



SECTION 5 - GETTING THERE

Section 3 identified general goals and objectives for the FCRA redevelopment program. Section 4 defined the Conceptual Plan and specific ideas for capital improvements. This section elaborates on cost estimates, time frames, and agency involvement for improvement projects identified in the plan. The FCRA can use the following implementation strategies to achieve a successful redevelopment program.

PROGRAM STRATEGIES

- 1) Business Strategies (CRA/City)
 - a) Façade and Infrastructure Grants or Low Interest Loans: Funding is needed for business attraction and retention programs, and for financing façade treatment programs for building renovations, restoration or redevelopment, thereby enhancing and creating economic opportunities and value.
 - b) Variances or “written flexibility” in the codes in order to make it easy to start new desirable businesses. When dealing with small lots of records and platted lands dating back to the early 1900’s, it’s difficult to conform to today’s land development regulations which require onsite parking, Stormwater, extra landscaping, and small lot coverage among others, most of which cannot be accommodated on site or use too much of the site leaving little for a building envelope that will produce economic return. Consequently, the public recognizes that there should be allowable deviations to enable business to open and survive. These deviations should be written into the Land Development Regulations as “waivers”.

- 2) Old Town/Broadway--Quick-victory, high visible start: There needs to be some actions undertaken fairly quickly to show a commitment to the area’s improvement. Also, there needs to be a private project that can serve as the “catalyst”, stimulating interest, and investment in the area. Both actions will signal visibility and victory for redevelopment efforts. (CRA/City/Private Sector)
 - a) The private catalyst was the ALDEA project at the interchange. This highly visible project would have jump started the agency providing revenues into the tax increment fund. When the economy rebounds, it will be a major focus at our eastern gateway. There may be assistance from the FCRA that stimulates the project through a public-private partnership.
 - b) The Public sector project should focus on Broadway, with the two “bookends” of public spaces at the north and south.
 - Continue work on the new City Hall in the old School House will enable a complete renovation of the site, resulting in a new “Municipal Complex” at the south end.
 - For the north end, a public-private partnership can result in providing parking, stormwater management, a linear park, and new roadway to connect Broadway to Willow for vehicles and pedestrians. This will “feed” the downtown, fostering new businesses over the next few years.



- The treatment on Broadway would be highly dramatic and make a visible statement to the public and private community. It should include major streetscape improvements: decorative lighting on the sidewalks and in the medians, median landscaping, newly delineated parallel or angled parking, a traffic circle at the north end to calm the traffic, “bulb-outs”/islands of landscaping which also act as traffic calmers, pavers or stamped asphalt at the intersections and cross-walks, mast arm traffic light, new signage, among others.
 - Installation of wastewater system and infrastructure upgrades.
 - Removal and relocation of the truck traffic.
- Cost: To be determined based on project plan.
- 3) Sidewalks/Bikepaths(City/CRA/County/FDOT/Private Sector)
- a) CR 512 is identified as needing sidewalk treatments, which would include lighting and streetscape-either fixing existing sidewalks or installing new ones where none exist. Making the area “walkable”, pedestrian friendly and safe leads to an overall ambiance that is desired by the public. Using the sidewalks for special events, as courtyards and for café seating would go along way to bringing people and activity back to the area in the Village Center.
 - b) Bike Paths/Greenways: Combined with the idea of “walkability”, bike paths and linking the neighborhoods and business districts with their most precious asset-the people-revives both the business economics and residential communities.
Cost: \$500K to \$1M
- 4) Transportation/Traffic Calming/Parking (City/CRA/County/FDOT/Private Sector)
- a) Speeds on CR 512 in Mid-Town west and on Broadway.
 - b) Install pavers to denote cross-walk, and gateway areas, which will also serve to calm traffic.
 - c) Install Mast arm lighting at intersections.
 - d) Evaluate places to provide frontage or rearrange roads to reduce access points.
 - e) Evaluate placing new medians along portions of the corridors to calm traffic, limit access, improve traffic flow, and install landscape and lighting; this will required integral coordination with FDOT.
 - f) Evaluate eliminating some roadway access points on to provide for better lot lay-outs, frontage roads, and access management, only after extensive public input is obtained.
 - g) Consider allowing on-street parking in some areas using side streets for new access, even on CR 512 in Mid-Town and the Village Center.
 - h) Create a walkable environment by interconnecting the neighborhoods with the commercial areas with new, safe, well lit ped-ways and bike-ways.
 - i) Promote enhanced bus service to this area to bring people in and to take people to employment, educational and recreational centers.
 - j) Consider the use of a “tram” or “trolley” to move people within the district-this adds to the district ambiance as well as provides shorter distances between parking and activity areas.
 - k) Make the re-routing improvements to remove truck traffic through town.



l) Make improvements to CR 507, South Carolina, Broadway, Community Street, Willow Street, State Street for aesthetics, mobility and capacity as needed.

m) Pave all the dirt roads.

Cost: Capital Improvement projects will cost over \$5M.

5) Building Conditions (City/CRA)

a) Create/update/clarify CR 512 Overlay and new Architectural and Site Design guidelines and standards; Adopt a Pattern Book.

b) Enhance Code Enforcement activities and processing.

- Elimination of trash, junk and debris.
- Building code violations which endanger the health, safety and welfare of the inhabitants or users of the structures.
- Lot maintenance to eliminate overgrowth which promote site enhancements as well as minimizes criminal activities.
- Fire Marshal review of buildings during Business Tax Receipt renewal or issuance.

c) Create grants and loans for façade and landscape treatments to enhance existing sites throughout the district.

Cost: Grants/Loans could range up to \$15,000 per structure;

6) Culture/Recreation: (City/CRA/State/County/Non-Profit)

a) Create a Preservation and Education center for eco-tourism; this could be done through movement of an historic house to the Marion Fell Library Site or to the 86 acre site at I-95 and creating educational and interactive exhibits.

b) Continue quality recreation programming and special events; create or maintain partnerships with other providers, such as the Boys and Girls Clubs, School Board, County, and others for facilities, programming, and marketing.

c) Work with City to expand/relocate the community center and its available space and programming.

d) Consider the expansion the Marion Fell library.

Cost: Projects ranges from \$100K to \$500K

7) Programmatic Improvements/Organization/Partnerships (City/CRA/Non-Profits/TDC):

a) Create a "Downtown Merchants Association" where members become another support link in the partnership chain. They will be crucial to providing guidance and information on the health and well being of the local economy, improvement programs, areas for special assistance, and for volunteering for marketing, promotional, and special event programming. This can lead to a "Main Street" program.

b) Create partnerships with area Banks and lending organizations to create a link for obtaining Community Reinvestment Act funds, low-interest loans for either the City or the private sector to access for business or development needs.

c) The School Board is a vital partner for expanded service provision and access to various programs.



- d) The Transit program should become involved to improve access and service to the entire area.
- e) The Indian River County Metropolitan Planning Organization and FDOT must be integrally involved in transportation funding decisions and funding for many of the projects to succeed.
- f) Relationships with the groups responsible for economic development in Indian River County and the Tourist Development Council should be strengthened as they can only bring increased business and awareness to the district.
- g) Each department of the City should become a partner with the other in focusing improvement in service, capital programming, and support for the RDA.
- h) Local non-profit agencies are potential partners as well for the various services and assistance they provide: Habitat for Humanity; Indian River (Fellsmere) Historical Society; Library Boards; Boys and Girls Club; Operation Hope; Arts and Cultural groups; SJRWMD; DEP, all of these and more have a part to play in the success of this effort.

Cost: Staff/Consultant time.

8) Comprehensive Plan and Land Use

Proper zoning and regulatory frameworks are needed to stimulate private investment, create opportunities for new development, encourage parcel aggregation, property rehabilitation, and promote user friendly development guidelines. New regulations must transcend the traditional approaches to the City's land development. The Land Development Code should at a minimum address the following:

- a) Expand the 'Old Town' designation of the area around Broadway to include all of the Village Center.
- b) Facilitate protection of Historic structures through a district, standards, and incentives.
- c) Establish a user-friendly, graphically depicted, and detailed Urban Design Manual set of Architectural standards, building massing guidelines, vernacular and specific design features, water features, build-to lines, rear garages, installation of sidewalks, use of color, roof lines and pitches, window sizes and treatments, façade and exterior materials, among others, for use by the public and private sector.
- d) Create a system of density and intensity bonuses to add value to existing properties, thereby stimulating purchase and redevelopment. These would be awarded based upon use of specific conditions and criteria.
- e) Establish a system for payments in lieu of establishing on-site parking and stormwater management improvements in the District or where it would impede the redevelopment, aggregation or feasible use of other parcels; Payments will allow for the City to purchase parking lots and make improvements for use by all in the district.
- f) Expedited permitting and inspections from the City for projects in the FCRA.
- g) Enforce new sign regulations and attrition rates.



- h) Use crime prevention through environmental design strategies to assure human and structure safety and security.
 - i) Prepare guidelines to clean up major properties.
 - j) Require private development to restore streets and pedestrian areas with decorative lighting, paving, grading, landscaping, safety features (clearing overgrowth and “hiding” places).
Costs: Staff time, Consultant time
- 9) Marketing and Promotion
- a) The effectiveness of the Plan will largely depend on the perception of the Plan by the public, prospective developers and financial backers and entrepreneurs.
 - b) Create promotional materials; Quality graphic materials, illustrative of the plan’s objectives and targets are a precursor to obtaining and maintaining strong citizen involvement, developer interest, and special event opportunities.
 - c) Utilize the new Seal and Logo to brand the community theme or slogan on all materials.
 - d) Produce a newsletter or e-newsletter to keep residents and businesses informed.
 - e) Create an on-going events program created to stimulate and maintain the public involvement.
 - f) Signage on I-95.
 - g) Continue to have and expand upon the major events and festivals: Farmer’s Market, Frog Leg Festival, Fellsmere Days, Bass Fishing, etc.
 - h) Importantly, the district should capitalize and utilize “success stories” as they develop to show that the area is on the move.
Cost: \$100,000, depending on the number, type, and character of the materials.

Improvement Projects

The various improvements identified throughout this section are further outlined in Table 4 and 5 Capital and Non-Capital Improvements.



**TABLE 4
CAPITAL IMPROVEMENT PROJECTS**

Community Redevelopment Area			
Generalized Projects/Programs (Non-Capital) *			
Action Area	Project	Time Frame**	Funding Sources
Administration	Specific activities to be identified within the yearly budget	Ongoing	CRA
Acquisition	Land assemblage for public use	As Needed	CRA/Private Sector/Grants
Economic Development	Industrial, Commercial, or Residential Façade, Landscape, or Signage Grants	Ongoing	CRA/CDBG/County
	Business development/retention	Ongoing	CRA/Grants
	Development Incentives: site bonuses; public private partnerships; financial incentives	Ongoing	CRA/Grants
	Business assistance	Ongoing	CDBG/Private Sector/CRA/County
	Eco-tourism Promotion/Programs/Infrastructure improvements	Short-mid-long term	CRA/County/Private Sector/Grants
Historic Preservation	Promotions/Education/Historic Tours/Aid with Rehabilitation Grants/	Ongoing	CRA/City/Grants
Hurricane Preparedness	Target Hardening	As Needed	FEMA/CRA/Other Grants
	Grant and/or subsidized loan programs for generators at critical private facilities (e.g. fueling station, food markets, restaurants, etc.)	Ongoing	FEMA/CRA/Other Grants
Land Development Codes	Modifications and upgrades	Short	CRA/City/
	Sign Code Changes; Waivers ; Incentives		
Marketing and Promotions	Includes but is not limited to: trade shows; written materials; brochures/flyers/mail-outs or other specific activities to be identified within the yearly budget	Ongoing	CRA
Public Safety	Community Policing: Including police sub-stations, bike/horse patrols, Neighborhood Crime Watch; Weed and Seed Programs, among others	Ongoing	CRA/City/Grants
	Assume Fire Marshal Duties	Ongoing	City/CRA
Special Events	Includes, but is not limited to: Farmer's Market; community gardens; Frog Leg Festival; Racing; Rodeo; Fairs; or specific activities to be identified within the yearly budget	Ongoing	CRA
Transportation Enhancements	Boat, RV and/or truck parking area (lease or acquisition)	Short	CRA/County
	Street Paving/drainage/parking	Short-mid-long term	CRA/CDBG/County
	Transportation issues-New multi-modal and mass transit	Short	Go-line/County MPO

* All of these action items are applicable to the entire Community Redevelopment Area
**For purposes of this table: Short Term= 1-5; Mid-Term=5-10; Long-Term=over 10 years.



**TABLE 5
NON-CAPITAL IMPROVEMENT PROJECTS**

Community Redevelopment Area					
Public and Private Sector Capital Project Ideas					
Area	Project	Time Frame*	Cost Estimate	Funding Sources	
HCJ AND CIV					
Housing	Attainable and Market rate housing-habitat subdivision	Ongoing		Private Sector, SHIPHOME/Habitat	
	Housing rehabilitation	Ongoing	\$300,000	CDBG, SHIPHOME	
	Life skills development	Ongoing	\$20,000	CRACDBG	
	Demolition	Ongoing		CRACDBG	
	Street paving	Short term	\$300,000	CDBG	
Streets and Transportation Enhancements	Street Lighting	Short term	\$250,000	FFLJCRACounty/Private Sector	
	Sidewalk/bike paths	Short term	\$300,000	CDBG/Private Sector/CRACounty	
	Bus Shelter/Improved transit bike and pedway improvements	Short term		CDBG/Private Sector/CRACounty	
	Improve State Street/Midway Intersection and Begin planning for the Fellsmere Perimeter Roadway Network on 10/1st	Mid-long term		CDBG/Private Sector/CRACounty/PO	
	For affordable housing, retention, code enforcement	As needed		CDBG/Private Sector/CRACounty	
Land Acquisition					
Stormwater Management	Stormwater/Drainage-piping ditches	Mid-term	\$3M	CDBG/SURWMDCEP Sec. 119 Grants/Other Grant Funding/Private Sector	
	Utility Upgrades/water, sewer	Short-mid term	\$2M	Private Sector/CDBG/City Utility Funds/CRACounty	
Civic and Recreation	Park Enhancements/New Park Acquisition and Development	As needed	\$750,000	FRDP/Private Sector/RA	
	Regulate Stormwater/Park/Palis to Trails/interconnectivity Improve/Community/Park/Pocket Parks	Ongoing	\$300,000	CRACounty/CRACDBG/SURWMDCounty/Private Sector	
Land Development/Codes	Mix of Use/Incentive/Palmer Book	Short term	\$5,000	CRACounty/Private Sector	
	Community Policing: Including Neighborhood Crime Watch; Weed and Seed Programs, among others	Ongoing	\$55,000	CRACounty Grants	
Recycling Projects	Storage/Recycling/Renewing	Short term	\$20,000	CRACounty Grants/Private Sector	
	Subtotal:		\$2,550,000		





Developer Solicitations and Selections

Redevelopment areas' successes are measured by the amount of private investment and reinvestment made in an area. The funding stream only comes from private investment and increased values. The private sector puts its money into projects where there is a known market, or where the public sector has shown commitment in and willingness to invest in the area. Sometimes the public sector will "buy-down" the cost or risk of private investment, through installing such things as parking, landscape, stormwater or other needed infrastructure, as the board and agency deem appropriate or desirable.

The Village Center is the desired signature public project. Should the CRA acquire or assemble land, they would have a major opportunity to proffer a developer solicitation in order to choose the right developer or investor. The solicitation process begins with the preparation of a detailed Request for Proposals (RFP) for the targeted private development projects. The RFP must specifically detail all of the conditions and requirements that pertain to the developer/development process. Once selected, a general development agreement should be drafted and adopted by the advisory board and Agency to assure that all terms and conditions are met. Upon completion, land acquisition/assemblage and other actions can commence.

Administration

Implementation of the Plan will require both human and financial resources. Until the Tax Increment fund accumulates resources, the City should assess its manpower needs, internal funding sources, and other resources, such as grants and loans, in order to promote and market the area, review redevelopment plans, leverage investment, assist small business, provide for special events, provide day to day management and review for the implementation of this important program. Only with a dedicated staff and revenue stream can the City make this work to its highest capability. Left to "plug-along" on its own, the area will languish further. Thus the following actions are suggestions to aid the plan's success:

- 1) Permanent staff or consultant designation for responsibility of activities and plan implementation within the target areas.
- 2) Operating and day-to-day activity budgetary needs.
- 3) Planning for special events and marketing/promotional efforts.

Cost: \$5-10,000 start-up costs

Performance and Evaluation measures

Continued evaluation of the Plan and the performance of the Plan are necessary to monitor implementation efforts to understand the success or failure of various projects or programs. At a minimum, the CRA should:

- 1) Use two meetings per year to evaluate the goals, objectives, and implementation plan to identify changes or additions.
- 2) Obtain feedback from the community and/or a new Downtown Merchants Association periodically during the year.



- 3) Conduct internal staff and peer review for project assessment and evaluation:
 - a) Rank or change the ranking of priorities and projects for consideration during budget cycles.
 - b) Prepare checklists and master project scheduling tools to identify start and completion cycles, budget targets, and associated tasks to stay on target.
 - c) Set measurable objectives for the year with an assessment at year's end to understand problems, progress and pitfalls.
 - d) Evaluate/update the plan every 2-3 years.