

**City of Fellsmere
Community Redevelopment Agency
Annual Report
Reporting Year 2020**

A.) Audit Report Fiscal Year ending September 30, 2020

B.) Performance Data as of December 31, 2020

1	Total number of projects	<u>0</u>
	Total number of projects completed	<u>0</u>
	Estimated cost of each project	<u>\$ -</u>
2	Total expenditures	<u>\$ 7,714.53</u>
3	Original assessed real property value with the boundaries of the CRA agency as of the day the agency was created.	<u>\$ 18,723,335</u>
4	Total assessed real property value within the boundaries of the CRA agency as of January 1 of the reporting year.	<u>\$ 24,132,174</u>
5	Total amount expended for affordable housing for low-income and middle-income residents.	<u>0</u>

C.) Summary indicating to what extent, if any, the CRA has achieved the goals set on its community redevelopment plan.

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Vision

“Fellsmere is a friendly, safe and historic community. While remaining true to our historic past, we are creating a future filled with opportunity and success for all.”

Mission

“The City of Fellsmere’s Mission is to:

- Protect and honor our historic architecture and buildings.
- Create a healthy, diverse local economy, not dependent solely on agriculture.
- Invest public funds into projects which improve our economic, cultural and social quality of life.
- Promote the area to receive a fair share of the tourism economy.
- Enhance the major corridors of the city, while promoting and protecting our natural resources.
- Encourage private investment for positive growth and development.
- Add to the social, cultural, and economic amenities of our city.”

1. **Goal:** The overall goal of this Redevelopment Plan is to create a set of useful strategies, project ideas and implementation plans to realize the community’s vision and mission for the future. **DONE**

2. **General Redevelopment Objectives:**
 - a) Work to remove conditions which are blighting influences causing physical and environmental deterioration. **Continual process through Code Enf.**
 - b) Assist the private sector in assembling property necessary to redevelop sites where conditions of title, diverse ownership, layout or other conditions prevent proper development through development and economic incentive based programs or other means. **Continual process through CRA Planning.**
 - c) Promote incentives and programs which cause the aggregation of properties and redevelopment or rehabilitation of lands and buildings within the area. **DONE via overlay code that provides flexibility to allow for property agregation.**
 - d) Utilize partnerships to increase employment and economic opportunities by adopting programs geared toward the retention, expansion and attraction of existing and new businesses. **DONE via infrastructure and façade improvement grants.**

3. **Land Use and Housing Objectives:**
 - a) Amend the Comprehensive Plan as needed to adopt any proposed Future Land Use Map recommendations, such as designating some of the areas for Redevelopment Mixed Use. **DONE.**
 - b) Create and adopt commensurate zoning and performance standards for a Redevelopment Mixed Use District. **DONE.**
 - c) Encourage mixed use projects which incorporate retail, office and residential uses within the same structure or on the same sites. **DONE.**
 - d) Provide for incentives to allow for variable intensities and densities for new development through mixed use district approaches; and encouraging high quality design. **DONE.**
 - e) Allow for new and different types of high quality residential development including row houses, townhouses, and condominiums at varying densities in conformance with the Comprehensive Plan and development code. **DONE.**
 - f) Create a density and intensity bonus system (allowing increases in density and in Floor Area Ratios), based upon performance standards, transfer of development rights, flexible zoning, and other techniques to aid the private sector realize market potential. Such bonuses shall be set forth in the City’s Land Development Regulations/Codes and Comprehensive Plan. **Determined to not be required as increased development rights were grant by right in code update.**

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- g) Pursue designating the Broadway 'Village center' as a 'Main Street', in conjunction with the existing businesses and property owners. **Not completed as of yet.**

4. Transportation and Parking Objectives:

- a) Improve the traffic circulation system to correct any current problems or deficiencies, to plan for or promote new development, and connect different sections of the community. **Continual process through the annual Capital Improvement Program.**
- b) Eliminate truck traffic from South Carolina/Broadway; consider a variety of re-routing options including: 99th Street; 101st Street; extending South Carolina eastward to Willow; or Myrtle Street. The object should be to remove the trucks from coming through the heart of the City. **Not completed as of yet.**
- b) Create a high quality pedestrian(including bike path) linkage network between living, working and playing areas of the district, including a sidewalk from the east side of I-95 westward. **Continual process through the annual Capital Improvement Program.**
- c) Purchase lands for creation of parking lots or structures, integrating private and public cooperative financing mechanisms and partnerships when the need arises. **Not completed as of yet.**
- d) Allow on-street parking where practical and feasible or to promote traffic calming. **DONE.**
- e) Allow the use and improvements of the alleyways for parking, drainage, and access; or vacate them when necessary to assemble blocks for development. **Continual process through CRA Planning.**
- f) Make improvements to Babcock Street (CR 507), as the major northern gateway into the downtown area, including widening, intersection improvements, taking the trucks off at 101st or other location, signage, landscaping, and traffic calming. **Not completed as of yet.**
- g) Evaluate which traffic calming measures to design those that are appropriate to Willow, CR 512, and Broadway. **Not completed as of yet.**
- h) Create greenways, trails, and linear parks for connectivity and walkability using existing rights-of-way, such as the Railroad Right-of-way, existing streets, and new donations. **Continual process through the annual Capital Improvement Program.**
- i) Work with Indian River County to expand Public transit. **Continual process through CRA Planning.**
- j) Pave all unpaved roads in the FCRA over the long term. **Continual process through the annual Capital Improvement Program.**
- k) The Railroad right-of-way will be used for multi-modal forms of transportation. **Continual process through the annual Capital Improvement Program.**

5. Design Objectives:

- a) Create and enforce architectural and urban design guidelines to assure consistency and compliance in both public and private development. **DONE.**
- b) Use the design guidelines as both a regulatory and incentive based approach to creating quality development. **DONE.**
- c) Improve the streetscape of the entire area as feasible with landscape, decorative street lights, street furniture, expanded sidewalk areas, for connectivity. **Continual process through the annual Capital Improvement Program.**
- d) Promote opportunities for outdoor eating and public use spaces in front of storefronts. **DONE.**
- e) Require that all new utility installations be placed underground. **DONE.**
- f) Continue to update, enforce and strengthen the CR 512 Overlay, Old Town, and other regulations to produce high quality, aesthetic, and sound development. **DONE.**

6. Public open space, recreation and cultural opportunities:

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- a) Link the residential and business areas with each other and with environmental/ recreation areas through a well lit and landscaped pedestrian and bicycle mobility system. **Continual process through the annual Capital Improvement Program.**
- b) Include open space, plazas, walkways, terraces and other public available spaces in development regulations for new development. **DONE.**
- c) Obtain additional right-of-way for extending sidewalks, streetscape and pedestrian areas. **Continual process through CRA Planning.**
- d) Expand the use, visibility, access, and availability of cultural, fine arts, sciences, library, performing arts, and others into the district. **Not completed as of yet**
- e) Create a Preservation and Education center, which can serve as a major attractor and participant in the overall revitalization efforts, through encouraging eco-tourism, along with marketing the Stick Marsh, St. John's River, and St. Sebastian River Preserve State Park. **Not completed as of yet.**
- f) Continue the use and expansion of programs and services offered through the City. **DONE.**
- g) Maintain or enhance the quality of the natural environment, as it is a public amenity to be enriched and enjoyed. **Continual process through CRA Planning.**
- h) Work with local non-profit groups, such as the Boys and Girls Club, Operation Hope, and others, to provide educational, cultural and recreational programs for the City's residents **Continual process through CRA Planning.**
- i) Enhance the Marion Fell Library Site to encourage public use and attendance. **DONE.**

7. Financial Objectives:

- a) Designate the area as a Community Redevelopment area and apply for grants to assist with planned improvements. **Continual process through CRA Planning.**
- b) Use the Tax Increment Fund (TIF) to pay for improvements and to create financially based incentive programs for property and business enhancements. **DONE.**

1) Village Center Sub-District Strategies

- a) Conserve/Preserve existing quality historic structures. **Continual process through CRA Planning.**
- b) Provide architectural assistance to aid owners as funds allow. **Not completed as of yet.**
- c) Provide incentives for preserving/conserving structures, rather than demolition, including density bonuses, parking waivers, among others. **DONE.**
- d) Create an urban design manual for guiding new development to "fit" with existing historic theme on Broadway. **DONE.**
- e) Extend the architectural theme to all of the Village Center and on CR 512 and in close-by neighborhood. **DONE.**
- f) Work with the City to: create a larger Community Center that can accommodate more community events, activities, and amenities; evaluate relocating the Community Center function to the Park by City Hall or by the library; Evaluate turning the existing building over to the CRA to lease to the private sector, which will bring in revenue to the FCRA. **Not completed as of yet.**
- g) Consider the idea of expanding the uses of the Marion Fell Library site to include performing arts and other structured arts or other city sponsored programs or uses. **Not completed as of yet.**
- h) Connect the residential areas with sidewalks, enhanced lighting, and improved roads. **Continual process through the annual Capital Improvement Program.**
- i) Promote the area along South Carolina as more of a single development, rather than small individual parcels, for a mix of uses. **Not completed as of yet.**
- j) Encourage available areas along CR 512 to be assembled as a single development where land is available, rather than small individual parcels. **DONE.**
- k) Maintain Broadway as the primary historic commercial core of the City. **DONE.**

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- l) Promote Broadway for restaurants, specialty shops, eco-tourism, artisan shops, galleries, “Rural life-style shops” etc. **DONE.**
- m) Increase visitation to Downtown with new special events—Farmer’s Markets, Antique/Art/Car Shows, Frog Legs, Music, Fun-Fridays, National Bass Fishing Tournaments, etc. **Not completed as of yet.**
- n) Pave the City’s parking lot on Orange Street. **Not completed as of yet.**
- o) Pave and expand parking at the Marion Fell Library site. **Not completed as of yet.**
- p) Pave all the unpaved streets that are not considered for assemblage. **Not completed as of yet.**
- q) Purchase land for parking, stormwater, or other public improvements. **Continual process through the annual Capital Improvement Program.**
- r) Consider closing some of the north-south streets to create larger parcels for better development scenarios. **Not completed as of yet.**
- s) Create a new public place at the north end of Broadway. **Not completed as of yet.**
- t) Provide for regional drainage at the north end of Broadway-create a stormwater park with amphitheatre, parking, open space. **DONE.**
- u) Create a roadway connection from Willow west to Broadway/Community streets or enhance 99th or 101st Streets for connectivity. **Not completed as of yet.**
- v) Improve CR 507 (Babcock Street) as the major gateway into the downtown. **Not completed as of yet.**
- w) Increase opportunities for downtown housing to support new commercial development. **DONE.**
- x) Existing densities are set at 3-5 dwellings per acre; however, under a conditioned incentive based program, densities could be considered as high as 6-8 units per acre or as established in the Land Development Code and Comprehensive Plan; commercial FAR’s could be a minimum of 1 (using the footprint and up to heights proscribed in the Comprehensive Plan and Land Development Code), to allow for efficient and feasible use of sites. **DONE.**
- y) Allow for medium to high income duplex and townhome style developments on the north side of South Carolina. **DONE.**
- z) Create a linear Park to connect the City’s east and west side. **Not completed as of yet.**
- aa) Link the linear Park with the Rails-to-Trails program. **Not completed as of yet.**
- bb) Make major parking, landscaping, lighting, and other improvements on Broadway, CR 507, and South Carolina. **Not completed as of yet.**
- cc) Encourage Broadway and South Carolina to become a “Destination”, with public and private places for entertainment, music, arts, eating, etc. **DONE.**
- dd) Provide façade grants for building, landscaping, signage. **DONE.**
- ee) Provide incentives for the private sector to assemble parcels and create quality developments. **Not completed as of yet.**
- ff) Evaluate using a traffic circle to calm the traffic and “encourage” the trucks to stay off of South Carolina and Broadway. **DONE.**
- gg) Create major entry treatments at CR 507 and South Carolina; and at Broadway. **Not completed as of yet.**
- hh) Eliminate new trailer usage from the district. **Not completed as of yet.**
- ii) Form a Business/Merchants Association. **Not completed as of yet.**
- jj) Apply to the State to create a ‘Florida Main Street’. **Not completed as of yet.**
- kk) Work with the County to eliminate truck traffic from Broadway and through the central city. **Not completed as of yet.**
- ll) Work with the County to add traffic light at Broadway/CR 512. **Not completed as of yet.**
- mm) Completely renovate the “little league” field and City hall to create a “Municipal Town Center (Civic and Cultural Center) with the new City Hall as the centerpiece; which should include new fields, parking, underground utilities, pedestrian access, etc., or consider relocating the active recreation to a

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better site and through a Developer's Solicitation convert this very high value, well located piece of real estate to private use. **DONE.**

nn) Evaluate the location and operation of a skate park. **DONE.**

1) *Hall-Carter-James Subdivision Sub-District Strategies*

- a) Eliminate using the name Hall-Carter-James, to assure the feeling of inclusion with the entire community and to reflect the addition of Fellsmere Joint Venture's 157.5 acres more or less. **Not completed as of yet.**
- b) Work with the community to create a neighborhood strategic plan. **Not completed as of yet.**
- c) Create design standards for building in the area. **Not completed as of yet.**
- d) Promote the entire area for new single family housing, especially around Lincoln Avenue where there is a large concentration of substandard dwellings. **DONE.**
- e) Use the small-lot regulations to encourage new single family homes. **DONE.**
- f) Promote single family and low-density infill housing in the area, including single family attached and detached dwellings. **DONE.**
- g) Improve/Expand Grant Park. **DONE.**
- h) Improve the intersection of State Street and Willow St; and Willow St and 101st. **101st Done. State not done as of yet.**
- i) Create the new perimeter roadway. **Planned and funding being sought.**
- j) Create a Neighborhood Crime Watch group. **DONE.**
- k) Provide for Community Policing in the area. **Not completed as of yet.**
- l) Pipe the ditches and finish paving the roads. **DONE.**
- m) Provide sidewalks and bikepaths on Willow. **Partially completed. Balance planed and awaiting funding.**
- n) Eliminate substandard and dilapidated housing or structures. **Continual code enforcement process.**
- o) Improve trash handling and collection. **DONE.**
- p) Promote housing rehabilitation programs for existing housing. **DONE.**
- q) Assist rental housing rehabilitation under certain conditions: drug screening of renters, eviction for violations, etc. **Not completed as of yet.**
- r) Provide for small business assistance---resource and referrals. **DONE.**
- s) Enhance the use of the Public Health programs as a tool for human and physical improvement. **Not completed as of yet.**

1) *Mid-Town CR 512 (Willow to Ansin) Sub-District Strategies*

- a) Provide façade and infrastructure grants to existing businesses to upgrade. **DONE.**
- b) Work with the land owners to annex the lands south of CR 512. **Continual planning process.**
- c) Market and promote the area for private development. **Not completed as of yet.**
- d) Promote a mix of uses, allowing for residential and/or commercial uses. **DONE.**
- e) Work with the County to make traffic capacity and distribution improvements at the major intersections (Willow; Broadway) and to find alternate routes for new north-south and east-west roadways to connect to CR 512; also work with the County to make Willow the receiving location for the truck traffic from CR 507 to keep the trucks out of the downtown. **Not completed as of yet.**
- f) Treat the major intersections with landscaping, mast arm traffic lights, decorative lighting, pavers, etc. **Not completed as of yet.**
- g) Allow conversion of homes along corridor to professional/office/ or other small retail operations. **DONE.**
- h) Require access from local streets to minimize traffic problems on CR 512. **DONE.**
- i) Work with County on setting aside funds for right/of/way acquisition as needed. **Not completed as of yet.**

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- j) Promote Willow Street quadrant for drug store, banks, or similar type businesses. **DONE.**
- k) Upgrade the traffic lights to mast arm lighting. **Not completed as of yet.**
- l) Promote the Industrial park for economic development. **Not completed as of yet.**
- m) Install new sidewalks, drainage, decorative lighting, and landscape to encourage and foster safe pedestrian movement. **Not completed as of yet.**

4) *EAST CR 512 (Ansin to across I-95) Sub-District Strategies*

- a) Encourage and promote land assemblage to eliminate piecemeal development. **DONE.**
- b) Promote and foster large scale commercial and clean, light industrial developments. **Continual planning process.**
- c) Promote and provide for proper public and private utilities and facilities, including water, wastewater, telecommunications, electrical , gas, etc. **DONE.**
- d) Work with the County on the historic Rails-to-Trails program linking the old railroad in Fellsmere to Sebastian. **DONE.**
- e) Obtain all available Railroad Rights-of-way. **DONE.**
- f) Improve the stormwater system through regional stormwater management programs. **Continual planning process.**
- g) Work on improvements to and management of the Preserve, the 86 acre passive recreation/conservation park purchased by the City, County, and State. **DONE.**
- h) Market the area for new development and redevelopment opportunities; **Not completed as of yet.**
- i) Evaluate Future Land Use, Zoning, densities and intensities which are regulated within the Comprehensive Plan for changes to spawn economic development opportunities. **DONE.**
- j) Work with SJRWMD and Department of Environment Protection (DEP) to expand access to the State Park area. **DONE.**
- k) Promote Eco-tourism for economic development. **Continual planning process.**
- l) Create new gateway and entryway signage to the City. **Partially completed.**
- m) Work with the Florida Department of Transportation (FDOT) for district signage on I-95 and for approval for beautification enhancements/improvements to the interchange. **DONE.**
- n) Install new sidewalks, drainage, decorative lighting, and landscape to encourage and foster safe pedestrian movement. **Not completed as of yet.**

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. **DONE.**
 - 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”. **DONE.**
- 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

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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) **Not completed as of yet.**

- 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. **Not completed as of yet.**
- 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. **DONE.**
 - 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. **Partially completed.**
 - 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. **Not completed as of yet.**
 - Installation of wastewater system and infrastructure upgrades. **DONE.**
 - Removal and relocation of the truck traffic. **Not completed as of yet.**

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. **Partially completed.**
- 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. **Partially completed.**
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. **Not completed as of yet.**
- b) Install pavers to denote cross-walk, and gateway areas, which will also serve to calm traffic. **Not completed as of yet.**
- c) Install Mast arm lighting at intersections. **Partially completed.**
- d) Evaluate places to provide frontage or rearrange roads to reduce access points. **DONE.**

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- 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. **Not completed as of yet.**
 - 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. **Not completed as of yet.**
 - 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. **DONE.**
 - h) Create a walkable environment by interconnecting the neighborhoods with the commercial areas with new, safe, well lit ped-ways and bike-ways. **Not completed as of yet.**
 - i) Promote enhanced bus service to this area to bring people in and to take people to employment, educational and recreational centers. **DONE.**
 - 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. **Not completed as of yet.**
 - k) Make the re-routing improvements to remove truck traffic through town. **Not completed as of yet.**
 - l) Make improvements to CR 507, South Carolina, Broadway, Community Street, Willow Street, State Street for aesthetics, mobility and capacity as needed. **Not completed as of yet.**
 - m) Pave all the dirt roads. **Partially completed.**
- 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. **DONE.**
- b) Enhance Code Enforcement activities and processing.
 - Elimination of trash, junk and debris. **Ongoing code enforcement.**
 - Building code violations which endanger the health, safety and welfare of the inhabitants or users of the structures. **Ongoing code enforcement.**
 - Lot maintenance to eliminate overgrowth which promote site enhancements as well as minimizes criminal activities. **Ongoing code enforcement.**
 - Fire Marshal review of buildings during Business Tax Receipt renewal or issuance. **DONE.**
- c) Create grants and loans for façade and landscape treatments to enhance existing sites throughout the district. **DONE.**

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. **Partially completed.**
- 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. **Continuing planning process.**
- c) Work with City to expand/relocate the community center and its available space and programming. **Not completed as of yet.**
- d) Consider the expansion the Marion Fell library. **Not completed as of yet.**

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

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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. **Not completed as of yet.**
- 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. **Not completed as of yet.**
- c) The School Board is a vital partner for expanded service provision and access to various programs. **Not completed as of yet.**
- d) The Transit program should become involved to improve access and service to the entire area. **DONE.**
- 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. **DONE.**
- 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. **Continuing planning process.**
- 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. **DONE.**
- 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. **DONE.**

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. **DONE.**
- b) Facilitate protection of Historic structures through a district, standards, and incentives. **DONE.**
- 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. **Not completed as of yet.**
- 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. **Not completed as of yet.**
- 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. **DONE.**

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- f) Expedited permitting and inspections from the City for projects in the FCRA. **DONE.**
 - g) Enforce new sign regulations and attrition rates. **DONE.**
 - h) Use crime prevention through environmental design strategies to assure human and structure safety and security. **Not completed as of yet.**
 - i) Prepare guidelines to clean up major properties. **Not completed as of yet.**
 - j) Require private development to restore streets and pedestrian areas with decorative lighting, paving, grading, landscaping, safety features (clearing overgrowth and “hiding” places). **Done.**
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. **Not completed as of yet.**
 - c) Utilize the new Seal and Logo to brand the community theme or slogan on all materials. **DONE.**
 - d) Produce a newsletter or e-newsletter to keep residents and businesses informed. **Not completed as of yet.**
 - e) Create an on-going events program created to stimulate and maintain the public involvement. **Not completed as of yet.**
 - f) Signage on I-95. **Not completed as of yet.**
 - g) Continue to have and expand upon the major events and festivals: Farmer’s Market, Frog Leg Festival, Fellsmere Days, Bass Fishing, etc. **Continuing Planning process.**
 - h) Importantly, the district should capitalize and utilize “success stories” as they develop to show that the area is on the move. **Continuing Planning process.**
Cost: \$100,000, depending on the number, type, and character of the materials.

Consultant Recommendations

The Plan integrates ideas, strategies, and projects from the community, professionals, staff, Council, Boards, the consultant, and residents. However, the following represents the observations and recommendations for priority strategies, actions and projects from Lawandales Planning Affiliates (the consultant) based upon years of experience in the field:

1. Amend the land development codes and zoning map to promote mixed-use developments within the CRA. **DONE.**
2. Allow for expanded recreational, tourism, lodging, and special event opportunities. **DONE.**
3. Continue to focus/target efforts at creating a City Center, which is occurring with the conversion of the ‘OLD SCHOOL’ to a new City Hall/Boys and Girls Club, along with upgraded site features, public parking, drainage enhancements, decorative lighting, landscaping, and public art. **DONE.**
4. Create community policing programs, with sub-stations in satellite areas, officers on horseback, bicycles, “walking the beat”, all paid for through tax increment financing. **Not completed as of yet.**
5. Apply for additional grants, such as Brownfield’s designation and obtain funding for site assemblage and redevelopment. **DONE.**
6. Identify and market incentives for development bonuses to capture market demands, eco-tourism opportunities, and aggregate parcels, particularly if eco-tourism, public access to the St. Sebastian preserve, equestrian features, historic preservation and natural landscapes are enhanced or included. **Not completed as of yet.**
7. Amend the CR 512 Overlay district for clarity and consistent enforcement. **DONE.**

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8. Apply architectural and site design guidelines through adoption of a Pattern Book, to promote a style or quality of new construction that would maintain the desired theme and scale of development in the City. **Partially completed.**
9. Create a system of strategic, planned improvements of publicly owned lands and right-of-ways to maximize their usefulness for the residents of the City and surrounding community, such as with trailheads, greenways, riding trails, special areas for hiking, cycling, horseback riding, and eco-tours; a pedestrian system for walking and bicycling to the City center and environs. These would be superb amenities and attractors to bring people to the area to support existing and new businesses. Using the lands that are off the tax rolls as “people generators” provides remuneration from the loss of tax revenue through sales taxes, fair-share contributions through leases, user fees, and/or rentals, such as canoe, kayaks, building leases, walking tours, historic tours, educational classes, etc. **Continuing planning process.**
10. Provide protections for historic structures and historic neighborhoods where there are opportunities for market forces to improve and upgrade existing structures or features. **DONE.**
11. Allow for smaller lots where neighborhoods can be preserved and rehabilitated. **DONE.**
12. Provide resources for residential, commercial and industrial façade and infrastructure grants to upgrade existing buildings, retain existing business, or aid in business location. **DONE.**
13. Amend the zoning maps to remove inconsistencies and conform to logical property boundaries and work with property owners to eliminate non-conforming uses. **Partially complete.**
14. Target and strengthen code enforcement efforts to handle initial “clean-up” of the areas. **DONE.**
15. Create a business development program to aid, expand or retain existing businesses and promote new business opportunities; consider a small business administration loan program to aid small business start-ups from the community; create incentives for business location and retention. **Not completed as of yet.**
16. Implement plans to improve Broadway through infrastructure and beautification improvements, including water/wastewater, drainage, parking, traffic lights, sidewalks, landscaping, new signage, approve industrial and heavy commercial opportunities for lands CR 512, where compatible with nearby residential (phasing out incompatible uses). **Not completed as of yet.**
17. Create a system of waivers for parking, setbacks, or other elements, where owners can do site and building improvements that can upgrade existing properties and retain business. **Not completed as of yet.**
18. Promote private projects on development sites throughout the area: vacant lands; derelict properties; historic sites; and other by offering incentives for reducing impact fees, water/sewer connection charges, or other “buy-downs” using the TIF to supplement those costs. **DONE.**
19. Identify a phased streetscape program for each of the north-south streets; when paving and drainage project are being planned-include sidewalks, on-street parking, piping the ditches, lighting, and landscaping as feasible. **Not completed as of yet.**
20. Continue plans to improve the gateways into the City to solidify and create Fellsmere’s image/theme as you enter the City. **Partially complete.**
21. Identify new parking areas, access management controls for existing locations, and other transportation solutions, including an alternative truck route along Myrtle Street to eliminate truck traffic through downtown. **Not completed as of yet.**
22. Create a series of special events to complement the existing Frog Leg Festival and Fellsmere Days, such as closing Broadway for a Farmers Market once per month, Friday Fests, and other events as appropriate. **Continuing planning process.**