





ZEPHYRHILLS
COMMUNITY REDEVELOPMENT AGENCY

CRA MASTER PLAN

City of Pure Water



WELCOME TO ZEPHYRHILLS
PURE WATER TOWN



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2015 Zephyrhills CRA Master Plan

create a **gateway** into the Downtown

create streetscapes
to **b e a u t i f y** the City

s p u r **e c o n o m i c**
d e v e l o p m e n t

create a **w a l k a b l e** environment and
c o n n e c t people

e n g a g e the community

2015 CRA MASTER PLAN OVERVIEW

The City of Zephyrhills completed and approved a Finding of Necessity (FON) analysis at the Community Redevelopment Agency (CRA) meeting and subsequent City Council meeting of March 23, 2015. This FON analyzed properties within and adjacent to the existing Community Redevelopment Area as amended in 2012 in an effort to identify properties which may qualify for redevelopment in accordance with City of Zephyrhills standards and those conditions contained within Chapter 163, Part III, Florida Statutes.

Based on the findings of the FON and subsequent adoption (see *Findings Supporting the CRA* below), the CRA undertook an update to the Master Plan. The *2015 Community Redevelopment Plan* ("Plan" or "Master Plan") presents the Vision for the CRA that was developed as part of the Master Plan. The Vision is provided in **Figure 1** and further discussed on page 22 ("What It All Means – The Vision Statement"). Portions of this Master Plan included components previously identified and or provided as part of the CRA Finding of Necessity Report and the 2012 Master Plan Update as a means to provide consistency and continuity in the CRA and Master Planning approach.



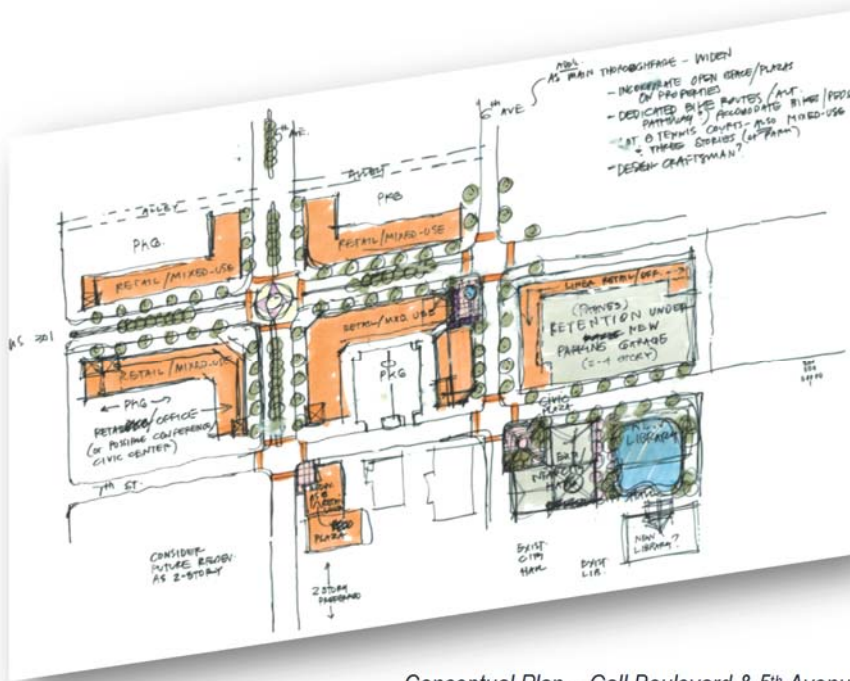
Figure 1: Vision Statement

This Plan was developed through a proactive public involvement process, on-site field inspection and investigations, and review of adopted City Plans and initiatives. The Plan consists of a vision statement, a mission statement, strategic initiatives, goals and tasks, and performance indicators (develop, implement, and evaluate). The Plan embraces Zephyrhills' rich history ("Yesterday") and key branding components (spring water) ("Today"), tying those with tools for successful redevelopment.

Yesterday: Zephyrhills' origins date back to the late 1880s when the area was purchased from the Florida Railway and Navigation Corporation, surveyed, platted and referred to as "Abbott" and "Abbott Station". This name remained until approximately 1909-10 when Captain Howard Jeffries of Pennsylvania purchased lands under the Zephyr Hills Colony Company in order to develop a "colony" for civil war veterans. Since those early days, Zephyrhills has continued to grow and develop, embracing its residential neighborhoods and variety of businesses including banks, hotels and the Hercules Lumber Company. Since its inception, residents discovered the community's pure water springs that still flow.

Today: Zephyrhills today is known as, "The City of Pure Water" and this Plan refocuses the City and CRA's redevelopment efforts to further tie this statement and other marketing efforts, including "Clearly Zephyrhills", to redevelopment efforts and creating a common development and branding theme for the City. These efforts will be further identified throughout the Master Plan, including the Plan's objectives.

A Master Plan is a long-range vision document. Implementation of the Plan will occur in phases based upon many variables including control of land, market forces, and funding availability. One approach to implementation or to jumpstart a plan is to identify properties that offer the best path, or least resistance, to initiate change. This Plan and its recommendations are intended to provide the "Three C's" approach to redevelopment – **Consistency, Certainty, and Clarity.**



Conceptual Plan – Gall Boulevard & 5th Avenue



Downtown Corridor – Representative Graphic

CRA GOALS

The broad-based CRA Goals identified below serve as the basis for the Capital Programs and Projects and Key Concepts provided in the following Sections. The Goals include: Land Use, Economic Development, Neighborhoods, Transportation & Mobility, and Cultural & Recreational Resources. These five Goal “Categories” touch all aspects of the CRA from the bricks and mortar improvements to marketing and support services.

CRA GOALS
Land Use
Create a mixed-use, pedestrian-friendly downtown
Understand and embrace the “City Center” (City Hall, Library, Lake Necessity) as the community focal point
Provide well-connected neighborhood activity centers (i.e., parks, civic facilities, etc.)
Promote the adaptive reuse of vacant structures
Promote clustered commercial development as opposed to traditional, suburban strip commercial development
Use infrastructure investments, including but not limited to stormwater, to leverage, focus, and shape the location and intensity of development
Develop a Zoning/Form-Based Code for the Gall Boulevard Corridor
Economic Development
Continue to develop the downtown as a unique commercial center for the community
Promote downtown Zephyrhills (local, regional, national level)
Encourage a mix of uses within the downtown (commercial, residential, office) both horizontally and vertically
Continue to develop a marketable identity for Zephyrhills
Continue to develop a high-quality, diversified industrial and commercial economic base
Provide business improvement grants and incentives
Neighborhoods
Revitalize the City's core neighborhoods
Encourage traditional neighborhood development patterns
Provide necessary infrastructure that supports neighborhood development and stability
Provide an identity within the City's core neighborhoods
Create neighborhood gateways and parks

Transportation & Mobility

Strengthen long-term transportation planning

Improve bicycle and pedestrian facilities

Improve overall traffic conditions

Create "complete streets"

Cultural & Recreational Resources

Enhance existing Parks and Open Space including providing a range of recreational options

Redevelop Zephyr Park (prepare a Park Master Plan) including possible P3 opportunities

Identify new park opportunities including those at the neighborhood level

Develop and market the historical aspects of the City of Zephyrhills

Host festivals and events in the downtown area

Promote community and historic preservation of local assets



*Above: Jeffries House (with
Capt. Jeffries sitting on porch)
circa 1914*

Right: Jeffries House today



CAPITAL PROJECTS AND PROGRAMS

The final phase of the planning process focuses on identifying the strategies, mechanisms, and priorities associated with implementing the CRA Master Plan. These have been reviewed and refined to craft a strategy that was feasible, market-based, and flexible depending upon shifts in the market and potential catalyst projects that could come into play. Specifically, the identification of various opportunity sites as identified on page 22 and **Figure 7** provide a variety of implementation projects throughout the CRA. The CIP projects are listed below and identified further in the Capital Planning section (page 39) of the Plan and include project summaries as well as the anticipated (targeted) time frames (short-, medium-, or long-term) within which the project is to be undertaken.

Certain programs and projects included within the Project/Category may not require the expenditure of public funds or may be funded by matching funds, grants, in-kind services, and other programs. Additional services and soft costs, including but not limited to Master Planning, Project Administration, and Maintenance, may be provided as part of the Project and Programs listed below.

Project/Category	Projects and Programs that may be included within each category
Gall Boulevard Design Standards (including Future Code Updates)	Architectural Standards, Design Guidelines, Site Improvement Standards
Gateway and Community (Neighborhood) Signage	Gateway Signage, Wayfinding Signage
Commercial Grant/Incentive Programs	Development Incentives, Business Assistance, Jobs Creation Incentives, Building Façade Enhancements
Neighborhood Stabilization Grants	Pedestrian Improvements, Building Enhancements, Neighborhood and Property "Clean-ups", Housing Assistance
Roadway & Intersection Improvements	Pedestrian Improvements (sidewalks, crosswalks), Road Improvements (resurfacing, restriping, pavers)
Streetscape	On-street Parking, Landscape Enhancements, Hardscape Improvements (signage, street/pedestrian lighting), Sidewalks/Pavers
Utility Improvements	Water, Wastewater Improvements, and Extensions
Stormwater System Improvements	Regional and Sub-regional Stormwater System Improvements, Stormwater Facilities (structures, piping, curb/gutter)
Recreation Improvements, including Lake Zephyr Park, Hercules Park, neighborhood parks	Park Enhancements, Community Buildings and Facilities, Parking, Signage, Utilities
Marketing	Advertising, Marketing and Community Recognition
Administrative	Staffing, Administrative Fees, and Services
Operations & Maintenance (including Professional Services)	Ongoing Project and Facility Maintenance, Equipment, Professional Services including Consulting and Management

KEY CONCEPTS

The CRA has established Key Concepts that build off of the Goals previously listed. The Concepts are provided along with specific Objectives that will guide their implementation within the CRA and are consistent with the Master Plan.

HISTORIC DOWNTOWN / COMMERCIAL CORE DEVELOPMENT:

The Zephyrhills downtown will grow beyond the traditional boundaries thought as the commercial core and embrace Gall Boulevard as it reaches Geiger Road and South Avenue, and transition to the adjacent neighborhoods.

An active, interesting, and entertaining downtown is a common desire that is shared by Zephyrhills residents, business owners, property owners, and visitors alike. The enhancement and preservation of the surrounding residential neighborhoods will create an economic and social atmosphere ripe for the downtown commercial core to become the active retail, business, and entertainment district that has long been envisioned.



Fountain and Public Art – Representative Images

Crucial to success is the establishment of a system to assist business and property owners with improvements to their buildings that are necessary to ensure the building spaces are marketable and that the businesses are successful. Improvements could include, but are not limited to:

- Façade improvements
- Interior buildout
- Creative signage
- Other permanent improvements as allowed and approved by the CRA
- Public Art Initiatives; tie Zephyrhills' image as the "City of Pure Water" to public art and community features

Additionally, the CRA Board will work with the City, Chamber of Commerce, Main Street Zephyrhills, Pasco County Economic Development Council, building owners, property owners, and developers to:



- Recruit businesses, especially those with an emphasis on arts, entertainment, and recreation
- Encourage mixed use development and redevelopment
- Encourage residential development in the historic downtown area
- Develop and promote special events, festivals, and other activities in the historic downtown area
- Actively promote and market the historic downtown area and commercial core area and all its assets locally and regionally

Key Issues:

- | | |
|-----------------------|---------------------------|
| • Aesthetics | • Redevelopment and reuse |
| • Marketability | • New development |
| • Vacancy | • Mixed use development |
| • Blighted structures | • Gall Boulevard |

ENHANCE AND PRESERVE RESIDENTIAL NEIGHBORHOODS

Strong, vibrant, and attractive urban residential neighborhoods are critical for:

- 1) Attracting employers to Zephyrhills
- 2) Encouraging employees who currently commute to Zephyrhills to live in Zephyrhills
- 3) Eliminating blight
- 4) Promoting an active, highly-connected, pedestrian-friendly atmosphere, especially within the historic downtown neighborhood area

Critical to the enhancement and preservation of existing neighborhoods and development of new mixed use residential opportunities:

- *Public Safety* – Residents must feel safe in their homes and neighborhoods.
- *Community Pride* – A well-established pride of place and property helps to promote well maintained homes and neighborhoods. Pride also comes from highlighting neighborhood assets like historic buildings or cultural heritage.
- *Essential Infrastructure* – Little impacts the health of a neighborhood more than the presence or absence of public infrastructure. Essential infrastructure should not be limited to the “basics” (roads, water, and sewer) but should also include wide sidewalks, street lighting, and bike lanes, mass transit, parks and open space. Additionally, places of community activity like good schools, civic organizations, and religious institutions should be considered



Neighborhood Park Feature –
Representative Image

as “essential infrastructure” within the community.

- *Elimination or Rehabilitation of Blighted Structures* – Run down, dilapidated or blighted residential structures limit community pride and discourage investment in the neighborhood, in the District, and in greater Zephyrhills.
- *Infill Development* – Vacant residential lots should be redeveloped with new residential units that complement the historic and /or cultural development pattern of the surrounding area.

A program to identify, evaluate rehabilitate and/or demolish blighted residential structures and to land bank building lots should be established. Likewise strategic areas and methods should be identified for infill development of new residential units including mixed use residential development and construction of essential infrastructure.

The CRA Board should partner with the City to create Neighborhood Clean-Up Programs and work with Code Enforcement to address non-compliance of City ordinances regarding junk and trash, and minimum maintenance regulations of residential structures.

Key Issues:

- Aesthetics
- Vacancy
- Blighted structures
- Redevelopment and reuse
- New development
- Mixed use development
- Neighborhood identity
- Community parks and focal points
- Off-street parking and access (driveways)
- Rehabilitation of the City's alleys



Community/ Neighborhood Playground – Representative Image

STORMWATER

Communities, businesses, and property owners rely on the stormwater management system provided by the local government to deliver needed flood protection for their property and for handling storm events that prevent standing water. Areas within the CRA were generally developed prior to the adoption of (current) local and regional stormwater controls. These areas and the general lack of available stormwater infrastructure is not uncommon in downtown areas like Zephyrhills.



Joint Use Stormwater and Park Facility – Representative Image

The City and CRA have identified the need to undertake a stormwater program through the analysis and redevelopment of the “regional” stormwater system centered behind City Hall and extending throughout the entire CRA. Reducing the impacts of flooding through proactive stormwater management is an approach that will further enhance the desirability and developable areas for private properties while addressing much needed stormwater controls. The effective management of stormwater within the CRA is a priority for a sustainable and vibrant economy.

Typically, historical development that was permitted and constructed prior to today's standards for water quality treatment and storage do not meet current design standards. Lot configurations of some developed properties within the CRA lack adequate stormwater management facilities and are nonconforming to local and state regulatory requirements. Often constraints, including requirements for on-site stormwater facilities, can delay or prevent financially feasible redevelopment of a property.

An additional component of the stormwater management approach is Low Impact Development (LID). LID is an innovative approach to stormwater management that incorporates various land planning and design practices to reduce impact to water quality from urban development. In general, the LID approach includes practices that:

- Encourage preservation of natural resources
- Allow development in a manner that helps mitigate potential environmental impacts
- Reduce cost of stormwater management systems
- Use a host of integrated management practices to reduce runoff
- Reduce pollutants into the environment

Almost all components of the urban environment have the potential to serve as an element of the community stormwater system. These components can include open space, rooftops, streetscapes, parking lots, sidewalks, and medians. LID is a versatile approach that can be applied equally well to new development, urban retrofits, and redevelopment projects within the CRA.

Key Issues:

- Stormwater Master Plan
- Address flooding
- Repair existing drainage facilities
- Design stormwater facilities as amenities
- Shared infrastructure
- Implement LID
- Evaluate deficiencies within the system

RECREATIONAL RESOURCES

The CRA has the opportunity to significantly improve the vitality of the downtown area by investing in parks and recreational activities and facilities. Creating bike trails to connect with regional trails, thereby creating linkages to the downtown/commercial district and adjacent neighborhoods, will improve connectivity within the district. Urban parks provide for the potential development and/or redevelopment of adjacent parcels by the private sector. This approach also can be applied to neighborhoods and create not only a neighborhood gathering spot or “focal point” but also create a community identity. Several focus areas include:

- Development of Zephyr Park as an urban park with enhanced recreation facilities and amenities will provide the community with a sense of place that defines Zephyrhills as a great place to live, work, and play
- Partner with the Pasco County School Board to retain a portion of Hercules Park as a public park for the community
- Promote opportunities for healthy lifestyle
- Enhanced park amenities for increased recreation and entertainment, drawing people into the downtown area
- Connectivity to regional bike trails

Key Issues:

- Use for families and young adults
- Downtown recreation and activity
- Entertainment
- Health
- Walkability/Connection



Above and Below: Fountain – Representative Images



- Redevelopment and Infill development opportunities
- Draws people to the downtown area
- Providing neighborhood gathering spaces

ECONOMIC DEVELOPMENT

The City and CRA will support efforts to develop effective economic development strategies that will position the City and CRA to take advantage of current and future economic conditions. This will be done by identifying key opportunities for redevelopment of catalyst sites, retention of existing businesses, recruitment of businesses, industries, and services that provide jobs and meet the needs of the community. Consistent with the 2012 Master Plan, a primary focus of the redevelopment efforts is to improve the economic conditions, including property values and quality of life of the designated area. The City and CRA should continue to identify opportunities to jointly market and create synergies between the community's core industries which can help build a branded image to market and draw additional visitor, trade and lodging and other economic multipliers to the local economy. Community branding is an intentional exercise. The development and promotion of a brand is a focused, organized, and coordinated effort to identify the core brand, to properly package that brand, and to effectively promote the brand locally, regionally, nationally, and even, in the case of Zephyrhills, internationally.



Downtown Market – Representative Image

- Partner with the Chamber of Commerce, Zephyrhills Economic Development Council, Pasco Economic Development Council, City of Zephyrhills, and Zephyrhills Airport Authority to develop business recruitment programs
- Develop Marketing Plan for the District
- Developing marketing materials which summarize the plan and illustrate the City's vision for the future will also be helpful to pursue commercial anchors, potential retail/commercial tenants and homeowners



Pedestrian Plaza – Representative Image

- Provide an impression of economic stability and a sense of place, which the private investor looks for and which adds to the livability of the area
- Create Business Development Plan for *(re)Imagine Gall Blvd, "*

Key Issues:

- Provides centralized public services (government, cultural/library, life safety)
- Entertainment and cultural activities
- Capitalize on existing pass-through traffic and location in the region
- Redevelopment and infill development opportunities
- Downtown serves as the economic and employment center of the community
- Identify local community brands of significance

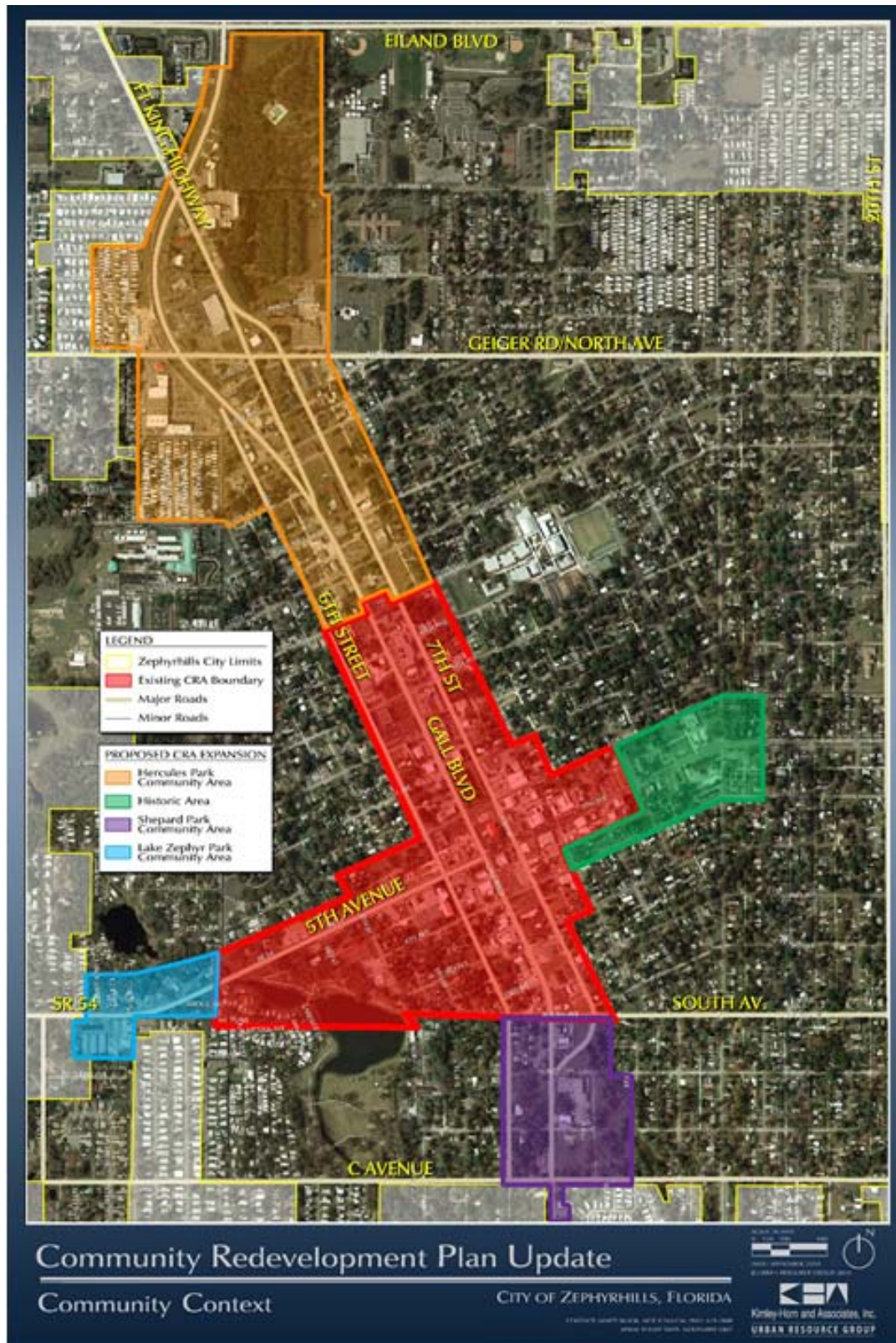


Left: Mixed Use Building – Representative Image

Below: Roundabout/Gateway Feature – Representative Graphic



Figure 3: Existing CRA (Historical Expansion - 2012)



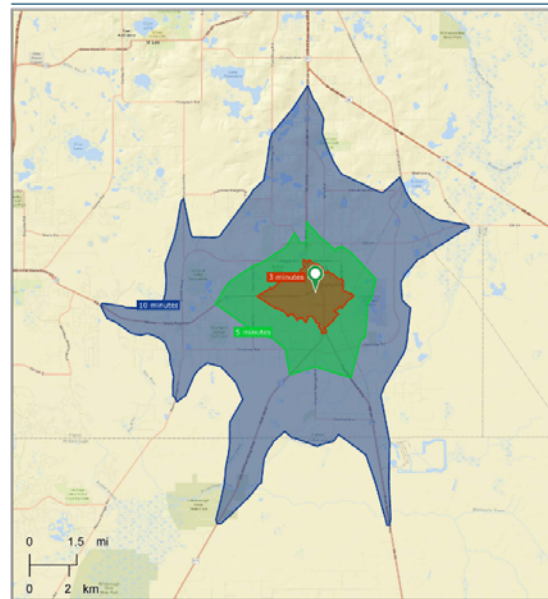
FINDINGS SUPPORTING THE CRA

The City undertook an independent assessment as part of the Finding of Necessity (FON) process to determine if sufficient criteria were present to qualify the area for consideration consistent with the requirements of the Florida Community Redevelopment Act. The FON identified not only the demographics and socioeconomics of the residents within a defined driving distance (radius). (*Note:* a drive-time radius was used for identification and analysis purposes as compared to a more traditional concentric circle/radius.) The FON identified a number of key factors confirming the CRA boundary, centered along Gall Boulevard and 5th Avenue, further supported its expansion into the adjacent, supporting residential neighborhoods.

As noted within the FON, there is a 2014 population of approximately 7,732 persons within a three-minute drive time of the intersection of Gall Boulevard and 5th Avenue increasing to over 24,000 persons within a five-minute drive. The population within the City and the drive-time radius is primarily “baby-boomers” with over 39 percent of the 2014 population 55 years or older; the number increases to over 50% within the five-minute radius. Information relative to household income confirmed that over 55% of households within the three-mile radius earned less than \$34,999 per year; this number remained generally constant within the five-mile radius.

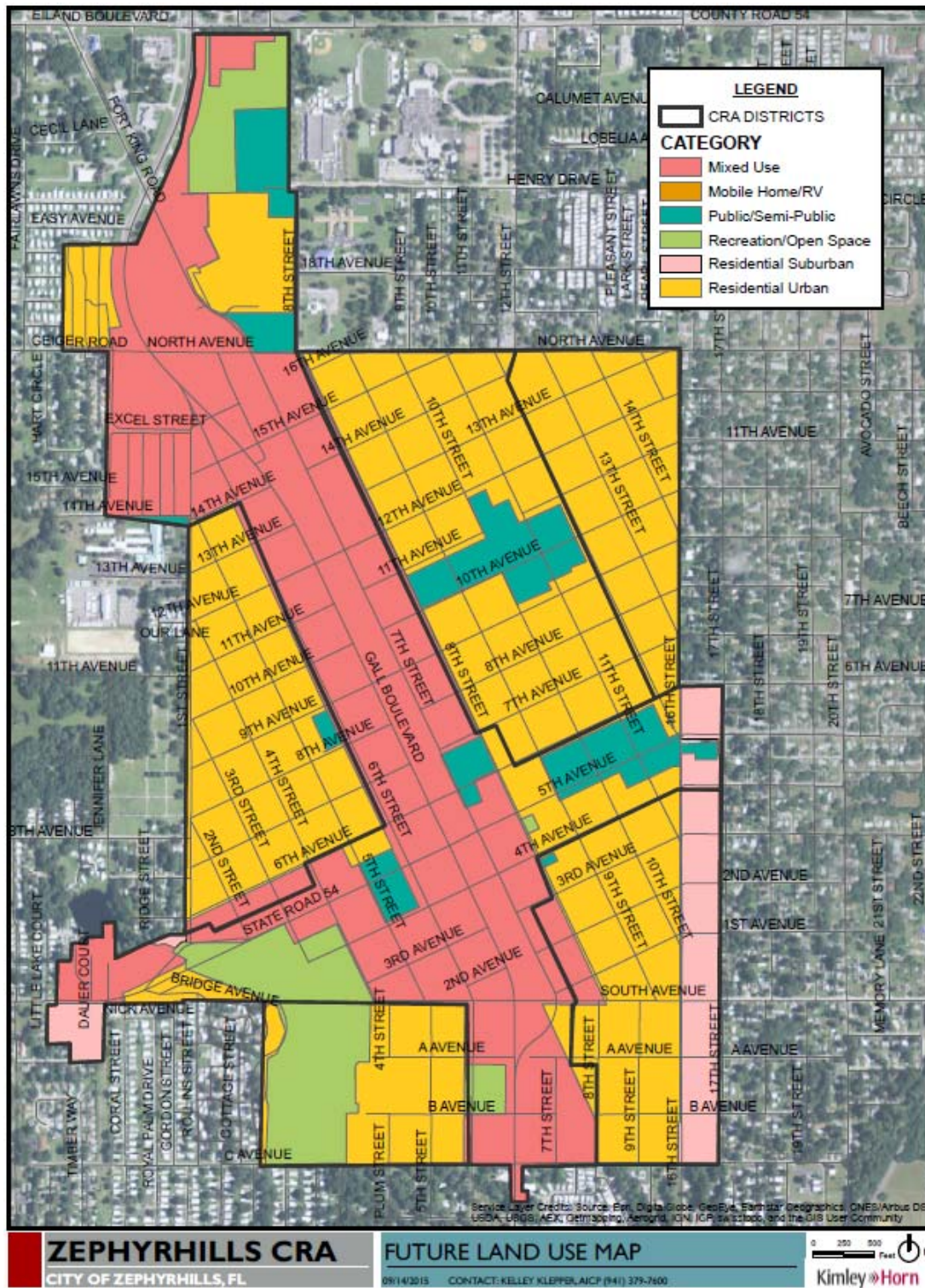
Specific to Land Use (Future Land Use) and the Comprehensive Plan, the City's Comprehensive Plan includes multiple elements that support redevelopment and the CRA. Specific to redevelopment efforts, the Future Land Use element provides the primary guidance and direction. As illustrated on **Figure 4**, Future Land Use Map, the predominant future land use in this area is Mixed Use followed by Residential Urban; with additional land uses including Public/Semi-Public, Recreation/Open Space, and Residential Suburban. As noted in the Comprehensive Plan, “The Mixed Use land use categories encourages infill development and redevelopment by directing growth to designated nodes within the City. Objectives and policies encourage both infill and redevelopment in the Comprehensive Plan. Policies encourage infill as an alternative to opening up new areas; encourage compatible infill development within existing developed areas; and encourage redevelopment or residential neighborhoods through code enforcement and Community Development Block Grant programs.”

The Mixed Use designation includes the greatest flexibility in development projects and encourages a horizontal and vertical mix of uses. This development intent is envisioned to be implemented by the City's Gall Boulevard Form Based Code.



3-minute (red), 5-minute (green) and 10-minute (blue) drive time map

Figure 4: Future Land Use Map

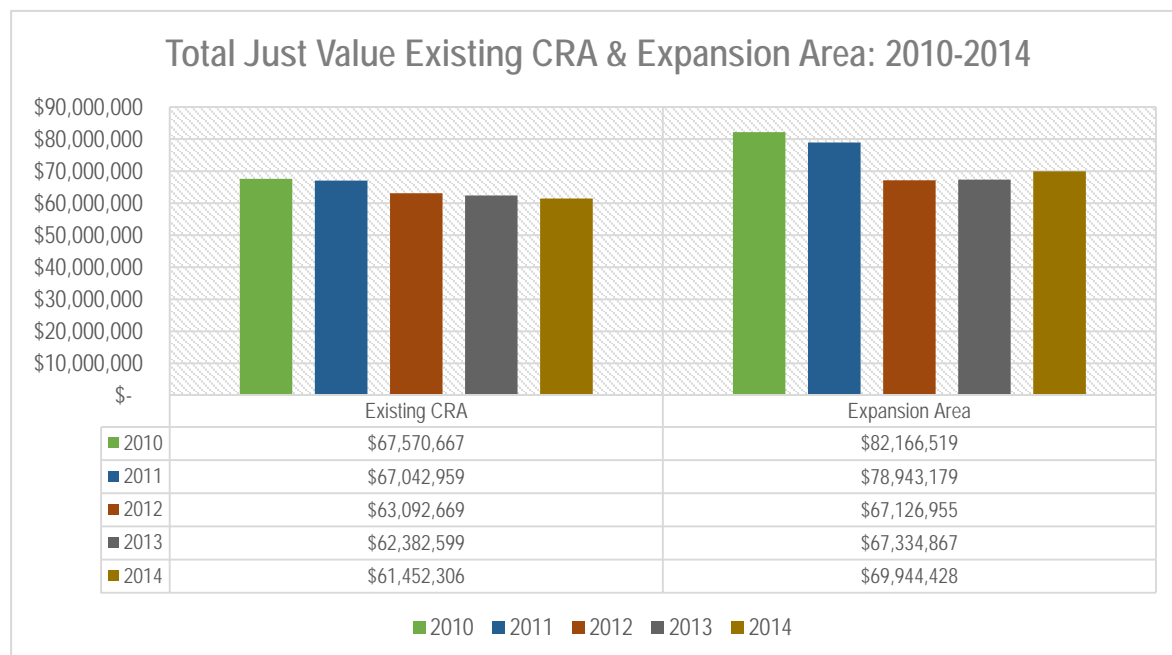


The FON also identified that certain conditions or “challenges” existed within the community which were contributing to declines in the community and those items that meet the statutory definitions and conditions needed to qualify as a redevelopment area. Based on the independent assessment that included windshield surveys, review of available public records and interviews with City staff, no less than five conditions were present within the study area as a whole and within the sub-districts including:

1. Defective/ inadequate street layout
2. Faulty lot layout
3. Deterioration of site or other improvements
4. Greater number of (apparent) violations of the Florida Building Code and City codes including property maintenance
5. Diversity of ownership
6. Property values (declining or failing to show appreciable increases)

The FON substantiated the lack of sidewalks within a large portion of the CRA and surrounding neighborhoods, lacking or insufficient stormwater facilities, lack of driveways and off-street parking facilities especially for residences, driveways and alleys constructed of gravel or unimproved, deteriorated site and building conditions and also declining property values. Based on the windshield survey performed in December 2014 and again in February 2015, approximately 75% of the study area was deemed to be in a level of disrepair (i.e., below standard housing and building conditions). Although property values have begun to rebound in the “expansion area” between 2013 and 2014, the overall decrease since 2010 is approximately 15% (*Note: by comparison, the existing CRA decreased by approximately 9% during the same time period*).

Table 1: Property Values 2010 - 2014



The predominance of these and other conditions are contributing to the further decline of this area, including potential negative impacts on the existing CRA; a trend that could be reversed and improved upon through the designation and implementation of an expanded CRA.



2015 COMMUNITY REDEVELOPMENT PLAN SUMMARY

The indicators presented within the FON revealed a predominance or incidence of slum and blight within these areas as compared to the City as a whole. This boundary builds off of the original CRA which was subsequently expanded in 2012. While the primary focus of the original CRA and the 2012 expansion centered on the primary commercial corridors of Gall Boulevard and 5th Avenue with limited non-residential properties along these corridors, this Plan (2015) recognizes the importance of the adjacent commercial-serving residential neighborhoods which border these key thoroughfares. **Figure 2** illustrates the area included within the City's CRA based on the 2012 Master Plan. The CRA is generally bordered by Geiger Road/North Avenue to the north, 17th Street to the east, C Avenue to the south, and 1st Street to the west.

The City of Zephyrhills
commissioned the Community
Redevelopment Master Plan
as the next step toward
making the City and the
downtown an even better
place to live, work, and invest.

The 2015 CRA Master Plan is intended to be a guide for the CRA and local government decisions, implemented over the course of the CRA's lifetime. It is understood the CRA, as identified through the Finding of Necessity, is extended to 30 years, consistent with Florida Statutes and will expire in 2045. This Plan includes economic analysis, analysis of current and projected funding through Tax Increment Financing (TIF), alternative funding opportunities, identification of targeted opportunity sites (i.e., those that assist the CRA to implement the

overall Vision), redevelopment initiatives and programs including a Capital Improvements Plan (CIP), and strategies for improvements within the CRA. The Opportunity Sites discussed within this Plan are not intended to be static and may change throughout the life of the CRA and should be viewed as dynamic. The intent of these Opportunity Sites program is to provide and recognize, "Strategic incentives, partnerships and facilitation will be key to realizing their highest and best use."

The CRA is unique based on its strengths, challenges, and opportunities, as well as the targeted improvements specifically identified for implementation and in support of the CRA's purpose. Additional recommendations with regard to the regulatory environment, as well as future (potential) capital projects and programs, are also provided in this Plan. It is important that the leadership of the community have identified a community-wide Vision in support of economic and redevelopment activities throughout the City. It is imperative the community supports the Plan and reviews it on a regular basis. The Plan is dependent on advocacy and support by the CRA and the City. In addition, the City and CRA should look at ways to include and encourage involvement by all segments of the community, capitalizing on the socio-economic diversity within the community. In addition to those items included in the CIP, strategies have been provided which include support for special events and programs that encourage additional visitors to the CRA.

The recommended CIP projects are identified in the Capital Planning section of the Plan and include project summaries as well as the anticipated (targeted) time frames (short-, medium-, or long-term) within which the project is to be undertaken. These projects and programs include a wide range of targeted public improvements that not only benefit the CRA but also the City of Zephyrhills and Pasco County as a whole. Projects include:

- Pedestrian safety enhancements/improvements
- Preservation of historic structures critical to the fabric of the community and respective neighborhoods
- Parking facilities
- Utility improvements
- Property rehabilitation/remediation

Based on current TIF projections, the analysis estimates the CRA could expect to receive approximately \$100,000 (average) per year over the next 10 years; totaling approximately \$1 million (depending on levels of new development). This amount is anticipated to increase to approximately \$7 million by FY 2045, assuming continued growth and or a nominal average increase over the 30-year period. In addition, state and federal grant programs exist that could provide additional financial resources for community and economic development initiatives within the CRA.

The Master Plan is intended to help guide public investment along the Gall Boulevard and 5th Avenue corridors, as well as their supporting residential neighborhoods. The Plan also aims to create a destination for businesses, residents, and visitors to enjoy for many years to come through the creation of pedestrian friendly development, enhanced parks, gateways, infrastructure improvements (stormwater) and property reinvestment programs. This investment has been designed to build upon the existing amenities within the City. While the Master Plan components and recommendations will need to be phased over time and re-evaluated on a regular basis, the Plan and its components are intended to provide a “road map” to achieving economic development and neighborhood stabilization.



The preferred
redevelopment strategy
offers a thriving downtown,
enhanced connectivity, and
neighborhood
stabilization.

The Plan identifies assets and challenges within the CRA and support the community in its mission to provide quality environments and places for businesses, residents, and visitors alike. Many of the challenges identified will not be solved in the immediate future or in the short-term but will instead lead to the action plan for implementation purposes which is developed by the prioritization of the needs/goals. The Plan addresses several critical elements that are necessary for the success of the CRA and City as a whole. While these elements are defined by their meaning, what they consist of,

and how they can be applied, they are not to be considered static and additional critical elements may be identified based upon experience and or changing future conditions.

Zephyrhills's location, transportation infrastructure, and development opportunities have positioned the city for continued growth during the foreseeable horizon. But while growth at such a scale breeds opportunity, it also demands a purposeful plan for the future—a plan that emerges from a visioning process but yields an actionable strategy grounded in foreseeable economic realities.

The Master Plan's planning efforts are intended to:

- Create a community-wide vision to guide growth and development
- Improve the stability, physical condition, and economic well-being of the city
- Make Zephyrhills a more livable and sustainable community of choice between now and 2045
- Build upon the phrase:

**Vision, Imagination and Leadership - CLEARLY
ZEPHYRHILLS!**



Gateway/Park Fountain – Representative Graphic

WHAT IT ALL MEANS – THE *VISION* STATEMENT

The CRA Master Plan was built on a set of goals and key concepts for implementation. These were developed using the Vision Statement for the CRA which states:

“The Zephyrhills Community Redevelopment Agency with Vision, Imagination, and Strong Leadership will develop projects and programs to create an appealing livable city with a historic hometown feeling. Promote a strong local economy with diverse opportunities and develop attractive sustainable neighborhoods where residents and visitors alike can enjoy a variety of first-class parks.”

A common theme that emerged from the planning process is the community's understanding that the physical environment of the city—its neighborhoods, buildings, streets, utilities, and natural resources—have a far reaching impact on economic vitality and cultural legacy. A growing population creates more opportunities to enhance the quality of life but places increased demands on services and infrastructure. Because retail follows rooftops, Zephyrhills' growth has the potential (and opportunity) to lead to new, retail and opportunities.

Having a diverse economy allows Zephyrhills to continue to be a viable place to live. People want to live closer to where they work, which creates a robust employment base that enables the community to grow.

NEIGHBORHOODS

Zephyrhills has a rich history as “The City of Pure Water”, a history which continues today. While the



Zephyrhills Gateway, circa 1910

City has grown since its early days as a “colony” for war veterans, an operating lumber mill, and regional transportation hub, it continues to be known for its pure water springs. The community's transformation began when lands were purchased from the Florida Railway and Navigation Corporation for a community subsequently called “Abbott”. As the community grew

throughout the late 1880s the community's name changed when lands were purchased by Captain Harold B. Jeffries on behalf of the Zephyr Hills Colony Corporation. Later, the name was changed to simply, “Zephyrhills”. Throughout the years, several successful businesses developed in the growing community including the Hercules Lumber Company.

The City's earliest plans identified a series of neighborhoods built using grid-style streets, walkable blocks and community parks. These neighborhoods were developed off of the spine roads including today's Gall Boulevard and 5th Avenue. This theme has been carried forward through the development of the Vision Statement and this Master Plan, including the identification of the neighborhoods illustrated in **Figure 4**. Building off of this history and identifying the neighborhoods through the planning process allows for neighborhood-based planning and creating of a unifying neighborhood identity and civic pride.

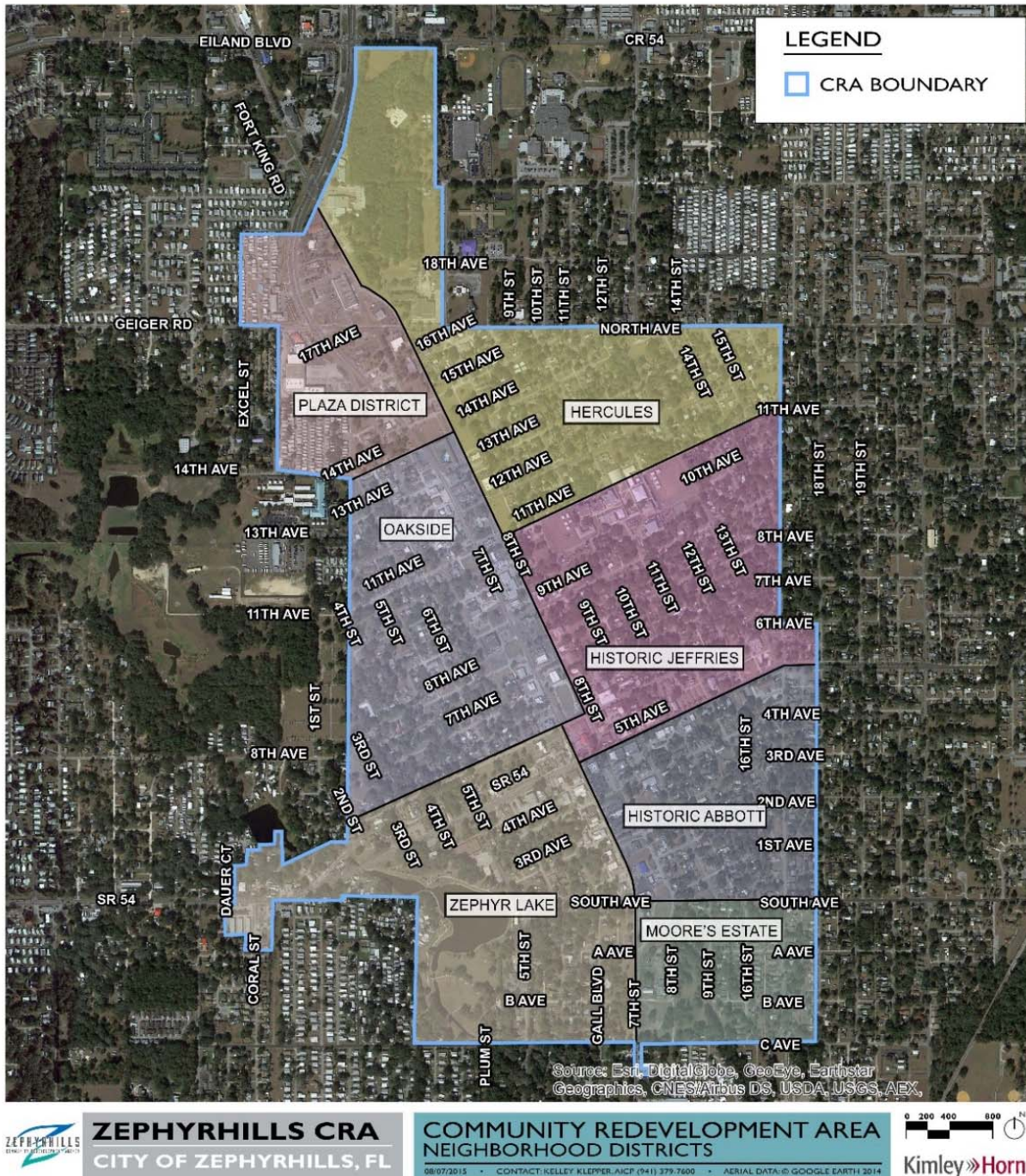
The existing development pattern of streets and lots follows the original layout for more traditional development patterns with a street grid network that promotes connectivity and walkability. However, the lack of sidewalks, streetlights and other pedestrian facilities is not consistent and in some cases not readily available in many of the City's neighborhoods. This lack of adequate pedestrian infrastructure can further hinder a neighborhood's redevelopment. Destinations and barriers are important elements in planning and developing cohesive neighborhoods and districts. Destinations may include public amenities such as parks, entertainment venues, or local businesses with a special niche market appeal that draw local and regional patrons. Barriers can include features such as environmental features, roadways, or blighted areas that prevent development or connectivity.

Neighborhoods are designed as a component of the public realm, where automobiles are convenient to use but do not dominate the landscape, to facilitate positive community spirit and emphasize neighborhood safety and security. Redevelopment of these areas can improve the quality of the neighborhoods using the existing baseline infrastructure to create areas within walking distance of downtown, parks, and new development. Stabilizing and enhancing the City's core neighborhoods will enhance neighborhood character, provide walk-to amenities, and offer healthier lifestyles. Small neighborhood recreation areas can create strong pedestrian connectivity to the downtown and community focal points. These enhancements will also support and foster a sense of pride in the neighborhood creating an identity which can be incorporated into neighborhood signage and civic/public spaces.

As illustrated in **Figure 5**, the CRA identifies those core neighborhoods based on prominent, unifying features found within the area as well as actual and or perceived boundaries. These names are based on the historical (Jeffries, Abbott, Moore's, and Hercules) to the generalized location (Plaza based on the prominent Zephyr Plaza shopping center) and community features (Zephyr Lake and Oakside). The neighborhoods are identified as follows:

1. Hercules (based on the location of the Hercules Powder Company)
2. Historic Jeffries (in honor of Captain H.B. Jeffries, developer of the Zephyr Hills Colony)
3. Historic Abbott (the original name of the community when lands were purchased from the railroad)
4. Moore's Estate (based on an early, prominent settlement within the community)
5. Zephyr Lake (reflects the City's iconic Zephyr Lake Park)
6. Oakside (reference to the Oakside community named for the large number of oak trees within the area)
7. Plaza (based on the Zephyr Plaza shopping center and other related commercial centers within the northern portions of the CRA)

Figure 5: Neighborhood Districts



REDEVELOPMENT PROJECTS AND PROGRAMS

The 2015 CRA Master Plan provides an opportunity for the City and the community as a whole to design a new future for the CRA that builds off of ongoing planning efforts and the City's "**Clearly Zephyrhills**" identification and marketing brand. This CRA also builds off of the areas previously identified and approved for redevelopment as part of the 2012 Community Redevelopment Plan Update. This Master Plan provides a framework that creates opportunities for public and private investment aimed at improving local economic conditions through business development as well as support for the adjacent neighborhoods; all of which will benefit the entirety of the City of Zephyrhills.

It's important to note that some action items directly relate to several themes and the document is dynamic. Unforeseen opportunities will arise over the course of this plan, and some items identified may change based on new circumstances. These situations in no way compromise the action plan but strengthen it as a living document for our community. The CRA Annual Report is deliberately designed to allow Zephyrhills to chart its progress over time and may be expressed as a matrix or in narrative format. As action items are completed they can be moved to a "successes" column, new initiatives can be easily incorporated, and changing circumstances can account for actions that occur quicker or slower than originally indicated.

The 2015 Master Plan provides opportunities and solutions to challenges by identifying redevelopment projects and initiatives, which are tied to the CRA Goals identified on Pages



Streetscape with pedestrian features – Representative Graphic



Streetscape with pedestrian features – Representative Graphic

4-5. The Goal Categories include: Land Use (LU), Economic Development (ED), Neighborhoods (N), Transportation & Mobility (TM) and Cultural & Recreational Resources (CR). It is understood, these are broad categories and although specific items may be listed within a specific category, components of an implementation tool may cross into all three focus areas.

Zephyrhills will continue its history of partnerships with a focus on promoting the preferred economic strategy created by the community and championed by its stakeholders through the 2015 Community Redevelopment Plan update.

These projects and initiatives lay the foundation for capital improvement projects and programs for implementation by the CRA. By encouraging new public and private investment and other physical and social improvements, property values may increase and the overall safety, health, and welfare of life can improve for residents of the City of Zephyrhills and the surrounding Pasco County areas.

The 2012 Master Plan identified 24 redevelopment implementation strategies that, to varying degrees, have been completed, are in progress, or are no longer relevant. An assessment, including recommendations of the 2012 strategies, is provided in the Appendix. Where necessary and or ongoing, strategies have been incorporated into the updated strategies of this Plan.

The redevelopment projects and programs outlined below are not inclusive of all properties in the Redevelopment Area that need attention or have potential, nor are they inclusive of all actions that the City might wish to take to achieve their Vision. They are, however, those projects and initiatives considered as having a comparatively high level of need or importance and or a high potential payoff. Projects and initiatives recommended in this Plan have the following broad objectives:

- To identify key site specific development and redevelopment projects and other initiatives that will serve as catalysts for general redevelopment
- To focus attention and investments on needs and opportunities for significant undeveloped residential and commercial properties, significant developed commercial and institutional properties that may be vacated in the future, and significant developed commercial and industrial properties that are outmoded and detract from their surroundings



Streetscape with pedestrian and hardscape features – Representative Graphic



Downtown Park with Fountain – Representative Graphic

- To slow the migration of existing business activity from the urban core to SR 54 or north along US 301.
- To capitalize more effectively on local assets to promote local economic development.
- To stabilize and strengthen the City's neighborhoods; create healthy neighborhoods.

Note: The term "Infrastructure" when used below is understood to include roads, sidewalks, trails, water, wastewater, stormwater/drainage facilities, public use areas, parks and similar items intended to accommodate the impact of development and redevelopment activities.

Infrastructure serves as the basic "building block" of the community and is critical to building community and a viable downtown area. Infrastructure improvements identified to serve the CRA area may require additional

assistance and support beyond those funds available through the TIF revenues and may be in the form of grants or matching funds from other municipal sources.

"Codes & Plans" provide the regulatory framework for future development and redevelopment to meet the goals of this Master Plan, including recommendations for Design Standards and the update of the zoning code through adoption of a new zoning/form-based code district. Design Standards guide the visual and aesthetics of the area including signage, landscape, hardscape, building architecture, public spaces, public art, wayfinding and regulatory signs. The form based code should include provisions supporting a mix of uses, sharing of infrastructure and more traditional patterns of development in a context sensitive setting. Consistent with and supporting *(re)Imagine Gall Blvd*, "the City's planning initiative for the US 301/Gall Boulevard Corridor has produced a clear vision and course of action for the one-mile corridor." When combined, these two will provide for not only the location and type of uses desired within the corridor but their overall appearance.

"Businesses and Neighborhoods" are important elements in developing a cohesive downtown area and assistance is needed beyond the traditional bricks and mortar of public infrastructure. Support in the form of marketing, façade grants, development assistance/incentive grants, housing programs, and community-wide cleanup programs or similar support can provide the necessary "spark" to revitalize and reinvigorate community pride. The City's core neighborhoods and downtown form the backbone of the community.

The following identify potential implementation and redevelopment strategies to build upon the prior successes and establish specific directions for review on a periodic and formal annual review. These strategies reflect broad opportunities to engage residents, business owners, property owners, and community leadership on desired local redevelopment priorities.

It is understood the following recommendations may cross one or more of the key program elements. It is further understood that the list below is not intended to be exclusive and or limiting to specific items noted; projects, programs including the recommended code components are understood to include additional components which may be deemed to be consistent with or similar in nature to the recommendations.

1. Implement transportation enhancements, including multimodal improvements (pedestrian, bicycle, transit, and vehicular)
 - a. Improve and integrate the City's alleyways into neighborhood stabilization measures. Allow and encourage rear access to lots including access for the provision of off-street parking areas. Utilize alleyways as neighborhood connectors.
 - b. Develop a City Mobility Plan which includes an assessment of the existing sidewalk network, bike lanes and other connectivity measures.
 - c. Improve parking facilities within the CRA
 - i) Identify opportunities for the construction of parking facilities to facilitate (allow) for increased use of existing properties for buildings and other revenue generating options (versus provisions for site-specific, off-street parking); may include the construction of shared parking facilities.
 - d. Provide sidewalk improvements (see also neighborhoods)
 - e. Identify and improve targeted intersections (pedestrian ramps, lighting, cross-walks, signage, etc.). Sidewalk, lighting, and crossing improvements should be provided between the commercial core, neighborhood centers and the supporting residential neighborhoods.



Shared Bicycle Lane/ Sharrow – Representative Image



Intersection and Crosswalk Improvements – Representative Graphic

- f. Design and implement Complete Streets incorporating elements for smart growth, health, safety, livability, sustainability, and more
- g. Improve unpaved/sub-standard roads, alleyways and rights-of-way
2. Creating safer neighborhoods through sidewalk and streetlight enhancements
3. Build on and expand the City's cultural areas/parks;
 - a. Develop provisions for public art.
 - i) Create an "Art in Public Places" (AIPP) or similar program
 - ii) Identify partnership opportunities between the CRA and property owners for the provision of public spaces within private properties
 - iii) Reinforce and Incorporate the City's slogan, "The City of Pure Water" into public spaces, public art, etc., utilizing it as a unifying theme
 - iv) Provide/support the development of fountains, water features and similar along corridors, gateways, and public spaces. Encourage their placement within private redevelopment projects
 - b. Identify and develop plans to consolidate stormwater facilities and parks enhancements, where possible
4. Implement downtown gateways at the intersection of (including but not limited to):
 - (1) Gall Boulevard/Eiland Boulevard
 - (2) Gall Boulevard/C Avenue
 - (3) 5th Avenue/17th Street
 - (4) 5th Avenue/prior to Lake Zephyr Park
 - (5) Gall Boulevard/5th Avenue
5. Provide incentives for the redevelopment of properties adjacent to and or within the City's parks which will complement and



Community and Regional Park Features – Representative Graphic

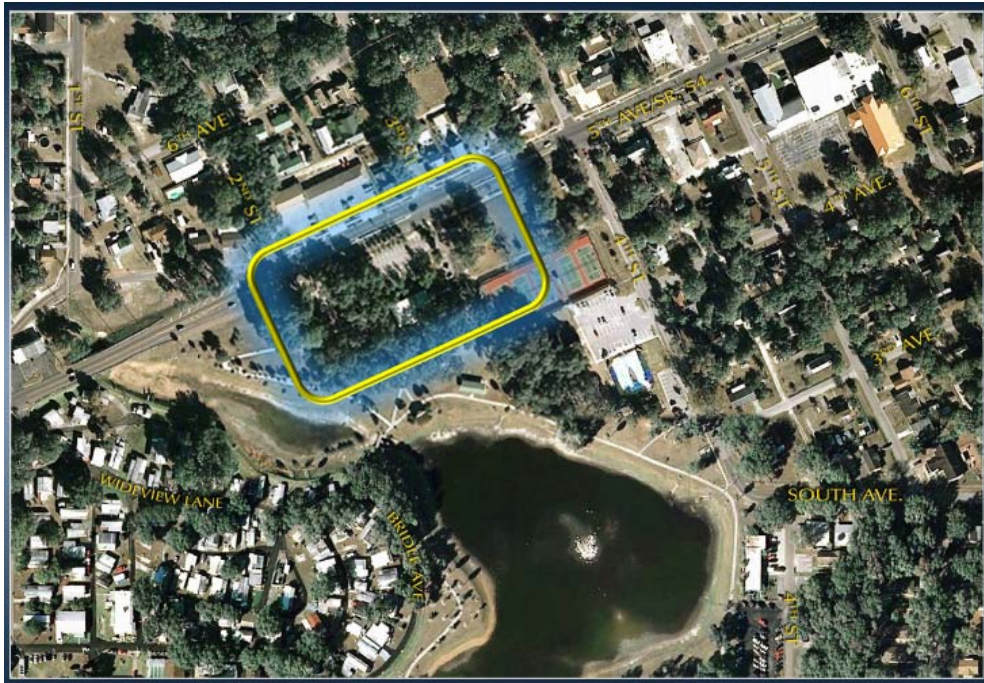


Public Plaza with Fountain – Representative Image

support the parks. *Note:* this could be in the form of, but not limited to, Public-Private-Partnerships (P3) as identified in Business & Neighborhood Support.

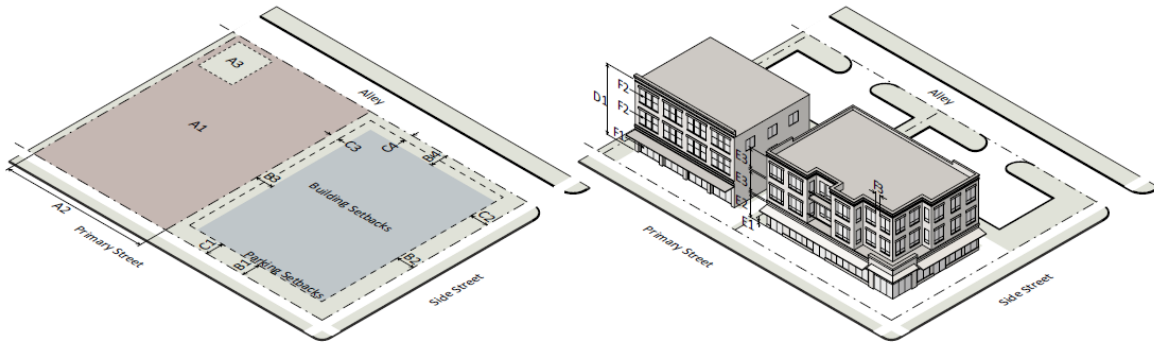
6. Develop a Parks Master Plan (CRA-wide and or specific parks master plans).
 - i) Analyze the existing parks for enhancements and or redevelopment of facilities for public use
 - ii) Identify areas within neighborhoods which could support the development of pocket parks or similar facilities
 - iii) Identify rehabilitation or razing, where necessary, of existing structures and facilities to accommodate new development, enhanced parks programs and opportunities
 - iv) Preserve, rehabilitate and augment existing community and civic structures and facilities, including historical preservation, adaptive reuse of existing structures; identify and preserve culturally significant structures within the CRA (i.e., the preservation and reuse of the Jefferies House)
 - v) The relocation of Alice Hall at Lake Zephyr Park is recommended to allow for that portion of the park to be developed for non-residential or mixed use that can better take advantage of 5th Avenue (See **Figure 6**).

Figure 6: Lake Zephyr Park/Alice Hall



- vi) Hercules Park largely remains underdeveloped at this time. Opportunities exist to provide non-residential development sites along Gall Boulevard or Eiland Boulevard while still retaining park facilities, necessary stormwater, and expansion areas for the adjacent school athletic areas.

7. Implement and enhance stormwater programs and projects
 - a. Develop corridor, regional and or neighborhood stormwater plans and projects which will enhance the viability of the CRA including effective reuse and or combined use of facilities. May also include the co-location of stormwater facilities and other public infrastructure (i.e., parks)
8. Development of a community Identification system using key streets and gateway areas;
 - a. Designing and constructing community gateway features
 - b. Designing and implementing a wayfinding and community signage program
9. Updating the land development code, encouraging design and development standards aimed at promoting redevelopment and economic development;
 - a. Refine the City's codes specifically the Gall Boulevard corridor
 - b. Support the City's *(re)Imagine Gall Blvd* initiative
 - c. Provide incentives (development bonuses, fee waivers, expedited review processes or similar) for projects within the CRA.



Form Based Code: Lot and Building Illustration – Representative Graphic

- d. Ensure an effective mix of uses that will further support the vision of the CRA
 - e. Analyze the benefits related to a transportation/mobility program (can include concurrency exception area)
 - f. Creating a Tree Preservation Program/Ordinance
 - i) Preserve the City's existing mature tree canopy through the development and implementation of a Tree Board, Urban Forestry Master Plan, tree preservation standards or similar
 - g. Adopt Design Standards aimed at addressing site and building components, including signage
10. Analyze additional/ alternative redevelopment tools and funding sources including, but not limited to, Brownfields, Stormwater Management, and Water Quality Restoration



Bicycle Parking – Representative Image

- a. Provide incentives for remediation and site improvements necessary to redevelop properties that are either undeveloped or underdeveloped due to existing site conditions and constraints (i.e., brownfield)
- 11. Enhance the City's current Code Enforcement Program through proactive measures of inspection and enforcement as well as record keeping
 - a. Strengthen enforcement efforts including, but not limited to, signage, property maintenance, access/driveways, parking lots, building conditions, fencing, service related infrastructure, vehicles (commercial vehicle storage), and storage (outdoor)
 - b. Improved record keeping, including violations, photographs, disposition, etc., of Code Enforcement activities; can be tied to the City's GIS
- 12. Enhance the City's business friendly environment
- 13. Identify key Opportunity Sites that will further foster and support redevelopment efforts

- a. Identify spaces, public and or private, which can (will) support development of community features (gateways, neighborhood entryways, fountains, public art, etc.) that can further support and enhance the City/CRA's image and vision



Park Enhancements – Representative Graphic

- 14. Enhance the City's character and quality of life through neighborhood stabilization
 - a. Create neighborhood identities
 - b. Create neighborhood associations
 - c. Create neighborhood entry features including designs that can be implemented in neighborhood materials, identification, signage, etc.
 - d. Create a Neighborhood Planning Program, including the development of neighborhood and or community master plans
 - e. Provide housing/neighborhood improvement programs aimed at assisting to stabilize existing neighborhoods
 - f. Promote quality design that integrates neighborhood centers with surrounding residential neighborhoods. Neighborhood centers are typically understood to include a public or civic use (i.e., park), neighborhood serving commercial or a neighborhood focal point.
- 15. Incorporate housing revitalization through housing maintenance programs and rehabilitation services.
 - a. Provide the development of housing diversity and affordable housing to residents of low to moderate income, including the elderly
 - b. Re-establish older neighborhoods through redevelopment and revitalization of the City's housing stock through improvements in safety, infrastructure, and housing partnerships

- c. Promote programs and incentives for residential rehabilitation (i.e., low interest loans or information on other funding sources)
16. Supporting and encourage the core industries within the community. Create new core industries and bolster relationships with existing businesses within the community including those that may not be currently located within the CRA boundaries. Identify those relationships which could benefit from linkages with downtown businesses (i.e., airport, industrial park, medical district, etc.)
 17. Identify funding mechanisms for projects and programs including options for a Public-Private-Partnerships (P3)
 - a. Develop grant and incentive programs providing financial assistance to non-residential properties/projects
 - b. Create/expand 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 startups in the community.
 - c. Provide development related assistance through an "Opportunity Site Grant Program"
 18. Develop/support CRA marketing efforts (i.e., website including information and programs available through the CRA, development review (City) processes, business links, etc.)
 - a. Create a business recruitment package that is updated regularly with a listing of available properties, maps, building profiles, and information for current and planned events.
 19. Support festivals, exhibits, performances, and other special events designed to attract residents and visitors to the CRA



Above: Bike/Ped Enhancements – Representative Graphic

Below: Water Feature – Representative Image



OPPORTUNITY SITES

The City and CRA have had some, albeit limited, successes in achieving redevelopment goals on specific properties. Based on the current Vision of the CRA, it is the intent of the Master Plan to expand this program as a viable and allowable redevelopment activity. The following is provided as guidance in the development of an Opportunity Site Program and may be utilized in whole or in part based on the CRA and City's wishes.

The Master Plan previously identified and continues to promote the redevelopment of key areas that will serve as catalyst sites and or create visual enhancements, which benefit the CRA as a whole. A key factor in this type of program is the property be either identified in the Master Plan or approved



Downtown Corridor – Representative Graphic

subsequent to the adoption of the Master Plan by the CRA Board as an "Opportunity Site".

An Opportunity Sites Map (Figure 7) was developed as part of this Plan to provide the foundation for targeted improvements within the CRA. The map identifies those areas where multiple projects and enhancements may provide for greater overall success of the CRA. The opportunities illustrated on

the attached CRA Opportunities Map may be relocated or realigned based on future review of the Plan and its goals. The sites identified on the map are not intended to be static and may change throughout the life of the CRA; sites should be viewed as dynamic. It is also understood additional opportunity sites may be provided although not shown on Figure 7. The intent of these Opportunity Sites and the respective program is to provide and recognize, "Strategic incentives, partnerships and facilitation will be key to realizing their highest and best use." The areas identified as Opportunity Sites are intended to identify a specific property or site for redevelopment and identify a broad area of implementation efforts.

The Opportunity Sites and areas provide an initial series of focus areas for the CRA and the community. These Opportunity Sites are a critical component of the Zephyrhills Community Master Plan because they:

- Identify key sites and strategies critical to Zephyrhills's continued growth and enhancement
- Illustrate how design principles can guide future land use and development decisions
- Define key public improvements and initiatives to catalyze appropriate growth and enhancement

Opportunity Sites are categorized as:



Commercial/Mixed Use Opportunity

Commercial/Mixed Use Opportunity Sites are intended to generally identify those areas having the potential of creating an area that can serve as an economic and employment center for the CRA. These areas are intended to be built around retail and restaurants and where appropriate, residential uses. One approach to retail is to identify existing local businesses that might cluster along the corridor to help create the desired urban form and benefit from building a critical mass of foot traffic and regular customers in a more convenient, walkable environment.



Neighborhood Feature

Neighborhood Features are understood to include neighborhood and community signage, including “themed” gateways, wayfinding and similar signage. Neighborhood features may also include pocket parks and similar public gathering spaces or some similar feature which provides an inward focus on the neighborhood.



Stormwater Management Opportunity

Stormwater Management areas generally include those areas where community and or neighborhood wide drainage facilities may be warranted. These areas also identify existing stormwater facilities that may be augmented through engineering design and practices or aesthetics to improve its effectiveness. Generalized locations are illustrated based upon natural drainage areas and basins within the CRA. A shared, or regional, approach to stormwater management can be beneficial but requires cooperation among land owners. This approach can reduce the overall number of facilities and the overall maintenance costs associated with them. Management and funding mechanisms are necessary to construct and maintain these regional facilities.



Civic/Park Opportunity

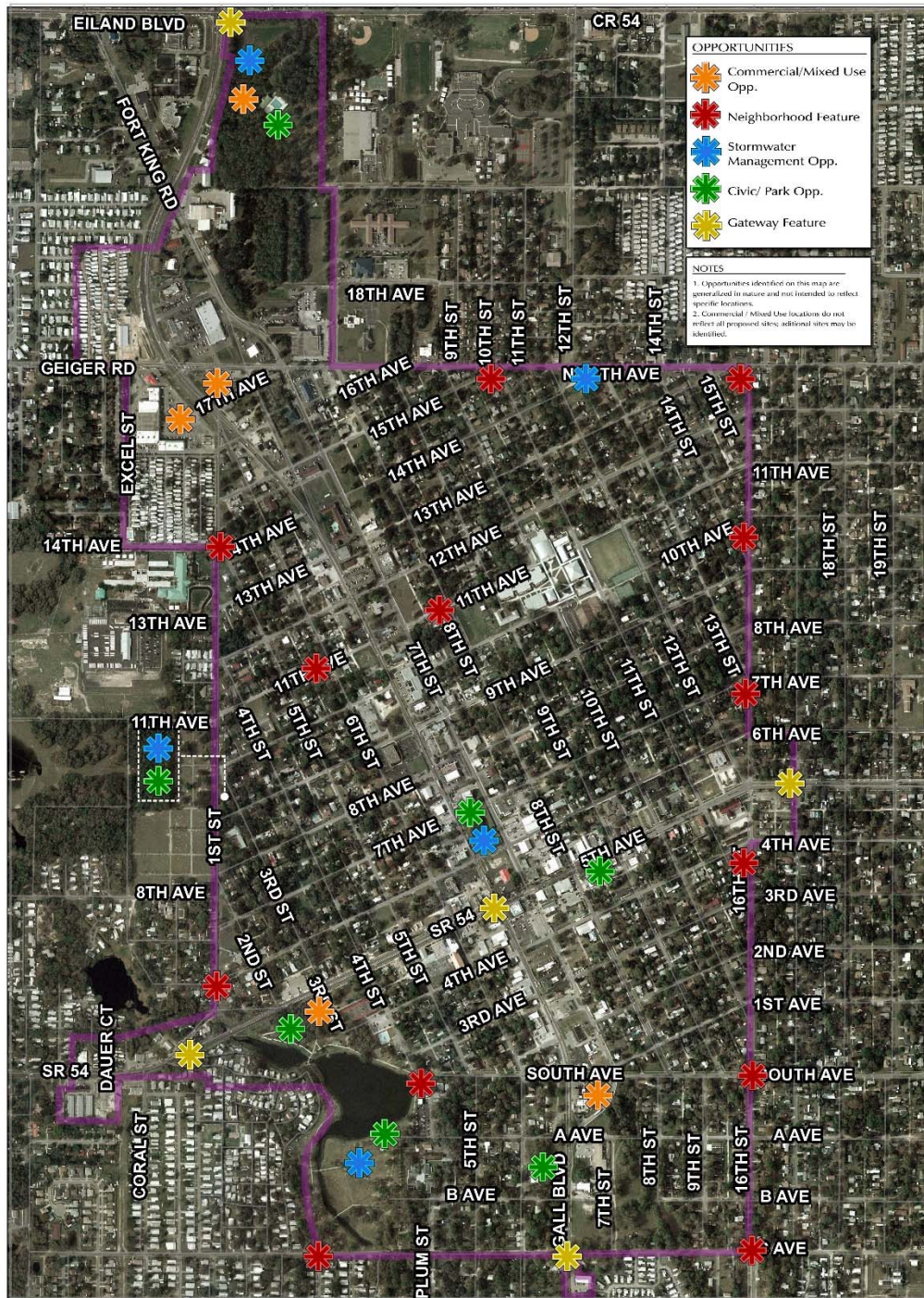
Civic/Park Opportunities generally include those areas that exceed the size and scope of an individual pocket park or smaller public gathering space. These areas may be community/regional in nature and include, but not be limited to, active and passive recreational facilities.



Gateway Feature

Gateway Features are generally understood to include larger CRA, community and neighborhood signage features. These gateways may include architectural themes which further create a sense of place and community. These gateways also help to establish a system of visually unified areas and thoroughfares. The intent is to create a contiguous ribbon of a landscaped, highly calmed complete street with wide sidewalks, bike lanes, street trees, wayfinding, lighting, on-street parking, and street furnishings as the connective tissue for downtown.

Figure 7: Opportunity Sites Map



ZEPHYRHILLS CRA
ZEPHYRHILLS, FLORIDA

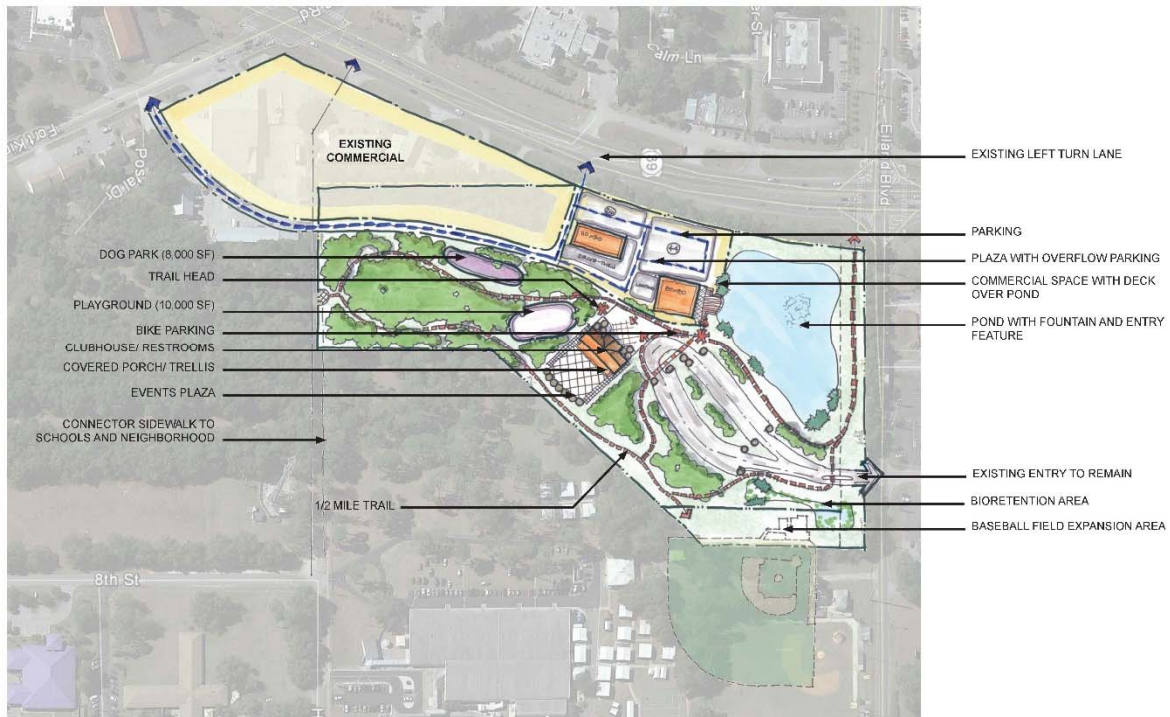
CRA OPPORTUNITIES MAP

06/15/2015 • CONTACT: KELLEY KLEPPER, AICP (841) 379-7600 • AERIAL DATA: © GOOGLE EARTH 2014



Kimley»Horn

Figure 8: Park Concept and Site Features



TAX INCREMENT FINANCING (TIF)

Tax increment financing (TIF) provides most of the funding for the CRA. The year the CRA was established is considered the "base year" and is applied to those properties within the area. Zephyrhills CRA is unique in that it is building off of multiple base years due to the incremental expansion of the CRA. It is important to note that although a certain percentage of funds are allocated to the TIF Fund as prescribed by Florida Statutes, the base rates and a portion of the increase are still directed to the general fund for both the City and County. A portion of any increases in taxes (revenues) beyond the base year for properties within the CRA are provided to the redevelopment fund. Therefore, as the taxable property values increase due to redevelopment projects, the redevelopment fund also increases. Tax increment financing is not an additional tax to the property owner or resident.

Since all the monies used in financing CRA activities are locally generated, Community Redevelopment Agencies are not overseen by the State. However, redevelopment plans must be consistent with local government comprehensive plans and funds derived from within the community redevelopment area must be used to benefit the targeted redevelopment area. Consistent with the statutes, funds are deposited to a trust fund by the taxing entities (city and county), after monies are received from the tax collector. The tax increment revenues can be used immediately as they are received to undertake planning studies or capital projects or other programs that serve the community redevelopment area. In addition, these funds can be saved for a particular project or can be bonded to maximize the funds available. All funds received from a TIF area must be used for specific redevelopment purposes within the targeted area and not for general government purposes. The specific language and provisions of Section 163.387 are provided in the Appendix for reference.

TAXABLE VALUE AND REVENUE PROJECTIONS

Based on the incremental expansion of the CRA and the multiple base years provided, there is a multiple TIF projection approach that takes into consideration the existing base year as of 2012 and the proposed expansion area (this expansion) base year of 2015. Ten-year projections of taxable values are shown below including 2015-2025, 2026-2035, and 2036-2045. These projections are based on the following conservative assumptions:

1. A modest 2.0% annual increase in taxable values for the following fiscal years
2. Assumes no net new redevelopment or private investment based on the unknown nature of redevelopment activities and schedule

Based on these assumptions, taxable real property values in the CRA are projected to take several years to grow to levels that will produce revenue streams needed to fund major capital projects. From a base year valuation of \$63 million and \$71 million, the CRA is projected to generate approximately \$1 million during the first 10 years, increasing to approximately \$7 million by FY 2045.

Table 1: Estimated TIF 2015 – 2045

Year	Taxable Value (notes value year)	Total TIF ^{*1} / Period & Cumulative (est.)
2015 – 2025	\$135,031,271 (2015)	\$925,000
2026 – 2035	\$167,894,413 (2026)	\$1,200,000/\$2,125,000
2036 – 2045*2	\$208,675,340 (2036)	\$3,650,000/\$5,775,000
<p>^{*1} = TIF estimates assume an annual growth rate of the existing tax base by 2.0 percent per year. Estimates also assume maintaining the existing City and County millage rates.</p> <p>^{*2} = TIF provided based on 30-year projections</p>		



Bandstand circa 1920s – Photo Courtesy of M.J. Dennison

CAPITAL PLANNING

The following has been provided in support of the anticipated development program, economic development, or market strategies to be undertaken, and necessary infrastructure improvements per this Master Plan. Developing and implementing a Capital Improvements Plan (CIP) is critical in addressing these needs. In general, the CIP promotes policies that prioritize and direct infrastructure spending and improvements to existing neighborhoods and also identifies (and funds) projects that promote both the CRA and the City.

ECONOMIC DEVELOPMENT

The success of any specific program and or project is dependent on the identified steps for implementation, coordination of efforts, and available resources. Some projects may require the dedicated efforts of the CRA and the City to better leverage available resources, as well as the potential for additional investment in the project either through dedicated funds, in-kind services (i.e., land dedications and or acquisitions), or public-private partnerships. This section identifies certain funding mechanisms necessary for successful development and redevelopment activities including TIF funds and or leveraged funds (i.e., grants). Subsequent to this analysis and the identification of potential funding sources, strategies for implementation of specific programs and projects are identified as possible tools for use by and within the CRA.

CAPITAL PROJECTS, PROGRAMS AND PROJECTED COSTS

The CRA anticipates exercising, without limitation, the enumerated powers set forth in the Community Redevelopment Act of 1969 to create, fund, and implement an array of strategies to promote redevelopment programs and projects within the community redevelopment area. The Community Redevelopment Act also requires identification of publicly funded capital projects to be undertaken within the CRA.

A short- (0-10 years), medium- (11-20 years) and long-term (21-30 years) draft capital and program fiscal year budget have been prepared to serve as a guide to base decisions on existing available funds, community desired implementation programs, catalysts opportunities, and incentives to support economic development within the CRA. It is difficult to identify, with any great degree of specificity, all capital projects necessary to realize the primary and community objectives contained in the master plan. As the master plan is implemented, budgets and costs for the necessary underlying infrastructure to develop



Town Square with Fountain – Representative Graphic

the City's Vision will occur. It will be necessary to combine both public and private sources of capital, using both long- and short-term financing options, to successfully implement the Master Plan. Furthermore, projects and the CIP may be reviewed and updated on an annual basis to reflect changes in project priorities, funding sources and also market conditions. As previously noted, estimates provided below reflect only those funds anticipated through the TIF. Funding alternatives, including but not limited to local, regional, state and federal grants, matching funds (cost-sharing) with other municipal funds, and public-private partnerships, are anticipated and expected. Bonding of projects may also be utilized by the City/CRA to complete certain projects ahead of the anticipated time frames listed below.

The Capital Improvement Work Plan (**Table 2**) dollar amounts are primarily based on the median range of costs from past projects and programs. The projects and numbers listed in the work plan and operating budget have been used for budgetary purposes only, and are considered to be relatively conservative. The recommended costs for capital improvement projects include design and construction costs, as well as contingent costs for additional studies, data manipulation, or research needed to implement each project. The costs generally do not include costs of land acquisition and or consolidation.

Table 2: Capital Improvements Plan

Capital Improvements Plan				
Project/Category	Estimated Fee	Short Term (2015-2025)	Medium Term (2026-2035)	Long Term (2036-2045)
Gall Boulevard Design Standards (including Future Code Updates)	\$90,000	\$40,000	\$25,000	\$25,000
Gateway & Community (Neighborhood) Signage	\$160,000	\$55,000	\$70,000	\$35,000
Commercial Grant/Incentive Programs	\$650,000	\$100,000	\$250,000	\$300,000
Neighborhood Stabilization Grants	\$600,000	\$150,000	\$225,000	\$225,000
Roadway & Intersection Improvements	\$750,000	\$140,000	\$290,000	\$320,000
Streetscape	\$850,000	\$160,000	\$340,000	\$350,000
Utility Improvements	\$150,000	\$0	\$50,000	\$100,000
Stormwater System Improvements	\$850,000	\$190,000	\$335,000	\$325,000
Recreation Improvements, including Lake Zephyr Park, Hercules Park, neighborhood parks	\$650,000	\$100,000	\$290,000	\$260,000
Marketing	\$100,000	\$35,000	\$35,000	\$30,000
Administrative	\$450,000	\$150,000	\$150,000	\$150,000
Operations & Maintenance (including Professional Services)	\$475,000	\$100,000	\$185,000	\$190,000
TOTAL	\$5,775,000	\$1,220,000	\$2,245,000	\$2,310,000
*1 = Timeframes are generalized as such: short (0-10 years); medium (11-20 years); long (21-30 years)				
*2 = Dollar amounts are based on similar projects and available costs				

NEIGHBORHOOD IMPACT ELEMENT

To continue increasing the vitality of Zephyrhills, stronger connections and additional building fabric are needed to connect the core of downtown and surrounding neighborhoods. If a CRA contains low or moderate income housing, a neighborhood impact element should be prepared that describes the impact of the redevelopment upon the residents of the redevelopment area. The CRA requires discussion about the influence of revitalization has on the surrounding area(s) with regard to impacts on residents in terms of relocation, traffic circulation, environmental quality, availability of community facilities and services and the effect on school population.

The CRA is expected to generate positive impacts to existing neighborhoods. The greatest impact upon current residents within the CRA will be the creation of neighborhood identification, service areas and jobs creation opportunities within, and adjacent to, the neighborhoods. The intent of the primary corridor areas, including Gall Boulevard and 5th Avenue, is to be redeveloped as a traditional, pedestrian-oriented urban “downtown” with mixed land uses of commercial facilities providing basic services to area residents and visitors.

Property designated for development or acquisition will comply with City requirements and or applicable State statutes. This statement is not intended to or mean to provide for eminent domain



Park with Pedestrian Bridge – Representative Graphic

or similar by the CRA as that is not a power reserved for the CRA. Existing neighborhoods will predominately contain the same configuration; however, aesthetic improvements and connectivity will be implemented. Secondary impacts on the residents relating to traffic circulation, environmental quality, availability of community services and facilities, effect on school population, and other matters affecting the physical and social quality of the neighborhood are minimal and or not anticipated. Overall, impacts of redevelopment are expected to be beneficial, long lasting, and add to the quality of life to residents and visitors of the City as a whole.

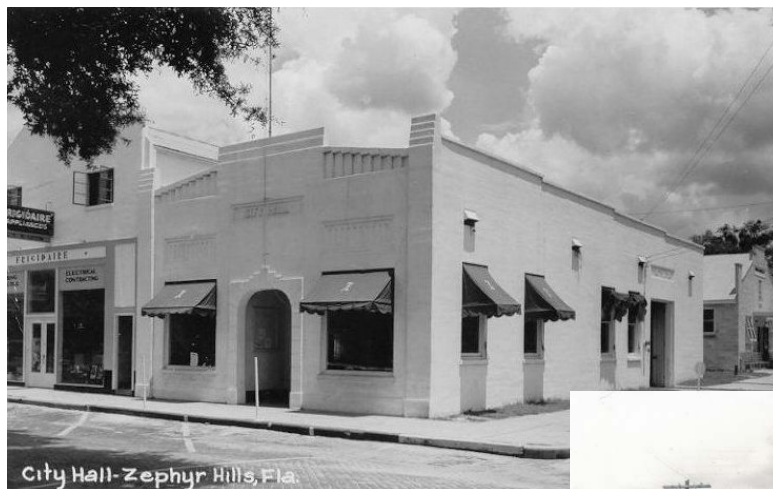
The Master Plan does not anticipate or propose the relocation of residents

due to improvement activities. However, if relocation is required as a result of redevelopment activities, the City and CRA will adhere to Section 421.55 of Florida Statutes (2012).

DURATION & UPDATES

Consistent with the provisions of the Community Redevelopment Act, Section 163.362(10), Florida Statutes, all redevelopment activities financed by increment revenues from the Community Redevelopment Trust Fund shall occur within 40 years after the fiscal year in which the CRA is approved or adopted. The duration of this Plan shall be for the maximum period allowed by the Community Redevelopment Act.

In order to ensure the CRA may react and remain flexible based on market conditions (existing and or projected), the Community Redevelopment Master Plan including the Capital Improvements Plan and Redevelopment Projects may be modified consistent with Chapter 163.361, F.S. It is understood, the Plan provides for at least an annual review with an option to update and amend the Plan every five years contingent or as deemed necessary by the Community Redevelopment Agency.



Above: 5th Avenue circa 1933. Photo Courtesy of Henry Fletcher

Left: Air Mail Week, May 1938. Photo Courtesy of Wise/Brundy

IMPLEMENTATION

The 2015 CRA Master Plan encourages proactive planning while understanding why decisions are (were) made in the past. Ensuring success requires focus, leadership, and resources, and these three traits benefit from deliberate structure. When considering how to take action, the community should consider the following:

- *Identify a Champion:* Each action item will require a champion—someone who owns the responsibility for achieving the stated goal. These champions should be empowered with the ability to mobilize partners and align resources specific to the action's needs. Zephyrhills should assign each action item in the strategy board with an appropriate champion.
- *Measure Progress:* The best way to maintain momentum is to monitor progress on a regular basis. Regular status reports should identify completed task, ongoing work, and future programming as well as highlight where progress is being made and tasks that require more attention. The strategy board provides a tool to evaluate progress with annual reports to check progress on action items and consistency with the Zephyrhills Community Master Plan's vision and goals.
- *Embrace Accountability:* We should expect to hold each other accountable. The action plan will not be achieved overnight. Some tasks will come easy and will be achieved in short order. Other tasks will be a challenge, take more time, and require persistence and flexibility. Failure to achieve a certain task in the timeframe reflected should not be viewed as a failure but rather an acknowledgment that we need to reassess our focus, leadership, and resources.

Effective partnerships will ensure that our challenges become opportunities and our ongoing success becomes our legacy for the future of Zephyrhills. Detailed Implementation techniques are provided below as part of Design Elements may be implemented through subsequent actions by the CRA. This is not intended to supplant specific recommendations but are intended to further augment and support the recommendations.



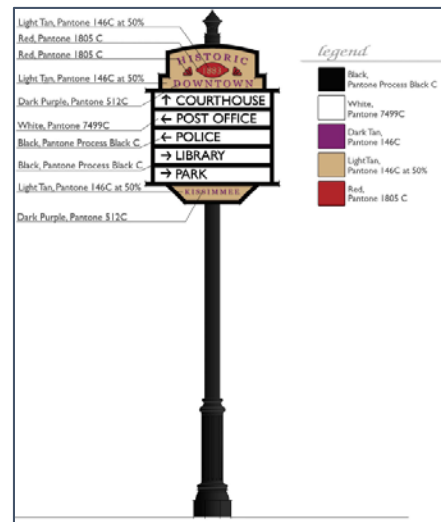
Streetscape and Park – Representative Graphics

DESIGN ELEMENTS

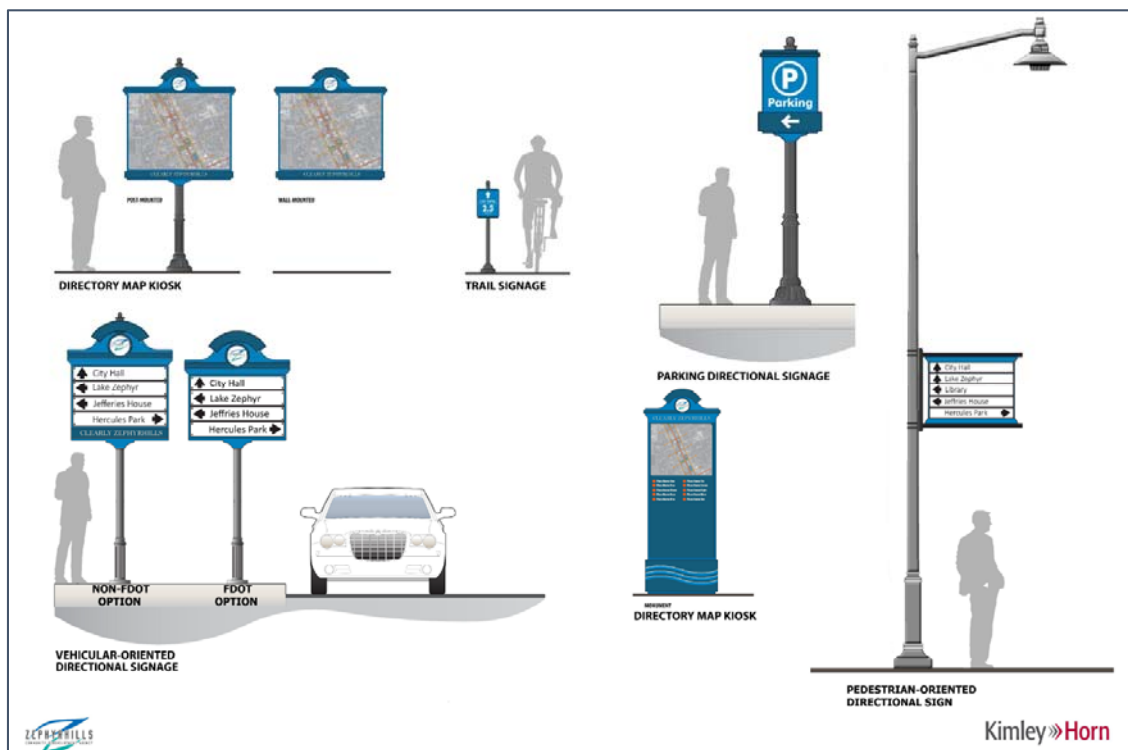
GATEWAYS AND WAYFINDING SIGNAGE

Some of the simplest and least expensive beautification efforts can have enormous impacts. Gateway signage and landscape can be the first building blocks of an overall branding program and instill civic pride. Beautification efforts along the corridor can be completed incrementally over time, but it is important to have an overall plan in place to strategically organize the investments. Consistent and complementary signage and gateways were all identified as priorities for the CRA.

With the significant volumes of traffic utilizing Gall Boulevard and 5th Avenue through the City and more specifically the CRA, signage is important. Whether in the form of a gateway and or wayfinding, signage may be one of the more underutilized, yet most effective tools to attract and guide residents and visitors. Gateways can also create the delineations into specific areas and establish neighborhood identities which can be carried throughout to public spaces, street signage and even building



Potential Wayfinding Signage Types



designs. Wayfinding signage can include not only basic information including a site's name and general direction, but a map illustrating the proximity of uses to one another. With a comprehensive wayfinding study in place for the CRA, the City could use the final product as a basis for enhancing other roadways and corridors throughout the City in a coordinated fashion.

1. Provide gateways at key areas of the City to encourage a sense of community and arrival. Use the gateways into the City and CRA to solidify and confirm the image of Zephyrhills.
2. Extend the gateway theme into wayfinding and signage design elements throughout the CRA.
3. Coordinate the wayfinding signage master plan through a partnership with FDOT, the City/County, and local businesses. Wayfinding design and other features require careful planning to avoid conflicts with other features, pedestrian flow, and view corridors to local business signage and building identifiers.
4. Address the needs of seasonal residents and visitors to the City/CRA who often may have very little or no knowledge of the location of attractions in the CRA

COMMUNITY CONNECTION

Community connectivity is not all about cars and is a core building block of communities. Traditionally, the Gall Boulevard Corridor has catered to the movement of vehicles. The Zephyrhills community has recognized that more important for the long term vitality of the CRA is the connectivity and comfort for pedestrians, bicyclists, and users of mass transit. Adding pedestrian connectivity and enhancing the comfort and safety of the pedestrian experience through context sensitive solutions is really where investment in infrastructure gets the most return.

An efficient community connectivity system joins neighborhoods, parks, and activity centers via a network of streets, sidewalks, and bicycle lanes that are safe and supportive of pedestrians, bicyclists, and vehicles—including public transit. Such a system offers users choices, for short and long trips alike, and promotes convenient movement of people and goods throughout the community. The City and County are both supportive of multimodal transportation planning that includes an interconnected network of community-friendly streets, adequate sidewalks, and interconnected pathways. This network will provide for the safe, effective, and efficient movement of all modes of travel including driving, walking, cycling, and transit.



In addition, community connectivity can be combined with the City's parks system to create an alternate connectivity system. This can be in the form of linear parks located along strategic corridors, pocket parks that provide nodes and community focal points, and can also tie together with water features.



STREETSCAPE IMPROVEMENTS

Streetscape improvements can be one of the best ways to instill pride in the citizens and demonstrate effective use of resources for the CRA. Streetscape projects are intended to beautify public rights-of-way, provide safe opportunities for pedestrian/bicycle travel, and upgrades to the use and appearance of roadways and intersections. Beautification projects may include:

- landscaping of medians and rights-of-way
- undergrounding or relocation of utilities
- decorative lighting
- street furniture
- "gateway" features at its entrances



Downtown Corridor – Representative Image

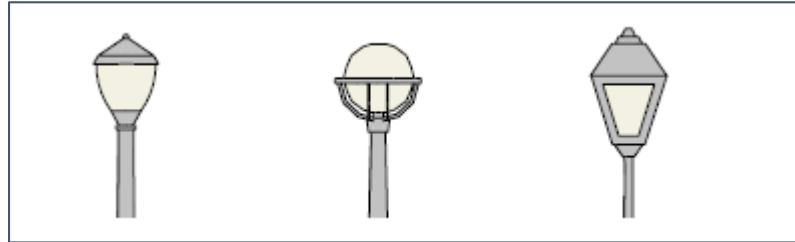
Other streetscape projects emphasize pedestrian/bicycle mobility and safety, such as construction of sidewalks/pedways, enhanced transit stops, and intersection improvements. Effective planning and coordination is required to help revitalize, reenergize, and create enhanced streets.

1. Identify and approve funding for transportation systems (automobiles, transit, pedestrians, and bicycles) to facilitate connectivity throughout the CRA by serving all of the neighborhoods and providing connection access to parks, schools and activities
2. Incorporate "Complete Streets" and Context Sensitive Design practices and programs into all retrofits and new roadway construction, where feasible
3. Identify areas programmed for infrastructure improvements with FDOT, Pasco County, and or the City, including water/wastewater,



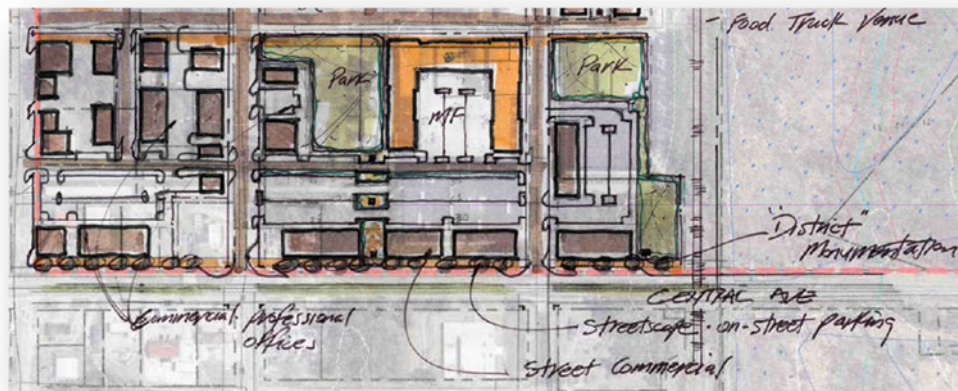
drainage, parking, traffic lights, sidewalks, landscaping, and new signage. Coordinate beautification/ infrastructure projects in order to save time and material costs.

4. Create a safe efficient traffic circulation system that provides sufficient access by all modes of transportation between activity centers within the redevelopment area and the services of the community
5. Develop a streetscape plan for the primary corridors including site furnishings, lighting (including lighting types), landscaping, decorative pavers and signage. Prioritize the recommended improvements based on programmed plans in partnership with other agencies.
6. Integrate traffic calming techniques throughout the internal roadway system to enhance safety and facilitate a pedestrian/bicycle friendly environment
7. Underground utilities, where feasible, to protect property during natural disasters and increase visual appeal



PEDESTRIAN PATHWAY IMPROVEMENTS

An additional approach to the overall connectivity and multimodal theme is the provision of pedestrian pathway (sidewalk) improvements. The ability to move safely along and across the city's streets is a cornerstone of a community's transportation system and improved connectivity between the neighborhoods, parks and the commercial districts. Still, pedestrian activities are often forgotten when planning future improvements to the transportation network. When a proper pedestrian environment exists, walking provides a practical choice and benefits both individuals and their communities. These benefits include improved personal health, reduced traffic congestion that improves air quality, and lower automobile parking demands.



Downtown Corridor – Representative Graphic

Features that currently exist, albeit somewhat limited in most areas, such as sidewalks, contribute to the community's overall health. A healthy community typically includes a mix of land uses typically within a defined area, wide sidewalks for pedestrians, as well opportunities for other public spaces (i.e., sidewalk cafes), and trees or canopies to shade walking routes connecting significant features. Lighting and or improved lighting whether street or pedestrian level also creates a more inviting space.

In order for the multimodal components including sidewalks, bicycle paths, and parking areas to be properly utilized, they must be established with safety in mind. One of the key elements to safety in each of these facilities is proper lighting. Each of these facilities will be utilized in the daytime, but without proper lighting and other safety features, their use at night will drastically decrease. Therefore, it is important to include the design of adequate lighting for new facilities developed in the CRA. This lighting should be designed to complement the overall design theme of the CRA district which will help to further create a cohesive downtown community and identity. In addition, improved lighting should be considered for existing facilities (sidewalks in the downtown, parking areas at existing parks, etc.) in the CRA.

Pedestrian-friendly areas have a logical system of interconnected facilities that allow for safe travel between origins and destinations. Like most downtown settings, sidewalks are present on the



Pedestrian Plaza – Representative Image

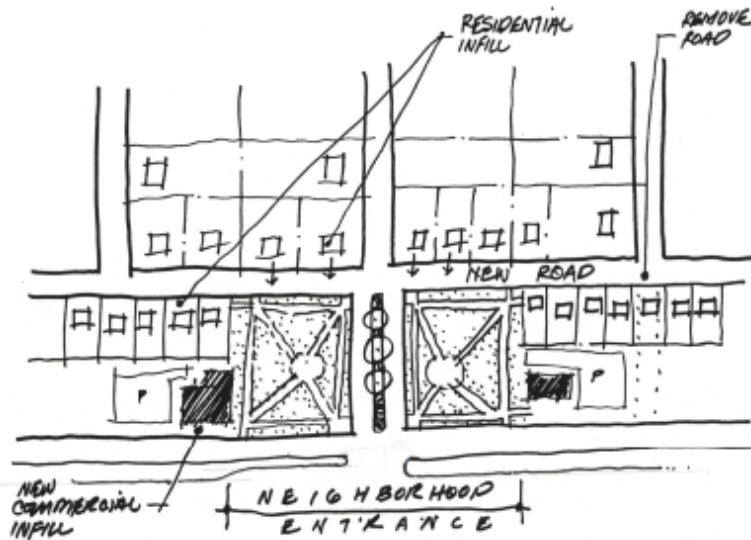


Width	
A Public access easement (min)	20'
Travelway	
B Paved area (min)	10'
General	
Walkway type	Sidewalk

Pedestrian Connection Standard – Representative Graphic

main streets in downtown Zephyrhills but are less consistent in their placement, width, and condition outside of the core commercial area. As noted within the FON and the site inspection visits, pedestrian facilities begin to transition and become substandard or absent altogether, including in those areas where there are public and civic uses (i.e., parks and schools) within one block of Gall Boulevard and 5th Avenue. Within many of the adjacent neighborhoods, sidewalks are virtually non-existent.

Many communities evolved prior to the development of specific guidelines for sidewalks design and placement, and as a result, these communities have sidewalks conditions that are less than ideal. Although the City and the CRA understand the need for additional



Redevelopment Block Plan – Representative Graphic

sidewalks, the necessary funding is not always available for sidewalk installation, repairs and enhancements. A primary focus for the City and CRA should be on the construction of new sidewalks (where links are missing). As continued investment occurs in the CRA (i.e. downtown and surrounding neighborhoods), it will be important to have identified and prioritized sidewalk needs to guide construction and maintenance of the pedestrian pathways.

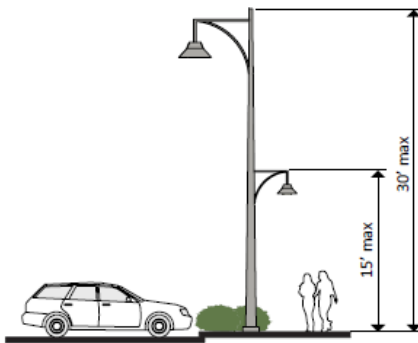
1. Strengthen the pedestrian paths from the parking areas to the destinations through the use of enhanced sidewalks, clearly defined pedestrian realm, street furniture, lighting, signage, etc.
2. Create a safe, secure, appealing, and efficient pedestrian system, designed and separated from vehicular circulation where feasible. Utilize landscaping, lighting, and other visual treatments to enhance the areas and surrounding environment.
3. Pursue development of recreational amenities surrounding the CRA, where feasible, including trails and bikeways to encourage pedestrian access to the Business Corridor district
4. Prepare a comprehensive bicycle and pedestrian plan to address connectivity to amenities within the City and County, including regional trails

5. Promote the CRA through design and implementation of a signage and wayfinding system, including gateways features, directing traffic to and from the CRA, and the major connectors and destinations in the City
6. Create a safe efficient traffic circulation system that provides sufficient access by all modes of transportation between activity centers within the redevelopment area and the services of the community
7. Fill in sidewalk gaps by constructing missing sections and adding crosswalks at all signalized intersections of arterials and collectors

PARKING AND ACCESS MANAGEMENT

Presently, the main concern for parking is centered in the actively redeveloping areas adjacent to both business and residential uses. Provision of either on-street parking or the development of centrally located parking facilities will allow the improved (expanded use) of existing lots for structures. However, one area of concern that should be reviewed is how on-street parking on inadequate side streets can create problems with the residents and visitors alike.

A comprehensive approach to parking in the redevelopment area should include the potential for more efficient use of existing parking areas through resurfacing, re-striping, improved signage, landscaping, and wayfinding, as well as the creation of new parking areas, which may include the use of parking garages. The City's current efforts regarding the Gall Boulevard Corridor Form Based Code, including (Re)Imagine Gall Boulevard, takes the initial steps in identifying community parking areas as well as provisions for both on-street parking and urban parking standards. The CRA should actively investigate public-private partnerships with owners of existing parking facilities in close proximity to commercial and mixed use districts for potential use of a portion of their existing parking facilities including during special events. Existing facilities may include shopping centers, offices/medical facilities, and employment centers which generally meet and or exceed the parking needs for those specific uses, and in most cases, provide parking in excess of generated need.

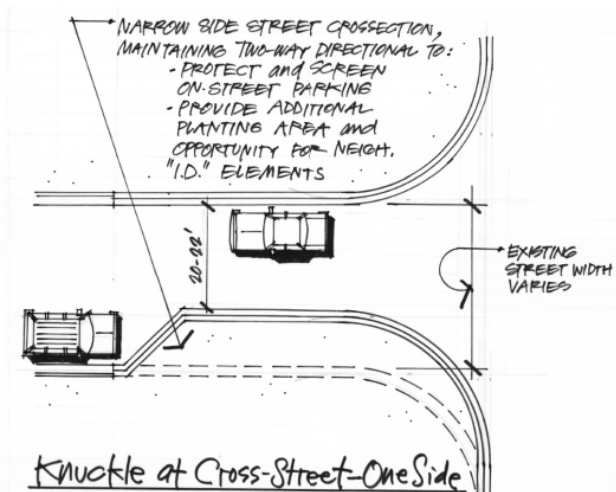


Parking and Pedestrian Lighting – Representative Graphic

In general, those who express parking concerns usually desire closer parking rather than more parking. Prior to the CRA expending funds on the construction of new parking areas or the redevelopment of existing parking facilities, it is recommended that a comprehensive parking inventory and study be conducted. This study will ensure that future decisions regarding public parking both on-street and off-street are made based on accurate supply and demand data, availability, as well as parking generators and lot

locations (i.e., proximity to uses). As redevelopment takes place, property that is currently vacant will become developed providing the opportunity to create a more attractive pedestrian environment and inviting spaces. Through urban design techniques, including continued installation of signage, and landscaping improvements, parking areas that are now perceived as being remote, will be better incorporated into the CRA framework. This can also provide opportunities for community event space or special events. A critical element to the full utilization of the existing parking spaces or any amenity/attraction in the CRA, is its ability to be found. In addition, the development and placement of a downtown map at key locations can also enhance parking lot use.

1. Review existing and historical parking areas on both public and private properties in the CRA to determine sufficient capacity to serve short- and long-term needs
2. Examine the relationship with City parking standards and requirements to recognize joint use of parking facilities and provide for alternative parking standard requirements
3. Identify additional parking opportunities in the CRA that are not only safe and convenient, but easily located and accessible
4. Promote shared parking and cross access easements as properties redevelop to encourage enhanced connectivity between properties and encourage a “park once” approach
5. Improve transportation movements along corridors to create off corridor access routes, shared access to businesses and parking, and reduced driveway cuts



Parking and Roadway Design – Representative Graphic

STORMWATER MANAGEMENT SYSTEMS

Communities, businesses, and property owners rely on the stormwater management system provided by the local government to deliver needed flood protection for their property and for handling storm events that prevent standing water. The City and CRA are undertaking a program through the analysis and redevelopment of the “regional” stormwater system centered behind City Hall. This approach will further enhance the desirability and developable areas for private properties while addressing much needed stormwater controls. The effective management of stormwater within the CRA is a priority for a sustainable and vibrant economy.

Typically, historical development permitted and constructed prior to today's standards for water quality treatment and storage do not meet current design standards. Lot configurations of some developed properties within the CRA lack adequate stormwater management facilities and are nonconforming to local and state regulatory requirements. Often constraints including requirements for on-site stormwater facilities can delay or prevent financially feasible redevelopment of a property.

An additional component of this is Low Impact Development (LID). LID is an innovative approach to stormwater management that incorporates various land planning and design practices to reduce impact to water quality from urban development. In general, the LID approach includes practices that:

- Encourage preservation of natural resources
- Allow development in a manner that helps mitigate potential environmental impacts
- Reduce cost of stormwater management systems
- Use a host of integrated management practices to reduce runoff
- Reduce pollutants into the environment

LID's goal is to mimic a site's predevelopment hydrology by using design techniques that infiltrate, filter, store, evaporate, and detain runoff close to its source. Techniques are based on the premise that stormwater management should not be seen as stormwater disposal. As an alternative to conveying, managing, and treating stormwater in large, costly end-of-pipe facilities located at the bottom of drainage areas, LID addresses stormwater through small, cost-effective landscape features. These landscape features, known as Integrated Management Practices (IMP), are the building blocks of LID. Almost all components of the urban environment have the potential to serve as an IMP. These components can include open space, rooftops, streetscapes, parking lots, sidewalks, and medians. LID is a versatile approach that can be applied equally well to new development, urban retrofits, and redevelopment projects within the CRA.

The CRA should consider encouraging basic LID and related system components within new infrastructure projects and or retrofitting of existing areas. These types of improvements will further the community's water quality and foster overall improvements in the master stormwater system.

- Develop a stormwater master plan overlay district for the CRA
- Repair and upgrade existing stormwater and drainage facilities identified (to be identified) within the City's Stormwater Master Plan



Park with Bioswale – Representative Image

- Coordinate the repair or construction of infrastructure improvements concurrent with roadway construction and repaving activities (i.e., drainage structures, underground overhead utilities, etc.)
- Design retention and stormwater management features as amenities to the CRA to provide positive aesthetics and function to community open space and serve as assets for joint use and enjoyment by the public through open space and design enhancements
- Provide shared infrastructure facilities necessary to develop undersized/odd shaped lots. Optimization of stormwater treatment facilities that can support redevelopment of properties within the CRA at a higher and better use as opposed to individual site stormwater facilities.
- Evaluate and improve any deficiencies of the pipes within the stormwater management system
- Evaluate improvements to stormwater inlets (capacity, configuration, and spacing) that may increase the effectiveness of the overall system

UTILITIES

The ability to connect to public infrastructure and utilities is a key factor in site selection for private investors and businesses to either expand and or relocate to an area. The availability of utilities, including water and waste water, is generally reviewed when determining a community's economic strengths and weaknesses for attracting and retaining job-generating, revenue producing businesses, and industries. Utilities assist to promote and facilitate the development and reuse of existing properties within a community and the CRA can assist in their funding, upgrade, and construction. Just like other pieces of the aging infrastructure, the utility system could be a candidate for improvements that facilitate redevelopment and beautification. Additional infrastructure and utilities also include the presence and availability of communication/internet access, street lighting, and energy services.

1. Provide necessary public facilities at acceptable levels of service within the CRA to accommodate existing and future needs as proposed development occurs within the redevelopment area
2. Identify areas for combined projects that include infrastructure and beautification improvements, including water/wastewater, drainage, parking, traffic lights, alleyway enhancements, sidewalks, landscaping, and new signage
3. Utility lines shall be placed underground wherever feasible. If above ground structures, such as water tanks or transformer boxes, must remain within the CRA, they should be located and treated in a manner that is safe and aesthetically pleasing
4. Infrastructure improvements such as stormwater, wastewater, and potable water make properties more amendable to development. The City/CRA may undertake infrastructure improvements in partnership with private entities, if determined improving the infrastructure of certain properties is beneficial to the City for housing revitalization and blight mitigation.

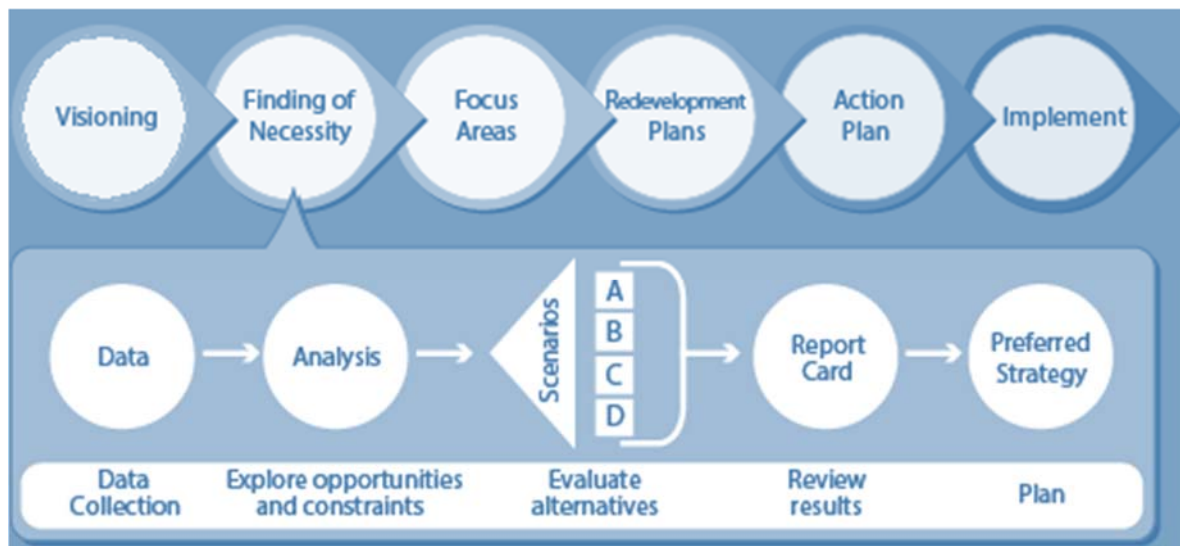
PROCESS

The planning process began in late 2014 with an exploration of existing conditions and a multi-faceted outreach campaign initiated by the City and CRA staff. The approach was simple: to create a strategy that achieves desirable results over the next 30 years, “we” (community) must understand our successes and challenges since the original plan was put in place. It also was critical to take a community snapshot to reassess the vision and priorities expressed by the community and its leadership. The 2015 Community Redevelopment Master Plan helps achieve success against a set of community initiatives that are clear, relatable, and important to the City leaders and residents. The underlying philosophy was based on the belief that planning should be done by community leaders, citizens, and stakeholders. Participants not only should value the process and support the outcome, but also have a clear understanding of how to execute and achieve desired results.



At the current time, the City has completed the Visioning process and the Finding of Necessity. Subsequently and as part of this process, the City and CRA have (preliminarily) identified the Focus Areas and the Redevelopment Plan. Upon adoption of the Redevelopment Plan, the CRA and City will be tasked with developing subsequent Action Plans, building off of the plans and projects identified in this Master Plan, and finally, Implementation. **Figure 9** illustrates this process.

Figure 9: CRA Process



CRA OVERVIEW & SUMMARY

The Community Redevelopment Agency is responsible for developing and implementing the Community Redevelopment Plan that addresses the unique needs of the targeted area. The Plan includes the overall goals for redevelopment in the area, as well as identifies the types of projects planned for the area within a long-term capital improvements program specific to the community redevelopment area. Projects may include a variety of elements or programs intended to spur private reinvestment in the community redevelopment area. Streetscapes and roadway improvements, building renovations, new building construction, stormwater/flood control initiatives, water and sewer improvements, parking lots, neighborhood parks, and sidewalks and street tree plantings are typical of projects funded by community redevelopment agencies across the state. The Plan can also include redevelopment incentives, such as grants and loans to private owners and businesses within the community redevelopment area, for such things as façade improvements, sprinkler system upgrades, signs, and structural improvements. The Redevelopment Plan is a document that should be reviewed and analyzed on a regular basis to meet the changing needs within the CRA; however, the boundaries of the area cannot be changed without reinitiating the Finding of Necessity process.

The information included within the previously prepared and adopted (2015) Finding of Necessity and this CRA Master Plan depict and describe the broad CRA recommendations and implementation components. These recommendations are not only a result of the CRA development review through the statutorily required Finding of Necessity but also the culmination of community and staff involvement. By implementing the recommendations of this CRA Master Plan, including the designation of the Community Redevelopment Area as depicted on **Figure 2**, the Vision of residents, business owners, property owners, and the City for the core economic and cultural center of Zephyrhills will be realized. Detailed descriptions of these recommendations are included in the Redevelopment Projects and Initiatives section of the Master Plan. The context of the Master Plan, although specific policies, recommendations, and projects may be modified over the timeframe established by this CRA to meet current needs, are the main ideas and values expressed that will remain constant.

In Summary, the CRA will strive to achieve:

Responsible Development and Redevelopment

The City and CRA are committed to maintaining and developing healthy communities, an economically viable and attractive downtown and sustainable neighborhoods to foster economic and social stability, provide for the safety and welfare of residents, provide quality housing, and ensure access to employment, education, recreation and public services.

Economic Development

The City and CRA support efforts to develop effective economic development strategies that will position the City and CRA to take advantage of current and future economic conditions by identifying key opportunities for recruitment of businesses, industries, and services that provide jobs and meet the needs of the community.

Quality of Life

The City and CRA recognize that an enhanced quality of life is essential to attract businesses, visitors and residents to the City. To that end, programs, services and activities, based on the City's award winning parks that enhance recreation facilities and amenities and provide the community with a sense of place that define Zephyrhills as a great place to live, work and recreate.



APPENDIX

A - STATUTORY REQUIREMENTS – CHAPTER 163, PART III, F.S. (SELECTED EXCERPTS)

The Community Redevelopment Act provides that certain areas that reflect conditions unsupportive of community standards may be determined locally to fall under two broad categories defined in the statute as meeting criteria that may lead to or support the continuation of “slum” and “blight”. It is important to understand that these terms have specific criteria that require a local analysis of conditions in order to determine whether a particular geographic area qualifies for the designation and benefits that come with creation of a community redevelopment area.

While the Community Redevelopment Act acknowledges the need for redevelopment in distressed areas, it also creates a mechanism by which a local government can administer change in a given area – the creation of a formal Community Redevelopment Area. Prior to its creation, the local government must adopt a resolution supported by appropriate data and analysis which allows for the legislative finding that the conditions in the area meet the criteria established by statute. The data and analysis is also required to find that the redevelopment of the area is necessary in the interest of the public health, safety, morals or welfare in order to eliminate, prevent, or remedy a shortage of housing affordable to residents of low or moderate income, including the elderly and to correct those deficiencies found to exist or be conducive to community deterioration.

In general, “Blight” is a set of negative physical circumstances that makes an area a burden to the greater community. As a whole, these circumstances discourage the development and redevelopment of individual properties in the area and within the surrounding neighborhoods.

Blight is rooted in a basic lack of investment and maintenance. The Community Redevelopment Act requires that the Finding of Necessity Report Area fit the definition of a “blighted area” if the City is to use the powers provided by the Act for redevelopment activities.

“Blighted area,” means either of the following as paraphrased from Section 163.340, Florida

Statutes:

1. “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.

2. However, the term "blighted area" also means any area in which at least one of the factors identified in paragraphs (a) through (n) are present and all taxing authorities subject to s. 163.387(2)(a) agree, either by interlocal agreement or agreements with the agency or by resolution, that the area is blighted. Such agreement or resolution shall only determine that the area is blighted. For purposes of qualifying for the tax credits authorized in chapter 220, "blighted area" means an area as defined in this subsection.

The statutes further provide that a "community redevelopment area" is defined as: "a slum area, a blighted area, or an area in which there is a shortage of housing that is affordable to residents of low or moderate income, including the elderly, or a coastal and tourist area that is deteriorating and economically distressed due to outdated building density patterns, inadequate transportation and parking facilities, faulty lot layout or inadequate street layout, or a combination thereof which the governing body designates as appropriate for community redevelopment. For community redevelopment agencies created after July 1, 2006, a community redevelopment area may not consist of more than 80 percent of a municipality."

The statutes provide that prior to exercising the benefits created by the community redevelopment authority, the City must adopt a resolution supported by data and analysis that establishes ability for the City Council to find that the conditions in the proposed CRA area meet these criteria. Specifically, the statute provides:

163.355 Finding of necessity by county or municipality.--No county or municipality shall exercise the community redevelopment authority conferred by this part until after the governing body has adopted a resolution, supported by data and analysis, which makes a legislative finding that the conditions in the area meet the criteria described in s. 163.340 (7) or (8). The resolution must state that:

- (1) One or more slum or blighted areas, or one or more areas in which there is a shortage of housing affordable to residents of low or moderate income, including the elderly, exist in such county or municipality; and
- (2) The rehabilitation, conservation, or redevelopment, or a combination thereof, of such area or areas, including, if appropriate, the development of housing which residents of low or moderate income, including the elderly, can afford, is necessary in the interest of the public health, safety, morals, or welfare of the residents of such county or municipality.

B – CHAPTER 163.387 FLORIDA STATUTES – TAX INCREMENT FINANCING

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

The annual funding of the redevelopment trust fund shall be in an amount not less than that increment in the income, proceeds, revenues, and funds of each taxing authority derived from or held in connection with the undertaking and carrying out of community redevelopment under this part. Such increment shall be determined annually and shall be that amount equal to 95 percent of the difference between:

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

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

- (a) Administrative and overhead expenses necessary or incidental to the implementation of a community redevelopment plan adopted by the agency.
- (b) Expenses of redevelopment planning, surveys, and financial analysis, including the reimbursement of the governing body or the community redevelopment agency for such expenses incurred before the redevelopment plan was approved and adopted.
- (c) The acquisition of real property in the redevelopment area.
- (d) The clearance and preparation of any redevelopment area for redevelopment and relocation of site occupants as provided in s.163.370.
- (e) The repayment of principal and interest or any redemption premium for loans, advances, bonds, bond anticipation notes, and any other form of indebtedness.
- (f) All expenses incidental to or connected with the issuance, sale, redemption, retirement, or purchase of agency bonds, bond anticipation notes, or other form of indebtedness, including funding of any reserve, redemption, or other fund or account provided for in the ordinance or resolution authorizing such bonds, notes, or other form of indebtedness.
- (g) The development of affordable housing within the area.
- (h) The development of community policing innovations.

City of Zephyrhills Community Redevelopment Area
Grant Programs for Financial Assistance

The City of Zephyrhills Community Redevelopment Area (CRA) provides opportunities and incentives for private property enhancements and improvements for both commercial and multi-family residential properties. In order to qualify for any CRA program incentive(s), the applicable property is required to be located within the adopted CRA District (See **Figure 1 - CRA Boundary** attached to this application). The CRA has a number of grant programs for eligible businesses and residences within the CRA boundary, including the items listed below. Definitions of key terms and program requirements are included in the **Appendix**.

Small Scale Projects

1. ***Improvement and Beautification Programs*** – The appearance of buildings and properties is important to creating an attractive business environment, increasing their marketability, and increasing property values. The CRA provides opportunities and incentives for private property enhancements and improvements for both residential and commercial properties through a matching grants program. Currently the CRA provides programs under this category as follows:

A. Commercial Improvement Grants

1. Matching Façade Grant – 50% reimbursement of a project with a maximum reimbursement up to \$7,500. Only one (1) grant award for one (1) category per structure/business will be awarded for a period of 5 years. Building must be structurally sound, current on property taxes, and meet (or by this project will meet) minimum building, sanitary, and fire safety codes.
 - 1.1. Sign(s) – includes removal of old sign(s) and the design, production, and installation of new signs, or renovation of existing signs, including sign lighting, in compliance with current City codes.
 - 1.2. Awnings/ Canopies - includes the removal of the old awnings/canopies and the design, production, and installation of new awnings and canopies.
 - 1.3. Facades - includes work performed on the exterior storefront of a building such as cleaning masonry (high pressure water or steam - sandblasting is prohibited on masonry structures), painting, re-pointing of mortar joints, woodwork, window and or door replacement, rebuilding historic storefronts, exposing boarded windows or other repairs. The work in this category is eligible only if part of significant exterior structural enhancements as defined by the CRA Board. The work within this category also includes the removal and disposal of old façade coverings (i.e. vinyl and aluminum cladding, window boards) as well as removal of old wood, aluminum, or stucco cladding, including the materials and services to remove the cladding.
 - 1.4. Walls, Fencing and Landscaping – includes work that removes and replaces or adds appropriate fencing and landscaping, including work which hides incompatible uses or negative site elements (i.e. storage yards, outdoor fabrication, work area, or dumpsters).
 - 1.5. Reconstruction of storefronts – includes such work as raising parapet walls, installing new doors and windows, reconfiguring entryways.

- 1.6. Lighting – includes installation of new exterior lighting if compliant with current City codes.
2. Design Assistance Grant – 50% reimbursement of the design of a project with a maximum reimbursement up to \$3,000. Design assistance includes:
 - 2.1. Architectural/Engineering services to assist with the development of a façade concept or design.

B. Multi-Family Residential or Residential Neighborhood Improvement Grants

1. Matching Façade Grant – 50% reimbursement of a project with a maximum reimbursement up to \$2,500. Only one (1) grant award for one (1) category per structure/project for a period of five (5) years. Building must be current on property taxes and meet (or by this project will meet) minimum building, sanitary, and fire safety codes.
 - 1.1. Exterior enhancements, improvements and renovations including landscaping and lighting.
2. Consulting Services Grant – 50% reimbursement of a project with a maximum reimbursement up to \$1,000.
 - 2.1. Professional consulting services provided by General Contractors, Structural Engineers, Architects, and Design Consultants; Consultant must be licensed in the State of Florida as applicable.
3. Matching Revitalization Grant – 50% reimbursement of a project with a maximum reimbursement up to \$5,000.
 - 3.1. Exterior and or Interior improvements necessary to bring the residential structure up to building, safety, and fire safety code. This grant is not intended for general property maintenance including yard maintenance or similar.
4. Paint Voucher Grant – 100% reimbursement of project with a maximum reimbursement up to \$2,000.
 - 4.1. Buckets, brushes and other paint supplies and or equipment are not eligible for reimbursement.
 - 4.2. Work to be completed by the property owner or others will require a written estimate for cost of paint, type of paint, and color. The type and color of paint proposed must be approved by the Community & Economic Development Director.

Large Scale Projects

2. ***Rehabilitation, Redevelopment and Repurposing of Existing Buildings*** - CRA supports the rehabilitation and repurposing of existing structures through grants by offering limited financial and technical assistance. The goal is to stimulate reinvestment in the CRA District, to preserve and renew the traditional retail business district, and establish the downtown as a center for convenient pedestrian-oriented commercial activities. Rehabilitation means the process of returning a property to a state of utility, through repair or alteration, which makes possible an efficient, contemporary use while preserving those portions which are significant to its historic, architectural and cultural values.

- A. Large Grant Program** - 50% reimbursement of project with a maximum reimbursement up to \$50,000 for repurposing of existing buildings including commercial projects that are hospitality, entertainment, industrial, office, technology based businesses, retail or a jobs producing entity as determined and approved by the CRA Board; and residential infill projects as defined by code.
- B. Rehabilitation Matching Revitalization Grant** – 50% reimbursement of project with a maximum reimbursement up to \$10,000 for revitalization and preservation of existing commercial buildings for exterior and code-related interior improvements including:
 - 1. Electrical work, except as related to signage or exterior lighting.
 - 2. Roof, soffit, and chimney repairs.
- C. Commercial Life Safety Compliance Grant** – 50% reimbursement of project with a maximum reimbursement up to \$5,000.
 - 1. Sprinkler systems – as required by the Florida Fire Prevention Code.
 - 2. Fire alarm systems – as required by the Florida Fire Prevention Code.
- D. Site Preparation** – 50% reimbursement of a project with a maximum reimbursement up to \$10,000 to assist with demolition and removal of obsolete structures, thereby beautifying the property and increasing its marketability.

New Construction or Programs

- 3 **Incentive Fund** - The CRA has established an Incentive Fund that allows assistance above and beyond the previously mentioned façade grants program. Applicants can make application for monies for specific items which are reviewed by the CRA Board on a case-by-case basis.
 - A. Opportunity Site Grant Program** – Provides CRA grant funds up to \$10,000 for commercial projects in pre-designated sites through a process of conceptual project review and approval of a negotiated development agreement by the CRA and City Council. Funds are provided on a 50/50 matching, reimbursement basis. Program requirements apply. Depending on the nature and type of project, including overall (estimated) costs and opportunities for return on investment.
 - B. Events and Marketing Grant** – Provides funding up to \$500 for marketing and other approved expenses for special events. The program allows for a single event to be funded for the first grant application at any time during the fiscal year, but in subsequent years an application is due April 1.
- 4 **Waivers and Reimbursements** - Up-front costs for new developments can be eased by waiving or relaxing certain site requirements and development standards and through reimbursement of various expenses involved in permitting. The City will work with Brevard County to determine and establish those circumstances where County impact fees and or fair share costs can be reduced to encourage redevelopment and infill in the CRA.
 - A. City building permit fees and plan checking fees deferral plan.** Program pays for one-half of the building permit fees (excluding building permit surcharge) based on total valuation on new buildings, structures or alterations.

- 5 *Impact Fee Assistance/Deferment Program* – Impact fees can often be an impediment to business start-up. This program exists to encourage new business along the commercial corridor. The program is meant to diversify the business mix and to utilize resources more effectively.

A. **Sewer Impact Fee Assistance** - Program pays for one-half of the Impact Fees up to \$5,000. One Impact Fee Assistance program per business may be awarded.

APPENDIX

General CRA Program Requirements.

- 1.1. Funds will be allocated on a first come first served basis and only one grant award per structure. Tenants may qualify upon receipt of written consent from the property owner.
- 1.2. A maximum of 30% of grant funding will be used for residential projects based on requests and available funds.
- 1.3. All matching grant funds awarded require an upfront matching dollar for dollar expenditure by the owner/tenant.
- 1.4. No work for which a grant is sought shall begin until authorized by the CRA Board and Community & Economic Development Director.
- 1.5. To qualify for grant funds, an application must be submitted to the CRA with all applicable permits (not part of grant request) and or estimates for work (verified by an outside source).
- 1.6. Any unapproved changes will void the grant.
- 1.7. Reimbursements paid as part of any subsequent Program require pre-approval by the CRA Board and receipts of services and or materials.
- 1.8. Amounts noted in the Programs are the maximum funds permitted; no guarantee or expectation of maximum funding is implied. CRA may approve at its sole discretion partial funding for any project.
- 1.9. By accepting funds from the CRA, the applicant agrees to an audit of the project at any time.
- 1.10. The CRA Board may attach and or impose any conditions of approval as deemed prudent and necessary in fulfillment of the requested grant program and issuance of funds. All project applications must meet, or by this project will meet, City codes, land use/zoning, and building codes.
- 1.11. Only completed applications, including all supporting documentation, will be accepted.
- 1.12. Applicants for CRA Programs and Grants must:
 - 1.12.1. Be current on property taxes, both City and County.
 - 1.12.2. Be compliant with City Codes except where the Program request will address and remedy code violations.
 - 1.12.3. Meets or, upon completion of work and funding requested, will meet minimum building, sanitary, and fire safety codes.
 - 1.12.4. Professional consulting services provided by General Contractors, Structural Engineers, Architects, and Design Consultants must be licensed in the State of Florida, as applicable.

DEFINITIONS

1. *Community Redevelopment Area (CRA)* – the area identified and adopted consistent with the City of Zephyrhills Community Redevelopment Plan – **Figure 1 - CRA Boundary**.

2. *Person* – any individual, firm, partnership, corporation, company, association, joint stock association, or body politic and includes any trustee, receiver, assignee, or other person acting in a similar representative capacity, as owner, applicant or authorized agent on behalf of a property or application.
3. *Repurpose* – the reuse, reclassification or conversion of a property, site, building, structure or similar for a use different than its current use or status.
4. *Rehabilitation* –renovations, alterations, repair, (re)construction or similar allowing the use of a property and or building/structure consistent with applicable local and state codes.
5. *Residential Infill Project* – residential development project that includes attached residential structure(s), or multi-family residential structure(s) as defined and permitted by the City of Zephyrhills City Code of Ordinances. The introduction or re-introduction of a residential project within the CRA district on existing lot(s) of record.

D – 2012 STRATEGY ASSESSMENT

The 2012 Redevelopment Strategies and their current disposition are identified below.

2012 Master Plan Strategies		Status - Recommendation
1.	Hire and charge a single point of contact to lead the community redevelopment plan implementation efforts – a “redevelopment champion” needs to be charged and held accountable for the implementation program.	<i>Completed; the City hired a Community Redevelopment Agency Director</i>
2.	Re-establish the residential and commercial redevelopment and business incentive programs to aid with business retention and relocation into the CRA.	<i>Ongoing; this program is recommended to be retained as part of this Plan</i>
3.	Consider re-establishing “Zephyrhills Spring Water” destination for tasting/tourism in downtown.	<i>Not Implemented; this strategy should be revised and or incorporated into a larger community art program including the strategic placement of water/community identifying features</i>
4.	Explore creation of a new tennis complex to allow for additional land area to be included in a request for proposals for redevelopment of the CRA-owned property at Lake Zephyr.	<i>Not Implemented; there are existing tennis facilities that can serve the community. Tennis and other facilities should be included within a park-specific master plan including, if warranted, locations. The current tennis facility location could be redeveloped as part of a public-private partnership which would increase the City's tax base and provide additional mixed use opportunities in close proximity to parks, retail and restaurants.</i>
5.	Evaluate feasibility to relocate and re-use the existing home on the CRA-owned property at Lake Zephyr for alternative revenue-producing uses within Lake Zephyr Park.	<i>Not Applicable; this strategy should be deleted based on the previous circumstances of the home. See 2015 Strategy No. X (Lake Zephyr Park/Alice Hall)</i>
6.	Continue active monitoring of the Florida Department of Transportation plans for US 301	<i>Ongoing; although the preferred alignment(s) and design have been determined, the US 301 corridor has not been constructed at this time.</i>

	to reflect the community's preferred design alternative.	<i>Monitoring as well as on-going communication with FDOT should continue</i>
7.	Begin master planning for stormwater management facilities, designed to serve as active open space to serve sites within the CRA.	<i>Ongoing; the City has awarded a Stormwater Master Planning project aimed at identifying and addressing stormwater needs within downtown and linkages between stormwater and parks facilities.</i>
8.	Re-establish dedicated downtown parking sites to expand parking, connectivity and mobility options.	<i>Ongoing; although specific parking sites have not been developed at this time, the City has preliminarily identified the need for public parking sites through the Downtown Development Code</i>
9.	Coordinate with Pasco County on the establishment of mass transit facilities and routes to serve the CRA and greater Zephyrhills area.	<i>Ongoing; mass transit is a critical component to multimodal transportation and mobility options for the residents of Zephyrhills including underserved populations.</i>
10.	Strengthen community branding and partnerships with existing corporate and community-based organizations.	<i>Not Implemented; see also Strategy No. 16. This strategy should be retained and expanded to include neighborhoods/neighborhood organizations. The CRA is currently working with the Chamber of Commerce on the "Clearly Zephyrhills" campaign. These strategies (No. 10 and 16) are recommended to be consolidated under a larger marketing program</i>
11.	Coordinate extension of utilities to provide areas with needed water, wastewater and stormwater management facilities and services.	<i>Ongoing; this strategy has been implemented on a limited basis; however, should be expanded to include sidewalks, roadway improvements, including alleys, streetlights.</i>
12.	Extend the streetscape design elements of Main Street along US 301 north to Eiland Boulevard and south to the City limits and along 6th and 7th Avenues in concert with the Florida Department of Transportation (FDOT) design plans for US 301. These designs should incorporate the principles of Context Sensitive Design and Complete Streets components.	<i>Not Implemented; this strategy should be re-evaluated based on the design and extent of Gall Boulevard (City ownership and maintenance as compared to FDOT)</i>

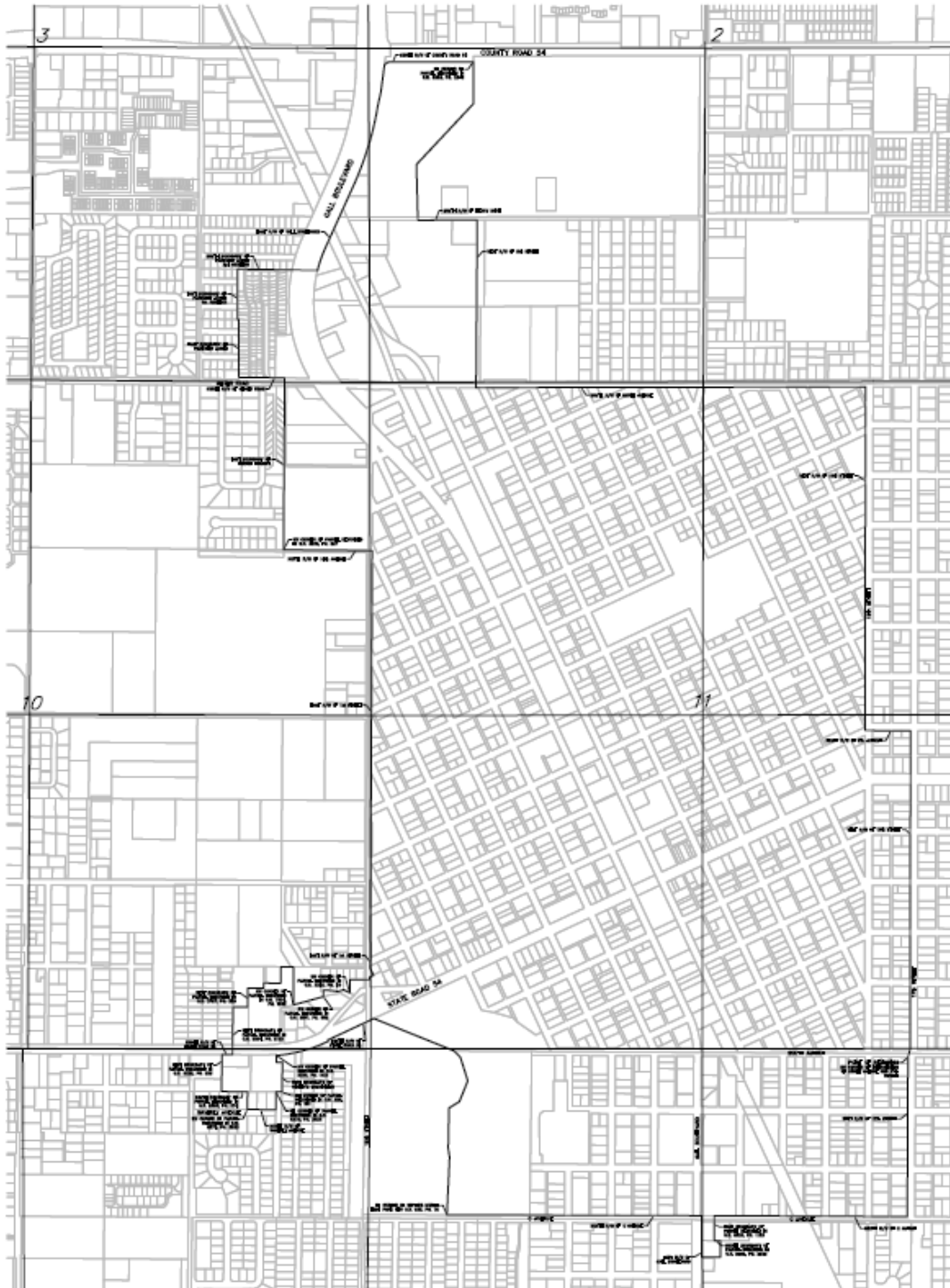
13.	Extend the mixed use zoning from the historic downtown core along US 301 to encourage redevelopment and establishment of a mix of retail, office and supporting commercial uses.	<i>In-process; see also Strategy No. 18 and 19. The City is currently developing a Downtown Development Code (form based code) addressing this strategy. These strategies (No. 13, 18 and 19) are recommended to be consolidated under a planning/code update</i>
14.	Leverage CRA funds to obtain alternative grants and funding for identified improvements and programs to enhance the economic and redevelopment desirability of the CRA.	<i>Ongoing; this strategy is recommended to be retained by this Plan</i>
15.	Evaluate publicly owned lands within the CRA for determination of surplus eligibility to expand the existing tax base and opportunities for new re-investment and development alternatives.	<i>Ongoing</i>
16.	Create formal joint marketing and business recruitment, expansion and retention efforts within the CRA with the Zephyrhills Chamber of Commerce, MainStreet and Airport.	<i>Ongoing; see also Strategy No. 10. These strategies (No. 10 and 16) are recommended to be consolidated under a larger marketing program</i>
17.	Evaluate recent state statutory changes to modify concurrency management requirements and consider eliminating or reducing their applicability within the CRA.	
18.	Consider amendments to the Mixed Use Zoning Standards to increase allowable Floor Area Ratios to at least 1.0.	<i>In-process; see also Strategy No. 13 and No. 19. The City is currently developing a Downtown Development Code (form based code) addressing this strategy. These strategies (No. 13, 18 and 19) are recommended to be consolidated under a planning/code update</i>
19.	Consider amendments to increase allowable building height to at least three (3)	<i>In-process; see also Strategy No. 13 and No. 19. The City is currently developing a Downtown Development Code (form based code) addressing this strategy. These</i>


	stories in select areas outside the Traditional City Center.	<i>strategies (No. 13, 18 and 19) are recommended to be consolidated under a planning/code update</i>
20.	As the CRA matures, continue to evaluate building heights and other design features for modification, together with other implementation tools.	<i>Comment/recommendation included with No. 13, 18, and 19.</i>
21.	Evaluate licensing of right-of-way areas along Main Street and the core downtown area for outdoor dining and entertainment consistent with activating the public realm.	<i>Not Implemented; this strategy is recommended to be retained as part of this Plan</i>
22.	Re-evaluate the recommended use of roundabouts as contained within the Comprehensive Plan for more targeted application in concert with Florida Department of Transportation plans and the city's preferred design alternative for US 301.	<i>Not Implemented; this strategy should be re-evaluated based on the design and extent of Gall Boulevard (City ownership and maintenance as compared to FDOT)</i>
23.	Extend the existing wayfinding and signage design elements throughout the CRA, together with gateway features to define the entrances to the City and CRA.	<i>Not Implemented; this strategy should be retained due to the positive impact on the community and can also serve as a unifying, neighborhood feature; can be combined with strategy No. 10 and 16</i>
24.	Focus code enforcement and minimum property maintenance efforts throughout the CRA.	<i>This strategy has been utilized but not to the fullest extent and is retained within this Plan</i>

E – CRA BOUNDARY (SKETCH AND LEGAL DESCRIPTION)

For a POINT OF BEGINNING, commence at the Southwest corner of the intersection of South Avenue and 17th Street; thence Southerly along the West right-of-way of said 17th Street, to the North right-of-way of C Avenue; thence Westerly along the North right-of-way of said C Avenue, to the Northerly prolongation of the East boundary of that parcel described in Official Records Book 8839, Page 1183, of the public records of Pasco County, Florida; thence Southerly along the Northerly prolongation and continuing along the East boundary of said parcel, to the North boundary of that parcel described in Official Records Book 8884, Page 2689, of the public records of Pasco County, Florida; thence Easterly and continuing clockwise around said parcel described in Official Records Book 8884, Page 2689, to the intersection of the South boundary of said parcel and the East right-of-way of Gall Boulevard; thence Northerly along said East right-of-way of Gall Boulevard, to the Northeast corner of the intersection of Gall Boulevard and the aforementioned C Avenue; thence Westerly along the North right-of-way of said C Avenue, to the Southeast corner of WINTERS MOBILE HOME PARK as described in Official Records Book 955, Page 76, of the public records of Pasco County, Florida; thence Northerly and continuing counterclockwise around said WINTERS MOBILE HOME PARK, to the South right-of-way of State Road 54; thence Southwesterly along the South right-of-way of said State Road 54, to the Northwest corner of that parcel described in Official Records Book 5306, Page 1128, of the public records of Pasco County, Florida; thence Southerly along the West boundary of said parcel described in Official Records Book 5306, Page 1128 and continuing along the West boundary of WINTER'S SUBDIVISION, as per the plat thereof recorded in Plat Book 8, Page 79, of the public records of Pasco County, Florida, to the Northeast corner of that parcel described in Official Records Book 288, Page 201, of the public records of Pasco County, Florida; thence Westerly along the North boundary of said parcel described in Official Records Book 288, Page 201, to the Northeast corner of that parcel described in Official Records Book 8575, Page 3625, of the public records of Pasco County, Florida; thence Southerly along the East boundary of said parcel described in Official Records Book 8575, Page 3625, to the North right-of-way of Waverly Avenue; thence Westerly along said North right-of-way of Waverly Avenue, to the Southwest corner of that parcel described in Official Records Book 8874, Page 3983, of the public records of Pasco County, Florida; thence Northerly along the West boundary of said parcel described in Official Records Book 8874, Page 3983, to the South boundary of that parcel described in Official Records Book 9200, Page 274, of the public records of Pasco County, Florida; thence Westerly and Northerly along the South and West boundaries of said parcel described in Official Records Book 9200, Page 274, and continuing along the West boundary of that parcel described in Official Records Book 5292, Page 593, of the public records of Pasco County, Florida, to the South right-of-way of the aforementioned State Road 54; thence Easterly along said South right-of-way of State Road 54, to the Southerly prolongation of the West boundary of that parcel described in Official Records Book 8954, Page 2103, of the public records of Pasco County, Florida; thence Northerly along said Southerly prolongation and continuing along the West boundary of said parcel described in Official Records Book 8954, Page 2103, and continuing Easterly along the North boundary of said parcel described in Official Records Book 8954, Page 2103, to the West boundary of that parcel described in Official Records Book 3707, Page 359, of the public records of Pasco County, Florida; thence Northerly and continuing clockwise around said parcel described in Official Records Book 3707, Page 359, to the Southwest corner of that parcel described in Official Records Book 7834, Page 1882, of the public records of Pasco County, Florida; thence Northeasterly along the South boundary of said parcel described in Official Records Book 7834, Page 1882, to the Southwest corner of that parcel described in Official Records Book 3871, Page 608, of the public records of Pasco County, Florida; thence Northerly and Easterly along the West and North boundaries of said parcel described in Official Records Book 3871, Page 608, to the Southwest corner of that parcel described in Official Records Book 3342, Page 49, of the public records of Pasco County, Florida; thence Northerly and Easterly along the West and North boundaries of said parcel described

in Official Records Book 3342, Page 49, and continuing along the Easterly prolongation thereof, of said parcel, to the east right-of-way of 1st Street; thence Northerly along said East right-of-way of 1st Street, to an intersection with the North right-of-way of 14th Avenue; thence Westerly along the North right-of-way of said 14th Avenue, to the Southwest corner of that parcel described in Official Records Book 3626, Page 537, of the public records of Pasco County, Florida; thence Northerly along the West boundary of said parcel described in Official Records Book 3626, Page 537, continuing along the East boundary of FOREST HEIGHTS, as per the plat thereof recorded in Plat Book 8, Page 10, of the public records of Pasco County, Florida, and the Northerly prolongation thereof, to the North right-of-way of Geiger Road; thence Westerly along the North right-of-way of said Geiger Road, to the East boundary of PARKVIEW ACRES, as per the plat thereof recorded in Plat Book 8, Page 52, of the public records of Pasco County, Florida; thence Northerly along the East boundary of said PARKVIEW ACRES and continuing along the East boundary of PARKVIEW ACRES 1st ADDITION, as per the plat thereof recorded in Plat Book 8, Page 80, of the public records of Pasco County, Florida, to the South boundary of PARKVIEW ACRES 2nd ADDITION, as per the plat thereof, recorded in Plat Book 8, Page 116, of the public records of Pasco County, Florida; thence Easterly along the South boundary of said PARKVIEW ACRES 2nd ADDITION and continuing along the Easterly prolongation thereof, to the East right-of-way of the aforementioned Gall Boulevard; thence along the East right-of-way of said Gall Boulevard, to the South right-of-way of County Road 54; thence Easterly along the South right-of-way of said County Road 54, to the Northeast corner of that parcel described in Official Records Book 8668, Page 2843, of the public records of Pasco County, Florida; thence Southerly along the East boundary of said parcel described in Official Records Book 8668, Page 2843 and continuing along the Southerly prolongation thereof, to the South right-of-way of Henry Drive; thence Easterly along the South right-of-way of said Henry Drive, to the West right-of-way of 8th Street; thence Southerly along the West right-of-way of said 8th Street and continuing along the Southerly prolongation thereof, to the South right-of-way of North Avenue; thence Easterly along the South right-of-way of said North Avenue, to the West right-of-way of 16th Street; thence Southerly along the West right-of-way of said 16th Street, to an intersection with the South right-of-way of 6th Avenue; thence Easterly along the South right-of-way of said 6th Avenue, to the West right-of-way of the aforementioned 17th Street; thence Southerly along the West right-of-way of said 17th Street to the POINT OF BEGINNING.



	SKETCH City of Sault Ste. Marie Community Redevelopment Agency Area	
	PROJECT NO. 2023-001 DATE 10/10/2023	SCALE 1" = 100' SHEET 1 OF 1
	PREPARED BY: J. D. Danson CHECKED BY: J. D. Danson DATE 10/10/2023	DRAWN BY: J. D. Danson DATE 10/10/2023
	PROJECT LOCATION: 1000 1st St. S. Sault Ste. Marie, MI 49783	