

## Chapter 7

# ***Implementation***

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### ***Introduction***

The findings and strategies described in the previous chapters provide the foundation for the goals, objectives and action steps outlined in each of the action programs. Redevelopment is a long-term activity. To be successful, it will involve cooperation between various public and private entities and a continuity of action through successive city commissions and administrations. Implementation of this plan will require the coordinated efforts of the Community Redevelopment Agency, local business, lending institutions, property owners, community residents, and city and county governments. The efforts of these stakeholders will be joined through the employment of various organizational, legal, funding and promotional techniques to productively implement the plan over its duration. While leadership is an elusive quality, it is the single most important issue for successful execution of the Community Redevelopment Plan. This leadership must come from both the public and private sectors. The achievement of some goals and objectives will require considerably more leadership, effort and collaboration because of their complexity and/or importance to the overall revitalization program. A successful redevelopment program also requires open lines of communication and relationships between all sectors and facets of the community.

### ***The Players***

#### **The City Commission**

Clewiston's City Commissioners have been established as the Community Redevelopment Agency (CRA) subject to and consistent with the Florida Community Redevelopment Act of 1969. The CRA is a separate and distinct legal entity which is independent from the Clewiston City Commission. The powers assigned to a CRA under Chapter 163.358, F.S. include:

1. Declare areas as slum and blight;
2. Approve Community Redevelopment Plans and modifications thereof;
3. Issue revenue bonds; and
4. Acquire, remove or dispose of property.

To fulfill these powers, there are many coordinating functions under the purview of the CRA. These include:

- Tax increment financing (TIF)

- Grants and loans
- Public/private partnerships
- Issuing requests for proposals (RFP)
- Land Exchanges
- Development review (design review)
- Marketing
- Agreements
- Retaining experts and consultants

Initially, the primary support staff to the CRA will be the City of Clewiston's staff and consultants. It is recommended that a Clewiston Community Redevelopment Advisory Board (CCRAB) be created. The CCRAB shall be an advisory board comprised of the stakeholders in the redevelopment process who assist the CRA with policy and activity recommendations.

### **City Administration**

Staff's principle function is the administration and coordination of the redevelopment program. The city administration acts to carry out CRA policy. In collaboration with the Advisory Board (CCRAB), city staff also advises the CRA on policy options and constraints. City staff may also be instrumental in seeking grant funding to carry out the projects of this plan and will coordinate CRA proposals with other regulatory agencies having jurisdiction.

### **Civic leaders**

Under this category, we include such organizations as the Clewiston Chamber of Commerce, the Clewiston Rotary Club and the Clewiston Lions Club. These organizations provide a natural institutional memory and play a vital role in this process. Their support and active involvement in this effort is essential for success. These civic leaders must also be ambassadors of the redevelopment program. They need to be involved in the realization of the plan and involve the community through outreach.

### **Private Sector**

Private property owners, developers and tenants are the primary basis for a successful redevelopment program. The leadership of real estate companies and developers should provide essential entrepreneurial vision and initiative that will create profitable enterprises and the creation of an attractive Downtown Clewiston. The involvement of local banks under the Community Reinvestment Act should provide financing for private development.

## **CBD Merchants**

The CRA and private owners and developers will be responsible for improving the physical condition of streets, buildings and public places within the redevelopment area, especially the downtown. Upgrading of buildings, sidewalks, parking, storefronts and other infrastructure is intended to expand the potential for business activities downtown however, these upgrades will only bring an appropriate level of economic activity if businesses are established, expanded, promoted and supported. It is essential for the success of this redevelopment effort that downtown merchants support the redevelopment plan and work with the CRA, both individually and through their organizations, in the improvement, maintenance and promotion of the redevelopment area.

## ***The Tools***

The CRA has four primary functions for which it needs significant funding:

- The construction of public improvements such as improving streetscapes and parking.
- Land assembly for public and public/private partnerships and parking.
- Marketing the Redevelopment Area.
- Leveraging grants and other funding instruments.

## **General Description of Proposed Financing Method**

The CRA Board is authorized to finance projects within the Community Redevelopment Area with financial assistance from city, county, state and federal governments; tax increment funds; CRA bonds; donations; loans from private financial institutions; the lease or sale of CRA-owned property; or any other available source, public or private.

The CRA is also authorized to obtain advances, borrow funds, and create indebtedness in carrying out the Redevelopment Plan. The principal and interest on such advances, funds and indebtedness may be paid from tax increments or any other funds available to the CRA. Advances and loans for operating capital may be provided by the city until adequate tax increment or other funds are available to repay the advances and loans and to permit borrowing adequate working capital from sources other than the city. The city may also, at the request of the CRA, supply additional assistance through loans and grants for various public projects.

## **Redevelopment Trust Fund**

Redevelopment program funding and accounting is administered through a Redevelopment Trust Fund(RTF), created by a Board of Commissioners-passed ordinance. Subsequent to adoption of the Redevelopment Plan, the Trust Fund is

established and, according to statute, provides for the collection of tax increment revenues to finance capital improvements. This technique is known as Tax Increment Financing, (TIF). Upon adoption, the ordinance specifies the base valuation of the property located within the boundaries of the Area. Thereafter, 95% of city and county-general fund taxes assessed by qualified taxing authorities on future increases in the value of properties contained in the CRA are reinvested into the area through the RTF. Local taxing authority monies (i.e. school board, Southwest Florida Water Management District and Juvenile Welfare Board) are not included in this computation and continue to flow into their respective funds.

The CRA may use this RTF as collateral for loans or leverage for grants, creating indebtedness, operating capital, or in general to accomplish any of the requirements of the CRP that necessitate capital input. Neither the members of the CRA nor any persons executing indebtedness in behalf of financing the Plan are liable personally for such indebtedness. The CRA shall not use any county tax increment money for water or sewer improvements. The bonds and other obligations of the CRA are not a debt of the City of Clewiston or the county, nor are the obligations payable out of any funds or properties other than those of the CRA.

### **Local Financing**

As indicated, Tax Increment Financing (TIF) is means of using property taxes from new development property valuation increases to assist in paying for public improvements that stimulate development. However, TIF may not generate sufficient revenue to cover all redevelopment investment, such as, major property acquisition or long-term maintenance of streetscapes. As a result, the city and the CRA will need to consider additional or alternative methods of financing. These methods include, but are not limited to:

- The city's general fund;
- Establishment of a Special Improvement District and Special Maintenance District;
- Issuance of General Obligation Bonds.

### **Other Loans and Grants**

Any other loans, grants and guarantees or financial assistance from the federal or state governments, or any other public or private source will be used, if available. These could include, but are not limited to:

- Community Development Block Grants (the use of this source is already in progress for a portion of this CRA).
- Rental Rehabilitation Grants.

- Conventional loans to meet Community Redevelopment Act requirements.

### ***Estimated Tax Collections***

Because TIF is intended to be one of a variety of sources of revenue for implementation of the Plan, the ad valorem increment needs to be estimated. Assessed valuation of the downtown has increased marginally over the past few years, and without CRA initiatives, this trend will continue. Additionally, the lack of new construction has meant that improvements have likely been depreciating at the standard rate of 1.5 percent per year (this depreciation has off-set other inflationary gains). Therefore, without the CRA stimulating new development, the annual increment above the current base year will likely remain below two and one half percent. The plan has identified conditions that indicate a continuation of this marginal growth and possibly of even a downward trend without the incentives provided by the CRA to upgrade and intensify uses in this area.

The following table defines the present tax base and is derived from statistics supplied by the County Tax Appraiser’s office. It is based on the actual value of all taxable properties located within the CRA. The table further projects expected general fund revenues accruing to the County and the City and revenues accruing to the CRA Trust Fund over a thirty-year period. It is based on a two and one half percent increase per year in taxable property valuation.

Figure 7.1  
Estimated Tax Increment

Area Tax Base	Tax Base increment @ 2.5% annual increase	Total tax base plus increment	Millage Rate	General Fund Revenue	Statutory Limit 95%	Annual Redevelopment	Cumulative Redevelopment Trust
0							
1	75,937,863.00	1,898,446.58					
2	77,836,309.58	1,945,907.74					
3	79,782,217.31	1,994,555.43	0.012021	23,391.76	95%	22,222.17	22,222.17
4	81,776,772.75	2,044,419.32	0.012021	23,976.55	95%	22,777.72	44,999.89
5	83,821,192.07	2,095,529.80	0.012021	24,575.96	95%	23,347.17	68,347.06
6	85,916,721.87	2,147,918.05	0.012021	25,190.36	95%	23,930.85	92,277.90
7	88,064,639.91	2,201,616.00	0.012021	25,820.12	95%	24,529.12	116,807.02
8	90,266,255.91	2,256,656.40	0.012021	26,465.63	95%	25,142.34	141,949.37
9	92,522,912.31	2,313,072.81	0.012021	27,127.27	95%	25,770.90	167,720.27
10	94,835,985.12	2,370,899.63	0.012021	27,805.45	95%	26,415.18	194,135.44
11	97,206,884.75	2,430,172.12	0.012021	28,500.58	95%	27,075.56	221,211.00
12	99,637,056.86	2,490,926.42	0.012021	29,213.10	95%	27,752.44	248,963.44
13	102,127,983.29	2,553,199.58	0.012021	29,943.43	95%	28,446.26	277,409.70
14	104,681,182.87	2,617,029.57	0.012021	30,692.01	95%	29,157.41	306,567.11
15	107,298,212.44	2,682,455.31	0.012021	31,459.31	95%	29,886.35	336,453.46
16	109,980,667.75	2,749,516.69	0.012021	32,245.80	95%	30,633.51	367,086.96
17	112,730,184.44	2,818,254.61	0.012021	33,051.94	95%	31,399.34	398,486.31
18	115,548,439.06	2,888,710.98	0.012021	33,878.24	95%	32,184.33	430,670.63
19	118,437,150.03	2,960,928.75	0.012021	34,725.19	95%	32,988.93	463,659.57
20	121,398,078.78	3,034,951.97	0.012021	35,593.32	95%	33,813.66	497,473.23
21	124,433,030.75	3,110,825.77	0.012021	36,483.16	95%	34,659.00	532,132.23
22	127,543,856.52	3,188,596.41	0.012021	37,395.24	95%	35,525.47	567,657.70
23	130,732,452.93	3,268,311.32	0.012021	38,330.12	95%	36,413.61	604,071.31
24	134,000,764.26	3,350,019.11	0.012021	39,288.37	95%	37,323.95	641,395.26
25	137,350,783.36	3,433,769.58	0.012021	40,270.58	95%	38,257.05	679,652.31
26	140,784,552.95	3,519,613.82	0.012021	41,277.34	95%	39,213.48	718,865.79
27	144,304,166.77	3,607,604.17	0.012021	42,309.28	95%	40,193.81	759,059.61
28	147,911,770.94	3,697,794.27	0.012021	43,367.01	95%	41,198.66	800,258.27
29	151,609,565.21	3,790,239.13	0.012021	44,451.18	95%	42,228.63	842,486.89
30	155,399,804.34	3,884,995.11	0.012021	45,562.46	95%	43,284.34	885,771.23
				46,701.53	95%	44,366.45	930,137.68
						930,137.68	

## ***The Program***

To achieve a positive vision for the future of Clewiston, leadership will be required from elected officials, with the strong support of the public and the cooperation and assistance of the private sector and public agencies. A long-term commitment of political, financial, and technical resources from all stakeholders in the redevelopment process will be vital to its success.

It is generally accepted that redevelopment is inevitable if the community is to be sustainable and that redevelopment should be planned for to maximize its potential for success in a cost effective manner. Redevelopment has the potential to both preserve community values and enhance the quality of life in Clewiston.

Effective redevelopment planning will build upon the existing classic City Beautiful design of John Nolan, preserving the character of established neighborhoods while channeling growth into appropriate nodes, corridors, and districts.

If the current economic vitality of Clewiston is to be maintained over the long term:

- Over 100 new primary industries high-wage jobs must be created over the next twenty years.
- In order to successfully compete with other communities to attract and retain high-wage primary employers, the CRA will need to offer infrastructure, improvements and incentives to qualifying companies.
- To support a robust local economy, redevelopment efforts must focus on maintaining adequate and balanced real estate inventory to meet the needs of the residential and commercial interests.
- To create a vital tourism industry in Clewiston, redevelopment must focus on upgrading tourist accommodations; address the 9 “P’s” of tourism (Product, Price, Place, Promotion, Positioning, Programming, Packaging, Partnerships and People) and not just the 6 “B’s” of Fishing (Boys, Beer, Beans, Boat, Bait, and Bass). The CRA’s overall attractiveness to visitors must be based in being the jump off point for ecotourism as well as consumptive resource tourism.

The increased housing costs that accompany the eventual build-out of properties within the CRA represent a significant challenge to future economic prosperity, and must be addressed through the deliberate creation of a range of residential options. In order to accommodate the growth needed to sustain the local economy and improve the quality of life for residents, it will be necessary to update urban land use patterns in appropriate areas. The inevitability of change must be acknowledged, but redevelopment planning can help ensure that the changes are positive ones.

Land development regulations created years ago for greenfield conditions may be revised to adapt to a redevelopment environment. Redevelopment planning in Clewiston must focus on the demolition of obsolete structures to make way for the new, and also on the preservation and rehabilitation of viable existing buildings, especially those that meet the needs of the community.

The increased housing costs that accompany build-out represent a significant challenge to future economic prosperity, and must be addressed through the deliberate creation of a range of residential options. In order to accommodate the growth needed to sustain the local economy without compromising our high quality of life, it will be necessary to create more urban land use patterns in appropriate areas.

### ***The Mission***

The Clewiston Community redevelopment Agency has the administrative ability to allocate tax increment financing and is considered a semi/quasi-public organization under statute 163. The CRA was established to facilitate a means to improve the physical, economic, social, and cultural character of the Clewiston CRA as conditions of slum and blight are eliminated. The purpose and intent of the CRA district is to provide a means to enable mixed use urban, compact, densely developed, pedestrian-oriented development and light industrial economic development that is consistent with the Clewiston comprehensive plan and eliminates slum and blight.

### ***The Vision***

From the questionnaires, the following vision has evolved from community feedback:

Clewiston will be a vital rural small town, which serves as a refuge from the big city, a place for rest, recreation or vacation for visitors. The city will be known for its clean lushly landscaped streetscapes with superior signage and appropriate street art. Clewiston will be a pedestrian-friendly place where residents and visitors can stroll on clean sidewalks or ride bicycles on well-marked trails along well groomed canals and well-kept parks. A reduction of truck traffic on the retail corridor will occur via a truck route which will bypass the city.

Citizens envisioned an attractive, clean well-lighted and thriving CBD district, with full occupancy of buildings, renovation of structures, and a variety of retail, dining, and outdoor cafes. Mixed-use developments including retail and residential were also suggested. A downtown will be created in the CBD, a well planned and executed place, themed to attract tourists but well able to take care of the day-to-day needs of Clewiston residents. Outdoor cafes and programmed entertainment will provide gathering points for family activities and evening entertainment. Festivals and events supporting ecotourism and seasonal holidays will serve the local public as well as the tourist.

Citizens imagined their future neighborhoods retaining an old-Florida look, even for remodeling and new construction. CRA-based community policing/neighborhood watch

program would promote safety and security, as would more lighting. Suggestions for new housing included a retirement community, upscale housing for professionals, and affordable housing Clewiston's neighborhoods. This will be accomplished by rehabilitating single family homes, creating mixed use housing, and eliminating residential mobile homes with safe alternatives such as hurricane-proof manufactured housing or infill houses. The neighborhoods will be crime-free areas that are friendly to both seniors and children.

Clewiston's economy will be boosted by medical and professional facilities serving both coasts; stable, green industries in the industrial zones; and new educational partnerships which train the workforce for new industries. Reliance on non-polluting industry would be increased, as would the creation of parks.

### ***The Values***

Values espoused by the citizens of Clewiston through questionnaires include:

- Strong city leadership;
- Strong sense of community spirit,
- Intimate small town atmosphere;
- Rural setting with accessible wilderness and wildlife;
- Good citizenship;
- Central location;
- High quality of life through a clean community, good healthcare, and recreational facilities.

## ***The Goals***

- Goal 1:** Through the active use of personal petition, multimedia materials and the Internet, the CRA will boost the participation, cooperation, and support of the people engaged in and affected by the Clewiston Community Redevelopment Area.
- Goal 2:** Within the first 24 months the CRA will create a program to attraction, retention, and expansion of businesses that provide high-wage jobs that are very important for the continued economic health of Clewiston.
- Goal 3:** To mitigate cost differentials between redevelopment projects and green- field developments that negatively affect redevelopment opportunities and the ability to retain and attract high-wage jobs.
- Goal 4:** Within 5 years, the CRA will bolster investment and reinvestment in economic development, redevelopment and business incentives, and public/ private partnerships that are required to meet CRA redevelopment goals.
- Goal 5:** Within 10 years, the CRA will begin to mitigate greyfield (and brownfield) sites for redevelopment opportunities making available tracts of land that are of the proper size, have adequate infrastructure capacity, and have known development entitlements in order to facilitate the expansion and attraction of target employers.
- Goal 6:** Within 12 months, the CRA will begin to act to fulfill the vision of the community for the CRA. The Community recognizes that without the proper planning sustainable development may not occur or will occur in an ad hoc, random fashion. The CRA will facilitate enhanced community design, an important and legitimate objective of redevelopment activities, because how a community looks, feels, and functions largely depends on how it is designed.
- Goal 7:** Within 5 years, the CRA will promote the integration of pedestrian traffic with vehicular traffic.
- Goal 8:** To promote the CRA as a focal point of the community and to maintain a setting whereby services for people to live workshop and to be entertained without leaving the city can be provided.
- Goal 9:** Within 24 months, the CRA will take advantage of innovative planning and financing opportunities to meet economic development and redevelopment objectives.

**Goal 1:** *Through the active use of personal petition, multimedia materials and the Internet, the CRA will boost the participation, cooperation, and support of the people engaged in and affected by the Clewiston Community Redevelopment Area.*

**Objective 1.1:** Within the first year, the CRA will facilitate an ongoing exchange of ideas with the public and to promote understanding of the redevelopment process.

**Action Steps:**

1. Actively communicative the goals and objectives of the Community Redevelopment Agency to gain support for the CRA through the publication and distribution of the Community Redevelopment Plan. Copies to the libraries, and affected government agencies and posted to the internet.
2. Workshop with Real Estate Brokers to prepare a brochure: “Guide to Redevelopment in the Clewiston CRA for Developers”, describing objectives, strategies, and opportunities for real estate development.
3. Conduct public education efforts to convey the importance and objectives of redevelopment to the citizenry through the creation of a threefold brochure in English and Spanish placed in public areas.
4. Initiate a coordinated effort with and through the media to facilitate understanding and provide visibility for redevelopment objectives and initiatives.
5. Encourage broad-based public support and consensus for redevelopment strategies through the public hearing process.

**Objective 1.2:** In the second year the CRA will encourage the public to participate in policy and plan making for the CRA through a Public Involvement Process.

**Action Steps:**

1. Use a wide variety of interactive planning and design techniques, questionnaires, interviews, and charettes on a yearly basis to update the public and foster neighborhood acceptance of the Community Redevelopment Plan and the CRA’s redevelopment policies and projects.
2. Require public participation in pre-planning for major redevelopment projects.
3. Work with the office of Dr. Egley of Clewiston High School to develop ways for students to be involved in educational issues surrounding redevelopment and entrepreneurship.

**Objective 1.3:** Promote and enhance staff orientation and elected official support of the CRA.

**Action Steps:**

1. On an ongoing basis the CRA will conduct ongoing interagency communications between and among regulatory and economic development staff and the CRA, regarding redevelopment requirements.
2. On an ongoing basis, work with building and public safety officials to enhance their redevelopment-friendly orientation and create an understanding of the special needs of redevelopment, infill, and rehabilitation projects.
3. Within 6 months of their election conduct orientation sessions for public officials to describe redevelopment objectives, opportunities, and tools employed to achieve desired outcomes.
4. As soon as financially feasible, hire an executive director for the Clewiston Community Redevelopment Agency on a part-time and eventually full-time basis.

**Objective 1.4:** Within the first year, the CRA will engage the private sector through personal contact, media and the internet, in order that those involved in the redevelopment process understand, appreciate, and are prepared to meet the objectives of communities in which they work.

**Action Steps:**

1. Encourage collaboration and participation between the public and private sectors through a regularly series of workshops or a service learning program.
  - a. The private sector needs to engage the public to obtain consensus on both broad and specific redevelopment proposals at an early stage in the process so that community input can be timely and productive. This may be addressed through the Request for expressions of Interest (RFI) process.
  - b. The private sector should commit to creating quality projects that meet or exceed community expectations as articulated in the community vision. This may be encouraged through the use of incentives.

**Objective 1.5:** Establish public/private partnerships for the implementation of redevelopment and investment initiatives

**Action Steps:**

1. Create public/private partnerships to facilitate investment in the community through the tools available to the CRA through FS 163.
2. Pursue grant or subsidy support for projects that provide significant public benefit. Programs such as CBDG, SHIP at the state level or federal programs.
  - a. Actively participate in the improvement of the community through the use of development agreements.

**Objective 1.6:** The private sector will be encouraged to partner with CRA to assist in redevelopment planning and implementation.

**Action Steps:**

1. The private sector will be actively solicited to participate in and endorse policy directions and work with the public sector to advance plan objectives.
  - a. The private sector will be regularly petitioned to provide input on issues, techniques, and resources necessary for redevelopment planning and implementation.

**Goal 2:** *Within the first 24 months the CRA will create a program to attraction, retention, and expansion of businesses that provide high-wage jobs that are very important for the continued economic health of Clewiston.*

**Objective 2.1:** Identify target employment criteria in order to attract and retain high-wage businesses.

**Action Steps:**

1. Identify, recruit, and retain desired key businesses through a comprehensive program working with county, state and federal agencies.
2. Evaluate the assets of Clewiston CRA as a business location.
3. Evaluate the liabilities of Clewiston CRA as a business location and take action to mitigate them.
4. Give priority to the retention and recruitment of businesses that create jobs paying wages above the countywide average.

5. Give priority to the retention and recruitment of locally-headquartered primary employers who will expend the majority of their business revenue in the Clewiston CRA (i.e. assisted living facilities for seniors).

**Objective 2.2:** Adopt and administer redevelopment incentive programs based on approved criteria intended to promote desirable projects and the retention and attraction of primary employers.

**Action Steps:**

1. The CRA will establish and maintain a set of incentives deemed appropriate to enhance redevelopment opportunities.
2. The CRA will establish performance criteria that must be satisfied as a precondition for receiving public incentives.
3. The CRA will determine financial and regulatory incentives to offset the effort and investment necessary to deal with the complexity of redevelopment projects.
4. The CRA will examine density and/or intensity bonus incentives for desired redevelopment projects, based on planning objectives, market conditions, and infrastructure capability.

**Objective 2.3:** Within the first 36 months, the CRA will provide incentives to support training and educational needs of the local workforce to promote employer retention/attraction.

**Action Steps:**

1. The CRA Advisory Board will work with CRA employers to identify the training and educational needs of the current and future Clewiston workforce.
2. Support local employer recruitment through workforce training programs and/or supply on the job training for local youth
3. Facilitate the establishment of public/private partnerships to include educators and workforce agencies to provide continued training for CRA employers.
4. Recognize the beneficial role that an educated workforce plays in attracting and retaining primary employers. Work with school board to expand continuing education programs for residents to include specialized vocational training and trade certification (e.g. Bi-lingual training, classes on landlord or property management, basic house repairs, computer applications job seeking, writing resumes, electrical or plumbing trades)

5. Partner with local colleges and universities to recognize and meet the educational needs of the current and potential CRA workforce. Key programs should involve medical services, computers and education.
6. Establish a Web Site for providing local information, including a list of businesses and service providers in the Study Area.

***Goal 3:*** *To mitigate cost differentials between redevelopment projects and green- field developments that negatively affect redevelopment opportunities and the ability to retain and attract high-wage jobs.*

**Objective 3.1:** Define and make available to the private sector a selection of strategies and incentives intended to reduce the cost differentials of redevelopment projects.

**Action Steps:**

1. Within 36 months, the CRA will identify standards and regulations that may have the potential to reduce redevelopment cost differentials as well as those, which add to the differentials.
2. Within 36 months, the CRA will petition the City commission to amend or delete local codes, procedures, and processes that add to redevelopment cost differentials.

**Objective 3.2:** Coordinate redevelopment incentives with private-sector considerations, including lender/investment feasibility for business opportunities and carrying costs attendant to redevelopment

**Action Steps:**

1. Within 36 months, working with financial institutions the CRA will establish a program of grant and/or loan incentives to offset cost differentials, including education about existing opportunities.
2. Work with lending institutions to develop redevelopment-focused programs.
3. Foster a better understanding of carrying costs attendant to redevelopment and their implications for the success of a project. Create an education program using this information to inform the public through the internet
4. Recommend development standards and regulations that may have the potential to reduce redevelopment cost differentials to the City Commission.

**Goal 4:** *Within 5 years, the CRA will bolster investment and reinvestment in economic development, redevelopment and business incentives, and public/private partnerships that are required to meet CRA redevelopment goals.*

**Objective 4.1:** Ensure the availability of capital to invest in redevelopment and the attraction/retention of target employers.

**Action Steps:**

1. Support target employer recruitment through land, building, or equipment purchases.
2. Establish and utilize a coordinated CRA loan program to attract and retain target industry.
3. Solicit and secure public investment for redevelopment tied to expansion of high-wage target employer jobs.
4. Give priority to local capital improvement needs within the CRA.
5. Propose redevelopment projects where public investment will support project completion with increased return on investment.
6. Make available capital funding to support private proposals, which meet specific funding criteria.
7. Make the funding of infrastructure to support redevelopment and economic development a priority when soliciting the City of Clewiston for assistance.

**Objective 4.2:** Within 2 years, establish a program of strategies and incentives to preserve and enhance the local tourism industry.

**Action Steps:**

1. Provide financial and regulatory incentives to offset the high cost of creating new tourist accommodations such as bed and breakfasts and encourage the renovation of the existing stock of units.
2. Create, with the assistance of stakeholders, a Tourism and Recreation Master Plan for the CRA, which complements the Statewide Comprehensive Outdoor Recreation Plan (SCORP).

3. Create partnerships with tourism stakeholders to create a tourism program based in ecotourism resource management.
4. Create and distribute to nonprofit organizations, conservation groups, and university a “Request for Interest” (RFI) for the creation of the Lake Okeechobee and Everglades Educational Resource Center or similar destination project within the CRA.

***Goal 5:*** *Within 10 years, the CRA will begin to mitigate greyfield (and brownfield) sites for redevelopment opportunities making available tracts of land that are of the proper size, have adequate infrastructure capacity, and have known development entitlements in order to facilitate the expansion and attraction of target employers.*

**Objective 5.1:** Identify and implement redevelopment supportive measures that assist in the reuse of greyfield and brownfields.

**Action Steps:**

1. Identify surplus and non-environmentally sensitive lands for entitlement and redevelopment.
2. Establish, maintain, and publicize a catalog of properties appropriate for redevelopment, including
3. The availability of adequate infrastructure.

**Objective 5.2:** Use public sector resources to assist in assembling tracts of land appropriate for redevelopment/infill.

**Action Steps:**

1. Identify locations where land assembly would enable infill and/or redevelopment.
2. Give priority to the assembly of sites having adequate infrastructure to meet the needs of redevelopment projects.
3. Provide public assistance with the process and cost of land assembly to accomplish redevelopment objectives.
4. Identify and dedicate revenue sources for the purchase and assembly of land for redevelopment.

**Objective 5.3:** Use public/private partnerships to provide redevelopment- supportive infrastructure.

**Action Steps:**

1. Develop public/private partnerships for infrastructure cost sharing to promote redevelopment.

**Objective 5.4:** Develop criteria for the identification and sale or lease of surplus and non-environmentally sensitive public lands.

**Action Steps:**

- a. Identify, acquire, remediate, and assist with the redevelopment of greyfield and/or brownfield sites, consistent with community goals.
- b. Take advantage of state and federal funding and mitigation programs to assist with the costs of acquiring and redeveloping greyfield and/or brownfield sites.
- c. Implement methods for limiting liability when redeveloping brownfield sites.
- d. Explore methodologies for recycling of greyfield and/or brownfield sites.
- e. Classify “flydumping” as a reportable crime, involve community members in monitoring litter on a block by block basis; organize community litter pick-up.
- f. Enforce housing standards and prosecute building violations

**Goal #6:** *Within 12 months, the CRA will begin to act to fulfill the vision of the community for the CRA. The Community recognizes that without the proper planning sustainable development may not occur or will occur in an ad hoc, random fashion. The CRA will facilitate enhanced community design, an important and legitimate objective of redevelopment activities, because how a community looks, feels, and functions largely depends on how it is designed.*

**Objective 6.1:** Preserve and protect, through neighborhood plans and other proactive measures, existing neighborhoods in order to maintain and enhance their general character.

**Action Steps:**

1. Consider the use of charette planning and design techniques to foster the creation of neighborhood plans.

2. Ensure that existing neighborhood concerns are addressed within redevelopment plans.
3. Ensure that redevelopment projects have either neutral or positive impacts on existing neighborhoods.
4. Hold neighborhood meetings before projects come to public hearing, to provide a way to identify and work out issues of concern. Increase community cohesion with neighborhood wide events e.g. street parties, clean-ups, watch groups, beautification programs.
5. Include individuals and neighborhood organizations within public information distribution processes to identify potentially controversial as well as desirable project aspects prior to development review.

**Objective 6.2:** Include community and neighborhood renewal in redevelopment planning.

**Action Steps:**

1. Provide economic support to preserve and enhance existing residential neighborhoods through the creation of neighborhood associations.
2. Allow neighborhood organizations to contribute to redevelopment policy decisions in their local community.
3. Continue and expand local government incentives for the rehabilitation of existing housing units.

**Objective 6.3:** Ensure that the provision of incentives and other local actions are consistent with economic development and redevelopment objectives and approved local plans.

**Action Steps:**

1. Limit the provision of incentives to projects that are consistent with approved local plans or meet other defined economic development and redevelopment objectives.
2. Where resources for the provision of infrastructure improvements are limited, direct these improvements to support the fulfillment of local plans or other defined economic development and redevelopment objectives.

3. Limit amending local plans on an ad hoc basis to accommodate individual projects.
4. Implement policies intended to ensure that real estate planned for primary employers is preserved, by limiting the conversion of land designated for residential and office uses to other uses.

**Objective 6.4:** Emphasize the aesthetic quality of public buildings, structures, and streetscapes.

**Action Steps:**

1. Establish redevelopment strategies to create urban redevelopment patterns that are appropriate for the community. This will include design standards and guidelines and a design review process.
2. Identify and seek to achieve improved development plans, streetscapes, and livability through neighborhood plans, land development regulations, and design guidelines.
3. Replace davit arm (gooseneck) lighting in the CBD with ornamental lighting fixtures with high lumens bulbs
4. Establish a design team of urban planners/designers, architects, interior decorators and citizens to achieve a theme, attractive pedestrian experience and develop an appropriate plan to implement plan
5. Provide incentive to the private sector to exceed minimum requirements for the creation of public open space.
6. Propose and build redevelopment projects that exceed minimum design standards and create a sense of place.

**Objective 6.5:** Within 24 months, the CRA will begin to promote compact, mixed-use redevelopment land use patterns that include residential development as a component.

**Action Steps:**

1. Encourage and support the creation of mixed-use developments as part of the future use pattern.
2. Establish specific criteria and location incentives needed to establish mixed-use centers.

3. Establish guidelines for mixed-use projects identifying mix preferences.
4. Identify alternative financial structures for mixed-use developments and seek support for such projects from lenders.

**Objective 6.6:** Accommodate motor vehicle demands while encouraging multiple modes of travel and ensure that pedestrian/ bicycle mobility is facilitated within redevelopment projects through design criteria that are supportive of mobility and safety.

**Action Steps:**

1. Replace suburban parking standards with those more suitable for urban redevelopment/infill.
2. Require to the greatest extent possible shared parking, cross-access easements, side street access, curb cut consolidation, and other means to enhance transportation connectivity and increased capacity.
3. Promote pedestrian/bicycle accommodation in site plan regulations. Install secure bike racks in visible locations.
4. Improve the walking environment through mandatory implementation of pedestrian accommodations for both public and private projects.
5. Promote the interconnectivity of roads and sidewalks to make possible the most efficient use of mobility infrastructure.
6. Employ best management practices for inclusion of supportive bicycle improvements.
7. Maintain sidewalks and fill in gaps in order to promote pedestrian friendliness.

**Objective 6.7:** Use land development regulations and other measures to promote a variety of housing types and effective mixing of uses, to meet the needs of households with a broad range of incomes.

**Action Steps:**

1. Establish standards that allow the creation of true mixed-use projects that include a residential component.

2. Allow the inclusion of housing within appropriate nonresidential zoning districts.
3. Allow accessory dwelling units where determined appropriate.
4. Encourage a broad range of housing types, densities, and mixes in local comprehensive plans and land development regulations.
5. Revise land development regulations to allow a variety of residential densities within mixed-use developments.
6. Encourage the creation of housing that meets the needs of residents with a broad range of incomes.

***Goal #7: Within 5 years, the CRA will promote the integration of pedestrian traffic with vehicular traffic***

**Objective 7.1:** The CRA will promote a safe streets program

**Action Steps:**

1. The CRA will conduct a traffic study within the CRA to determine the methods to best create a pedestrian friendly environment
2. To encourage a continuous urban façade along streets, sidewalks and pedestrian ways to maintain a strong urban character.

***Goal #8: To promote the CRA as a focal point of the community and to maintain a setting whereby services for people to live workshop and to be entertained without leaving the city can be provided.***

**Objective 8.1:** Create a unifying theme focused on the heritage of the community contributions made by ethnic groups, arts/culture and technology.

**Action Steps:**

1. Attract an interesting mix of unique destination businesses, restaurants galleries cafes, small complementary enterprises and small retail outlets.
2. Reclaim Ventura as a tree-lined gateway designed to be aesthetically pleasing, safe and functional to pedestrian and vehicular traffic.
3. Host special events such as seniors picnic, farmers market, flower show, 3 on 3 basketball, and events that reflect the community's diversity, such as a Latino Fiesta.

**Goal #9:** *Within 24 months take advantage of innovative planning and financing opportunities to meet economic development and redevelopment objectives.*

**Objective 9.1:** Through appropriate governmental actions, facilitate the construction of a variety of housing types available to a range of incomes.

**Action Steps:**

1. Identify and approve appropriate levels of density/intensity bonuses to encourage creation of a range of housing options, based on project size and current allowable densities.
2. Establish a “Neighborhood Housing Center” and utilize to:
  - a. Promote home ownership;
  - b. Instruct are a homeowners on protecting home equity;
  - c. Educate, assist and protect seniors in their efforts to maintain property rights; and
  - d. Work with NPOs to create programs to assist elders in home maintenance and repairs.
3. Reduce or eliminate impact fees that unnecessarily hamper redevelopment and contribute toward increased housing costs.
4. Incorporate affordable housing as a requirement in projects that receive housing incentives.
5. Use incentives to require and broaden the range of housing creation in mixed-use centers.
6. Establish standards to minimize conflicts between residential and nonresidential uses.

**Objective 9.2:** Create a prototype project with area wide approval to promote planned redevelopment in a targeted area.

**Action Steps:**

1. Consider assisting with design and implementation of a prototype project to illustrate and apply redevelopment techniques.

2. Use public/private partnerships to create a prototype project using the Community Design Goals.

**Objective 9.3:** Promote a mix of uses

**Action Steps:**

1. The CRA shall work with private property owners to establish prepare development agreements. The intent of the development agreements should address architectural style, height restrictions, building setbacks, building massing, signage, landscaping and screening of unattractive elements such as parking and dumpsters.

***Community Design Goals***

1. Create and maintain a well designed built environment in the Clewiston CRA, which contributes to the community's economic vitality and enhances the quality of life.
2. Enhance a "Sense of Place" within the CBD by emphasizing the community's environmental setting, natural amenities and human resources.
3. Promote safe functional single-family residential neighborhoods integrated with the surrounding community.
4. Multifamily housing shall provide a safe and pleasant living environment and shall be integrated with surrounding neighborhoods so as to enhance the sense of community.
5. Commercial development should enhance the community's economic vitality by providing a high quality environment.
6. Establish design guidelines for mixed-use projects which commercial, retail and office uses coexist to ensure that such developments are attractive and functional while minimizing conflicts between different uses and intensities.
7. Use landscaping to reinforce community identity to create a pleasant environment to control erosion and promote protection from the elements.
8. Incorporate a high quality of design in planning or public buildings, open spaces, drainage facilities within the CRA.
9. Facilitate creation and expansion of industrial use within the CRA.

## ***How The CRA Goals Objectives And Action Steps Will Eliminate Blighting Conditions In The Project Area.***

The Community Redevelopment plan envisions the creation of a Downtown, with mixed-use development and a pedestrian orientation. The Community redevelopment Area itself will be prepared for the relocation and expansion of Light industry and manufacturing uses to diversify development and provide additional employment opportunities will benefit the area. As needed the CRA may assist in assembling land for new development.

The proposed housing programs will facilitate the development of appropriate new housing units in the project area designed to minimize impacts on existing residential neighborhoods

The proposed programs will alleviate the blighting conditions prevalent in the CRA. Without redevelopment tools and tax increment revenue made available by the adoption of the redevelopment plan the area will continue to deteriorate.

## ***Suggested Studies to Forward the Goals of the CRA***

<b>Study</b>	<b>Expert</b>
Traffic Study for potential of Clewiston Truck Bypass	Traffic Engineer
Design Study to determine the design and cost of Streetscaping	Urban Designer
Market Study for Downtown Clewiston	Economist
Design Guidelines for Clewiston CRA	Urban Designer
Housing Study	Economist