica/faf_grant.cfm</a>
The Conservation Fund (TCF)	Miscellaneous	The Conservation Fund is a national non-profit organization dedicated to preserving Americas land legacy by acquiring and protecting open space, wildlife habitat, and historic sites. The Fund also provides technical assistance, information, and small grants to assist with the greenway and trail projects across the nation.	<a href="http://www.conservationfund.org">http://www.conservationfund.org</a>

FUNDING SOURCE	FUNDING PROGRAM	PROGRAM DESCRIPTION	ADDITIONAL INFORMATION
		REDEVELOPMENT/ ARTS AND CULTURE	
Federal Government	President's American Recovery And Reinvestment Plan		
Federal Transit Administration	SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). With guaranteed funding for highways, highway safety, and public transportation totaling \$244.1 billion, SAFETEA-LU represents the largest surface transportation investment in our Nation's history. The two landmark bills that brought surface transportation into the 21st century—the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA) and the Transportation Equity Act for the 21st Century (TEA-21)—shaped the highway program to meet the Nation's changing transportation needs. SAFETEA-LU builds on this firm foundation, supplying the funds and refining the programmatic framework for investments needed to maintain and grow our vital transportation infrastructure.	<a href="http://www.fhwa.dot.gov/safetealu/summary.htm">http://www.fhwa.dot.gov/safetealu/summary.htm</a>
Florida Department of State, Division of Cultural Affairs	Cultural Facilities Grant	This grant, through the Florida Department of State, Division of Cultural Affairs, is used for construction of cultural facilities including arts, historical and science museum and has a maximum of \$500,000. A 50% cash match is required. The architectural planning must be completed.	
Florida Department of State, Division of Cultural Affairs	Culture Builds Florida	Culture Builds Florida is a new funding opportunity through the Division of Cultural Affairs. This program will be geared towards projects in one of the four areas of the strategic plan: Learning and Wellness, Strengthening the Economy, Design and Development, and Leadership.	<a href="http://www.florida-arts.org/grants/cbf/">http://www.florida-arts.org/grants/cbf/</a>
Florida Department of State, Division of Cultural Affairs	Arts In Education	The Arts in Education (AIE) program supports activities that promote the arts as an integral part of education and lifelong learning for all people in the State of Florida. It aims to support projects which make a difference in the community, such as: <ul style="list-style-type: none"><li>• in-depth residencies at schools, colleges &amp; universities, hospitals, detention centers &amp; prisons, nursing facilities, hospitals &amp; assisted living centers, cultural or community centers;</li><li>• cultural programs serving elders and the building of intergenerational programs;</li><li>• professional development for teachers;</li><li>• arts in education research, evaluation and assessment tools; and</li><li>• partnerships between cultural organizations and others which promote quality artistic programs and lifelong learning in the arts.</li><li>• Organizations can receive funding in three categories: Artist Residency, Arts Education Partnerships and Rural Development</li></ul>	<a href="http://www.florida-arts.org/grants/aie/index.htm">http://www.florida-arts.org/grants/aie/index.htm</a>
Florida Department of State, Division of Cultural Affairs	Historical Museums Grant	The Historical Museums Grants-in-Aid program provides matching support for the development of exhibits on Florida history, as well as for programming costs of Florida history museums, as authorized by Section 265.708, Florida Statutes, and Chapter 1T-1.031 & 1.032, Florida Administrative Code. Funding is provided for two categories: general program support and public educational exhibit projects. General Program Support grants underwrite the costs of technical, curatorial, administrative, and educational programming pertaining to programmatic operations of the museum and is available on a two-year cycle. Public Educational Exhibit grants support the development and presentation of exhibitions on the history of the human occupation of Florida through the use of artifacts, graphics, audio visual elements, text panels and educational components. This grant is on an annual cycle	<a href="http://www.florida-arts.org/grants/hm/">http://www.florida-arts.org/grants/hm/</a>
Florida Department of State, Division of Cultural Affairs	Local Arts Agency	The purpose of the Local Arts Agency Program is to assist in the development of local arts agencies, and to strengthen and stabilize their statewide network to further local and statewide cultural goals and objectives. A local arts agency (LAA) is defined as an umbrella agency that serves its county or counties arts and cultural constituencies. One or more county commissions must officially recognize an entity as the local arts agency, commission, alliance or division of a county or city government. This includes county arts councils established pursuant to section 265.32, Florida Statutes.	<a href="http://www.florida-arts.org/grants/laa/index.htm">http://www.florida-arts.org/grants/laa/index.htm</a>



FUNDING SOURCE	FUNDING PROGRAM	PROGRAM DESCRIPTION	ADDITIONAL INFORMATION
		REDEVELOPMENT/ ARTS AND CULTURE	
Florida Department of Transportation	Florida Department of Transportation's Local Agency Program	The program is designed to provide funding and technical assistance to local governments interested in implementing federal aid transportation projects. Florida Highway Beautification Council. Based on the results of this annual review process, the Secretary of the Department of Transportation may award up to a total of \$3 million in Grants to eligible applicants.	
Florida Division of Housing and Community Development	Community Development Block Grant	Florida's Small Cities Community Development Block Grant Program provides an opportunity for eligible municipalities and counties to compete for funds to improve local housing, streets, utilities, and public facilities.	
Florida Division of Housing and Community Development	Community Services Block Grant Program	The Community Services Block Grant Program was created by the federal Omnibus Budget Reconciliation Act of 1981 to provide a range of services to assist low-income people in attaining the skills, knowledge and motivation necessary to achieve self sufficiency.	
Florida Division of Housing and Community Development	Front Porch Florida Initiative	The Front Porch Florida Initiative was created in 1999 as a means to rebuild distressed communities. Front Porch Florida takes up this challenge to revitalize underserved communities that are dedicated to positive cooperation and communication to make their community a better place to live, work, and play.	<a href="http://www.floridacommunitydevelopment.org/fpf/index.cfm">http://www.floridacommunitydevelopment.org/fpf/index.cfm</a>
Florida Department of State, Division of Cultural Affairs	Waterfronts Florida	The Department of Community Affairs' Waterfronts Florida Program offers help to all coastal local governments in Florida to revitalize their working waterfronts by providing resources for planning. In addition, the Program designates selected communities to receive technical and limited financial assistance through the Waterfronts Florida Partnership Program.	<a href="http://www.dca.state.fl.us/fdcp/DCP/waterfronts/index.cfm">http://www.dca.state.fl.us/fdcp/DCP/waterfronts/index.cfm</a>

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IBI Group is a multi-disciplinary consulting organization offering services in four areas of practice: Urban Land, Facilities, Transportation and Systems.

We provide services from offices located strategically across the United States, Canada, Europe, the Middle East and Asia.





**REVISED AND RESTATED**

**CITY OF LAKE CITY, FLORIDA**  
**COMMUNITY REDEVELOPMENT AGENCY**  
**FAÇADE GRANT PROGRAM**



**POLICY GUIDE 2010-02**  
**EFFECTIVE DECEMBER 6, 2010**  
**APPROVED AND ADOPTED BY CRA**  
**RESOLUTION 2010-08 AND**  
**BY CITY COUNCIL RESOLUTION**  
**2010-115 ON DECEMBER 6, 2010**

**REVISED AND RESTATED  
CITY OF LAKE CITY, FLORIDA  
COMMUNITY REDEVELOPMENT AGENCY  
FAÇADE GRANT PROGRAM  
COMMUNITY REDEVELOPMENT AREA  
FOR EXISTING BUSINESS BUILDINGS**

**1. OBJECTIVE**

As an outreach to owners of existing commercial business buildings, the Lake City Community Redevelopment Agency ("CRA") is establishing a Facade Grant Program (the "Grant Program") to provide technical and financial assistance to such owners within the CRA area for renovations to the exterior of such buildings. The objective of the program is to administer the Community Redevelopment Plan (the "CRA Plan") and encourage business and property owners, through financial incentives, to improve existing business properties. All projects must conform to the goals and objectives of the CRA Plan and corresponding Land Development Codes and Design Guidelines. By improving the visual appearance of downtown, blight is eliminated and the CRA area becomes more attractive for recruiting new businesses and new construction, as well as opportunities for existing businesses to expand and attract new customers.

**2. ELIGIBILITY AND FUNDING MAXIMUMS**

(a) Existing business building owners that do not currently have a City Lien against their parcel are eligible to be reimbursed one-time for **75%** of the cost of materials and professional contracted labor for completed exterior renovations. Each storefront/business address is eligible for a maximum reimbursement of \$5,000, with an overall maximum reimbursement of \$10,000 per property that contains multiple storefronts/businesses. For businesses that improve both public entrances from public parking lots and their street address they would be eligible for a maximum reimbursement of \$5,000 per improved entrance with a maximum reimbursement of \$10,000 per business. Businesses must be a conforming use in the redevelopment area. Grants are awarded on a first come, first completed basis for each fiscal year (Oct. 1 – September 30). Projects that have been approved and completed in any Fiscal Year in which grant funds may have been expended will be reimbursed at the beginning of the next fiscal year.



(b) Any eligible business owner desiring to participate in the Grant Program must file with the City Growth Management Department at 205 North Marion Avenue, Lake City, Florida, an application for the Grant Program by no later than 5:00 p.m., September 30, current grant funded year. All other requirements provided for herein with respect to the Grant Program must be complied with.

### **3. GRANT FUNDS WILL REIMBURSE, THE APPLICANT FOR THE FOLLOWING IMPROVEMENTS**

- Removal of deteriorated building materials such as plywood, metal or stucco.
- New stucco or repair of stucco
- Painting (all colors must be approved before starting)
- New windows or replacements
- New doors or replacements
- New or replacement woodwork or architectural details
- Masonry work
- Signs (including the removal of old signs and the design, production and installation of new signs)
- Awnings (including the removal of old awnings and installation of new awnings)
- Tear out required to build a new entrance into the building
- Lighting of the exterior
- Brick or textured pavement
- Professional Design Services
- Courtyard and Outside Dining design & development.
- Barrel tile or standing seam roof repairs or installation.

### **4. INELIGIBLE EXPENDITURES**

- Improvements made prior to grant approval.
- Interior renovations
- Flat roof repairs
- Refinancing existing debts.
- Non-fixed improvements
- Inventory / fixtures / equipment.
- Sweat equity payments (i.e. reimbursement for applicant's own labor in performance of renovation work or new construction).
- Business Payroll.
- General maintenance.
- Work performed that is not consistent with the Design Guidelines for the CRA pursuant to the Community Redevelopment Plan and Lake City Land Use and Development Regulations.

### **5. PROCEDURE**

(a) **Step One:** Submit the following to the Growth Management Department at 205 N. Marion Avenue. No grant will be processed without the following:

- ☐ Completed Application form
- ☐ Two (2), separate construction bids from a licensed contractor. If work is undertaken by more than one contractor, then two (2) separate bids for each proposed improvement must be submitted. (A list of contractors and their contact information, of those solicited, may be provided should two bids not be obtained)
- ☐ Color chips of the paint colors to be used.
- ☐ Photograph of the existing building (all sides to be improved)
- ☐ If non-structural changes are proposed, a sketch or drawing to explain the changes.
- ☐ If structural changes in the building are proposed, architectural or engineering plans must be submitted.
- ☐ Proof that all taxes, impact fees and assessments are not delinquent.

(b) **Step Two:**

- ☐ Obtain approval from the CRA to include approval letter from CRA Administrator.
- ☐ Obtain all required building permits.

To insure that all work will comply with the Lake City Land Development Regulations all proposed renovations must be approved by the City Building Official. All work must meet Florida Building Codes. Prior to the work commencing, award recipients must secure applicable Federal, State, County and City permits. Any and all unforeseen changes in the scope of work that may arise during the renovation process must be approved prior to any work initiated or completed. Change Order must be initiated through the CRA Administrator. Any bid additions and/or deletions must be approved prior to initiating any work change.

(c) **Step Three:** When the work is completed:

- ☐ Provide photographs of all completed work.
- ☐ Submit all receipts and/or canceled checks as proof that materials and contracted improvement have been paid for. All paid receipts must include name, address, phone number and license number of the contractor. The CRA reserves the right to verify all costs associated with design or renovation work for which reimbursement is requested.
- ☐ Provide City inspection record to show that all work conforms to the work proposed and completed as approved.

## 6. **QUALITY OF WORK**

All work must be performed in a professional and workman-like manner. All proposed and actual work must conform to all applicable rules and regulations of all regulatory agencies and bodies of Federal, State, County and City governments. All completed work must pass appropriate inspection(s) of applicable reviewing agency. The



CRA reserves the right to withhold reimbursement payment should the final inspection reveal that the work performed was not completed in a professional and workman-like manner and/or has not successfully passed all applicable inspections.

7. **COMPLETION OF WORK**

All work required by each recipient of a grant under the provisions of the Grant Program must be completed within one (1) year from the date of the grant award.

8. **SUPERVISION AND ADMINISTRATION**

The Grant Program shall be supervised and administered by the CRA Director.

**Attachment: Grant Application**

**CITY OF LAKE CITY, FLORIDA**  
**COMMUNITY REDEVELOPMENT AGENCY**  
205 N. Marion Avenue, Lake City, FL 32055 (386) 719-5766  
**FAÇADE GRANT APPLICATION FORM**

*(Please print or type requested information)*

**APPLICANT NAME:** \_\_\_\_\_

**PROPERTY OWNER'S NAME:** \_\_\_\_\_

**PROPERTY ADDRESS:** \_\_\_\_\_

**PARCEL NUMBER:** \_\_\_\_\_

**TELEPHONE: (Business)** \_\_\_\_\_ **FAX:** \_\_\_\_\_

**DESCRIBE TYPE OF IMPROVEMENTS PLANNED OR PROVIDE CONTRACTOR'S ESTIMATE:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**TOTAL COST OF PROPOSED IMPROVEMENTS: \$** \_\_\_\_\_ **AMOUNT OF FUNDING REQUESTED: \$** \_\_\_\_\_ **(May not exceed \$5,000 each storefront/business)**

**CONTRACT ACKNOWLEDGEMENT**

I/we acknowledge, as evidenced by my/our signature(s) below, that I/we have received, read, understand and agree to comply with the terms and conditions as set forth in the CRA's Façade Grant Program Policy Guide. We further acknowledge that any breach of this contract may result in my being required to refund any funds awarded to me under this program.

\_\_\_\_\_  
**APPLICANT SIGNATURE:**

\_\_\_\_\_  
**DATE**

\_\_\_\_\_  
**PROPERTY OWNER SIGNATURE (If other than applicant)**

Date Received by Growth Management \_\_\_\_\_

Zoning \_\_\_\_\_ conforming use    Y            N

Date Received by CRA Staff \_\_\_\_\_

Date Approved by CRA \_\_\_\_\_



## INTRODUCTION

The City of Lake City is pleased to introduce a proposed framework designed to develop a clear, consistent, and transparent process for the public to apply for and access Community Redevelopment Agency (CRA) resources. This initiative is intended to strengthen fairness, accountability, and increased participation in redevelopment efforts throughout the CRA district.

The proposed process establishes standardized procedures for requesting CRA assistance, including eligibility requirements, application timelines, review standards, and funding prioritization. These improvements are intended to ensure that CRA programs are accessible, predictable, and aligned with the long-term redevelopment goals of the City of Lake City.

In addition, the proposed framework outlines structured program offerings that support local business development, property improvement, housing stability, infrastructure enhancements, and community-based revitalization. By formalizing these programs, the City seeks to provide a reliable pathway for residents, entrepreneurs, and property owners to participate in neighborhood improvement and economic growth initiatives.

The City is committed to maintaining transparency and public accountability in the allocation of CRA resources. This proposed framework will allow for consistent public access, objective evaluation of applications, and clear communication of funding decisions.

Thank you for your continued partnership in the revitalization of Lake City. Together, we can build stronger neighborhoods, support local investment, and promote a vibrant and equitable future for our community.

## Review & decision process

1. **Intake / staff review:** CRA staff check for completeness; flag missing items.
2. **Staff scoring & recommendation:** Staff scores against published criteria
3. **CRA advisory/technical review:** Review by planning/engineering/finance for technical readiness.
4. **CRA Board decision:** Final approval by CRA Board (reserving authority to set conditions).
5. **Funding agreement:** Successful applicants enter a Grant Agreement with performance milestones, disbursement schedule, reporting, record retention and clawback language.
6. **Construction, inspection & reimbursement:** Project proceeds; CRA inspects at milestones; applicant submits paid invoices; CRA issues reimbursements per Agreement.

## Grant agreement terms

1. **Duration:** Agreement term covers construction and a monitoring period (e.g., 3–10 years for affordability/occupancy covenants).
2. **Reimbursement:** CRA reimburses eligible costs upon proof of payment (paid invoices; lien waivers; certificates of occupancy where applicable). Partial payments tied to milestones allowed for larger projects.
3. **Performance & clawback:** If applicant fails to complete project or fails to comply with covenants (e.g., required affordability units or maintenance), the grant becomes repayable pro rata. For forgivable loans, forgivable portion is amortized/forgiven over 6 years conditional on compliance; otherwise repayable upon default.
4. **Insurance & indemnity:** Applicant maintains insurance and indemnifies city/CRA.
5. **Reporting:** Annual reporting on project status and occupancy as specified (e.g., for affordable units).
6. **Public records & signage:** Projects should acknowledge CRA assistance with signage per CRA policy.

## Evaluation criteria & scoring

Staff scoring matrix so applicants know priorities.

Applications must achieve 80 points of 100 points to be considered CRA Board approval:

1. Consistency with CRA Plan & reduction of slum/blight — 20 pts.
2. Private investment leverage (higher match/less CRA per \$ private invested) — 25 pts.
3. Project readiness & permit status — 15 pts.
4. Affordable housing or workforce units included — 15 pts.
5. Economic benefit / job creation & tax base impact — 10 pts.
6. Design quality / streetscape impact — 10 pts.
7. Local contractor participation / M/WBE participation — 5 pts.



### **Step One**

Applicant completes the application with a detailed outline of the proposed project, including:

1. Completed application form & owner signature
2. Proof of ownership / legal description
3. Project narrative & CRA goals statement
4. Site plan, elevations, floor plans
5. Contractor bids and detailed cost estimate
6. Evidence of match funding / lender commitment
7. Schedule & permits/compliance plan
8. Certificate of tax current and code compliance statement
9. Insurance certificates (if applicable)
10. Project Budget
11. Scope of work.

### **Step Two**

Redevelopment staff reviews the project to ensure compliance with program guidelines.

### **Step Three**

Applicant presents plans to Staff for compliance with applicable building and design codes.

### **Step Four**

Applicant commences work within 45 days of obtaining a building permit.

### **Step Five**

Upon completion, redevelopment staff approves work and issues a Certificate of Completion. Applicant provides staff with documentation of project, permits, Certificate of Completion, canceled checks or paid receipts.

### **Important Notes**

- *Projects must meet all city code requirements.*
- *Projects considered to be major may require city procurement to facilitate the project management*
- *Applicants may be responsible for acquiring necessary city permits.*
- *Projects may be required to receive approval from the redevelopment office before any work begins.*
- *Projects may require Planning and Zoning Board or Community Redevelopment Agency approvals.*
- *All improvements must complement the size and shape of the building's architectural style and the colors chosen shall be harmonious with the neighboring structures.*
- *The applicant cannot owe the city any money.*

## **EXPANDED COMMERCIAL FAÇADE GRANT**

### **Purpose**

The purpose of the expanded façade grant is to provide assistance for improving appearances and encouraging investment in the redevelopment area.

### **Eligibility**

Property owners in the Redevelopment Area are eligible, providing the following is met:

- Commercial Applicant must be the property owner.
- Permitted use in the zoning district
- No Active Code Enforcement violations
- No ad valorem tax liens

### **Eligible Improvements**

- Demolition of dilapidated or abandoned structures
- Restoration of a building's original constructed materials
- Stucco or clapboard restoration
- Painting (colors must be approved)
- Windows or door repair or replacement
- Porch replacement and carpentry
- Awnings (including the removal of old awnings and canopies and installation of new canvas awnings)
- Installation of front lawn landscaping and irrigation
- Installation of brick or textured pavement
- Roof repair
- Installation of HVAC conditioning units (North Area only)

### **Project Funding**

Each eligible property may be able to qualify for up to 100% of the total project cost with no single grant exceeding \$40,000. Three estimates from a licensed contractor are required.



**SECTION 1 — APPLICANT INFORMATION**

**Applicant / Property Owner Name:**

\_\_\_\_\_

**Business / Organization (if applicable):**

\_\_\_\_\_

**Mailing Address:**

\_\_\_\_\_

**Phone:** \_\_\_\_\_ **Email:** \_\_\_\_\_

**Type of Applicant:**

- ☐ Property Owner
- ☐ Developer (with Owner Authorization)
- ☐ Business Tenant (with Owner Authorization)

**Primary Contact (if different):**

\_\_\_\_\_

\_\_\_\_\_

**SECTION 2 — PROPERTY INFORMATION**

**Project Address:**

\_\_\_\_\_

**Parcel ID Number(s):**

\_\_\_\_\_

**Current Use of Property:**

\_\_\_\_\_

**Zoning District:** \_\_\_\_\_ **Future Land Use:** \_\_\_\_\_

**Is the property located within the CRA boundary?**

- ☐ Yes
- ☐ No (Not eligible for funding)

**Ownership Status:**

- ☐ Sole Ownership
- ☐ Joint Ownership

- ☐ Under Contract / Purchase Agreement
- ☐ Other: \_\_\_\_\_

Attach the following (required):

- ☐ Proof of ownership OR owner authorization
- ☐ Copy of property record card
- ☐ Project location map

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### SECTION 3 — PROJECT DESCRIPTION

**Provide a detailed narrative of the proposed redevelopment project:**

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**Project Type (check all that apply):**

- ☐ Residential Infill Construction
- ☐ Commercial Infill Construction
- ☐ Mixed-Use Development
- ☐ Redevelopment or Rehabilitation of Existing Structure
- ☐ Site Preparation / Infrastructure Work
- ☐ Demolition / Clearance of Slum & Blight
- ☐ Façade / Exterior Improvements
- ☐ Code Compliance / Life Safety Upgrades
- ☐ Other: \_\_\_\_\_

**Project Summary:**

**Total square footage:** \_\_\_\_\_

**Number of proposed units (if residential):** \_\_\_\_\_

**Commercial square footage (if applicable):** \_\_\_\_\_

**Intended use(s):**

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### SECTION 4 — PROJECT BUDGET

**Estimated Total Project Cost:** \$ \_\_\_\_\_

**CRA Grant Amount Requested:** \$ \_\_\_\_\_

**Applicant Match Contribution:** \$ \_\_\_\_\_



(Minimum match per program guidelines required.)

**Budget Breakdown (Attach contractor estimates):**

<b>Cost Item</b>	<b>Estimated Cost</b>
Site Work / Preparation	\$ _____
Demolition	\$ _____
Utility / Infrastructure	\$ _____
Building Construction	\$ _____
Design / Engineering	\$ _____
Exterior / Façade	\$ _____
Environmental Remediation	\$ _____
Other	\$ _____
<b>TOTAL</b>	<b>\$ _____</b>

Attach the following (required):

- ☐ Contractor estimates or proposals
- ☐ Construction budget
- ☐ Project pro forma (optional for small projects)

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**SECTION 5 — PROJECT SCHEDULE**

**Anticipated Construction Start Date:** \_\_\_\_\_

**Anticipated Completion Date:** \_\_\_\_\_

**Is the project phased?**

- ☐ Yes (Attach phasing plan)
- ☐ No

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**SECTION 6 — REQUIRED ATTACHMENTS CHECKLIST**

- ☐ Proof of Ownership or Owner Authorization
  - ☐ Site Plan / Survey
  - ☐ Architectural or Building Plans (if applicable)
  - ☐ Contractor Estimates
  - ☐ Photos of Existing Property
  - ☐ Project Timeline / Schedule
  - ☐ Completed W-9 Form
-

## SECTION 7 — APPLICANT CERTIFICATIONS

By signing below, the Applicant certifies that:

1. All information provided in this application is true and correct.
2. The Applicant has reviewed the CRA Infill Redevelopment Grant Program Guidelines.
3. No construction work has begun prior to CRA Board approval.
4. The Applicant understands this is a **reimbursement-only program**.
5. The Applicant agrees to maintain the improvements for the period required by CRA policy.
6. The Applicant agrees to allow CRA staff reasonable access to inspect the project.
7. The Applicant acknowledges that submission of this application does not guarantee funding.

**Applicant Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Printed Name:** \_\_\_\_\_

State of Florida  
County of Columbia

Sworn to and subscribed before me in my physical presence this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_, by \_\_\_\_\_ (Applicant Name) who is personally known to me/ \_\_\_\_\_ who produced \_\_\_\_\_ as identification.

Notary Public: \_\_\_\_\_

Notary Printed Name: \_\_\_\_\_

My Commission Expires: \_\_\_\_\_

(Notary Seal)

## SECTION 8 — CRA STAFF USE ONLY

**Received By:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Application Complete:** ☐ Yes ☐ No

**Eligible / Ineligible:** ☐ Eligible ☐ Ineligible

**CRA Review Notes:** \_\_\_\_\_

**CRA Board Action:**

- ☐ Approved
- ☐ Denied
- **Approved Amount:** \$ \_\_\_\_\_
- **Meeting Date:** \_\_\_\_\_

**CRA Executive Director Signature:** \_\_\_\_\_



**Date:** \_\_\_\_\_

### **Evaluation criteria & scoring**

Staff scoring matrix so applicants know priorities.

Applications must achieve 80 points of 100 points to be considered CRA Board approval:

8. Consistency with CRA Plan & reduction of slum/blight — 20 pts.
9. Private investment leverage (higher match/less CRA per \$ private invested) — 25 pts.
10. Project readiness & permit status — 15 pts.
11. Affordable housing or workforce units included — 15 pts.
12. Economic benefit / job creation & tax base impact — 10 pts.
13. Design quality / streetscape impact — 10 pts.
14. Local contractor participation / M/WBE participation — 5 pts.

Information behind this page was  
provided by the City of Live Oak  
Community Redevelopment Agency





City Hall Annex • 416 Howard Street S.E., Live Oak, FL 32064  
Phone: (386) 362-2276 • Fax: (386) 330-6507

**Fiscal Year 2024-2025**

APPLICATION NO.: **BDG –**  
*To be completed by CRA Staff*

## BUSINESS DEVELOPMENT GRANT PROGRAM APPLICATION

### OVERVIEW

This program is currently funded through September of 2025. There is no fee to apply; however, placing an application does not entitle the applicant to funding. The process for project application and approval is as follows:

- 1.) **Pre-Application Requirement** – Applicants interested in participating in the program must first contact and meet with the City of Live Oak Community Redevelopment Agency Staff and relevant City Development Staff to determine eligibility, review program requirements, and scheduling of application submission.
- 2.) **Grant Application Submission** – Applications must be filed/signed by the owner(s) of the property, or designated agent. Please submit application and all required documents as a complete package (*incomplete packets will not be considered*). There is no fee for submittal. A checklist is provided in the application form.
- 3.) **Application Packet Review and Consideration** – Staff will review the application packets in the order in which they are received. Site/Construction plans must be reviewed by all City departments to move forward. Applications will be scored by CRA Staff and selected projects will be recommended to the CRA Board for final approval.
- 4.) **Grant Funding, Agreements and Construction** – Once approved for funding by the CRA Board, the Applicant and CRA Board Chairman, on behalf of the CRA (Grantor), shall sign an agreement which describes the obligations and limitations of the Grant. This document shall be referred to as the “*Live Oak CRA Business Development Grant Program Agreement*”. The Applicant will henceforth be referred to as the “Grantee”. Additionally, all required plan review and building permits must be approved and issued, as may be applicable. The project may then proceed with the obligation of the CRA to reimburse up to the maximum possible grant funding, as approved by the CRA Board and indicated in the Agreement. Substantial modifications to final plans will require re-review and written approval from the CRA Board.
- 5.) **Construction Approval and Disbursement** – Upon completion of all project construction, the Grantee shall arrange for any required on-site inspection by the CRA Staff / Associated City Staff. Improvements will be documented and compared with what was proposed at application. If any discrepancies are noted, the CRA has the right to request the discrepancies are corrected and a timeframe for their correction will be established as necessary. The Grantee shall also submit written proof of payment in full for all improvements. Cash payment and cash receipts will not be accepted. Upon final written approval by the CRA Board, payment reimbursement to the Grantee, to the maximum extent possible, will be made within 60 business days of receipt and verification of all expenditure documents.

Applications may be submitted in-person or via email or fax. Application submissions and/or inquiries regarding this grant program may be address to:

**City of Live Oak City Hall Annex**  
**Attn: Community Redevelopment Agency**  
**Business Development Grant Program**  
416 Howard St. E Live Oak, FL 32064  
Phone: (386) 362-2009 | Fax: (386) 330-6507

Annex General Mailbox: [loannex@cityofliveoak.org](mailto:loannex@cityofliveoak.org) | Website: <https://www.cityofliveoak.org/cra>

#### THIS SPACE FOR OFFICE USE ONLY

RECEIVED BY:	DATE STAMP:	RETURN APPLICATION TO: Live Oak CRA 416 Howard St. E., Live Oak, FL 32064
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**APPLICATION CHECKLIST AND REQUIRED DOCUMENTATION**

**REQUIRED TO APPLY**

- ☐ Read through Business Development Grant Program brochure and application
- ☐ Complete the Pre-Application Requirement – Schedule a Pre-Application Meeting with the CRA Co-Directors  
Date Pre-Application Meeting Scheduled: \_\_\_\_\_
- ☐ Complete and sign the grant application form
- ☐ Complete W-9 IRS form (included with application). You will receive a 1099 Tax Form for any award received.

**REQUIRED DOCUMENTATION**

***Please include with your application:***

- ☐ Purpose Statement – a detailed written explanation of all proposed improvements
- ☐ A copy of the Property Deed of record, showing ownership
- ☐ A copy of the [tentative] Lease Agreement, if applicant and/or contact person is a tenant
- ☐ Proof of authorization if contact person is a designated agent of the applicant
- ☐ A copy of a survey of the parcel
- ☐ For renovations requiring structural changes and new construction projects, drawings/plans must be submitted, as required by the City of Live Oak Building Official
- ☐ At least two (2) cost estimates from different contractors for all categories of work, or copy of bid documents with the best two (2) offers received for the project. All estimates must include identical scopes of service.
- ☐ A list of all vendors or contractors, handymen, etc. which will be utilized to complete the proposed improvements.
- ☐ A specific list of the businesses which will be utilized for the purchase of all materials, with cost estimates and material breakdown. Materials-only estimates may be submitted singularly if from a bona fide retailer or supplier.
- ☐ Final general written construction cost estimates based on the proposed improvements, with applicable breakdowns.
- ☐ Proof that proposed work is to be done by a licensed contractor, or if can be done by another type of company, such as a handyman
- ☐ Proof that all companies which will be used are properly licensed to conduct business in the City of Live Oak
- ☐ Proof of payment of property taxes
- ☐ Proof that City utilities are current (if applicable)
- ☐ Copy of City Business Tax Receipt for business location (if applicable)
- ☐ Verification of any code enforcement actions against the location applied for
- ☐ Color photographs (minimum 5" x 7") of existing conditions. Photographs must clearly indicate area(s) of proposed change(s)
- ☐ "Marked up" photos or renderings of the same, showing what the proposed final product will look like, and/or scale drawing(s) or photo (with notations) of proposed improvements
- ☐ Examples or samples of proposed materials or colors (accurate color samples are required for painting approval)





Please complete the following sections of this application and provide relevant associated documentation as may be required. A checklist of required documentation and items for this submission may be found on Page 2 of this application form. **Please note: Completed applications and required documentation must be submitted no later than the last Friday of the month prior to the next regularly scheduled CRA Board Meeting to be placed as an agenda item for consideration.** Any applications submitted after this deadline will be placed as an agenda item for the following, regularly scheduled CRA Board Meeting, for consideration. **No exceptions.**

### APPLICANT INFORMATION

Name: \_\_\_\_\_ Email: \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Home Phone: \_\_\_\_\_ Cell Phone: \_\_\_\_\_

Applicant is the ☐ Property Owner ☐ Tenant ☐ Other (please specify) \_\_\_\_\_

Is the property in anyone else's name besides yours? ☐ Yes ☐ No

(Husband/wife/children/life-estate/trust, siblings, etc.)

If yes, please list additional owner(s): \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

### PRIMARY CONTACT INFORMATION

Will you be the primary contact for this application? ☐ Yes ☐ No\*

*\*If no, please provide the primary contact's information below. If yes, please skip this section and complete the remainder of the application. Please include proof of agent authorization in the application submission as required, if applicable.*

Name: \_\_\_\_\_ Email: \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Home Phone: \_\_\_\_\_ Cell Phone: \_\_\_\_\_

### PROPERTY INFORMATION

Property Owner (if different from applicant): \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Property PIN/Tax ID #: \_\_\_\_\_

### THIS SPACE FOR OFFICE USE ONLY

Has this property changed ownership? ☐ Yes ☐ No

Has/Will the new owner provide proof of payment for improvements? ☐ Yes ☐ No

Has/Will the new owner be eligible for grant reimbursement? ☐ Yes\* ☐ No

*\*If yes, please complete new application form and W-9 IRS Tax Form in order to process reimbursement.*



Name of Business: \_\_\_\_\_

Please select which type of business you are:

- What type of business is established at this location?
- ☐ Retail      ☐ Professional Business Office
- ☐ Restaurant      ☐ Other: \_\_\_\_\_

## **FOR EXISTING BUILDING/SPACE PROJECTS**

- ☐ ADA Improvements
  - ☐ Access to Building (ramp)
  - ☐ Restrooms
- ☐ Building Upgrades
  - ☐ Plumbing
  - ☐ Electrical/Lighting (permanently installed)
  - ☐ HVAC
- ☐ Ceiling repair/refinishing/truss work
- ☐ Counters
- ☐ Damage Remediation (termite damage, etc.)
- ☐ Doors
- ☐ Drywall
- ☐ Flooring
- ☐ Interior Reconfiguration (buildouts, demolition, etc.)
- ☐ Windows
- ☐ Other: \_\_\_\_\_

[illegible]





**APPLICANT ACKNOWLEDGEMENT**

The information provided in this application is accurate to the best of my/our knowledge. I/We understand that personal, business, and/or property information may be requested pursuant to this application and hereby give consent for such information to be provided. The City of Live Oak Community Redevelopment Agency retains the sole decision as to whether this grant application is approved, disapproved, or modified. *Submission of application does not guarantee approval of grant funding.*

I/We attest that I/we am/are the Owner(s) of record, the tenant(s) as indicated by the included lease agreement, or, if applicable, I/we have durable power of attorney of/for all Owners of the property, which is the subject of this Community Redevelopment Grant Application, and that the attached deed/documentation is the current deed of record for the parcel subject to the grant.

In consideration of any Grant awarded by the Community Redevelopment Agency, the Owner(s) of the property described herein, agree to: indemnify, defend and hold harmless the Live Oak Community Redevelopment Agency and the City of Live Oak, Florida, and its officers, employees and agents, against any claims resulting from anything occurring under or as a result of the Grant Application, Project or Agreement, whether by the Owner(s), any other private citizen(s), or the Agency, and the costs of any such defense including reasonable attorney's fees.

Neither the City of Live Oak Community Redevelopment Agency, nor the City of Live Oak or their affiliates shall be responsible for the planning, design, or construction of improvements to property that is the subject of this application. No warranties or guarantees are expressed or implied by the description of application for or participation in the Grant Program. *The Owner/ Grantee/ Applicant is advised to consult with licensed architects, engineers, building contractors, and/or attorneys, or other associated professionals, before proceeding with the Grant Application submittal and/or final plans for construction.*

I/We acknowledge, as evidenced by my/our signature(s) below, that I/We have received, read, understand and agree to comply with the terms and conditions as set forth in the Live Oak Community Redevelopment Business Development Grant Program procedures, outlined herein and on the associated grant brochure. I/we affirm that I/we have provided a fully complete application with all the required documentation, and that failure to provide the information required information is grounds for rejection of this application. I/We further acknowledge that any breach of any signed agreement may result in my/our being required to refund any funds awarded to me/us under this Program. Appropriate City and CRA staff are hereby authorized to enter the subject property to inspect, evaluate and take pictures. If approved for grant funding, I/we will enter into a grant agreement with the Live Oak Community Redevelopment Agency, and will comply with all of the requirements contained therein. *(Attach additional signature sheets as needed)*

_____	_____	_____
<i>Printed Name</i>	<i>Signature</i>	<i>Date</i>
_____	_____	_____
<i>Printed Name</i>	<i>Signature</i>	<i>Date</i>
_____	_____	_____
<i>Printed Name</i>	<i>Signature</i>	<i>Date</i>

***As part of grant application submission, applicant(s) are required to provide identification, as well as any documentation pertaining to status as power of attorney or authorized representative of the property owner(s).***

**LIVE OAK COMMUNITY REDEVELOPMENT AGENCY (CRA)**  
**BUSINESS DEVELOPMENT GRANT PROGRAM AGREEMENT**

*(To be completed and signed, once an application packet has been approved.)*

THIS AGREEMENT is made and entered into this       <sup>th</sup> day of MONTH 20XX by and between the **Live Oak Community Redevelopment Agency (CRA)**, a Florida body corporate and politic ("Grantor", hereinafter referred to as the "CRA") and \_\_\_\_\_ ("Grantee"), whose mailing address is: \_\_\_\_\_, for **CRA Business Development Grant #: 20XX-XX**. The Grantee shall be the same as the owner(s) of record, or verified lessee(s)/tenant(s) of the subject property, and/or authorized representative on behalf of the owner(s) of record, with appropriate documentation of authorization submitted upon application for the aforementioned Grant.

- (a) The Grantee has been awarded a Business Development Grant by the CRA at its Regularly Scheduled Board Meeting on **MONTH XX, 20XX**, for the subject property located at **ADDRESS, Live Oak, FL 32064** (Suwannee County Parcel ID # **XX-02S-13E-XXXXX-XXXXXX**). The CRA enters into this agreement pursuant to the information supplied and guidelines contained in the Business Development Grant Application and Brochure established by the CRA and as provided in the adopted CRA Plan.

The approved project pertains to: ☐ ~~A New Construction Project~~ or ☐ ~~Existing Building/Space Projects~~

- (b) Applicable improvements authorized for reimbursement as part of this grant agreement are limited to those applied for **and approved** by the CRA, in accordance with the application on file and all supporting documents. Proposed improvements which are part the application on file which were found to be **ineligible** or un-fundable by the CRA shall not be eligible for reimbursement. The Grantee shall be provided a copy of the approved scope of work, which shall be attached to this agreement as "Exhibit A". Only CRA approved improvements, as shown in Exhibit A, may qualify for reimbursement.
- (c) The CRA shall not be liable for payments for services beyond the scope of the CRA authorized improvements, for improvements which are made after the improvement project is completed, improvements outside the "scope", or for improvements made after the CRA has authorized reimbursement to the Grantee.
- (d) The CRA shall not be a party to, nor is liable for, any contractual payments to any contractors, architects or other third parties. Payments to any contractors, architects or other parties are the sole responsibility of the Grantee.
- (e) **Payment of Grant Funds.** After construction is completed and upon a final determination by CRA Staff that all aspects of the project scope and all criteria stated within this Grant Agreement have been satisfied, including also inspections and approvals by the applicable City Staff and applicable permit final, as may be required, and also receipt of all required written documentation relating to the project(s) **actual final** cost(s), and verifiable proof of payment in full for said costs by the Grantee; a request for reimbursement shall be placed on the next available agenda for a vote by the CRA Board. Upon Board approval, the CRA shall then reimburse the Grantee for a portion of the **actual final paid for** costs for previously approved construction or rehabilitation, in accordance with the application on file and all supporting documents. The reimbursement to the Grantee shall be based on the **actual final paid for** costs, maximum grant award amount **not to exceed** \$xxx.xx, as previously calculated/approved, based on the type of project, and the associated average scoring for the project. After Board approval, said reimbursement check shall be issued by the Grantor to the Grantee as expeditiously as possible; however, anticipated not to exceed a sixty (60) calendar day time-frame.

In the event that the Grantee fails to complete the improvements by the Completion Date, the CRA shall not be liable for reimbursement for any construction costs unless the CRA Board agrees in writing.

**Grantee Obligations and Responsibilities:**

- (a) Grantee acknowledges and agrees that the approved grant funds are solely for CRA approved improvements, which are part of this agreement; and
- (b) Grantee acknowledges that he/she/they are the owner(s) of record, or verified lessee(s)/tenant(s) of the subject property, and/or authorized representative on behalf of the owner(s) of record of the subject property; and



- (c) Grantee agrees to accept there herein stated not to exceed grant funds based on a portion of the actual paid approved improvements, calculated as provided for herein. Such grant funds shall be paid on a reimbursement basis; and
- (d) Grantee acknowledges and agrees that a 1099 Tax Form will be issued by the City of Live Oak pertaining to the information indicated on the W-9 Form in the amount of the grant award; and
- (e) Grantee agrees that in order for the request for grant funding to be approved, he/she/they shall agree to work with and follow the recommendations of the Community Redevelopment Agency; and
- (f) Grantee shall maintain books, records and documents in accordance with generally accepted accounting procedures and practices to maintain adequate internal controls which, relating to the grant improvements, sufficiently and properly reflect all expenditures of funds for work approved by the CRA under this Agreement; and
- (g) Grantee agrees to follow full "scope" of proposed improvements inclusive of all approved paint colors and agrees that the improvements are a "package" and cannot be separated or changed without written approval from the CRA Board, and that any improvements made outside the scope or which are for different colors or materials outside of the approved scope shall not be subject to reimbursement and, subject to the discretion of the CRA Board, may invalidate the grant and cancel the CRA's obligation to pay any reimbursement to the Grantee.
- (h) Grantee agrees that all proposed and actual work shall conform to all applicable rules and regulations of all regulatory agencies and bodies of Federal, State, County and City governments. All completed work shall pass appropriate inspection(s) of applicable reviewing and/or permitting agencies. The CRA Board reserves the right to withhold reimbursement payment should the final inspection reveal that the work performed was not completed in a professional and workman-like manner and/or has not successfully passed all applicable inspections; and
- (i) Prior to commencing any work, the Grantee shall submit final plans or description of work (if Plan Review is required), and construction costs for labor shall be as documented by signed agreements with contractor(s) or laborers registered and/or approved to do work in the City of Live Oak. The final plans or description of work shall include (as applicable), but not necessarily be limited to architectural drawings, shop drawings, and color samples. The final plans or description of work shall be considered as that provided in the application which was reviewed and approved by the CRA, or the Grantee shall not be eligible for grant fund reimbursement. All plans shall also be consistent with applicable City regulations, and shall only be for eligible improvements; and
- (j) Grantee and/or the Grantee's contractor(s) shall carry worker's compensation insurance and/or general liability insurance to cover all workers and/or the subject property involved in the project, as may be required by law; and
- (k) Grantee agrees to operate and maintain the project and property in accordance with commonly accepted industry standards for the life of the project, and shall keep and maintain the project interior and exterior in good and safe conditions and shall ensure improvements are made in a timely fashion; and
- (l) Grantee agrees that any required development plans ***have achieved final City approval prior to the signing of this agreement***, and that any required permit applications will be submitted to the City of Live Oak no later than twenty-one (21) calendar days after effective date of this agreement; and
- (m) Grantee agrees that prior to the work commencing, he/she/they shall secure applicable Federal, State, County and City permits as may be required. Individuals and/or companies hired to complete projects shall have all necessary licensure and insurance requirements met prior to work commencing; and
- (n) Grantee agrees that all grant related improvements, inspections and approvals as set forth in the application and this Agreement shall be completed by **MONTH \_\_\_\_<sup>th</sup>, 20XX** ("Completion Date"), unless an extension of time is granted in writing due to extenuating circumstances, and no grant fund reimbursement payments shall be made prior to full completion and final inspection(s), and issuance of a Certificate of Completion, Certificate of Occupancy, Certificate of Use, and/or Business Tax Receipt, where applicable; and
- (o) Grantee shall comply with all applicable federal, state, county and municipal laws, ordinances, codes and regulations; and Grantee agrees to the placement of a temporary CRA sign upon their property for the duration of the grant and for up to an additional sixty (60) calendar days after the completion date; and
- (p) Grantee acknowledges and agrees that final reimbursement approval and disbursement is also contingent on any City utility accounts tied to the subject property being found to be in good standing at the time of processing for such; and

- (q) Grantee shall submit to the CRA not more than sixty (60) calendar days after the commercial improvements project is completed, all supporting documentation, including but not limited to final invoices and receipts, and verifiable proof of payment for said invoices (*cash receipts are **not** a verifiable proof of payment*) for the completed improvements relating to the construction costs expended for the approved improvement project on the subject property; and
- (r) Grantee agrees in consideration of the Grant awarded by the Community Redevelopment Agency, to: indemnify, defend and hold harmless the Live Oak Community Redevelopment Agency and the City of Live Oak Florida, and its officers, employees and agents, against any claims resulting from anything occurring under or as a result of the Grant Application, Affidavit or Agreement, whether by the Owner(s), Grantee(s), other Applicant(s), any other private citizen(s), or the Agency, and the costs of any such defense including reasonable attorney's fees. Neither the City of Live Oak Redevelopment Agency, nor the City of Live Oak or their affiliates shall be responsible for the planning, design, or construction of improvements to property that is the subject of this application. No warranties or guarantees are expressed or implied by the description of application for or participation in the Grant Program. The "Grantee" is advised, at his/her/their sole discretion, to consult with licensed architects, engineers, building contractors, and/or attorneys, or other associated professionals, before proceeding with the execution of this Grant Agreement and/or submittal of final plans for construction; and
- (s) Grantee agrees to maintain all improvements which were the subject of grant funding, including but not limited to, landscape materials (plants, trees, etc.).

**Terms of Agreement:**

This agreement between the owner(s) of record, or verified lessee(s)/tenant(s) of the subject property, and/or authorized representative on behalf of the owner(s) of record of the subject property (Grantee) and the CRA (Grantor) shall commence upon execution by all parties, and shall be in full force and effect through the Completion Date and issuance of any related reimbursement check, unless otherwise terminated by mutual consent of both parties.

**Designated Representatives:**

The names and addresses of the Designated Representatives of the parties in connection with this Agreement are as follows:

AS TO OWNER, LESSEE/TENANT,  
AND/OR AUTHORIZED  
REPRESENTATIVE (GRANTEE):

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

AS TO CRA (GRANTOR):

Live Oak Community Redevelopment Agency  
101 White Avenue S.E.  
Live Oak, Florida 32064

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IN WITNESS WHEREOF, the parties hereto have set their hands and their respective seals affixed as of the date and year set forth below.

**GRANTEE(S)**

_____	_____	_____
<i>Printed Name</i>	<i>Signature</i>	<i>Date</i>
_____	_____	_____
<i>Printed Name</i>	<i>Signature</i>	<i>Date</i>
_____	_____	_____
<i>Printed Name</i>	<i>Signature</i>	<i>Date</i>

- State of Florida
- County of Suwannee

On this \_\_\_\_\_ day of \_\_\_\_\_, 20 \_\_\_\_\_, before me personally appeared \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, who is personally known to me or who has produced the following as identification: \_\_\_\_\_.

He/she has acknowledged to, and before me, that he/she executed such instrument for the purpose therein expressed.

Notary Stamp:

\_\_\_\_\_  
Notary Signature

**LIVE OAK COMMUNITY REDEVELOPMENT AGENCY (CRA), GRANTOR**

**As Chairman for Agency (CRA):**

_____	_____	_____
<i>Printed Name</i>	<i>Signature</i>	<i>Date</i>

- State of Florida
- County of Suwannee

On this \_\_\_\_\_ day of \_\_\_\_\_, 20 \_\_\_\_\_, before me personally appeared \_\_\_\_\_, who is personally known to me or who has produced the following as identification: \_\_\_\_\_.

He/she has acknowledged to, and before me, that he executed such instrument for the purpose therein expressed.

Notary Stamp:

\_\_\_\_\_  
Notary Signature



City Hall Annex • 416 Howard Street S.E., Live Oak, FL 32064  
Phone: (386) 362-2276 • Fax: (386) 330-6507

**Fiscal Year 2024-2025**

APPLICATION NO.: **BSG –**  
*To be completed by CRA Staff*

## BUSINESS STARTUP GRANT PROGRAM APPLICATION

### OVERVIEW

This program is currently funded through September of 2025. There is no fee to apply; however, placing an application does not entitle the applicant to funding. The process for project application and approval is as follows:

- 1.) **Pre-Application Requirement** – Applicants interested in participating in the program must first contact and meet with the City of Live Oak Community Redevelopment Agency Staff and relevant City Development Staff to determine eligibility, review program requirements, and scheduling of application submission.
- 2.) **Grant Application Submission** – Applications must be filed/signed by the owner(s) of the property, or designated agent. Please submit application and all required documents as a complete package (*incomplete packets will not be considered*). There is no fee for submittal. A checklist is provided in the application form.
- 3.) **Application Packet Review and Consideration** – Staff will review the application packets in the order in which they are received. Site/Construction plans must be reviewed by all City departments to move forward. Applications will be scored by CRA Staff and selected projects will be recommended to the CRA Board for final approval.
- 4.) **Grant Funding, Agreements and Construction** – Once approved for funding by the CRA Board, the Applicant and CRA Board Chairman, on behalf of the CRA (Grantor), shall sign an agreement which describes the obligations and limitations of the Grant. This document shall be referred to as the “*Live Oak CRA Business Startup Grant Program Agreement*”. The Applicant will henceforth be referred to as the “Grantee”. Additionally, all required plan review and building permits must be approved and issued, as may be applicable. The project may then proceed with the obligation of the CRA to reimburse up to the maximum possible grant funding, as approved by the CRA Board and indicated in the Agreement. Substantial modifications to final plans will require re-review and written approval from the CRA Board.
- 5.) **Construction Approval and Disbursement** – Upon completion of all project construction, the Grantee shall arrange for any required on-site inspection by the CRA Staff / Associated City Staff. Improvements will be documented and compared with what was proposed at application. If any discrepancies are noted, the CRA has the right to request the discrepancies are corrected and a timeframe for their correction will be established as necessary. The Grantee shall also submit written proof of payment in full for all improvements. Cash payment and cash receipts will not be accepted. Upon final written approval by the CRA Board, payment reimbursement to the Grantee, to the maximum extent possible, will be made within 60 business days of receipt and verification of all expenditure documents.

Applications may be submitted in-person or via email or fax. Application submissions and/or inquiries regarding this grant program may be address to:

**City of Live Oak City Hall Annex**  
**Attn: Community Redevelopment Agency**  
**Business Startup Grant Program**  
416 Howard St. E Live Oak, FL 32064  
Phone: (386) 362-2009 | Fax: (386) 330-6507

Annex General Mailbox: [loannex@cityofliveoak.org](mailto:loannex@cityofliveoak.org) | Website: <https://www.cityofliveoak.org/cra>

#### THIS SPACE FOR OFFICE USE ONLY

RECEIVED BY:	DATE STAMP:	RETURN APPLICATION TO: Live Oak CRA 416 Howard St. E., Live Oak, FL 32064
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## **APPLICATION CHECKLIST AND REQUIRED DOCUMENTATION**

### **REQUIRED TO APPLY**

- ☐ Read through Business Startup Grant Program brochure and application
- ☐ Complete the Pre-Application Requirement – Schedule a Pre-Application Meeting with the CRA Co-Directors  
Date Pre-Application Meeting Scheduled: \_\_\_\_\_
- ☐ Complete and sign the grant application form
- ☐ Complete W-9 IRS form (included with application). You will receive a 1099 Tax Form for any award received.

### **REQUIRED DOCUMENTATION**

#### ***Please include with your application:***

- ☐ Purpose Statement – a detailed written explanation of all proposed improvements
- ☐ A copy of the Property Deed of record, showing ownership
- ☐ A copy of the [tentative] Lease Agreement, if applicant and/or contact person is a tenant
- ☐ Proof of authorization if contact person is a designated agent of the applicant
- ☐ A copy of a survey of the parcel
- ☐ For renovations requiring structural changes and new construction projects, drawings/plans must be submitted, as required by the City of Live Oak Building Official
- ☐ At least two (2) cost estimates from different contractors for all categories of work, or copy of bid documents with the best two (2) offers received for the project. All estimates must include identical scopes of service.
- ☐ A list of all vendors or contractors, handymen, etc. which will be utilized to complete the proposed improvements.
- ☐ A specific list of the businesses which will be utilized for the purchase of all materials, with cost estimates and material breakdown. Materials-only estimates may be submitted singularly if from a bona fide retailer or supplier.
- ☐ Final general written construction cost estimates based on the proposed improvements, with applicable breakdowns.
- ☐ Proof that proposed work is to be done by a licensed contractor, or if can be done by another type of company, such as a handyman
- ☐ Proof that all companies which will be used are properly licensed to conduct business in the City of Live Oak
- ☐ Proof of payment of property taxes
- ☐ Proof that City utilities are current (if applicable)
- ☐ Copy of City Business Tax Receipt for business location (if applicable)
- ☐ Verification of any code enforcement actions against the location applied for
- ☐ Color photographs (minimum 5" x 7") of existing conditions. Photographs must clearly indicate area(s) of proposed change(s)
- ☐ "Marked up" photos or renderings of the same, showing what the proposed final product will look like, and/or scale drawing(s) or photo (with notations) of proposed improvements
- ☐ Examples or samples of proposed materials or colors (accurate color samples are required for painting approval)



Please complete the following sections of this application and provide relevant associated documentation as may be required. A checklist of required documentation and items for this submission may be found on Page 2 of this application form. **Please note: Completed applications and required documentation must be submitted no later than the last Friday of the month prior to the next regularly scheduled CRA Board Meeting to be placed as an agenda item for consideration.** Any applications submitted after this deadline will be placed as an agenda item for the following, regularly scheduled CRA Board Meeting, for consideration. **No exceptions.**

### APPLICANT INFORMATION

Name: \_\_\_\_\_ Email: \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Home Phone: \_\_\_\_\_ Cell Phone: \_\_\_\_\_

Applicant is the ☐ Property Owner ☐ Tenant ☐ Other (please specify) \_\_\_\_\_

Is the property in anyone else's name besides yours? ☐ Yes ☐ No  
(Husband/wife/children/life-estate/trust, siblings, etc.)

If yes, please list additional owner(s): \_\_\_\_\_  
\_\_\_\_\_

### PRIMARY CONTACT INFORMATION

Will you be the primary contact for this application? ☐ Yes ☐ No\*

*\*If no, please provide the primary contact's information below. If yes, please skip this section and complete the remainder of the application. Please include proof of agent authorization in the application submission as required, if applicable.*

Name: \_\_\_\_\_ Email: \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Home Phone: \_\_\_\_\_ Cell Phone: \_\_\_\_\_

### PROPERTY INFORMATION

Property Owner (if different from applicant): \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Property PIN/Tax ID #: \_\_\_\_\_

Is this property for sale?\* ☐ Yes ☐ No

***\*If yes, please note: In the event the property is sold in the duration of this grant, the current owner/property manager must communicate this to the City of Live Oak Community Redevelopment Agency, and the new owner must provide proof of ownership in order for the grant process to be successfully closed out. A new application form with W-9 IRS Tax Form may need to be submitted for reimbursement purposes if the new owner provides proof of payment for improvements and related fees. Failure to communicate with the CRA regarding change in property ownership will result in denial for reimbursement.***

### THIS SPACE FOR OFFICE USE ONLY

Has this property changed ownership? ☐ Yes ☐ No

Has/Will the new owner provide proof of payment for improvements? ☐ Yes ☐ No

Has/Will the new owner be eligible for grant reimbursement? ☐ Yes\* ☐ No

*\*If yes, please complete new application form and W-9 IRS Tax Form in order to process reimbursement.*





### PROPOSED BUSINESS INFORMATION

**\*If this project is to revitalize an existing space to attract potential businesses check here and skip to the next section.** ☐

Will this location be used for a new, ~~existing~~ or returning business? \_\_\_\_\_

Name of Business: \_\_\_\_\_

Tax Identification #: \_\_\_\_\_ Website: \_\_\_\_\_

Please select which type of business you are:

- ☐ Corporation ☐ Partnership ☐ Other (please specify) \_\_\_\_\_  
☐ LLC ☐ Sole Proprietary

What type of business is being proposed for this location? ☐ Retail ☐ Professional Business Office  
☐ Restaurant ☐ Other: \_\_\_\_\_

Briefly describe the proposed business: \_\_\_\_\_  
\_\_\_\_\_

Are you a small business (less than 10 employees), as defined by the U.S. Small Business Association? ☐ Yes ☐ No

Will there be new jobs created at this location? ☐ Yes ☐ No

If yes, how many new jobs will be created? ☐ 1-3 ☐ 4-6 ☐ 7-9 ☐ 10+ (please specify number) \_\_\_\_\_

Have you met with the City of Live Oak Planning Department to determine if the proposed business is allowable under the existing land use and zoning designations? ☐ Yes ☐ No

Will this proposed new business require a Future Land Use and/or Zoning change? ☐ Yes\* ☐ No

*\*If yes, please see CRA Staff. Additional CRA Grant funds may be available for land use and/or zoning amendment requests as part of a separate cost-share grant opportunity.*

### ADDITIONAL PROPERTY INFORMATION

This application is for a: ☐ vacant parcel ☐ vacant building ☐ vacant tenant space

Current Use: \_\_\_\_\_ Zoning of Property: \_\_\_\_\_

Existing Bldg./Space Square Footage (if applicable): \_\_\_\_\_ Property Acreage: \_\_\_\_\_

Will this location require rezoning? ☐ Yes ☐ No

Do you have building plans for the proposed project?\* ☐ Yes ☐ No

*\*If yes, attach copy of plans.*

If yes, have these plans been reviewed by City Development Staff (Building, Fire, Public Works, and/or Planning & Zoning, as may be applicable)?\* ☐ Yes ☐ No

*\*If no, review will be required prior to the issuance of any permits as may be relevant to the proposed project. Site plans and construction plans must be reviewed and approved by all city departments prior to an application moving forward for CRA Board consideration for grant approval. Plan reviews generally take up to 30 days for approval, unless revisions are needed.*

Please provide a list of all businesses currently operating from the project address (if applicable\*).  
(Attach additional pages if needed)

**\*Check here if building is vacant.** ☐

Business Name	Type of Business	Square Footage
1.		
2.		
3.		



The City of Live Oak CRA's Business Startup Grant Program provides funding for projects that utilize existing vacant buildings/tenant spaces and new building construction projects. Please specify the type of project being applied for and provide the information requested. This information will assist the CRA to determine which grant bracket the project will be eligible for.





### APPLICANT ACKNOWLEDGEMENT

The information provided in this application is accurate to the best of my/our knowledge. I/We understand that personal, business, and/or property information may be requested pursuant to this application and hereby give consent for such information to be provided. The City of Live Oak Community Redevelopment Agency retains the sole decision as to whether this grant application is approved, disapproved, or modified. *Submission of application does not guarantee approval of grant funding.*

I/We attest that I/we am/are the Owner(s) of record, the tenant(s) as indicated by the included lease agreement, or, if applicable, I/we have durable power of attorney of/for all Owners of the property, which is the subject of this Community Redevelopment Grant Application, and that the attached deed/documentation is the current deed of record for the parcel subject to the grant.

In consideration of any Grant awarded by the Community Redevelopment Agency, the Owner(s) of the property described herein, agree to: indemnify, defend and hold harmless the Live Oak Community Redevelopment Agency and the City of Live Oak, Florida, and its officers, employees and agents, against any claims resulting from anything occurring under or as a result of the Grant Application, Project or Agreement, whether by the Owner(s), any other private citizen(s), or the Agency, and the costs of any such defense including reasonable attorney's fees.

Neither the City of Live Oak Community Redevelopment Agency, nor the City of Live Oak or their affiliates shall be responsible for the planning, design, or construction of improvements to property that is the subject of this application. No warranties or guarantees are expressed or implied by the description of application for or participation in the Grant Program. *The Owner/ Grantee/ Applicant is advised to consult with licensed architects, engineers, building contractors, and/or attorneys, or other associated professionals, before proceeding with the Grant Application submittal and/or final plans for construction.*

I/We acknowledge, as evidenced by my/our signature(s) below, that I/We have received, read, understand and agree to comply with the terms and conditions as set forth in the Live Oak Community Redevelopment Business Development Grant Program procedures, outlined herein and on the associated grant brochure. I/we affirm that I/we have provided a fully complete application with all the required documentation, and that failure to provide the information required information is grounds for rejection of this application. I/We further acknowledge that any breach of any signed agreement may result in my/our being required to refund any funds awarded to me/us under this Program. Appropriate City and CRA staff are hereby authorized to enter the subject property to inspect, evaluate and take pictures. If approved for grant funding, I/we will enter into a grant agreement with the Live Oak Community Redevelopment Agency, and will comply with all of the requirements contained therein. *(Attach additional signature sheets as needed)*

_____ <i>Printed Name</i>	_____ <i>Signature</i>	_____ <i>Date</i>
_____ <i>Printed Name</i>	_____ <i>Signature</i>	_____ <i>Date</i>
_____ <i>Printed Name</i>	_____ <i>Signature</i>	_____ <i>Date</i>

***As part of grant application submission, applicant(s) are required to provide identification, as well as any documentation pertaining to status as power of attorney or authorized representative of the property owner(s).***



LIVE OAK | Suwannee County, FL

City Hall Annex • 416 Howard Street S.E., Live Oak, FL 32064

Phone: (386) 362-2276 • Fax: (386) 330-6507

## **BUSINESS STARTUP GRANT**

### **PROGRAM GUIDELINES AND INFORMATION**

### ***Fiscal Year 2023-2024***

The City of Live Oak Community Redevelopment Agency (CRA) (AKA CRA Board) aims to foster the elimination of blight, the improvement of existing structures, and the construction of new buildings throughout the Community Redevelopment Area. The Live Oak CRA recognizes that the appearance and functionality of a commercial establishment plays an important role in portraying a successful image and subsequently attracting patrons, which results in a viable business endeavor.

In a continued effort to revitalize and further invest into the Community Redevelopment Area, and in conformance to Part VIII, subsection iv, of the adopted CRA Plan 2039, the Live Oak CRA has developed a comprehensive program of financial incentives geared towards the development and establishment of new businesses to the adopted redevelopment district area, or those which are relocating from outside of the CRA District area to a location within the CRA district area. The process for consideration of a relocation within the CRA District is further described under General Program Requirements, herein below.

This grant program, for qualifying business-related properties, has been designed to offer commercial property owners, business owners, and possible tenants the opportunity to make physical improvements to the inside of vacant and/or underutilized spaces and properties within the CRA District, and to encourage the reuse and improved functionality of these spaces. **This program is also designed as an opportunity for current business owners to make improvements to their buildings to continue the life of their business and to ensure that future uses of the building benefit from these improvements.**

This opportunity is aimed to fill these vacant and underutilized spaces and improve the overall environment of the commercial corridor, with the goal of fostering renewed interest in opening, **and** operating, **and maintaining** businesses within the CRA district.

Grant funding is available on a first-come, first-served basis. Funding for the grant program is provided primarily through the CRA TIF Trust Funds, and grant funds are distributed through reimbursement after the project's completion. Eligibility will be determined based on information provided in and with the applicant's submission.

**Application for this program is contingent upon recommendation by the Planning & Zoning Department, confirming that the project is consistent with current zoning standards and the Land Development Regulations (LDRs).**

**Potential business owners are encouraged to meet with City Staff regarding potential projects prior to entering any purchase contract or lease agreement in order to verify required improvements to properties.**

**Applicants are encouraged to review current Planning & Zoning regulations with the Planning & Zoning Department Staff, and are required to schedule a Pre-Application Meeting with CRA and City Staff prior to submitting an application.** Applications may be submitted in-person or via email or fax.

Application submissions and/or inquiries regarding this grant program may be addressed to:

**City of Live Oak City Hall Annex**  
**Attn: Community Redevelopment Agency**  
416 Howard St. E  
Live Oak, FL 32064  
Phone: (386) 362-2009 | Fax: (386) 330-6507





## **GENERAL PROGRAM REQUIREMENTS AND ELIGIBILITY DETERMINATION**

***Please note:*** application for this program is contingent upon recommendation by the Planning & Zoning Department, confirming that the project is consistent with the current zoning standards and the Land Development Regulations (LDRs).

Interested parties may request an application for grant funding from CRA Staff, who will be the point of contact for initiating an application and/or answering questions about the program. The CRA Board shall designate grant criteria and eligibility on a cycle-by-cycle basis, which coincides with the CRA Fiscal Year (October through September). All grant agreements shall have language indemnifying the CRA and the City of Live Oak. The indemnification shall have the owner's/Grantee's notarized signature. ***(Please be aware: Once an application has been submitted, it is considered public record)***. Submission of an application does not guarantee grant funding will be awarded.

All grant applications will be considered on a case-by-case basis and will appear before the CRA Board at the next scheduled regular meeting upon completion of CRA Staff review. This will include the review of site and/or construction plans for the project, which must be reviewed and approved by all City departments. *Plan reviews generally take up to 30 days for approval, unless revisions are needed.*

Reimbursement for projects is at the CRA Board's discretion. In order to effectively promote the utilization of vacant or underutilized spaces and/or properties for proposed viable business uses within the redevelopment district, the current 2022-2023 Business Startup Grant Program funding will be limited to the following:

- Applicants seeking to revitalize a currently vacant or underutilized building, space, or property, with the intent to attract eligible businesses; or construct a new site for prospective businesses.
- Applicants seeking to enable a new business to become established within the Community Redevelopment Area, or those which are relocating from outside of the CRA District area to a location within the CRA district area.
- **Applicants seeking to make permanent improvements to the interior of a commercial building within the CRA district area.**
- **A proposed relocation from and to a location within the adopted CRA District area shall first require the applicant to provide a pre-application written explanation and summary of the relocation details, and to present to the Board at the next available meeting, in order for a vote to take place to either approve or deny the eligibility for the proposed relocation to qualify for formal application and consideration for this program.**
- **If approved by the Board by majority vote, the applicant proposing such a relocation shall then follow the standard application process.**
- ~~• Projects that will create jobs within the Community Redevelopment Area.~~
- Properties identified, according to City records, as being within the adopted Redevelopment Area, and also which are designated on the Suwannee County Tax Collector records as paying into the Live Oak Redevelopment fund.
- Properties for which the proposed future use is 100% conforming and legally existing in relation to the Zoning Atlas and applicable Land Development Regulations, and is used for legally permitted commercial or industrial purposes.

***Grants will not be considered or awarded for work previously completed or work in the process of being completed.***



A portion of the grant may be used to pay for professional fees. The cost of professional fees shall initially be paid for by the Owner, but may be included as an allowance of the total project cost.



## FUNDING LIMITATIONS

Grant funding is awarded on a first-come, first-served basis. Awards are currently limited to one (1) award per tax parcel and/or one (1) award per existing or proposed tenant space within a multi-tenant center, per CRA Fiscal Year (October through September). The Board reserves the right to limit or cap the number of separate approvals, per specific location, site or parcel, during any one Fiscal Year; and/or to limit or cap the number of approvals for a specific business for multiple relocations within a preceding three (3) year time period.

Projects applied for shall be considered on a case-by-case basis for each parcel of record and/or tenant space. A separate application packet is required for each individual qualifying parcel and/or tenant space. Applications for proposed exterior and façade improvements to existing buildings may be submitted for the CRA's Commercial Building Façade and Site Improvement Grant, which may be applied for in addition to the Business Startup Grant for qualifying projects. ***New construction projects are not eligible for any Façade and Site Improvement Grant Program consideration.***

Please contact CRA Staff or City Hall Annex Staff for additional information.

## ELIGIBLE EXPENSES

The following expenses **have been approved** for potential grant funding by the City of Live Oak Community Redevelopment Agency Board for the current Fiscal Year:

### FOR EXISTING STRUCTURE REMEDIATION PROJECTS

- Improvements to meet current building code requirements and/or zoning requirements
- Comprehensive interior rehabilitation project improvements
- Interior Reconfiguration (buildouts, demolition, etc.)
- ADA Improvements (access to building and/or restrooms)
- Building Upgrades (electrical/lighting, HVAC, plumbing, efficiency/insulation, etc.)
- Removal and replacement of doors, windows, flooring, and/or drywall
- Ceiling repair/refinishing/insulation
- Commercial restaurant equipment (when deemed to be non-tangible property)
- Associated permit fees, design and utility connection fees, architectural and/or engineering costs, paid for by qualifying hired third-party licensed contractors and/or required plans by licensed design professionals.
- Work performed/permits pulled by Florida licensed contractors **shall be** required for all: plumbing, electrical, HVAC, framing, and similar work as determined by CRA Staff and the City Building Official.
- Permanent installations (permanent, general use, attached features or fixtures, such as counters or kitchen hoods)

### FOR NEW CONSTRUCTION PROJECTS

Funding for new construction projects will be based upon the overall scope of the project and general construction costs associated with the project. This includes, but is not limited to: site-work and new building or structure construction improvements on vacant lots/parcels (including buildable vacant parcel portions), associated permit fees, design and utility connection fees, and/or architectural and engineering costs. One-hundred percent (100%) of all new construction projects and related permits shall be secured by, and work done, by a hired third-party Florida licensed general contractor.

## INELIGIBLE EXPENSES

### FOR EXISTING STRUCTURE AND REMEDIATION PROJECTS AND NEW CONSTRUCTION PROJECTS

The following expenses **are not eligible** for grant funding, including, but not limited to:

- Any costs associated with the purchase or lease of the building, space, or property.
- Any improvements or work completed prior to grant agreement signature(s).
- Any improvements to properties not within the CRA district.
- Work which removes or alters historically significant features.
- Use of inappropriate materials.
- Work without a City of Live Oak building permit, when required.
- Work performed by an unlicensed contractor, or any individual, firm or company who does not provide up to date documentation for the required State licensure, workman's comp and liability insurance.
- Work performed that is not consistent with the Design Guidelines for the CRA pursuant to the Redevelopment Plan 2039 and City of Live Oak Comprehensive Plan and/or Land Development Regulations (LDR's).
- Labor for hired help who are not licensed or qualified to operate or perform work within the City of Live Oak, or are not State licensed (as applicable).
- Items and work considered "general or routine maintenance" (activities planned and performed at regular intervals normally necessary to extend the life or prevent the premature failure of building components or equipment).
- Refinancing existing debts.
- Non-fixed improvements or installation of moveable items including, but not limited to: TVs, furniture, window treatments, and appliances, and other items as determined by CRA Staff and Board.
- Sweat equity payments (i.e., reimbursement for Owner's, applicant's, Grantee's or associates' own labor or equipment/tool purchases, in performance of renovation work or new construction.
- Business payroll.
- Other expenses as determined by CRA Staff, Board, or Board Attorney.





## GRANT SCORING

The following grant scoring criteria will be utilized in the application evaluation process. Grant funding will be based upon these criteria, as well as the size in square footage of the remediation location or the new construction project dollar total, for what has been applied for.

### POINT VALUE

- 30**      *Project Criteria:* Whether the proposed project is to remediate a currently vacant storefront, building, or tenant space, thus making it more attractive to a prospective tenant (Vacant 5+ years = maximum 30 points; Vacant 1-4 years = maximum 25 points; Vacant less than 1 year = maximum 20 points);  
*Or* the overall scale and scope of new construction, if the project is to construct a new site for prospective businesses.
- 20**      Whether the proposed project is sought to enable a new business to become established within the Community Redevelopment Area, or those which are relocating from outside of the CRA district area (or from within when pre-approved by the Board) to a location within the CRA district area, in particular a business type which is determined to be a contributing asset to the CRA district.
- 25**      The number of new/additional jobs that will be created as a result of the project and business at opening.
- 15**      **a.** *For existing locations.* Whether the proposed project will remedy any existing code violations or eliminate any other identified non-conforming situations, or substantially alter and update a storefront, building, or tenant space with higher quality materials, improved efficiency and/or better technology, and similar actions.
- b.** *For new construction.* Whether the proposed project will have a marked impact on the proposed location or surrounding area.
- 10**      Whether local contractors and businesses will be utilized for materials and/or labor (including design professionals).

### CUMULATIVE SCORE

**0-24**   No funding      **25-49**   50% of Maximum      **50-74**   75% of maximum      **75-100** 100% of maximum

## GRANT FUNDING BRACKET

Funding amounts for existing locations are also based upon the size (in square feet) of the building or tenant space remediation has been applied for; funding for new construction projects is based on 10% the total project cost.

### MAXIMUM

REIMBURSEMENT AMOUNT	EXISTING STRUCTURE REMEDIATION	NEW CONSTRUCTION PROJECT
Up to \$5,000*	Small Project (under 1,500 sq. ft.)	Over \$50,000
Up to \$10,000*	Medium Project (1,500-6,000 sq. ft.)	Over \$100,000
Up to \$15,000*	Large Project (over 6,000 sq. ft.)	Over \$150,000

(\*) *Subject to CRA Board approval on an application, the maximum reimbursement amount for each tier may potentially qualify for increased funding, up to an additional \$5,000 to the stated maximum, for projects proposed with multiple and distinct components or aspects, that will be separately permitted, altered or completed over the course of the renovations or construction.*

(\*) *The maximum reimbursement amount is further capped at 75% of actual paid-for qualifying costs.*



## GRANT PROGRAM PROCESS

### PRE-APPLICATION REQUIREMENT

- Application for this program is contingent upon recommendation by the Planning & Zoning Department, confirming that the project is consistent with current zoning standards and the Land Development Regulations (LDRs).
- Applicants interested in participating in the program must first contact and meet with the City of Live Oak City and CRA Staff to determine eligibility, review program, and scheduling of application submission.
- Part of the pre-application process will be a questionnaire specific to the type of request, whether building or relocating, whether business is new or currently in existence, and specifics about current business operations and location, as well as proposed business operations and location.
- Applicants are encouraged to review current Planning & Zoning regulations with the Planning & Zoning Department. Potential business owners are encouraged to meet with City Staff regarding potential projects prior to entering any purchase contract or lease agreement in order to verify required improvements to properties.
- Applicants proposing to move from an existing location in the CRA District area will require a Board pre-approval as described on Page 2.

### APPLICATION PROCESS

Following the pre-application conference, a completed and signed application, along with required supporting documentation, must be submitted to:

City of Live Oak City Hall Annex  
**Attn:** Community Redevelopment Agency  
416 Howard St. E  
Live Oak, FL 32064

Phone: (386) 362-2009 | Fax: (386) 330-6507

Annex General Mailbox: [loannex@cityofliveoak.org](mailto:loannex@cityofliveoak.org) | Website: <https://www.cityofliveoak.org/cra>

***Completed applications and required associated documentation must be submitted no later than the last Friday of the month prior to the next scheduled Regular CRA Board Meeting in order to be placed as an agenda item for consideration.***

Applications **must** include:

- Contact information (i.e., primary contact, phone number, email, mailing address, etc.);
- A completed W-9 Tax Form (at reimbursement, a 1099 tax form will be issued specific to the grant amount);
- Proof of property ownership (deed of record) (for new construction); or, tentative or executed lease agreement, or notarized owner/agent authorization (for remediation);
- At least two (2) cost estimates from different ***Florida licensed and qualified contractors*** for all categories of work, or a copy of the bid documents with the best two (2) offers received for the project. All estimates must include identical scopes of service, along with a proposed schedule of completion;
- Materials-only estimates (these may be submitted singularly if from a bona fide retailer or supplier);
- Paint estimates (if applicable – must include all trim, etc.);
- Site and/or construction plans for the proposed project;
- Acknowledgement that the applicant has read and understands grant program requirements; and
- Additional information as requested by CRA Staff.

All applications will be scored according to the designated grant criteria score sheet by no fewer than three (3) CRA/City Staff, prior to consideration by the CRA Board.

Site and/or construction plans must be reviewed and approved by all City departments in order to proceed with Board consideration. Plan reviews generally take up to 30 days for approval, unless revisions are needed.





## AGREEMENT

Once the project has been approved for funding, the applicant and CRA Board Chairman will sign a notarized agreement, which describes the obligations and limitations of the grant award. Once the agreement has been signed by both the applicant and the CRA Board Chairman, the applicant will then be referred to as the “Grantee”. Additionally, all required building permits must be approved and issued. The project may then proceed with the obligation of the CRA to reimburse costs as approved in the agreement. Substantial modifications to final plans will require review and written approval from CRA Staff, and a change in scope which is deemed by staff to have an overall impact to the project or scoring criteria will require review and approval from the CRA Board, and a signed amendment to the agreement.

## REIMBURSEMENT PROCESS

Upon completion of all project construction, the Grantee shall arrange for any required on-site inspection by the applicable City Departments, as well as the CRA Staff. Improvements will be documented and compared with what was proposed at application. If any discrepancies are noted, the CRA has the right to request the discrepancies be corrected, and a timeframe for their correction will be established as necessary. The Grantee must submit verifiable proof of payment for all improvements in order to be considered eligible for reimbursement. ***Cash/Hand-written receipts will not be accepted.***

***Required reimbursement request documentation must be submitted no later than the first Friday of the month prior to the next scheduled Regular CRA Board Meeting in order to be placed as an agenda item for consideration.***

Upon receiving required documentation, the project file will be reviewed by CRA Staff for completion and accuracy. Following staff review, the completed project will then be brought before the CRA Board at the next regularly scheduled CRA Board Meeting for consideration of approval for reimbursement.

Upon final written approval by the CRA Board, payment reimbursement to the Grantee, to the maximum extent possible, will be made within 60 business days Board approval for reimbursement.

Applicants seeking Business Startup Grant funds understand that:

- All grant funding shall be issued as a reimbursement to the Grantee. Reimbursement payment(s) will be made only after CRA Board approval, following the submission of verifiable proof of payment (i.e., bank verification, scan of front and back of checks, credit card receipts, etc. – ***cash receipts are not considered acceptable proof of payment***) from the Grantee and verification of such by the CRA Staff as valid and paid in full; and that all necessary building inspections are completed, and associated permits are closed upon inspection.
- In order to receive reimbursement approval, all aspects of the grant program shall have been satisfied and met, as certified by the CRA Staff. Some of these aspects include, but are not limited to:
  - a. Any non-working appliances, such as window air-conditioning units, must be removed. If this results in an open area of wall, it must be closed to match the building.
  - b. Broken windows must be repaired.
  - c. In the case of any and all demolition or construction work, site grounds must be free of debris and landscaped, or covered with material approved by the CRA Staff.
  - d. Window tint that shows age, such as peeling, cracking and the like must be removed, and windows cleaned to remove all residue.
- Approval of grant awards shall be determined by the CRA Board, at the CRA Board’s absolute discretion (Not all applications may be approved, even if funds are available).
- Funding of each and every grant is contingent upon the availability of budgeted CRA funds.
- An application, which would, upon approval, exhaust the remaining grant funds for the current cycle, but which would not be fully funded according to the Funding Limitations Section above, will be offered the option of the remaining amount in the fund balance.

Submission of all receipts and required documentation in order to be considered eligible for reimbursement must be submitted to CRA Staff, including:

- Contractor invoicing and verifiable evidence of payment (***cash receipts will not be accepted – NO EXCEPTIONS***);
- Certificate of Completion and Occupancy by the City of Live Oak Building Official and closed permit reports, upon final inspection; and
- Verification that any additional criteria or conditions as found on the signed agreement have been completed as stated.



Fiscal Year 2024-2025

City Hall Annex • 416 Howard Street S.E., Live Oak, FL 32064  
Phone: (386) 362-2276 • Fax: (386) 330-6507

APPLICATION NO.: FG –  
To be completed by CRA Staff

COMMERCIAL BUILDING FAÇADE & SITE IMPROVEMENT  
GRANT PROGRAM APPLICATION

OVERVIEW

This program is currently funded through September of 2025. There is no fee to apply; however, placing an application does not entitle the applicant to funding. The process for project application and approval is as follows:

- 1.) **Pre-Application Requirement** – Applicants interested in participating in the program must first contact and meet with the City of Live Oak Community Redevelopment Agency Staff and relevant City Development Staff to determine eligibility, review program requirements, and scheduling of application submission.
- 2.) **Grant Application Submission** – Applications must be filed/signed by the owner(s) of the property, or designated agent. Please submit application and all required documents as a complete package (*incomplete packets will not be considered*). There is no fee for submittal. A checklist is provided in the application form.
- 3.) **Application Packet Review and Consideration** – Staff will review the application packets in the order in which they are received. Site/Construction plans must be reviewed by all City departments to move forward. Applications will be scored by CRA Staff and selected projects will be recommended to the CRA Board for final approval.
- 4.) **Grant Funding, Agreements and Construction** – Once approved for funding by the CRA Board, the Applicant and CRA Board Chairman, on behalf of the CRA (Grantor), shall sign an agreement which describes the obligations and limitations of the Grant. This document shall be referred to as the “*Live Oak CRA Commercial Building Façade & Site Improvement Grant Program Agreement*”. The Applicant will henceforth be referred to as the “Grantee”. Additionally, all required plan review and building permits must be approved and issued, as may be applicable. The project may then proceed with the obligation of the CRA to reimburse up to the maximum possible grant funding, as approved by the CRA Board and indicated in the Agreement. Substantial modifications to final plans will require re-review and written approval from the CRA Board.
- 5.) **Construction Approval and Disbursement** – Upon completion of all project construction, the Grantee shall arrange for any required on-site inspection by the CRA Staff / Associated City Staff. Improvements will be documented and compared with what was proposed at application. If any discrepancies are noted, the CRA has the right to request the discrepancies are corrected and a timeframe for their correction will be established as necessary. The Grantee shall also submit written proof of payment in full for all improvements. Cash payment and cash receipts will not be accepted. Upon final written approval by the CRA Board, payment reimbursement to the Grantee, to the maximum extent possible, will be made within 60 business days of receipt and verification of all expenditure documents.

Applications may be submitted in-person or via email or fax. Application submissions and/or inquiries regarding this grant program may be address to:

City of Live Oak City Hall Annex  
**Attn: Community Redevelopment Agency**  
**Façade Grant Program**  
416 Howard St. E  
Live Oak, FL 32064  
Phone: (386) 362-2009 | Fax: (386) 330-6507

Annex General Mailbox: [loannex@cityofliveoak.org](mailto:loannex@cityofliveoak.org) | Website: <https://www.cityofliveoak.org/cra>

THIS SPACE FOR OFFICE USE ONLY		
RECEIVED BY:	DATE STAMP:	RETURN APPLICATION TO: Live Oak CRA 416 Howard St. E., Live Oak, FL 32064





## **APPLICATION CHECKLIST AND REQUIRED DOCUMENTATION**

### **REQUIRED TO APPLY**

- ☐ Read through the Commercial Façade & Site Improvement Grant brochure and application.
- ☐ Complete the Pre-Application Requirement – Schedule a Pre-Application Meeting with CRA Staff.\*  
*\*A request form to schedule a pre-application meeting must be completed, signed and submitted in order for Staff to make arrangements.*  
Date Pre-Application Meeting Scheduled: \_\_\_\_\_
- ☐ Complete and sign the grant application form.
- ☐ Complete W-9 IRS (*included with application*). You will receive a 1099 tax form for any award received.

### **REQUIRED DOCUMENTATION**

***Please include with your application:***

- ☐ Letter of intent – a detailed written or typed explanation of all proposed improvements (scope of work), which also identifies the selected contractor(s) for the project.
- ☐ Proof of notarized authorization, if contact person is a designated agent of the applicant.
- ☐ A copy of the Property Deed of record, showing ownership.
- ☐ A copy of a survey of the parcel.
- ☐ Color photographs (minimum 5" x 7") of the existing building from all street, alley or public entrance facing sides. Photos must clearly indicate existing details and areas of proposed change.
- ☐ "Marked-up" photos or renderings of the same showing what the proposed final product will look like or scale drawings or photographs (with notations) of the proposed improvements.
- ☐ Examples or samples of proposed materials or colors.
- ☐ For renovations requiring structural changes and new construction projects, drawings/plans must be submitted, as required by the City of Live Oak Building Official.
- ☐ Submit material samples or brochures if applicable. Indicate quality of finishes.
- ☐ For signage, graphically indicate sign lettering style, letter and sign dimensions. Prior to work commencing on signage, a City Sign Application (review fee waived) shall be submitted to the Zoning and/or Building Department for approval and/or permits.
- ☐ A list of all vendors or contractors, handymen, etc. which will be utilized to complete the proposed improvements.
- ☐ Submit final general written construction cost estimates based on the proposed improvements with applicable breakdowns.
- ☐ You must attach at least two (2) cost estimates from different contractors for all categories of work. All estimates must include identical scopes of service.
- ☐ Submit a specific list of the businesses which will be utilized for the purchase of all materials with cost estimates and material break-down. Material-only estimates may be submitted singularly if from a bona fide retailer or supplier.
- ☐ Provide payment proof of property taxes.
- ☐ Provide proof the proposed work is to be done by a licensed building contractor, or if can be done by another type of company, such as a handy-man.
- ☐ Provide proof that all companies which will be used are properly licensed to conduct business in the City.
- ☐ Provide proof City utilities are current.
- ☐ Provide a copy of City Certificate of Use and Business Tax Receipt for business location.
- ☐ Verify no current or pending code enforcement actions.\*

*\*If the proposed project is to remediate a current or pending code enforcement infraction, please specify this in the scope of work.*



Please complete the following sections of this application and provide relevant associated documentation as may be required. A checklist of required documentation and items for this submission may be found on Page 2 of this application form. **Please note: Completed applications and required documentation must be submitted no later than the last Friday of the month prior to the next regularly scheduled CRA Board Meeting to be placed as an agenda item for consideration.** Any applications submitted after this deadline will be placed as an agenda item for the following, regularly scheduled CRA Board Meeting, for consideration. **No exceptions.**

### APPLICANT INFORMATION

Name: \_\_\_\_\_ Email: \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Home Phone: \_\_\_\_\_ Cell Phone: \_\_\_\_\_

Applicant is the ☐ Property Owner ☐ Tenant\* ☐ Other\* (please specify) \_\_\_\_\_

*\*If no, please note: In the event the applicant is not the owner of the property, proper documentation will be required in order to continue with application submission. Authorized agents are required to provide notarized proof of authorization. Tenants are required to have the property owner(s) complete and submit a notarized Letter of Authorization, which signifies the owner's consent for the applicant to apply for this grant and to move forward with the proposed improvements project. **Failure to communicate with the CRA regarding authorization to apply for the grant and provide appropriate documentation will result in denial of application and/or reimbursement.***

Is the property in anyone else's name besides yours? ☐ Yes ☐ No

*(Husband/wife/children/life-estate/trust, siblings, etc.)*

If yes, please list additional owner(s): \_\_\_\_\_  
\_\_\_\_\_

### PRIMARY CONTACT INFORMATION

Will you be the primary contact for this application?\* ☐ Yes ☐ No

*\*If no, please provide the primary contact's information below. If yes, please skip this section and complete the remainder of the application. Please include proof of agent authorization in the application submission as required, if applicable.*

Name: \_\_\_\_\_ Email: \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Home Phone: \_\_\_\_\_ Cell Phone: \_\_\_\_\_

### PROPERTY / BUSINESS INFORMATION

Name of Business: \_\_\_\_\_

Type of Business: ☐ Retail ☐ Restaurant ☐ Professional Business Office ☐ Other: \_\_\_\_\_

Property PIN/Tax ID #: \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Do you have building plans for the proposed project?\* ☐ Yes ☐ No

*\*If yes, attach copy of plans.*

If yes, have these plans been reviewed by City Development Staff (Building, Fire, Public Works, and/or Planning & Zoning, as may be applicable)?\* ☐ Yes ☐ No

*\*If no, review will be required prior to the issuance of any permits as may be relevant to the proposed project. Site plans and construction plans must be reviewed and approved by all city departments prior to an application moving forward for CRA Board consideration for grant approval. Plan reviews generally take up to 30 days for approval, unless revisions are needed.*

#### THIS SPACE FOR OFFICE USE ONLY

Is the applicant the owner of the property? ☐ Yes ☐ No

Has/Will the applicant provide(s) appropriate documentation to authorization to apply? ☐ Yes ☐ No

Has/Will the owner/tenant/authorized agent be eligible for grant reimbursement? ☐ Yes\* ☐ No

*\*If yes, please attach proof of authorization in order to process reimbursement.*





### APPLICANT ACKNOWLEDGEMENT

The information provided in this application is accurate to the best of my/our knowledge. I/We understand that personal, business, and/or property information may be requested pursuant to this application and hereby give consent for such information to be provided. The City of Live Oak Community Redevelopment Agency retains the sole decision as to whether this grant application is approved, disapproved, or modified. *Submission of application does not guarantee approval of grant funding.*

I/We attest that I/we am/are the Owner(s) of record, the tenant(s) as indicated by the included lease agreement, or, if applicable, I/we have durable power of attorney of/for all Owners of the property, which is the subject of this Community Redevelopment Grant Application, and that the attached deed/documentation is the current deed of record for the parcel subject to the grant.

In consideration of any Grant awarded by the Community Redevelopment Agency, the Owner(s) of the property described herein, agree to: indemnify, defend and hold harmless the Live Oak Community Redevelopment Agency and the City of Live Oak, Florida, and its officers, employees and agents, against any claims resulting from anything occurring under or as a result of the Grant Application, Project or Agreement, whether by the Owner(s), any other private citizen(s), or the Agency, and the costs of any such defense including reasonable attorney's fees.

Neither the City of Live Oak Community Redevelopment Agency, nor the City of Live Oak or their affiliates shall be responsible for the planning, design, or construction of improvements to property that is the subject of this application. No warranties or guarantees are expressed or implied by the description of application for or participation in the Grant Program. *The Owner/ Grantee/ Applicant is advised to consult with licensed architects, engineers, building contractors, and/or attorneys, or other associated professionals, before proceeding with the Grant Application submittal and/or final plans for construction.*

I/We acknowledge, as evidenced by my/our signature(s) below, that I/We have received, read, understand and agree to comply with the terms and conditions as set forth in the Live Oak Community Redevelopment Commercial Façade and Site Improvement Grant Program procedures, outlined herein and on the associated grant brochure. I/we affirm that I/we have provided a fully complete application with all the required documentation, and that failure to provide the information required information is grounds for rejection of this application. I/We further acknowledge that any breach of any signed agreement may result in my/our being required to refund any funds awarded to me/us under this Program. Appropriate City and CRA staff are hereby authorized to enter the subject property to inspect, evaluate and take pictures. If approved for grant funding, I/we will enter into a grant agreement with the Live Oak Community Redevelopment Agency, and will comply with all of the requirements contained therein.

*(Attach additional signature sheets as needed)*

_____ <i>Printed Name</i>	_____ <i>Signature</i>	_____ <i>Date</i>
_____ <i>Printed Name</i>	_____ <i>Signature</i>	_____ <i>Date</i>
_____ <i>Printed Name</i>	_____ <i>Signature</i>	_____ <i>Date</i>

***As part of grant application submission, applicant(s) are required to provide identification, as well as any documentation pertaining to status as power of attorney or authorized representative of the property owner(s).***



City Hall Annex • 416 Howard Street S.E., Live Oak, FL 32064  
Phone: (386) 362-2276 • Fax: (386) 330-6507

**Fiscal Year 2024-2025**

APPLICATION NO.: **MHIP –**  
*To be completed by CRA Staff*

## MINOR HOME IMPROVEMENTS GRANT PROGRAM APPLICATION

### OVERVIEW

This program is currently funded through September of 2025. There is no fee to apply; however, placing an application does not entitle the applicant to funding. The process for project application and approval is as follows:

- 1.) **Pre-Application Requirement** – Applicants interested in participating in the program must first contact and meet with the City of Live Oak Community Redevelopment Agency Staff and relevant City Development Staff to determine eligibility, review program requirements, and scheduling of application submission.
- 2.) **Grant Application Submission** – Applications must be filed/signed by the owner(s) of the property, or designated agent. Please submit application and all required documents as a complete package (*incomplete packets will not be considered*). There is no fee for submittal. A checklist is provided in this application form.
- 3.) **Application Packet Review and Consideration** – Staff will review the application packets in the order in which they are received. Site/Construction plans must be reviewed by all City departments to move forward. Applications will be reviewed by CRA Staff and selected projects will be recommended to the City Manager for final approval.
- 4.) **Grant Funding, Agreements and Construction** – Once approved for funding, the applicant and the CRA Coordinator, or other designated CRA Staff Member, as well as the City Manager, will sign a notarized agreement which describes the obligations and limitations of the grant award. Once the agreement has been signed by both the applicant and the relevant CRA Designee, the applicant will then be referred to as the “grantee”. Additionally, all required plan review and building permits must be approved and issued. The project may then proceed with the obligation of the CRA to reimburse costs as approved in the agreement.
- 5.) **Approval for Disbursement of Reimbursement Funds** – Upon completion of all project components, the Grantee shall arrange for any required on-site inspection by the CRA Staff / Associated City Staff. Improvements will be documented and compared with what was proposed at application. If any discrepancies are noted, the CRA has the right to request the discrepancies are corrected and a timeframe for their correction will be established as necessary. The Grantee shall also submit written proof of payment in full for all improvements. ***Cash payment and cash receipts will not be accepted.*** Upon final written approval by CRA Staff and the City Manager, payment reimbursement to the Grantee, to the maximum extent possible, will be made within 60 business days of receipt and verification of all expenditure documents.

Applications may be submitted in-person or via email or fax. Application submissions and/or inquiries regarding this grant program may be address to:

**City of Live Oak City Hall Annex**  
**Attn: Community Redevelopment Agency**  
**Minor Home Improvements Grant Program**  
416 Howard St. E  
Live Oak, FL 32064

Phone: (386) 362-2009 | Fax: (386) 330-6507

Annex General Mailbox: [loannex@cityofliveoak.org](mailto:loannex@cityofliveoak.org) | Website: <https://www.cityofliveoak.org/cra>

#### THIS SPACE FOR OFFICE USE ONLY

<b>RECEIVED BY:</b>	<b>DATE STAMP:</b>	<b>RETURN APPLICATION TO:</b> Live Oak CRA 416 Howard St. E., Live Oak, FL 32064
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## **APPLICATION CHECKLIST AND REQUIRED DOCUMENTATION**

### **REQUIRED TO APPLY**

- ☐ Read through the Minor Home Improvements Grant brochure and application.
- ☐ Complete the Pre-Application Requirement – Schedule a Pre-Application Meeting with CRA Staff.\*  
*\*A request form to schedule a pre-application meeting must be completed, signed and submitted in order for Staff to make arrangements.*  
Date Pre-Application Meeting Scheduled: \_\_\_\_\_
- ☐ Complete and sign the grant application form.
- ☐ Complete W-9 IRS (included with application). You will receive a 1099 tax form for any award received.

### **REQUIRED DOCUMENTATION**

*Please include with your application:*

#### **For all applications:**

- ☐ A copy of the Property Deed of record, showing ownership (tenants will not be considered eligible for consideration).
- ☐ Proof of notarized authorization, if the contact person is a designated agent of the applicant.
- ☐ Proof of property taxes being current and in good standing.
- ☐ Proof of all City utilities accounts being current and in good standing.
- ☐ Verify that there are no current or pending code enforcement actions associated with the subject property.\*  
*\*If the proposed project is to remediate a current or pending code enforcement infraction, please specify this in the scope of work.*
- ☐ Copy of registration decal.\*  
*\*Manufactured homes only, if the residential unit is not included as a taxable structure on the property taxes*
- ☐ Color photographs of the existing conditions of the property and building from all street, right-of-way or other publicly visible areas. Photos must clearly indicate existing details and areas of proposed change.
- ☐ Examples or samples of proposed materials or colors, including material samples or brochures, where applicable. Indicate quality of finishes.
- ☐ List of trees, if seeking assistance for landscaping.
- ☐ Building permit application, where applicable, with any required associated documentation\*  
*\*Fence and driveway permit applications require site plan drawings showing the proposed location of these improvements to be included as part of a submission. Drawings for proposed improvements may be required by CRA Staff for grant consideration.*

#### **For applicants using contractors:**

- ☐ A minimum of two (2) cost estimates from different contractors for all categories of work (recommended). All estimates must include identical scopes of service.\*  
*\*If only one (1) estimate is provided and found to exceed general market value (for materials and labor), CRA Staff reserves the right to consider the quote ineligible.*
- ☐ Provide proof the proposed work is to be done by a licensed building contractor, as may be required, or if proposed to be done by another type of company, such as a painting service or fence contractor.
- ☐ Provide proof that all companies which will be used are properly licensed to conduct business in the City.

#### **For applicants seeking owner-builder permits:**

- ☐ A specific list of the businesses which will be utilized for the purchase of all materials with cost estimates and material break-down. Material-only estimates may be submitted singularly if from a bona fide retailer or supplier.



Please complete the following sections of this application and provide relevant associated documentation as may be required. A checklist of required documentation and items for this submission may be found on Page 2 of this application form.

### APPLICANT INFORMATION

Name: \_\_\_\_\_ Email: \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Home Phone: \_\_\_\_\_ Cell Phone: \_\_\_\_\_

Applicant is the ☐ Property Owner ☐ Other\* (please specify) \_\_\_\_\_

*\*If other, please note: In the event the applicant is not the owner of the property, proper documentation will be required in order to continue with application submission. Authorized agents are required to provide notarized proof of authorization. **Failure to communicate with the CRA regarding authorization to apply for the grant and provide appropriate documentation will result in denial of application and/or reimbursement.***

Is the property in anyone else's name besides yours? ☐ Yes ☐ No

(Husband/wife/children/life-estate/trust, siblings, etc.)

If yes, please list additional owner(s): \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

### PRIMARY CONTACT INFORMATION

Will you be the primary contact for this application? ☐ Yes ☐ No\*

*\*If no, please provide the primary contact's information below. If yes, please skip this section and complete the remainder of the application. Please include proof of agent authorization in the application submission as required, if applicable.*

Name: \_\_\_\_\_ Email: \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Home Phone: \_\_\_\_\_ Cell Phone: \_\_\_\_\_

### PROPERTY INFORMATION

Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Property PIN/Tax ID #: \_\_\_\_\_

This application is for: ☐ an owner-occupied home (homesteaded) ☐ an income/rental property

The existing home on the subject property is a: ☐ site-/stick-built single-family home ☐ a modular home  
☐ a manufactured home\*

\*If the home is **manufactured**, is the home a: ☐ single-wide ☐ double-wide ☐ triple-wide

What year was the home built/manufactured? \_\_\_\_\_

### PROPOSED IMPROVEMENTS INFORMATION

Using the checkboxes below, please select the improvement(s) being applied for:

- |   |   |
|---|---|
| <input type="checkbox"/> Fencing                                | <input type="checkbox"/> Required address numbers for placement on home                         |
| <input type="checkbox"/> Front porch, deck or patio             | <input type="checkbox"/> Exterior painting  |
| <input type="checkbox"/> Mailbox with post and address number   | <input type="checkbox"/> Landscaping ( <b>limited to trees only, as approved by CRA Staff</b> ) |
| <input type="checkbox"/> New/Replacement right-of-way driveway* | <input type="checkbox"/> Tree removal and stump grinding  |

**\* must be from the edge of the street to the property line, and can only be concrete or asphalt, per code.**





### PROPOSED IMPROVEMENTS INFORMATION (CONT.)

If permits are required, who will be submitting the application and conducting the work?

- ☐ A Florida licensed contractor will be submitting the application and conducting the work.
- ☐ The property owner will be submitting the application and conducting the work as an owner-builder.\*

**\*Please note: owner-builder permits shall not, per the Florida Building Code, be issued to any person(s) who is/are not the owner of record and residing at the subject property. Property owners seeking owner-builder permits for income/rental properties are *not* eligible for an owner-builder permit. A licensed Florida licensed contractor must apply for the permit and conduct the work.**

### APPLICANT ACKNOWLEDGEMENT

The information provided in this application is accurate to the best of my/our knowledge. I/We understand that personal, business, and/or property information may be requested pursuant to this application and hereby give consent for such information to be provided. The City of Live Oak Community Redevelopment Agency retains the sole decision as to whether this grant application is approved, disapproved, or modified. *Submission of application does not guarantee approval of grant funding.*

I/We attest that I/we am/are the Owner(s) of record, or, if applicable, I/we have durable power of attorney of/for all Owners of the property, which is the subject of this Community Redevelopment Grant Application, and that the attached deed/documentation is the current deed of record for the parcel subject to the grant.

In consideration of any Grant awarded by the Community Redevelopment Agency, the Owner(s) of the property described herein, agree to: indemnify, defend and hold harmless the Live Oak Community Redevelopment Agency and the City of Live Oak, Florida, and its officers, employees and agents, against any claims resulting from anything occurring under or as a result of the Grant Application, Project or Agreement, whether by the Owner(s), any other private citizen(s), or the Agency, and the costs of any such defense including reasonable attorney's fees.

Neither the City of Live Oak Community Redevelopment Agency, nor the City of Live Oak or their affiliates shall be responsible for the planning, design, or construction of improvements to property that is the subject of this application. No warranties or guarantees are expressed or implied by the description of application for or participation in the Grant Program. *The Owner/ Grantee/ Applicant is advised to consult with licensed architects, engineers, building contractors, and/or attorneys, or other associated professionals, before proceeding with the Grant Application submittal and/or final plans for construction.*

I/We acknowledge, as evidenced by my/our signature(s) below, that I/We have received, read, understand and agree to comply with the terms and conditions as set forth in the Live Oak Community Redevelopment Minor Home Improvements Grant Program procedures, outlined herein and on the associated grant brochure. I/we affirm that I/we have provided a fully complete application with all the required documentation, and that failure to provide the information required information is grounds for rejection of this application. I/We further acknowledge that any breach of any signed agreement may result in my/our being required to refund any funds awarded to me/us under this Program. Appropriate City and CRA staff are hereby authorized to enter the subject property to inspect, evaluate and take pictures. If approved for grant funding, I/we will enter into a grant agreement with the Live Oak Community Redevelopment Agency, and will comply with all of the requirements contained therein. *(Attach additional signature sheets as needed)*

\_\_\_\_\_  
*Printed Name*

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Printed Name*

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Date*

***As part of grant application submission, applicant(s) are required to provide identification, as well as any documentation pertaining to status as power of attorney or authorized representative of the property owner(s).***