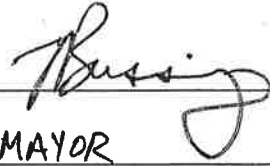


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RECEIPT

I Thomas D. Bussing, Mayor of the City of Gainesville acknowledge Receipt from the Community Redevelopment Agency, pursuant to Florida Statutes 163.360(4), copies of both the proposed Downtown Expansion and Eastside Redevelopment Plan for review.

NAME: 
TITLE: MAYOR

Dated this 11th day of October, 2001

City of

Gainesville

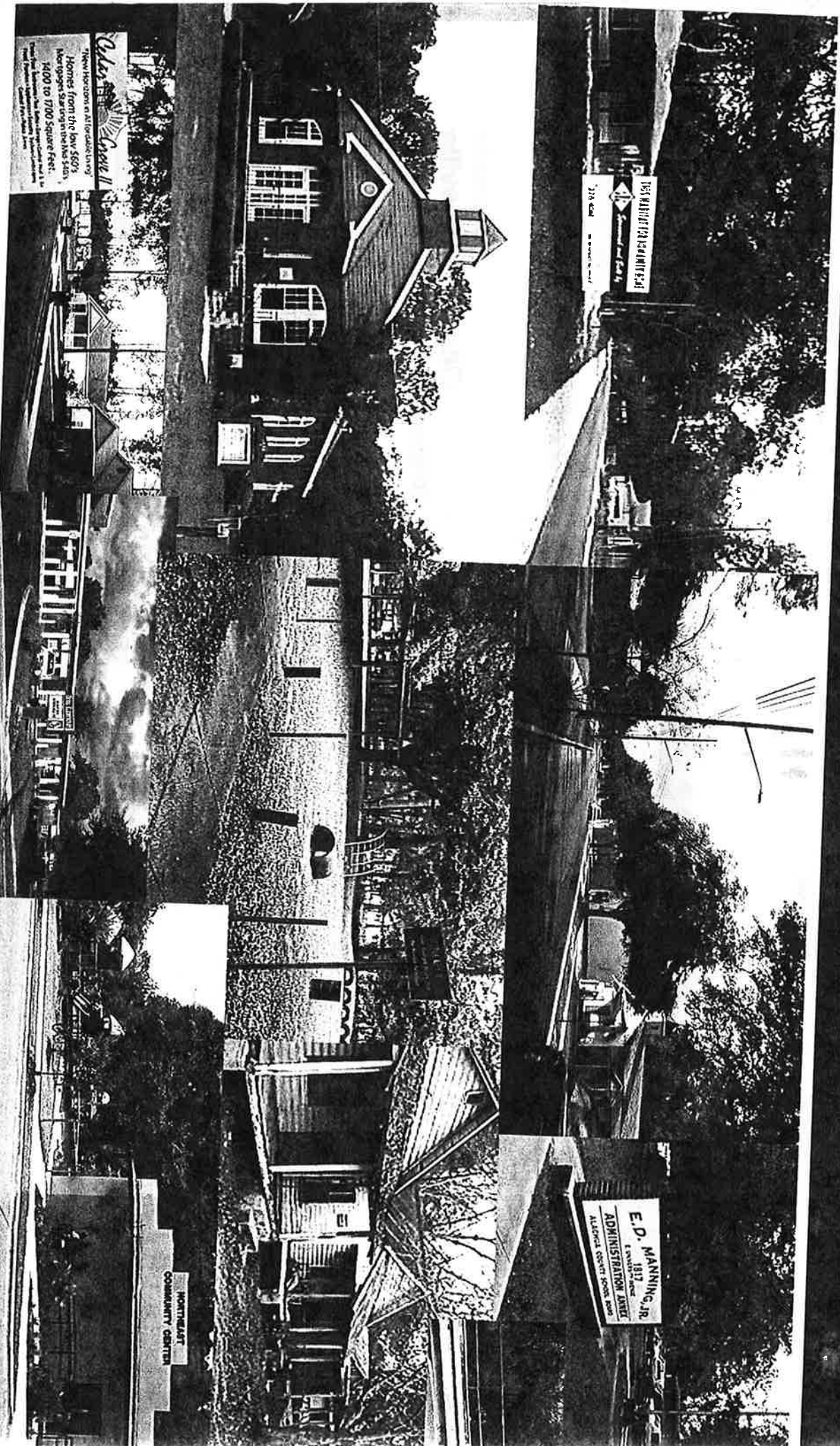
Division of Community Redevelopment
334-5029, FAX x334-2132, Station 48

To: Thomas D. Bussing, Mayor
From: Wayne Bowers, Executive Director
Date: October 5, 2001
Subject: Redevelopment Plan Transmittal



Pursuant to Florida Statutes 163.360(4), attached are copies of both the proposed Downtown Expansion and Eastside Redevelopment Plan for your review. The Statute requires that the Community Redevelopment Agency send a copy of the plan to all of the taxing authorities prior to the Public Hearing.

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AUGUST 2001

IVEY, HARRIS & WALLS, INC.

East Gainesville Redevelopment Plan

Prepared for
City of Gainesville
Community Development Department
August 2001

Prepared by
Ivey, Harris and Walls, Inc.
Winter Park, FL



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Introduction

The area known as "East Gainesville" constitutes several neighborhoods and corridor-oriented business properties east of the City's downtown business district. It is effectively demarcated on the west by the "Waldo Road" highway corridor. In strong contrast to the robust development and economic growth of the western area of the City, and that of the resurgent downtown, the East Gainesville area has had limited revitalization until recent years, and still lags that of the west side. Little commercial or residential development occurred through the 1970's and 1980's, and the average household income and educational attributes of the population lagged behind that of much of the balance of the community. While there were several reasons for this malaise, the points most often cited were the comparative isolation of the area relative to the University of Florida economic engine, the economic base shift from agriculture and dismissed reliance on the railway system as a dominant form of personal and goods transportation.

Recognizing the apparent lack of progress in the economic growth and vitality of the area, the East Gainesville Task Force became active in the early 1990's. In 1996, the Task Force recommended the creation of a Community Redevelopment District (a fourth district for Gainesville's Community Redevelopment Agency. Following a thorough investigation of existing conditions for a proposed redevelopment district, and as documented in an Assessment of Needs Study prepared in the fall of the year 2000, the City of Gainesville City Commission adopted blight findings for the East Gainesville Redevelopment District (CRA) in December, 2000.

The City Commission authorized the consulting firm of Ivey, Harris & Walls, Inc. to prepare the statutorily required Redevelopment Plan. In general, this document serves to summarize the previous findings of earlier, though still relevant, planning initiatives, and to present a coalesced set of strategies to improve the East Gainesville area and adjacent lands. Noting that the physical condition and pattern of development in this area is the product of some seventy years of development activity, the Plan offers a guide to those efforts that will take some time to come to fruition.

Document Organization

The following sections document the planning process and the results, as summarized in this Community Redevelopment Plan for East Gainesville.

- the Redevelopment Plan Study Area; summary of the Finding of Necessity;
- existing conditions of the Redevelopment Area; citizen participation activities;
- the Redevelopment Plan, including Objectives and Strategies; funding sources for Redevelopment; and
- establishing the continued operational parameters of the CRA.

The Community Redevelopment Area Defined

The East Gainesville Redevelopment Area was defined by the City staff after consideration and evaluation of all parcels located in the City's eastern sub-region. The final determination of those parcels to be included in the redevelopment area was based upon several factors, including:

- those parcels fronting major roadways such as Waldo Road, University Avenue and Hawthorne Road;
- parcels having increased development or redevelopment potential based on adjacent land uses or land attributes;
- irregular or small or surrounded parcels that, at some future time, might be combined with adjacent parcels for a more efficient use of land;
- neighborhood cohesiveness in terms of clear demarcation points such as secondary collector roadways or changes in planned land use designations

The East Gainesville Redevelopment Area is shown on the following page. According to the City's Geographic Information Systems (GIS) data files, the total land area of parcels within this area is approximately 720 acres. It includes 2,179 parcels. A legal description of this area is included as Appendix A of this report.

Figure 1 - East Gainesville Community Redevelopment Area

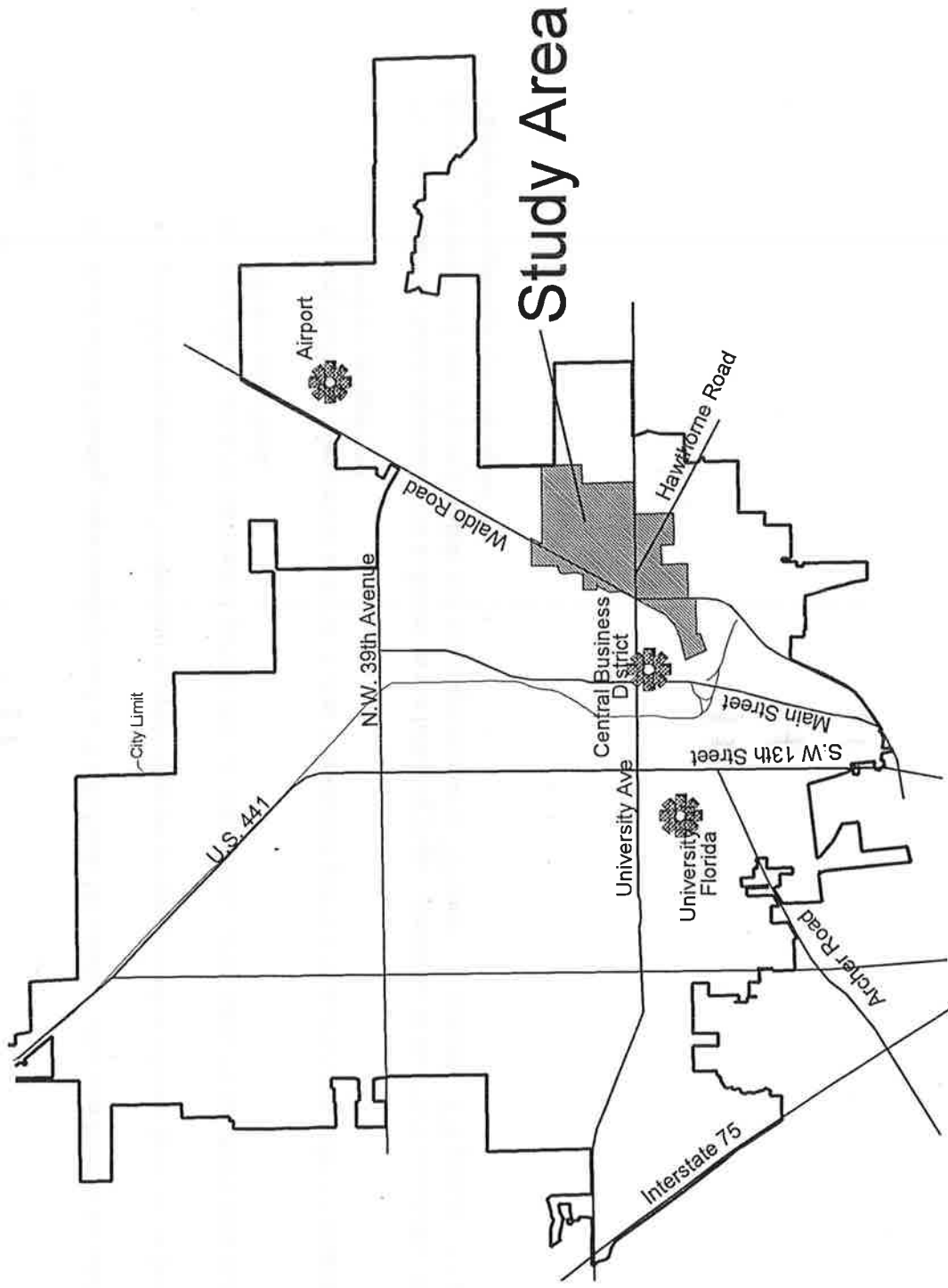
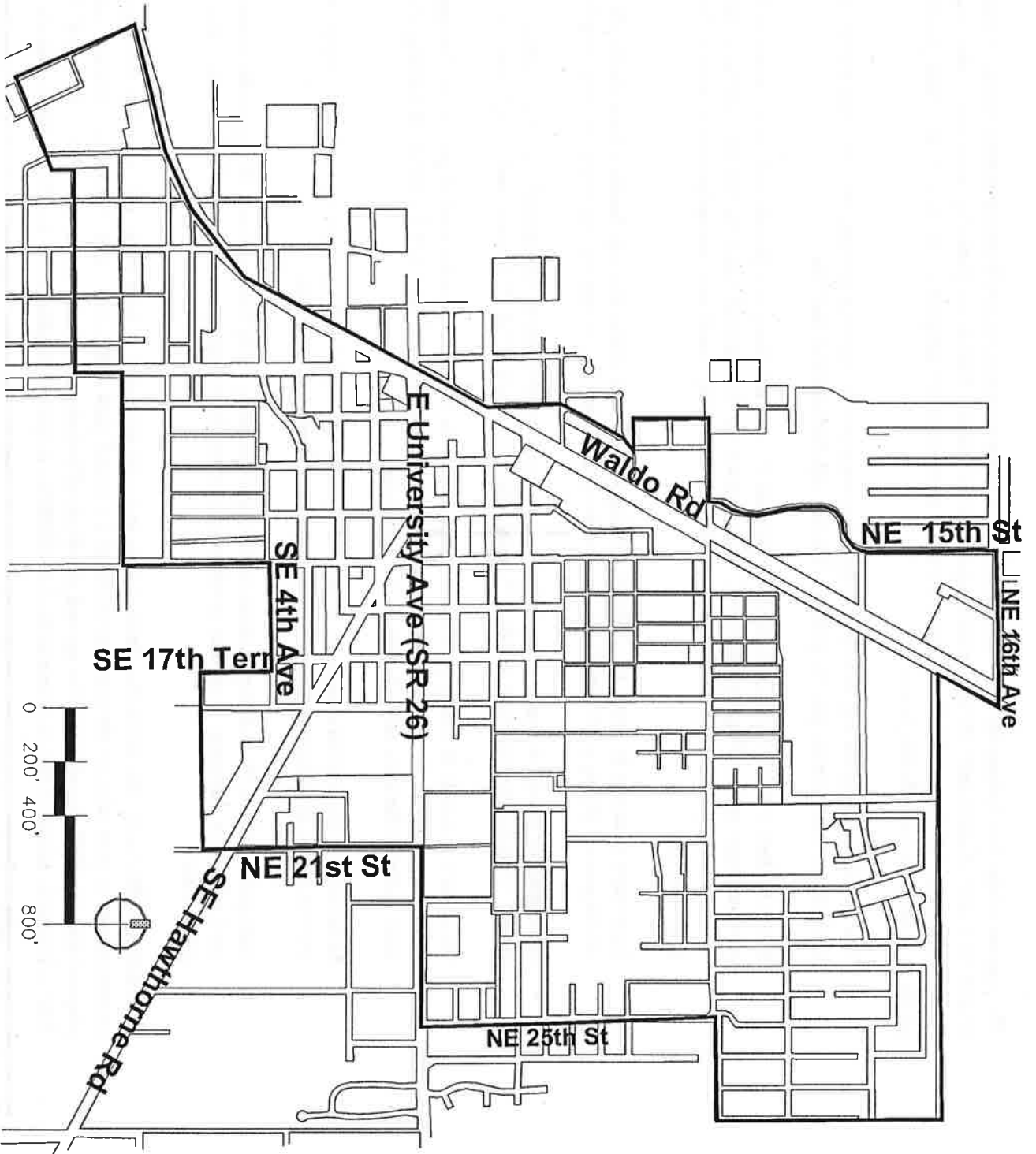


Figure 2 - Study Area Map



Executive Summary of the Finding of Necessity

The purpose of the East Gainesville Redevelopment Plan is to solve continuing problems of underdevelopment and economic malaise. In this respect, the City's Community Development Department prepared a Finding of Necessity, pursuant to state statutory requirements, in the spring and summer of the year 2000. The assessment of need study was adopted in December, 2000 and presented the following summary points as to the need for redevelopment:

- The area had inadequate and defective street infrastructure that impaired growth, whereby only twenty three percent (23%) of non-local streets and fourteen percent (14%) of local streets had sidewalk facilities
- Faulty lot layout in that approximately nine percent (9%) of the study area parcels had one or more of the following conditions: no apparent legal access; illegally subdivided; non-conforming dimensional requirements per current zoning requirements; undersized for commercial or multi-family residential use in that they could not accommodate a new building and the necessary site improvements
- Unsanitary or unsafe in terms of roadways missing sidewalks or storm drainage facilities (approximately 80% of all streets) and that eleven percent (11%) of all City bicycle or pedestrian accidents had occurred in the Study Area in 1998/99
- Unsanitary or unsafe in terms of periodic structural and street flooding that typically occurs at several locations – North of NE 8th and 9th Avenues, the 600 Block of NE 19th Street, the 1900 Block of NE 3rd Avenue, and the 2200 and 2400 Block of NE 13th Avenue
- Unsanitary or unsafe in that approximately thirty (30) sites had some known level of petroleum contamination – most of these had index scores below the “50” level (Alachua County Environmental Protection Department ranking system) that currently render them ineligible for state funded cleanup and restoration
- Deteriorated site improvements as evidenced by several “windshield” surveys that indicated between twenty (20%) and thirty percent (30%) of all housing units were in “poor” or “dilapidated” condition
- Inadequate and unsafe building patterns in that approximately thirty three percent (33%) of the developable land area was vacant (and subject to dumping), and that development of residential areas was substantially less dense than that allowed under zoning regulations

The Finding of Necessity also noted that there was an apparent deficiency in local parks and recreation facilities. This deficiency was to be accommodated in part through the redevelopment of a regional park at Citizens Field, but the tax funding initiative to accommodate this proposal failed in 1998. In addition, the age and condition of facilities at two mini-parks, the NE 15th Street/4th Avenue and SE 9th Street/8th Avenue locations, indicated that improvements to the facilities warranted funding when such funds were available.

CRA Background Planning Data

Physical Conditions

Existing Land Use

Residential Uses

Single family residential land use is the dominant land use in the redevelopment area. The Duval neighborhood in the northeast quadrant constitutes a substantial portion of the district. The Springhill Neighborhood is another organized and active but somewhat smaller neighborhood in the southwest quadrant. The entire area contains approximately 1,600 housing units, with a population of approximately 4,000 persons. About 150 acres, or 643 lots, are vacant with residential zoning. The overall density of developed residential properties is 3.6 dwelling units per acre and is at the low range of permitted density.

The condition of housing units varies from high quality, higher value homes that contribute to the stronger neighborhoods to housing units that are substandard. In some areas, housing units are inhabited that would likely be condemned if they were thoroughly inspected.

A windshield survey conducted by City staff in 1999 found thirty three percent (33%) of housing structures in a portion of the study area to be of "fair to poor" or "dilapidated" condition. In the predecessor Duval Neighborhood Action Plan, the City's Code Enforcement Division identified at least 40 structures as candidates for demolition.

Non-residential Uses

The non-residential land uses in the redevelopment area include commercial, industrial, mixed use, public service, agricultural, recreation and unimproved properties (Figure 3). Commercial land use areas generally occur directly along Waldo and Hawthorne Roads and along portions of University and N.E. Eighth Avenues. Most of the development occurs as small lot, single proprietor uses, though some larger scale industrial buildings have been built within the last few years. Along portions of University Avenue and Hawthorne Road, previous roadway widenings have detrimentally impacted the development characteristics of the bordering commercial sites. This circumstance is perhaps most acute near the intersection of University Avenue and East 15th Avenue, where a small business "island" exists within the confluence area of three roadway corridors.

The Alachua County School Board operates two elementary (Duval & Williams) schools and one middle (Lincoln) school in or along the southern edge of the district. A large-scale school bus maintenance and administrative annex facility also is located between Hawthorne Road and University Avenue near the eastern edge of the district.

Perhaps the most outstanding characteristic of the study area is the large percentage of vacant land. Even though the area is very near the downtown, approximately one third of the study area, about 250 acres, remains as undeveloped land (Figure 4). From an environmental

standpoint, most of this property can be permitted for development. The vacant land factor obviously contributes to a much smaller tax base than would otherwise be the case with almost any non-exempt development. Further, many of the vacant tracts are used as illegal dumping sites. Much of this land has moderate to heavy vegetation cover, which seemingly contributes to the practice.

Transportation

As noted, a network of arterial and local streets traverses the study area. The arterial streets are typically designed as four lane divided or five lane sections. Most of these have been widened to their current dimension within the last twenty years.

The neighborhood streets are almost all two lanes, though several of the lane and right-of-way dimensions are of substandard width relative to current design criteria. Due to right-of-way constraints, many local streets in the NW and SW portion of the study area are discontinuous. Most local streets in the area were originally paved some thirty years ago. Eleven miles of the area's streets were "semi-paved," with material designed to last a maximum of 15 years. Seventy-five percent of the streets do not have curb and gutter. The City's Public Works Department continues to maintain and upgrade the condition of local streets on a "needs" basis, as limited funds are available.

Due in part to the aforementioned right-of-way limitations, the majority of neighborhood streets do not include sidewalks. Several trunk collector roadways include sidewalks, though these facilities are discontinuous and under designed. While sidewalks also are present along most segments of the arterial roads, their width is relatively narrow and their location is usually within three feet of travel lanes.

The multi-lane arterial roadways, including Waldo Road, Hawthorne Road, University Avenue East and Williston Road, tend to sever the pedestrian and broader community connections between the neighborhoods of the study area. Pedestrian crosswalks on these roads, or other features that would provide safer pedestrian access, are present only at major intersections. One exception to this condition is the Waldo Road rail trail, where the former railway line has been converted to an excellent pedestrian/bicycle amenity for all of the area and City users.

The City's Regional Transit System (RTS) operates within the study area. However, there is a deficit number of bus stops and other transit facilities in the area, and lengthy route headways discourage ridership. RTS is presently evaluating upgrades to service in the area based on their anticipated fleet expansion.

Parks

The East Gainesville area is generally underrepresented for parks facilities. The largest park / recreation facility of the area, Citizen's Field Complex, is effectively divorced from the study area population by virtue of Waldo Road's "edge" location and character as a high speed, arterial highway. Facilities at the smaller parks need repair, renovation or basic improvements such as seating, new play equipment, trash containers, and drinking fountains. The following is an inventory of existing public park facilities in the East Gainesville area:

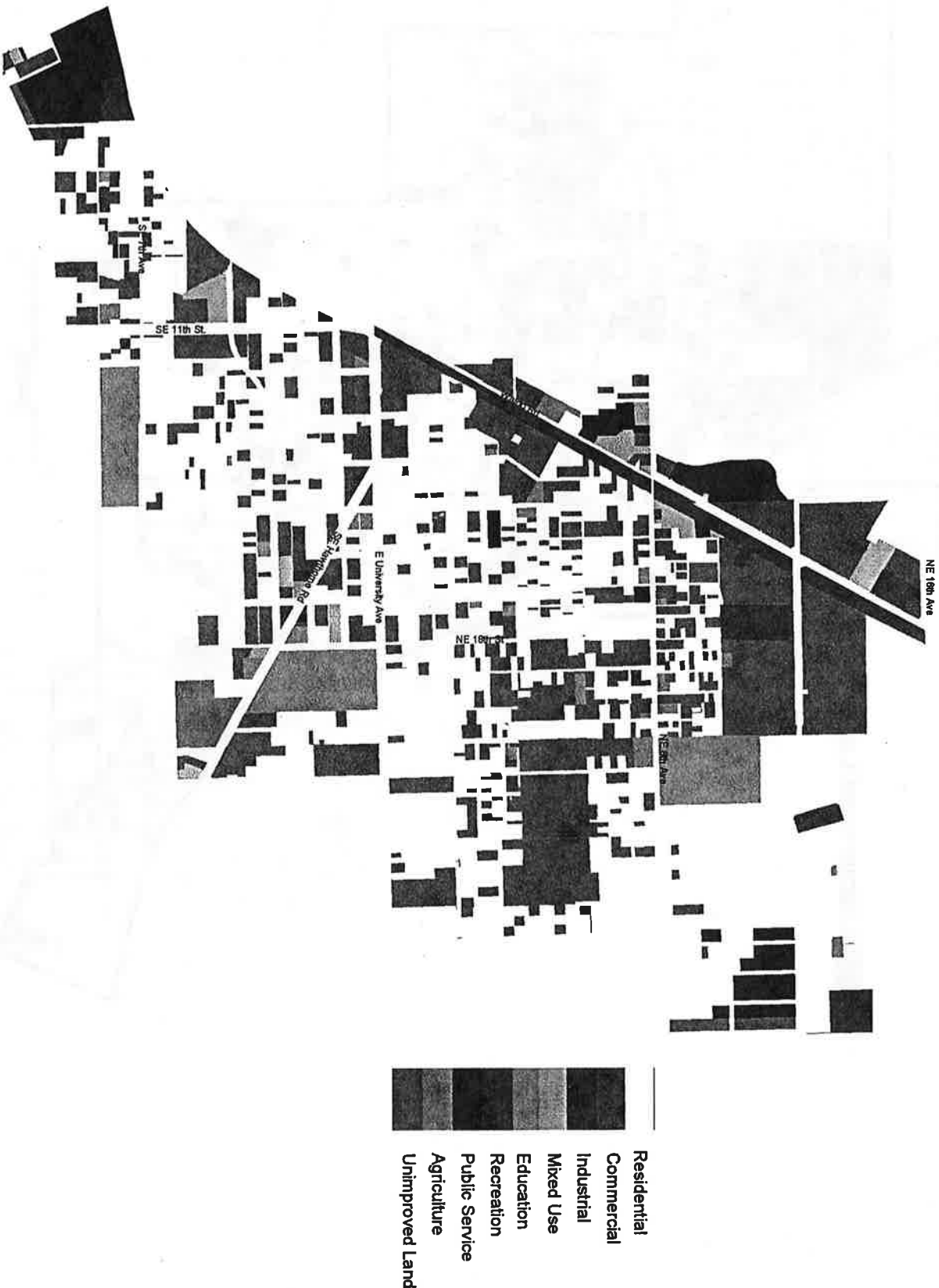
Park Name or Location	Facilities	Size	Planned Improvements
Citizens Field Complex 1400 NE 8 th Ave	Pool; community center; ball fields	25 acres±	FY05 - 2 lighted soccer fields; 2 lighted baseball fields; skateboard facility
Northeast Community Center NE 8 th Avenue and 15 th Terrace	Community center; Tot lot	1 acre	FY2005 – tot lot
NE 4 th Avenue and 15 th Street	Tot lot	1 acre	FY2005 – tot lot
Cedar Grove 2200 NE 12 th Ave	Undeveloped	2 acres	To be determined
SE 9 th Street and 8 th Avenue	Tot lot		FY2005 – tot lot
Fred Cone Park (adjacent to Study Area) 201 SE 27 th Street	ballfield (non-regulation); 4 basketball courts, sheltered picnic area, playground equipment, restrooms	25 acres	FY 01-02 - Community center, lighted regulation track and field, lighted football field, 2 baseball fields, 3 outdoor covered regulation basketball courts, interactive water play area, lighted regulation soccer field, children's playground, picnic area, concession/maintenance building, jogging/fitness trail, vehicle parking, bicycle parking

Drainage

East Gainesville has relatively flat topography, with several creeks or streams in the area. The area's drainage is accommodated mainly via open swale and shallow ditch systems that convey water to the natural water bodies. Development in the area and in the neighboring upstream environs has, for the most part, occurred with few if any significant stormwater management facilities. Runoff from most of the major roadways and adjacent commercial sites discharges directly into the ditch and stream systems. In short, area-wide stormwater management and treatment facilities are all but absent. This point was underscored in the Finding of Necessity by the fact that eighty three percent (83%) of the area's local streets had "no identifiable storm drainage facilities."

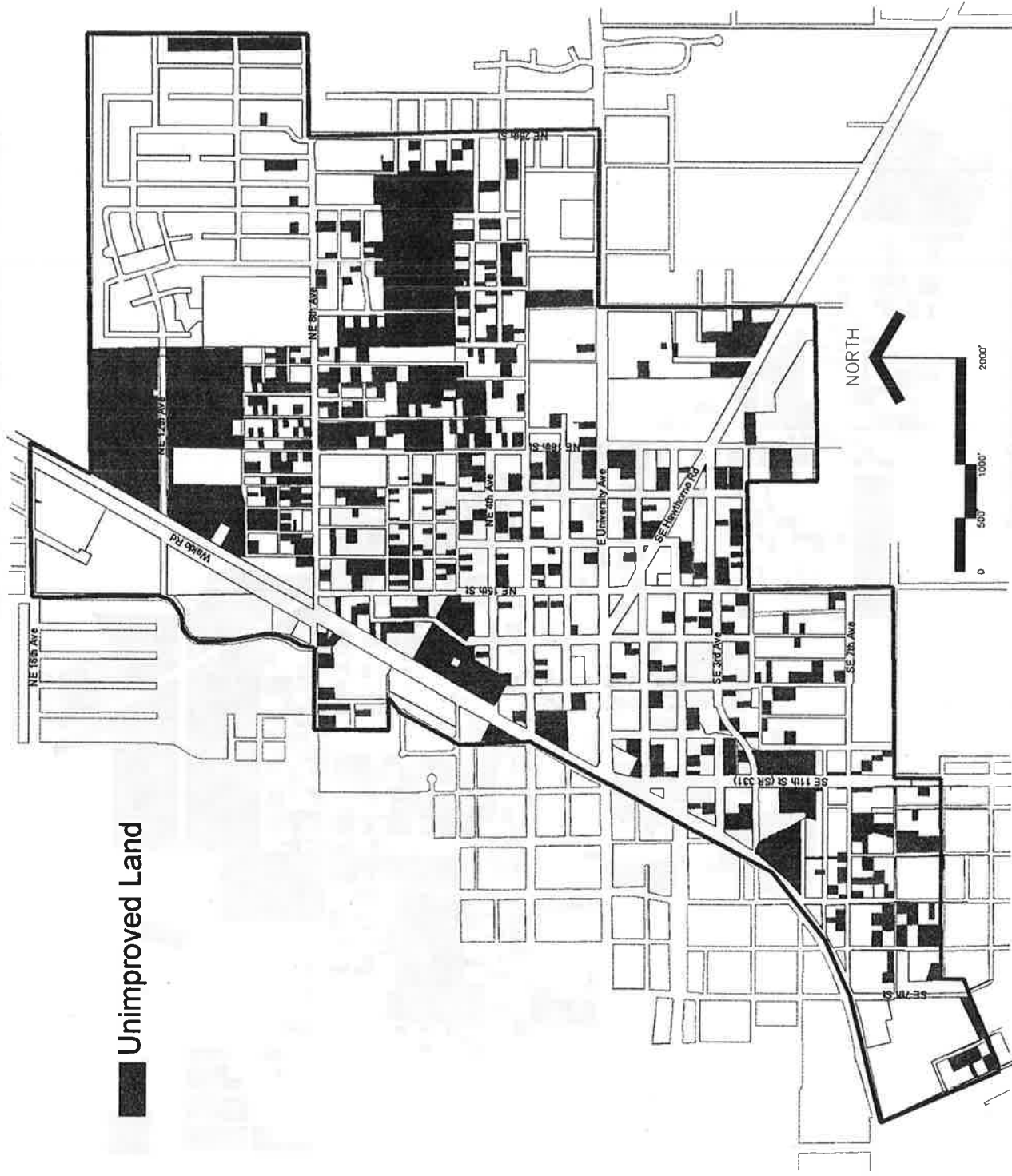
The problems associated with this condition are standing water and periodic flooding in portions of this district, as well as the environmental damage caused by the introduction of untreated stormwater in the natural drainage system. Even with the application of current permitting requirements, it is very likely that the development of vacant lands in the area would greatly worsen this condition. While the City is engaged in efforts to remedy the problem, including the construction of interceptor ponds and culvert replacements, the needs are still significant relative to available funds.

Figure 3 - Existing Land Use Map



Source: Gainesville Community Development Department

Figure 4 - Vacant (Unimproved) Land



Source: Gainesville Regional Utilities 09/00

Census-Based Data

Earlier studies of the East Gainesville area have compared the local population and socio-economic characteristics to those in the balance of the City. Although the year 2000 census data has been collected, it was not available for use at the time of this report. For purposes of this Plan, characteristics of the 1990 census data for the area and the City are still assumed to be applicable and relevant.

The census data offers a historic baseline overview of those population, housing and financial variables that define the socio-economic character of both East Gainesville and the City. As detailed year 2000 census data becomes available, the Community Redevelopment Agency (CRA) should update this inventory and assess its continued relevance to redevelopment plans and programs.

Housing Characteristics

Housing Costs

Affordable housing is defined by the State as those units where the total housing cost is below thirty five percent (35%) of the monthly household income. The 1990 census indicated that twelve percent (12%) of Gainesville homeowners had housing costs exceeding thirty five percent (35%), as compared to twenty two percent (22%) for homeowners within the study area. For renters, forty five percent (45%) within the entire City had housing costs exceeding the target threshold, a statistic that is skewed by the large student population. For the study area, twenty eight percent (28%) of renters had housing costs exceeding the target percent of monthly income.

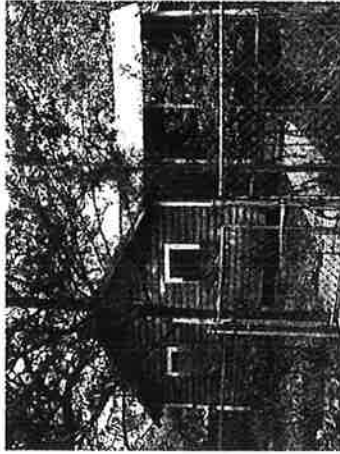
Age of Housing

At least seventy-two percent (72%) of housing units in the study area were built prior to 1970, as compared to fifty three percent (53%) for the entire City.

Housing Conditions

The study area includes six census tract block groups. For the 1990 Census, the area was found to contain fewer than one percent (1%) of housing units lacking complete plumbing facilities; about two percent (2%) of housing units lacking complete kitchen facilities; and three percent (3%) of housing units using septic systems for waste disposal.

The condition of housing units varies widely in this area from high quality, higher value homes that contribute to the stronger neighborhoods, to housing units that are substandard. Materials vary from concrete block to poorly finished wood frame and siding. A windshield survey conducted by City staff in 1999 found thirty three percent (33%) of housing structures in a portion of the study area to be of "fair to poor" or "dilapidated" condition. Since the inception of the City's Code Enforcement Department's housing demolition program in 1997, approximately 30 houses were removed in the East Gainesville District. Candidate houses are identified and prioritized based on the City's determinants for a dangerous building as described in Chapter 16 of the Code. The number of houses to be demolished during the fiscal year is based on program funding.



Property Tax Role History

The taxable value history and evaluation of the study area parcels was based upon 1995 through 2000 property tax data. Since the data was either incomplete or suspect in some instances, the historical evaluation also focused on those parcels where the data was available and seemingly reasonable over the five-year period. This information is presented on the following table. A more detailed break out of the data also was performed for the year 1999, and is summarized in the following paragraphs.

Based upon 1999 tax records, the East Gainesville redevelopment area includes 2,179 individual parcels. In 1999, some 1,162 parcels (55%) had an adjusted tax value of \$10,000 or less. In contrast, only 29 parcels (1.4%) had values of \$100,000 or more. Clearly, these points underscore the weak economic composition of the area and the relative absence of business uses.

In 1995, the adjusted tax value of the entire study area was approximately twenty two million dollars. This figure increased to slightly over thirty million dollars in 2000. Between 1995 and 1999, approximately 178 parcels (9%) exhibited negative growth, 868 (43%) had no growth and the balance, 975 (48%), showed positive growth in the adjusted value.

The overall increase in taxable value for the area equates to an annual growth rate of almost seven percent (6.93%). However, this figure was substantially skewed by the extraordinary growth between 1999 and 2000 of approximately sixteen percent (15.68%). Prior year-to-year growth had ranged from less than one percent to approximately ten percent. Analysis of the 1999 to 2000 change indicates that the majority of the growth was attributable to the Cedar Grove II residential development.

Due to the relatively small existing tax base, the examination of growth rates can be somewhat misleading. The construction of twenty modestly priced homes, along with the development of a relatively small retail building, is all that is needed to support a five to seven percent growth rate. This point is underscored by the fact that, at the current, combined millage rate of approximately 13.5 mills, a six percent growth rate is approximately equal to only twenty five thousand dollars (\$25,000.00) per year in additional ad-valorem taxes to the City and Alachua County. However, it also is clear that any consistent upward movement is positive, and that continued over time the accrued tax revenue also can grow to be more significant.

Historic Evaluation of East Gainesville Taxable Values

Parameter	1995	1996	1997	1998	1999	2000	6 Year Change
All Parcels							
Total Taxable Value	21,951,355	22,060,936	24,102,885	24,953,680	26,374,365	30,509,040	
Annual Change		109,581	2,041,949	850,795	1,420,685	4,134,675	8,557,685
% Change		0.50%	9.26%	3.53%	5.69%	15.68%	38.98%
Average Annual % Change							6.93%
Selected Parcels							
Total Taxable Value	20,861,755	21,132,536	23,284,255	24,037,350	25,356,195	28,342,160	
Annual Change		270,781	2,151,719	753,095	1,318,845	2,985,965	7,480,405
% Change		1.30%	10.18%	3.23%	5.49%	11.78%	35.86%
Average Annual % Change							6.40%

Source: Alachua County Property Appraiser
 City of Gainesville Community Development
 Ivey, Harris, & Wallis, Inc.

Programmed Study Area Projects – CIP, City, and FDOT

As noted, the East Gainesville area has been the subject of studies and improvement initiatives over the last several years. The product of these efforts has been the continued development of capital improvements by local and state agencies using various funding sources as available. The current set of projects or funding programs for improvements are presented in the following sub-sections.

Capital Improvements Program (CIP) Projects

The following is a list of capital improvements planned in the East Gainesville CRA as included in the City of Gainesville FY 2001-2005 Capital Improvements Plan. Data from the first three fiscal years of the CIP are presented, as the scope of work and project costs are better defined than for those projects in the remaining two years.

Project	Project Manager	Description	Budget	Funding Source
Duval Neighborhood drainage improvement plan	Stormwater Services Manager	Develop a comprehensive, area-wide, drainage improvement plan for the Duval neighborhood.	FY02- \$37,800 FY03- \$143,000 FY04- \$70,000 FY05- \$30,000	CDBG fund
SE 7th Avenue Improvements	Public Works Manager	Partially reconstruct SE 7th Ave between SE 4th St and SE 11th St to enhance pedestrian safety and livability of the roadway.	FY03- \$25,000 FY04- \$75,000	CDBG fund
Springhill Neighborhood Infrastructure Improvements	Stormwater Manager	Identify and construct infrastructure needed to improve quality of life for local residents.	FY02- \$2,000 FY04- \$82,600	CDBG fund

General City Projects

The following are general City initiatives that may include East Gainesville locations, should they be identified as a priority. Projects are prioritized annually based on staff recommendations and community input.

Project	Project Manager	Description	Budget	Funding Source
RTS benches, shelters and signs	Chief Transit Planner	Purchase and installation of shelters, benches and bus stop signage throughout the RTS service area	FY00-\$87,646 FY01-\$24,258 FY02- \$62,500	Federal funds; general fund; state funds
Sidewalk installation	Transportation Services Manager	Installation of sidewalks as identified in the Sidewalks Needs Assessment Study	FY00-\$200,000 FY01-\$100,000 FY02- \$100,000	GERRB 1994; General fund
Roadway Pavement	Transportation Services Manager	Roadway maintenance on City-maintained streets	FY00-\$600,000 FY01-\$300,000 FY02- \$300,000	General capital projects fund
GRU Water/Sewer Service Upgrades	Storm water Services Manager	Extend new water services to CDBG eligible neighborhoods.	FY05 - \$208,800	CDBG fund

FDOT Projects

The following are Florida Department of Transportation projects within the study area that have been funded.

Project	Description	Funding Year / Budget
Waldo Road/NE 8th Avenue Signal	Upgrade traffic signal	FY01 - \$105,400 (complete)
Hawthorne Road	Resurfacing from University Ave to CR 329B	FY01 - \$3,300,000

Analysis & Summary

Conditions Synthesis

Based on the combined evaluation of prior studies, the Assessment of Need Study, and the existing conditions analysis herein, the East Gainesville redevelopment area can be summarized by its apparent assets, its latent assets, and its constraints. These summary characteristics are found on the following pages.

The study area's apparent assets are clearly conducive to redevelopment efforts, and may contribute to continued interest and security in redevelopment investment initiatives for the area. While "latent" assets also are valuable and can contribute to redevelopment success, they may be underutilized, ignored or misunderstood in terms of their long-term benefit to the community at large. Constraints challenge the success of development or redevelopment efforts and should be eliminated, reconciled or otherwise accommodated in terms of the redevelopment effort.

Apparent Assets

- Demonstrated community interest and support for redevelopment
- Community leaders and government officials support redevelopment efforts
- Numerous churches are active in the area, have relatively sizeable landholdings, and constitute an effective intermediate forum to disperse and collect information
- Development of 131 single-family houses in Cedar Grove II
- Duval neighborhood has been selected as a "Front-Porch" neighborhood under state planning initiatives
- Duval was one of the City's first two neighborhoods in the City's Neighborhood Planning program and is receiving Neighborhood Planning grants
- Large amount of unimproved land occurs in pockets or concentrations throughout the area
- Established public facilities such as the Duval and Williams Elementary Schools, the Northeast Community Center, and the Martin Luther King Center provide for neighborhood focus and social/recreational activities
- Recent construction of County Health Building, Shands Eastside Clinic, and City's Incubator Building, renovation of abandoned site into Sheriff's Office, all in the Study Area or vicinity

- Historic buildings or structures (the “Cotton Club” and various homes)
- Proximity to the downtown commercial center and to the regional airport
- Other public facilities such as police and fire stations, the State Health Department, and the Gainesville Technical Education Center (GTEC), are located near the East Gainesville study area
- Significant stands of mature vegetation remaining
- Recent construction of 12th Avenue extension with \$1 million HUD grant
- Rails-to-trails system is integral to the study community
- Recent \$200,000 landscaping along Waldo Road

Latent Assets

- Several vacant parcels are of sufficient size to develop under contemporary land development code requirements.
- Minimally developed land (existing development)
- Relatively low land values for acquisition and assembly
- Primary transportation system is operating below capacity
- Natural water bodies and canal system offer opportunities for green space and secondary trail linkages

Constraints

- Under-improved businesses
- Marginal investment in some property
- Environmentally contaminated tracts in need of detailed site assessment and remediation
- Small parcels require assembly to achieve parcels of adequate size for new commercial development
- Lack of landscaping on individual parcels and within the rights of way
- Lack of street trees and other streetscape vegetation along rights of way

- Lack of neighborhood pedestrian facilities
- Visual clutter and disparity of signage and building architecture
- General lack of sustained maintenance
- Lack of local and area-wide drainage facilities
- Historic land development patterns are incongruous with current development patterns and growth trends
- Discontinuous rights-of-way
- Deteriorating residential structures contribute to area-wide decline
- Lack of street lighting
- Lack of local, internal street connectivity
- Substandard street and right-of-way width in residential areas
- Waldo Road rail trail isolates properties to the east, due to few crossing points

Redevelopment Plan and Objectives for Implementation

Summary Description of the Plan

Florida Statutes specify that the primary purpose of a Redevelopment Plan is to offer strategies that seek to remedy the blighting conditions identified in the Finding of Necessity. The strategies of this Plan are enumerated in the following section of this document. The following is a combination of objectives and policies; implementation priorities; proposed redevelopment projects; and possible funding sources beyond the projected Tax Increment Finance funds.

The deficiencies of the East Gainesville area and the related improvement strategies identified herein are not unique to this plan. At least two previous studies have identified many of the same issues, including the Duval Area Revitalization Strategy (1998) and the Duval Neighborhood Action Plan (1999). Attention is directed to these predecessor studies in terms of detailed site-specific needs and program desires of the residents. A number of the objectives in those plans have been implemented and this plan moves forward from that point.

The Eastside Redevelopment Plan is based upon the following set of objectives and policies. The purpose of these summary statements is to guide future decision making with respect to the nature and funding of specific capital improvements, the siting of future uses and the consideration of development proposals as these might affect the integrity of the plan.

Objectives and Policies

Land Use

1. Maintain and improve integrity of neighborhoods by promoting residential use as the primary use.
2. Continue to upgrade the local parks system in support of the residential character of the area.
3. Selectively increase inventory of non-residential land use at key central or edge locations.

Economic Development

1. Maintain inventory of vacant lands by type to accommodate future development.
2. Promote consolidation of small lots to larger tracts in those areas designated for non-residential use; consider vacation of right-of-way where feasible to connect isolated lots.
3. Encourage the evolution of employment opportunities through GTEC spin-offs to adjacent sites, the maintenance of local school aftercare and technical education programs.

Housing

1. Increase percentage of housing stock in adequate or better condition through existing and future (CRA-funded) housing programs.
2. Provide opportunities for different types of housing to accommodate different demographic groups through land use designations.
3. Increase percentage of home ownership through low interest loans, down payment grants and work equity programs.

Utilities & Services

1. Replace older or undersized utility lines where needed.
2. Provide new facilities to solve existing problems.
3. Provide utility services needed to accommodate new development.
4. Stormwater Improvements

Transportation

1. Improve area accessibility by eliminating “gaps” in the street grid.
2. Maintain and improve roadway safety through paving, resurfacing and reconstruction.
3. Discourage concentrations of “through” traffic on local streets with traffic calming and multiple route choices.
4. Increase mobility through transit service and pedestrian improvements.

Community Pride and Cohesiveness

1. Improve community identity through system of neighborhood identification at key entry points.
2. Aggressively promote periodic neighborhood clean up and “amnesty” events to reduce overgrown or neglected appearance.
3. Develop one or more unique special events to “showcase” the area to the entire region.
4. Develop local award or recognition program to highlight positive contributions to community appearance or programs.

Implementation Priorities

The following list represents the broad improvement categories for implementation to resolve many of the blighting conditions in the East Gainesville area.

The precise order of implementation will be a function of many factors, such as available funding and the ability to “piggyback” related projects; coordination of planned improvements by the City, FDOT, or other entities; the need to perform precursor engineering or design studies; the acquisition of property; availability of additional low-income housing; and others. Thus, the implementation priorities outlined below have been determined based on an assessment of area-wide deficiencies, and the potential benefit that each project would offer the area as a whole.

1. Sidewalks and pedestrian improvements (including street lights)
2. Street improvements (paving and stormwater conveyance facilities)

3. Area-wide stormwater management projects (master retention areas)
4. Housing infill and rehabilitation
5. Code enforcement – additional neighborhood officer
6. Parks and recreation facilities
7. Commercial infill and rehabilitation / façade improvements
8. Utility upgrades and improvements
9. Neighborhood improvements – safety, identity, facilities
10. Property assembly – small lots, strategic acquisitions
11. Arterial roadway improvements – medians, crosswalks sidewalks and streetscape, signalization
12. Transit improvements
13. Streetscape (landscape and aesthetic) Improvements

Proposed Redevelopment Projects

Sidewalks and Pedestrian Crosswalks

1. Construct sidewalks to make a complete internal network for pedestrians through the East Gainesville area.
2. Repair and replace existing sidewalks that are substandard.
3. Construct high-profile pedestrian crosswalks across Waldo Road at 8th Avenue, at Waldo and University, University and 15th Avenue, Williston Road, and other intersections where pedestrian and bicycle crossings are prevalent.
4. Coordinate sidewalk improvement projects with roadway and drainage improvements.

Street Improvements

1. Continue street resurfacing projects and improve all unpaved or structurally under-designed roads.
2. Coordinate street improvement projects with other City public works or utility projects for the area.
3. Add street lights throughout the area. Promote the installation of pedestrian-scale, upgraded lights in neighborhoods.

4. Seize opportunities to eliminate “gaps” in the local street system and open the neighborhood.
5. Where practical, widen existing substandard roadways to a minimum width of 18’ for all two-way streets.

Drainage and Environmental Improvements

1. Construct closed drainage systems as replacements for deep swales in open roadway sections. Eliminate drainage ditches where feasible.
2. Construct master stormwater ponds to accommodate area-wide retention requirements.
3. Where possible, combine master stormwater systems with park development.
4. Continue to remediate contaminated properties using a combination of private, local, state and federal funds.

Housing Infill and Rehabilitation

1. Continue to aggressively support the rehabilitation or demolition of dilapidated housing throughout the area.
2. Support existing rehabilitation programs to provide grants or low / zero-interest loans for homeowners in housing with major deterioration.
3. Support existing enforcement of minimum standards for housing on a yearly basis, to prevent the perpetuation of substandard housing.
4. Continue to coordinate with and support existing public/quasi-public and non-profit housing organizations in their efforts to build new housing as infill projects on vacant residential property.

Parks and Recreation Facilities

1. Purchase property for area-wide stormwater improvements and as a “passive” recreation facilities and parks for the East Gainesville neighborhoods.
2. Link existing trails system through neighborhoods, parks, and school areas to provide a connected recreation facility and safer, non-vehicular route for school children.

3. Upgrade existing parks and tot lots with new equipment.
4. Provide facilities at existing parks, such as drinking fountains, trash receptacles, lighting, furniture, and restrooms, and/or landscaping.

Commercial Infill

1. Assist prospective developers in acquiring and assembling small lots where new commercial development could occur.
2. Continue marketing East Gainesville to establish a local “hub” of commercial activity and provide opportunities for consumers to shop within their greater neighborhood.
3. Where appropriate, develop neighborhood commercial centers that could provide complementary and small-scale business uses within walking distance of residential areas.
4. Seek to include the following uses as new development in East Gainesville: grocery stores, clothing stores, general retail, restaurants, and other businesses that serve the neighborhoods.

Utility Upgrades and Improvements

1. Aggressively promote conversion of existing residences using septic systems to GRU wastewater system. Provide additional assistance to low and very-low income residents that supplements GRU’s existing assistance program.
2. Replace old or oversized water lines to provide adequate fire flow protection whenever possible. This effort must be coordinated with street improvement projects.

Neighborhood Improvements – Safety, Identity, Facilities

1. Develop an aggressive clean-up program for vacant property to remove understory vegetation, debris, and low tree canopy. This is imperative to increase visibility through neighborhoods, eliminate vagrant “camps”, and discourage dumping of trash and other items.
2. Install pedestrian-level streetlights in all neighborhoods.
3. Repair and replace deteriorated sidewalks; install sidewalks where absent.
4. Construct closed drainage systems as replacements for deep swales in neighborhoods.

5. Promote neighborhood identity with entry signage and coordinated improvements that create visual connections and instill a sense of neighborhood pride.
6. Coordinate with neighborhoods that promote self-help programs, such as clean-up events, neighborhood improvement work programs for teens, and neighborhood safety plans.
7. Continue to improve, develop, and expand neighborhood centers for recreation, social, and education opportunities.

Property Assembly – Small Lots, Strategic Acquisitions

1. Acquire land for drainage improvements, such as master stormwater facilities.
2. Monitor opportunities for additional property acquisition in the area of GTEC. This is a prime area for additional supporting development, such as research, office, retail and service businesses.
3. Coordinate efforts with the Gainesville Economic Development Department to further appropriate commercial development along Waldo Road and East University Avenue.
4. Consider opportunities for relocating existing school bus maintenance facilities on East University so new commercial development could occur on this site.

Arterial Roadway Improvements – Medians, crosswalks and sidewalks, and signalization

1. At earliest opportunity, install enhanced crosswalks on Waldo Road at 8th and 12th Avenues. Crosswalks should include, at a minimum, textured materials such as brick or pavers; signage; crosswalk signals; and warning signals to alert drivers of the crosswalk ahead.
2. Seek opportunities to encourage FDOT installation of planted medians on Waldo Road and East University Avenue.
3. Replace dated signalization when opportunities occur with mast arm signal heads.

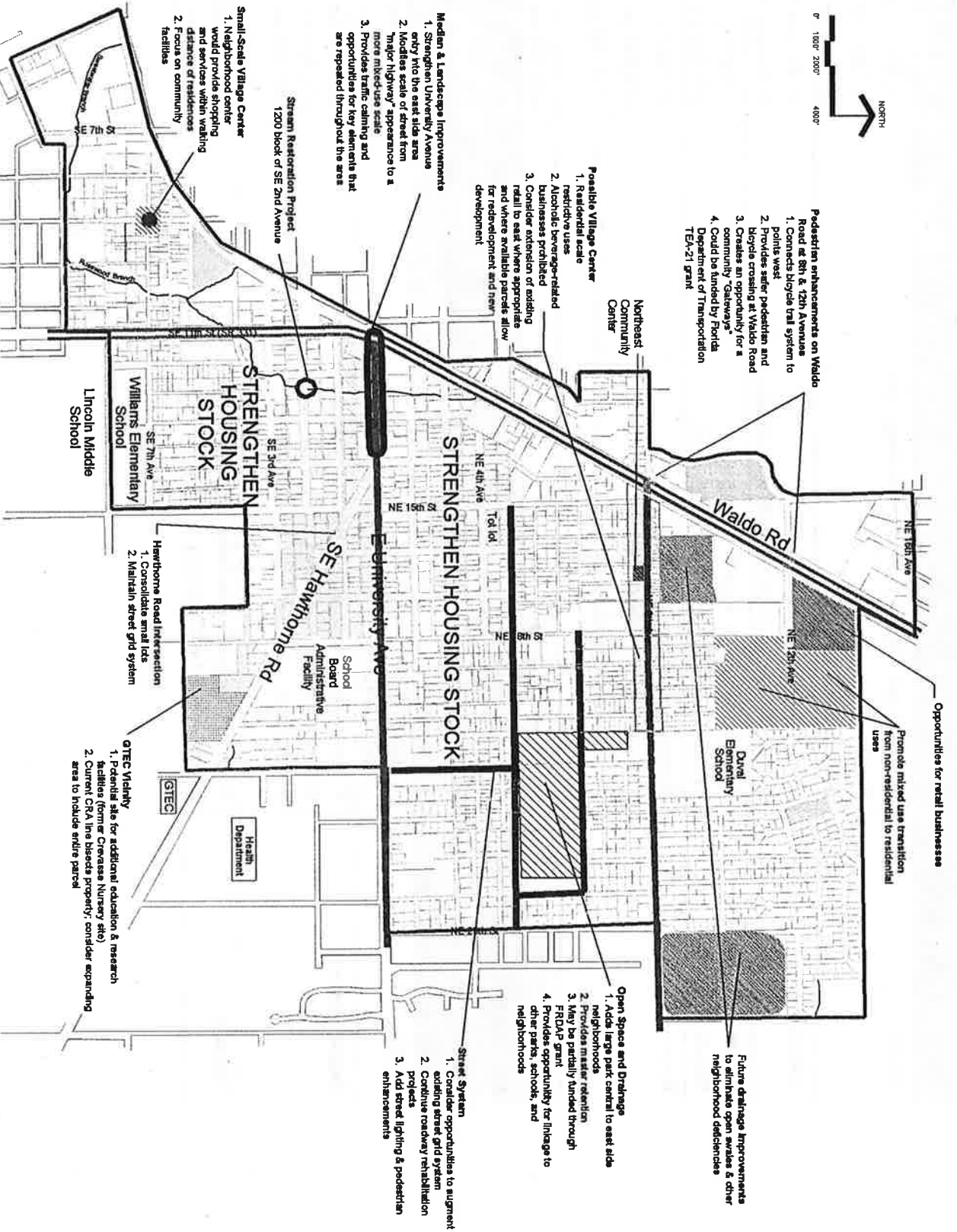
Transit Improvements

1. Coordinate transit facility improvements with the Gainesville RTS, including upgraded bus stops.
2. Continue to lobby RTS for increased transit headways and route coverage that would serve East Gainesville residents.

Streetscape (landscape and aesthetic) Improvements

1. Add street trees along all primary transportation corridors in East Gainesville. This effort should be coordinated with other redevelopment projects, such as drainage and street improvements.
2. Add upgraded pedestrian-scale streetlights on internal roadways.
3. Create a palette of street furnishings that would be used throughout the area. The furnishings should be coordinated with other elements of neighborhood identity, to promote a unified, positive image of the community.

Proposed Redevelopment Projects - Plan Concepts



Candidate Projects - Order of Magnitude Costs

TRANSPORTATION	
Transit	Improved Bus stop - sign, bench furnishings, pad Bus shelter Bus bay with shelter
Sidewalks	6' wide concrete sidewalk 6' wide colored concrete sidewalk with enhanced surface
Bicycle Lane	Additional 4' lane at edge of driving lanes
Bicycle Path	Paved 6' wide path beyond curb (off-road)
Roadways	Resurface asphalt - two lanes Mill and resurface asphalt - two lanes New asphalt pavement with limerock base, concrete curb and gutter- two lanes
Driveway Modification	New curb and apron
INFRASTRUCTURE	
<i>Note: Infrastructure costs will vary with quantities that would be established through detailed engineering utility analyses. unit costs vary with depths of burial of lines and additional structures.</i>	
Potable Water	6" main installed 12" main installed
Sanitary Sewer	6" gravity flow line installed (with manholes) 12" gravity flow line installed (with manholes) 8" force main with moderate sized lift station
Drainage	Stormwater pipes & structures -- residential areas Retention pond construction

LANDSCAPE		
Median	Sod, shrubs, groundcover, trees, irrigation	\$325 - 435 per 100 sq ft
Streetscape	Bahia Sod and Trees	\$175 per 100 sq ft
	St. Augustine Sod, trees, & irrigation	\$325 per 100 sq ft
Roadside	St. Augustine sod, trees, irrigation, shrubs, & groundcover	\$435 per 100 sq ft
	Street trees, irrigation, limited groundcover and shrubs	\$125 - 325 per 100 sq ft
Neighborhood Gateways	Signage with lighting and minimal planting	\$8,000 each
Arterial Road Gateways	Signage with minimal planting	\$62,500 each
	Signage, lighting and substantial planting	\$84,000 each
	Hardscape, landscape, structural features, lighting, signage, banners, and/or water features	\$119,000 each
MISCELLANEOUS		
Parks	Passive park - picnic facilities only	\$25,000 per acre
	Limited active park - picnic, playground equipment, multi-purpose field	\$50,000 per acre
Lot Assembly	Purchase of land for consolidation of small parcels	\$30-60,000 per acre

Neighborhood Impact Element

This Redevelopment Plan does not propose any specific projects that would directly result in the need for a housing relocation plan. However, the Plan recognizes that the existing housing stock can be greatly enhanced through the combined efforts of the CRA with several existing housing initiatives. These efforts are operating independently or as a function of other City departments.

The City, in cooperation with other agencies, offers several programs to assist in the construction and rehabilitation of single-family homes. Homeownership support services also are offered, including lending, education, emergency management and inspection programs. The following is a partial list of agencies serving the City and programs that offer assistance in improving the area's existing housing stock, particularly as it relates to the provision of low- and very-low income housing.

City of Gainesville Housing Division

The Housing Division takes a leadership role in establishing community partnerships to develop new housing stock in the East Gainesville area. The Housing Division is developing the 131 houses in Cedar Grove II, including facilitating community-based committees to establish minimum standards for development, developer selection criteria, and the creation of a marketing plan.

The State Housing Initiatives Partnership (SHIP) is administered by the Gainesville Housing Division to prequalify first-time homebuyers throughout East Gainesville, including homes in the Cedar Grove II development. The program allows the City to assist very low, low, and moderate-income families with down payment and closing costs, and other subsidies.

All programs offered by the Housing Division are geared to families with incomes at or below 80% of the City's median income. In addition to the Cedar Grove II efforts, the following programs may be of assistance in improving the existing housing stock in East Gainesville:

- Housing Rehabilitation. The City offers financial and technical assistance for the repair of any Housing Code violation for single-family residences including, but not limited to, replacing a roof, making structural repairs and weatherization improvements.
- Housing Recycling Program. The City may rehabilitate boarded property that is donated or purchased. Property is subsequently offered for sale to low-income, first-time homebuyers.
- SHIP Program. The SHIP consists of a series of programs for down payment assistance to first-time homebuyers, mortgage pre-qualification for first-time homebuyers, home maintenance education, special needs grants, renovation of SHIP purchased homes, emergency repair grants and loans.

City of Gainesville Block Grant Division

The City's Block Grant Division is involved with several infill construction projects in the East Gainesville area, in partnership with the Neighborhood Housing Development Corporation (NHDC) and Habitat for Humanity. The Block Grant Division provides funding for these agencies to use as leverage funds in the purchase and development of individual parcels.

Neighborhood Housing Development Corporation

The Neighborhood Housing Development Corporation is a private corporation that works in partnership with the City and other agencies to promote home ownership and community reinvestment in blighted areas. The NHDC receives funding through both public and private entities. The City of Gainesville provides funding through Block Grants and Housing Division SHIP programs.

The NHDC's national affiliate, the Neighborhood Reinvestment Corporation, also serves as a source of funding, including 0% capital funding loans. Fee generated funds from NHDC's educational programs constitute a percentage of its overall funding. In addition, a consortium of local lenders offers the NHDC a low interest line of credit.

NHDC's five main program areas include:

1. Housing Development – new and rehabilitation
2. Lending – home repair and first-time home buyers
3. Homebuyer education
4. Homeownership counseling
5. Property inspections - i.e. lead based paints

Benchmarks established for the program include:

1. Homeownership – 2000 - assisted 76 families; 2001 - projection 120 families
2. Education seminars – 2000 – 160 graduates of 8 hour seminar in Alachua County; 2001 – projecting 185 graduates
3. Loans – 2000 - 36 loans; 2001 projection 50 loans
4. Inspections – 2000 – 18 inspections; 2001 projection 25 inspections

Alachua Habitat for Humanity

Habitat for Humanity is a non-profit organization working with low-income families to provide affordable single-family housing. Lands throughout the County are purchased or donated to Habitat for Humanity. Program participants are able to select a lot from those organization's inventory. Habitat currently has homes under construction in the East Gainesville area. In addition, they own five lots in the Study Area, and are in the process of acquiring additional properties in East Gainesville in order to accommodate future housing development.

Central Florida Community Action Agency

The Central Florida Community Action Agency is a private, non-profit agency whose goal is to assist Gainesville families with housing maintenance and self-sufficiency. Programs include home weatherization assistance and homeownership education. The agency has provided homebuyer assistance in the past but currently does not have program funding.

United Gainesville Community Development Corporation

The City's Housing Division assists United Gainesville Community Development Corporation (UGCDC) through CDBG funding. The agency does not provide housing assistance but assists in community development through its small business loan program. The UGCDC offers loans for existing and new business ventures within the city. UGCDC offers a series of loan programs focusing on developing new businesses, creating a business plan and continued education for existing businesses. Those applying for loans greater than \$25,000 must provide employment to a local resident.

The Volunteer Center

The Volunteer Center of Alachua County currently has a program for painting houses in the city with youth group volunteers. The "PaintTeens" program seeks to paint approximately four houses per year with the assistance of donated supplies and labor.

Sources of Redevelopment Funding and Finance

The following section provides a general review of potential sources of funding for redevelopment programs. In general, a variety of financing options are presently available to the City and the Community Redevelopment Agency. Among these are the following:

Tax Increment Revenues

Tax Increment Financing (TIF) is typically a major funding mechanism for redevelopment projects under the State of Florida Community Redevelopment Act. This increment, which is to be determined annually, is equal to up to 95% of the difference between: the amount of ad valorem taxes levied each year by each applicable taxing authority on taxable real property within the Community Redevelopment Area; and, the amount of ad valorem taxes that would have been produced by the current millage rates prior to establishing of the Redevelopment Trust Fund. Both of these amounts are exclusive of debt service millage of the taxing authorities.

The Tax Base and Revenue Projections – 2000 to 2030

Perhaps the greatest indication of the economic health of a community is the relative strength of its tax base, which is the total value of property used when determining ad valorem taxes. A stable growth rate in property value correlated favorably to the rate of inflation would indicate a strong market for real estate investment and provide stability in the rate of taxation expressed in millages assessed on property. A weak market is one in which the increase in property values is not keeping pace with the rate of inflation or worse, when property values are in a cycle of decline. This condition may give cause for an increase in tax millage to provide an equivalent amount of revenue to support government services.

An evaluation of the tax roll has shown that the redevelopment area has had an average annual increase in property values of over five percent (5%) during the past five years. The rate of growth spiked considerably between 1999 and 2000, with a rate of over fifteen percent. While this is a relatively healthy rate of growth, the benefit is somewhat muted by the fact that the aggregate taxable value of the area is still relatively low (approximately \$30 million in 2000). If the aggregate value of the study area does not continue to increase, the City could be faced with the deterioration of the existing tax base and the need for increased taxes to offset loss of revenue.

One of the primary objectives of the redevelopment program is to refortify the tax base by undertaking selective capital improvements and implementing strategies designed to instigate private sector investment in the redevelopment area. New investment and the resulting increase in property values provides the fuel for the redevelopment program which derives its funding from tax increment revenues. Upon adoption of the redevelopment plan and the redevelopment trust fund ordinance, the total value of property within the redevelopment area is determined and fixed to establish the tax base. All tax revenues generated on the fixed tax base will continue to flow through the appropriate taxing authorities for budgetary purposes. All future tax revenues generated by an increase of property value within the redevelopment area are diverted to the redevelopment trust fund for program implementation. The redevelopment agency is not a taxing

jurisdiction, so it does not have the authority to assess a millage rate that is applied to the value of property to generate ad valorem tax revenue.

By creating the East Gainesville Redevelopment District, the Gainesville City Commission has utilized statutory provisions to establish a revenue stream that can be used to finance the capital projects set forth in the Redevelopment plan. These revenues can be used to satisfy debt obligations or may be leveraged with grants, commercial loan pools and other financial strategies to successfully implement the plan.

For purposes of projecting potential TIF revenue, an average annual growth rate ranging between 3% and 6% in taxable property values is provided. These values are compounded and projected for a thirty-year period. Revenue projections assume constant millage rates (approximately 13.7 mills) and full participation (95%) from all non-exempt taxing authorities (i.e., the City and Alachua County.) The yearly summaries of the TIF projections for the three different growth scenarios are presented on the following pages.

Several observations can be made with respect to the revenue projection scenarios. If approved this year, the tax base would be fixed at approximately thirty-two million dollars (\$32,000,000.00). If property value appreciation were to continue at 4.5%, a relatively modest increase in annual tax revenues of approximately two hundred and forty thousand dollars (\$240,000.00) will be realized after a ten-year period (refer to the year 2012 in table). At this rate of increase, accommodation of future needs for enhanced services and capital improvements will be difficult using only the TIF source. However, after twenty years, the annual increment could exceed six hundred thousand dollars (\$600,000.00) and could be a more significant source of improvement funding, inflation notwithstanding.

With the anticipated success of the redevelopment effort, it is likely that some combination of the three growth scenarios will occur over the time horizon of this plan. That is, the average annual rate of growth could exceed six percent in some years, particularly while the base is relatively small, but that the rate of growth would flatten as the area moves towards a more built-out condition. In any event, recognizing that the aggregate taxable value must more than double over its current level in even the low growth scenario, this point further emphasizes the need to improve the physical image and perception of the East Gainesville study area and to hopefully stimulate more private investment.

East Gainesville CRA - Projected Tax Increment Scenarios

Analysis Parameter	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Total Taxable Value @ 3% Growth	32,367,041	33,338,082	34,338,193	35,368,339	36,429,389	37,522,271	38,647,939	39,807,377	41,001,599	42,231,647	43,498,596
Growth from 2001 Taxable Value	1,858,001	971,011	1,971,153	3,001,299	4,082,349	5,155,230	6,280,899	7,440,337	8,634,558	9,864,605	11,131,555
Projected Yearly Increment (@3.9%)		12,545	25,467	38,777	52,466	66,606	81,149	96,129	111,558	127,451	143,820
Ten Year Total Increment											755,988
Cumulative Total Increment											755,988
Total Taxable Value @ 4.5% Growth	33,316,634	34,815,883	36,382,598	38,019,815	39,730,705	41,518,588	43,386,924	45,339,366	47,379,605	49,511,688	51,739,714
Growth from 2001 Taxable Value	2,807,594	1,499,249	3,055,963	4,709,180	6,414,072	8,201,954	10,070,290	12,022,702	14,062,972	16,195,054	18,423,080
Projected Yearly Increment (@3.9%)		19,370	39,612	60,785	82,870	105,939	130,108	155,333	181,694	209,240	238,026
Ten Year Total Increment											1,222,988
Cumulative Total Increment											1,222,988
Total Taxable Value @ 6% Growth	34,279,957	36,336,755	38,516,980	40,827,978	43,277,656	45,874,316	48,626,775	51,544,381	54,637,044	57,915,257	61,390,183
Growth from 2001 Taxable Value	3,770,917	2,056,797	4,237,003	6,548,020	8,997,699	11,594,388	14,346,817	17,264,424	20,357,087	23,635,339	27,110,225
Projected Yearly Increment (@3.9%)		26,574	54,742	84,600	116,250	149,799	185,361	223,086	263,014	305,388	350,264
Ten Year Total Increment											1,759,029
Cumulative Total Increment											1,759,029

Source: Key, Harris & Walls, Inc

East Gainesville CRA - Projected Tax Increment Scenarios

Analysis Parameter	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Total Taxable Value @ 3% Growth	44,803,554	46,147,660	47,532,090	48,958,053	50,426,795	51,939,598	53,497,786	55,102,720	56,755,802	58,458,476
Growth from 2001 Taxable Value	12,436,513	13,780,620	15,165,050	16,591,012	18,059,754	19,572,558	21,130,746	22,735,679	24,388,761	26,091,435
Projected Yearly Increment (@95%)	160,680	178,046	195,932	214,356	233,332	252,877	273,009	293,745	315,103	337,101
Ten Year Total Increment										2,454,181
Cumulative Total Increment										3,210,169
Total Taxable Value @ 4.5% Growth	54,068,002	56,501,062	59,043,609	61,700,572	64,477,098	67,378,567	70,410,603	73,579,080	76,890,138	80,350,194
Growth from 2001 Taxable Value	20,751,367	23,184,427	25,726,975	28,383,937	31,160,463	34,061,933	37,083,968	40,262,445	43,573,504	47,033,560
Projected Yearly Increment (@95%)	268,108	299,543	332,393	366,720	402,593	440,080	479,254	520,191	562,970	607,674
Ten Year Total Increment										4,279,525
Cumulative Total Increment										5,502,513
Total Taxable Value @ 6% Growth	65,073,594	68,978,009	73,116,690	77,503,691	82,153,913	87,083,147	92,308,136	97,846,624	103,717,422	109,940,467
Growth from 2001 Taxable Value	30,793,636	34,698,052	38,836,732	43,223,734	47,873,955	52,803,190	58,028,179	63,566,667	69,437,465	75,660,510
Projected Yearly Increment (@95%)	397,854	448,299	501,771	558,451	618,532	682,217	749,724	821,281	897,132	977,534
Ten Year Total Increment										6,652,794
Cumulative Total Increment										8,411,823

Source: Ivey, Harris & Walls, Inc.

East Gainesville CRA - Projected Tax Increment Scenarios

Analysis Parameter	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Total Taxable Value @3% Growth	60,212,230	62,018,597	63,879,155	65,795,529	67,769,395	69,802,477	71,896,551	74,053,448	76,275,051	78,563,303
Growth from 2001 Taxable Value	27,845,189	29,651,555	31,512,114	33,428,489	35,402,355	37,435,435	39,529,511	41,686,407	43,908,011	46,196,262
Projected Yearly Increment (@3.5%)	359,760	383,098	407,137	431,895	457,398	483,665	510,721	538,558	567,291	596,856
Ten Year Total Increment										4,736,412
Cumulative Total Increment										7,946,581
Total Taxable Value @4.5% Growth	83,955,953	87,744,421	91,692,920	95,819,101	100,130,951	104,636,854	109,345,513	114,266,051	119,408,034	124,781,395
Growth from 2001 Taxable Value	50,649,319	54,427,787	58,376,286	62,502,467	66,814,327	71,320,220	76,028,878	80,949,425	86,091,359	91,464,761
Projected Yearly Increment (@3.5%)	654,389	703,207	754,222	807,532	863,241	921,457	982,293	1,045,857	1,112,301	1,181,725
Ten Year Total Increment										9,026,233
Cumulative Total Increment										14,528,746
Total Taxable Value @6% Growth	116,536,895	123,529,109	130,940,855	138,797,307	147,125,145	155,952,654	165,309,813	175,228,402	185,742,105	196,886,632
Growth from 2001 Taxable Value	82,256,938	89,249,152	96,660,898	104,517,349	112,845,188	121,672,697	131,029,856	140,948,445	151,462,149	162,606,675
Projected Yearly Increment (@3.5%)	1,052,760	1,153,099	1,248,859	1,350,364	1,457,950	1,572,011	1,692,905	1,821,054	1,956,891	2,100,878
Ten Year Total Increment										15,416,782
Cumulative Total Increment										23,828,604

Source: Kay, Harris & Wallis, Inc.

Other Funding Sources / Mechanisms

Redevelopment Revenue Bonds

The provisions of F. S. 163.385 allow the City or the Community Redevelopment Agency to issue "Revenue Bonds" to finance redevelopment actions. Security for bonds may be based on "anticipated assessed valuation" of the completed Community Redevelopment Area, with the "tax increment" used to finance the long-term bond debt. Prior to the issuance of long-term revenue bonds, the City or Community Redevelopment Agency may issue bond anticipation notes to provide up-front funding for redevelopment actions until sufficient tax increment funds are available to amortize a bond issue.

General Revenue Bonds

For the purposes of financing redevelopment actions, the City also may issue General Obligation Bonds. These bonds are secured by debt service millage on the real property within the City and must receive voter approval.

Community Development Block Grants (CDBG)

The CDBG monies may be committed to demolition of substandard housing units, housing rehab assistance, and home ownership assistance within targeted areas within the Community Redevelopment Area. Fund expenditures are for the benefit of low and moderate-income residents.

CDBG Commercial Revitalization Grants

Funding may be used for planning, design and construction of infrastructure that supports commercial revitalization or strategic planning initiatives for redevelopment, and revitalization of commercial properties contained in targeted areas of low to moderate income.

Parks Recreation and Beautification Grants

The following grant programs may be used for design and construction of parks and streetscape improvements. All of these programs have funding limits, require a local matching contribution and are obtained through competitive processes.

Florida Recreation Development Assistance Program (FRDAP)

This annual state recreation assistance program may be used for recreational land acquisition, park design and construction. Active park amenities are normally afforded a higher priority than passive parks. \$200,000 limit, projects may be phased over several years and require variable % local match based on grant amount.

Transportation Enhancement Act Grants (TEA-21)

This is an excellent source of funding for streetscape improvements. As the name implies, this program is particularly valuable for pedestrian and bicycle improvements. Annual Federal program administered through FDOT and local MPO. No specific funding limitations. Projects are awarded on merit, need and political influences.

FDOT Highway Beautification Grants

This is an annual State Highway beautification program. The annual limit is \$150,000, but projects may be phased over several years.

Keep America Beautiful Grant (KAB)

Annual landscaping grant program administered through State Department of Agriculture. \$20,000 limit, projects may be phased. \$40,000 worth of trees planted in an urban area has a substantial physical impact.

Small Business Administration Tree Planting Grant (SBA)

Annual tree planting grant geared toward supporting nursery operations and landscaping contractors with less than 100 employees. \$20,000 limit. Same impact as above.

Industrial Revenue Bonds (IRB)

Industrial revenue bonds may be used to finance industrial, and some commercial projects. The primary emphasis on such projects is the creation of jobs and, as a consequence, speculative ventures are not normally financed by these means. The City typically issues these bonds, with repayment pledged against the revenues of the private enterprise being funded. IRBs are tax exempt and consequently are typically 3 percentage points below prevailing interest rates.

Land Sales / Leases

The acquisition of property and its preparation for development are powers available to the redevelopment agency under statutory provisions. Resale or leasing of such land to private developers can provide income within the Community Redevelopment Area.

Private Contributions

Voluntary contributions by private companies, foundations and individuals are potential sources of income to the Community Redevelopment Agency. Although such contributions may only account for a small portion of redevelopment costs, they do provide opportunities for community participation with positive promotional benefits.

Safe Neighborhoods Act - Chapter 163.502 FS

Neighborhood Improvement Districts created pursuant to the Act may request a planning grant from the state's Safe Neighborhood Trust Fund on a 100% matching basis. The District also may authorize to levy an ad valorem tax of up to 2 mills annually on real and personal property.

Direct Borrowing From Commercial Lenders

The CRA is authorized to fund redevelopment projects and programs through direct borrowing of funds. Depending on the particular project(s) funding requirements, the CRA may utilize both short and long-term borrowing. Although terms and conditions may have a direct bearing on use of a particular commercial lending institution, the CRA will generally attempt to attain the lowest available interest rate.

Appendix A: Legal Description

An area of land located in Sections 3, 4, 9, 33 and 34 of Township 10 South, Range 20 East of Alachua County, Florida, being more particularly described as follows:

Commence at the southeast corner of the intersection of N.E. 15th Street and N.E. 16th Avenue, as the Point-of-Beginning; from said Point-of-Beginning run East along the south right-of-way line of said N.E. 16th Avenue (and an easterly extension thereof) to a point lying on the northeasterly right-of-way line of the abandoned Seaboard Coastline Railroad property (parcel number 10812-300-000) also known as the Rail-to-Trail property; thence run in a Southwesterly direction to a point on the south line of a City of Gainesville drainage ditch as per Official Record Book 573, page 33, of the Public Records of Alachua County, Florida; thence run along said south line to the east line of Section 34, Township 9 South, Range 20 East; thence run South along said east line to a point lying on the south right-of-way line of N.E. 8th Avenue; thence run West along said south right-of-way line to the east right-of-way line of N.E. 25th Street; thence run South along the east right-of-way line of said N.E. 25th Street to the south right-of-way line of East University Avenue; thence run West along said south right-of-way line of East University Avenue to the east right-of-way line of S.E. 21st Street; thence run South along said east right-of-way line of S.E. 21st Street to a point on an easterly extension of the south right-of-way line of S.E. 6th Avenue; thence run West along said south right-of-way line extension and along the south right-of-way line of SE 6th Avenue to the west right-of-way line of S.E. 17th Terrace; thence run North along said west right-of-way line of S.E. 17th Terrace to the south right-of-way line of S.E. 4th Avenue; thence run West along said south right-of-way line of S.E. 4th Avenue to the east right-of-way line of S.E. 15th Street; thence run South along said east right-of-way line of S.E. 15th Street to its intersection with the south line of Section 4, Township 10 South, Range 20 East; thence run West along said south right-of-way line of Section 4, Township 10 South, Range 20 East to its intersection with the west right-of-way line of S.E. 12th Street; thence run South 10 feet; thence run West to the east right-of-way line of S.E. 11th Street; thence run South along said east right-of-way line of S.E. 11th Street to an easterly extension of the south right-of-way line of S.E. 9th Avenue; thence run West along said southerly extension and along the south right-of-way line of S.E. 9th Avenue to a point lying 119 feet east of the east right-of-way line of S.E. 7th Street (being also the east line of tax parcel number 16044-000-000); thence run South to the south right-of-way line of S.E. 9th Place; thence run Southwesterly along said south right-of-way line of S.E. 9th Place and a westerly extension thereof to the west right-of-way line of S.E. 4th Street; thence run Northwesterly along said westerly right-of-way line of S.E. 4th Street to the south right-of-way line of the abandoned Seaboard Coastline Railroad property; thence run Easterly and Northeasterly along said right-of-way line of the abandoned Seaboard Coastline Railroad property to the north right-of-way line of N.E. 3rd Avenue; thence run West along said north right-of-way line of N.E. 3rd Avenue to the east right-of-way line of N.E. 12th Court; thence run North along said east right-of-way line of N.E. 12th Court to a creek branch; thence run Northwesterly along said creek branch (being also the south line of tax parcel number 12560-000-000) to the East line of Lot 1, Block 1, Range 5 of Doig and Robertson Addition as per Deed Book "W", page 437, of the Public Records of Alachua County, Florida; thence run North to the south right-of-way line of N.E. 5th Avenue; thence run East along said south right-of-way line to a southerly extension of the east line of Sperry Heights, a subdivision as per Plat Book "E", page 1, of the Public Records of Alachua County, Florida; thence run Northeasterly along said east line of Sperry Heights Subdivision to the south right-of-way line of N.E. 6th Place; thence run West along said south line of N.E. 6th Place to the west right-of-way line of N.E. 12th Street; thence run North along said west right-of-way line of N.E. 12th Street to the south right-of-way line of N.E. 8th Avenue; thence run East along said south right-of-way line of N.E. 8th Avenue to a southerly extension of the easterly right-of-way line of N.E. 14th Street; thence run Northerly and Northeasterly along said southerly extension and along said easterly right-of-way line of N.E. 14th Street and along the easterly right-of-way line of N.E. 15th Street to the southeast corner of the intersection of N.E. 15th Street and N.E. 16th Avenue, being the Point-of-Beginning, and close. All lying and being in the City of Gainesville, Florida; containing 952 acres more-or-less.

Appendix B: Operational Parameters of the Community Redevelopment Agency

Authority to Undertake Community Redevelopment

This document has been prepared under the direction of the Community Redevelopment Agency in accordance with the Community Redevelopment Act of 1969, Chapter 163 Part III F.S. In recognition of the need to prevent and eliminate slum and blighted conditions within the community, the Community Redevelopment Act confers upon counties and municipalities the authority and powers to carry out "Community Redevelopment." For the purpose of this Community Redevelopment Plan, the following definition taken from the Florida Statutes shall apply:

"Community Redevelopment" or "Redevelopment" means undertakings, activities, or projects of a county, municipality, or community redevelopment agency in a community redevelopment area for the elimination and prevention of the development or spread of slums and blight or for the provision of affordable housing, whether for rent or for sale, to residents of low or moderate income, including the elderly, and may include slum clearance and redevelopment in a community redevelopment area or rehabilitation or conservation in a community redevelopment area, or any combination or part thereof, in accordance with a community redevelopment plan and may include the preparation of such plan."

The ability of the city or the municipality to utilize the authority granted under this Act is predicated upon the adoption of the "Finding of Necessity" by the governing body. This finding must demonstrate 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 the city or municipality; and,
2. The rehabilitation, conservation, or redevelopment, or a combination thereof, of such an area, or areas, is necessary in the interest of the public health, safety, morals, or welfare of the residents of the city or municipality.

The Gainesville Community Redevelopment Agency

The City of Gainesville's Community Redevelopment Agency (CRA) is established, and with the addition of the East Gainesville Redevelopment District, will encompass four Redevelopment Areas. The following is a summary of powers and operation parameters which the CRA may exercise in implementing the Redevelopment Plan, as conferred by Florida Statutes Chapter 163, Part III.

Powers of the Community Redevelopment Agency

As authorized by the Community Redevelopment Act, a wide variety of powers are available to the City to carry out redevelopment activities. The Redevelopment Agency is vested with the following powers pursuant to Florida Statutes, Section 163.370.

To make and execute contracts and other instruments necessary or convenient to exercise its powers in accordance with statutes;

To disseminate redevelopment information;

To undertake and carry out community development projects and related activities within its area of operation, such projects to include:

- Acquisition of a slum area or a blighted area of any portion thereof;
- Demolition and removal of buildings and improvements;
- Installation, construction, or reconstruction of streets, utilities, parks, playgrounds, and other improvements necessary for carrying out the Community Redevelopment Plan;
- Disposition of any property acquired in the Community Redevelopment Area at its fair value for uses in accordance with the Community Redevelopment Plan;
- Carrying out plans for a program of voluntary of compulsory repair and rehabilitation of buildings or other improvements in accordance with the Community Redevelopment Plan;
- Acquisition of real property in the Community Redevelopment Project area which, under the Community Redevelopment Plan, is to be repaired or rehabilitated for dwelling use or related facilities, repair or rehabilitation of the structures for guidance purposes, and resale of the property;
- Acquisition of any other real property in the Community Redevelopment Area when necessary to eliminate unhealthy, unsanitary or unsafe conditions, lessen density, eliminate obsolete or other uses detrimental to the public welfare, or otherwise, to remove or prevent the spread of blight or deterioration, or to provide land for needed public facilities;
- Acquisitions, without regard to any requirement that the area be a slum or blighted area, of air rights in an area consisting principally of land in highways, railway tracks, bridge entrances, or other similar facilities which have a blighting influence on the surrounding area and over which air rights sites are to be developed for the elimination of such blighting influences and for the provision of housing and related facilities and uses designed specifically for and limited to, families and individuals of low or moderate income;

- Construction of foundations and platforms necessary for the provision of air rights sites of housing and related facilities and uses designed specifically for, and limited to, families and individuals of low or moderate income;
- To provide, or arrange or contract for, the furnishings or repair by any person or agency, public or private, of services, privileges, works, streets, roads, public utilities or other facilities or in connection with a Community Redevelopment Project; and to agree to any conditions that it may deem reasonable and appropriate attached to federal financial assistance and imposed pursuant to federal law relating to the determination of prevailing salaries or wages or compliance with labor standards, in activities, and to include in any contract let in connection with such a project and related activities, provisions to fulfill such of said conditions as it may deem reasonable and appropriate;

Within its area of operation:

- To acquire by purchase, lease, option, gift, grant, bequest devise, or otherwise except in eminent domain, any real property (or personal property for ins administrative purposes) together with any improvements thereon;
- To hold, improve, clear, or prepare for redevelopment any such property;
- To mortgage, pledge, hypothecate, or otherwise encumber to dispose of any real property;
- To insure or provide for the insurance of any real or personal property or operations of the city or municipality against any risks or hazards, including the power to pay premiums on any such insurance;
- To enter into any contracts necessary to effectuate the purpose of this part.
- To invest any Community Redevelopment Funds held in reserves or sinking funds or any such funds not required for immediate disbursement in property or securities in which savings banks may legally invest funds subject to their control; to redeem revenue bonds issued pursuant to this part at the redemption price established therein or to purchase such bonds at less than redemption price, all such bonds so redeemed or purchased to be canceled;
- To borrow money and to apply for and accept advances, loans, grants, contributions, and any other form of financial assistance from the Federal Government, the State, County, or other public body, or from any sources, public or private, for the purposes of this part, and to give such security as may be required and to enter into and carry out contracts or agreements in connection therewith; and to include in any contract for financial assistance with the Federal Government or with respect to a Community Redevelopment Project and unrelated activities such conditions imposed pursuant to federal laws as the city or municipality may deem reasonable and appropriate and which are not inconsistent with the purposes of this part;

- Within its area of operation, to make or have made all surveys and plans necessary to carry out the purposes of this part and with the consent of the City Council to contract with any person, public or private, in making and carrying out such plans, which plans may include, but not be limited to:
- Plans for carrying out a program of voluntary or compulsory repair and rehabilitation of buildings and improvements;
- Appraisals, title searches, surveys, studies, and other plans and work necessary to prepare for the undertaking of Community Redevelopment Projects and related activities;
- Plans for the enforcement of state and local laws, codes and regulations relating to the use of land and the use and occupancy of buildings and improvements and to the compulsory repair, rehabilitation, demolition, or removal of buildings and improvements.
- To develop, test, and report methods and techniques, and carry out demonstrations and other activities, for the prevention and the elimination of slums and urban blight and development and demonstrating new or improved means of providing housing for families and persons of low income;
- To apply for, accept and utilize grants of funds from the Federal Government for such purposes;
- To prepare plans for and assist in the relocation of persons (including individuals, families, business concerns, nonprofit organizations and others) displaced from a Community Redevelopment Area, and to make relocation payment to or with respect to such persons for moving expenses and losses of property for which reimbursement or compensation is not otherwise made, including the making of such payments financed by the Federal Government;
- To appropriate such funds and make such expenditures as may be necessary to carry out the purposes of this part;
- To close, vacate, plan or replat streets, roads, sidewalks, or other places;
- Within its area of operation, to organize, coordinate, and direct the administration of the provisions of this part, as they may apply to the City in order that the objective of remedying slum and blighted areas and preventing the causes thereof within the City, and to establish such offices in order to carry out such purposes most effectively;
- To acquire by eminent domain any real property together with any improvements thereon.

The following powers shall remain vested with the City Commission of the City of Gainesville:

- The power to determine an area to be a slum or blighted area, or combination thereof, to designate such area as appropriate for a Community Redevelopment Project, and to hold any public hearings required with respect thereto;
- The power to grant final approval to Community Redevelopment Plans and modifications thereof;
- The power to authorize the issuance of revenue bonds as set forth in Section 163.385;
- The power to approve the acquisition, demolition, removal, or disposal of property as provided in Section 163.370 (4) and the power to assume the responsibility to bear loss as provided in Section 163.370 (4).

The Community Redevelopment Area

Pursuant to State Statutes, a community redevelopment area must be a slum area, a blighted area or an area in which there is a shortage of affordable housing. The Redevelopment Area consists of the East Gainesville study area and adjacent areas that have become deteriorated due to age, obsolescence and the lack of investment. Unfortunately, a deteriorating area is self-propagating, and as conditions worsen, residents and private businesses become less willing to put financial resources into the area. It is this cycle that severely limits the ability of private enterprise to stop the spread of slum and blight without public assistance. The redevelopment area boundaries were delineated as the area encompassing those properties found to qualify as slum and blighted (see accompanying map).

The Community Redevelopment Plan

All public redevelopment activities expressly authorized by the community redevelopment act and funded by tax increment financing must be set forth in a redevelopment plan which has been approved by the City Commission. Like the Comprehensive Plan, the Community Redevelopment Plan is an evolving document that must be evaluated and amended on a regular basis in order to accurately reflect changing conditions and community objectives.

Appendix C: Open House Comment Records and Public Involvement

A series of public open houses were held between December 2000 and April 2001 to receive community input regarding the Redevelopment Plan elements. Open Houses were conducted as follows:

Date	Purpose	Location
December 14, 2000	Redevelopment Plan Kick-off	Mount Olive Church
February 19, 2001	East Gainesville Town Hall Meeting	Alachua County Health Dept, 224 SE 24 th St.
March 27, 2001	Preliminary Plan Presentation	Martin Luther King Center, 1028 NE 14 th St
April 24, 2001	Refined Plan Presentation	Martin Luther King Center, 1028 NE 14 th St

The purpose of the December 14th and February 19th meetings was to introduce the project and receive initial input from community members. Attendees were informally interviewed to ascertain their opinion regarding community elements that should be protected, improved, added or removed. Written and verbal comments obtained from the first two meetings are summarized in the following table.

East Gainesville's Primary Assets	East Gainesville's Primary Limitations
Local schools	Insufficient commercial development
Involved community members	Need for improved recreation facilities
Natural areas	Dilapidated houses
Quiet neighborhood	Absentee landlords
Improved policing	Misuse of vacant property
	Roads in poor condition
	Lack of sidewalks
	Drugs, crime, prostitution

A series of initial concepts were compiled for the March 27th open house based on comments received from the first two open houses and interviews with City staff. Open house attendees were asked to prioritize the various concepts and provide any additional ideas or comments. A ranking of "5" indicated the concept was perceived to be of high priority with a ranking of "1" being a low priority. The following table summarizes the response received from the meeting:

Concept Number	Concept Description	Index Score
5	Small-scale Village Retail & Streetscape at SE 7th Ave & 9th St	4.33
8	Drainage Improvements to Eliminate Swales at NE 25th Terrace & 26th Terrace	4.13
6	Central Park at NE 21st St	4.00
2	NE 8th Ave Village Center & eastward extension to Duval Elementary	3.89
7	Traffic Calming	3.89
4	SE 3rd Ave Streetscape Improvements	3.63
9	Street Extensions (NE 18th St; NE 4th Ave; NE 21st St; NE 7th Ave; NE 24th St)	3.43
3	Median & Landscape Improvements along University Ave	3.33
1	Pedestrian Bridge over Waldo Road at 8th Ave (eliminated from final plan)	2.89

Source: March 27, 2001 East Gainesville Redevelopment Plan Open House

All concepts presented received a moderate to high ranking among attendees. As a result, concepts were not significantly modified for the refined plan presentation. The most significant change to the Plan was the refinement of concept one that included a proposed pedestrian bridge over Waldo Road at NE 8th Avenue. This concept was refined to include an at-grade crossing that serves to connect the bicycle trail system to points west, and to provide safer pedestrian and bicycle crossing via a high-profile design.

The purpose of the April 27th open house was to explain the refined concepts and other plan elements. This presentation included an oral presentation with accompanying PowerPoint slides. Attendees also were able to review static boards and ask questions of the City's consulting team. During the presentation, all attendees participated in an informal discussion of the issues being addressed. Comments received during the evening are a result of this discussion, and included:

1. Do not describe an exact location for the village retail area of the Springhill Neighborhood. While this is a desirable proposal, the exact location should be determined at a later date.
2. Rely on the area churches for support in implementing the Redevelopment Plan.
3. Traffic signal needed at 12th Avenue and Waldo Road as an additional means for children crossing to the Citizens' Field area.
4. Need additional facilities for community programs; particularly interested in the redevelopment of the "Cotton Club" building in the Springhill Neighborhood area.
5. Large park shown on concept plan is highly desirable.

Appendix C contains attendance records, and a compilation of all written comments received throughout the public involvement process.

East Gainesville Community Redevelopment Plan

Kick-off Meeting

December 14, 2000

Attendance:

Willie Ausgood	Chuck Chestnut	Gary Dickens
Vivian Filer	Ed Van Winkle	Janine Oosterveld
Phillis Filer	Michael Moreska	Melinda Claybrook
Denise Scott	Conchi Ossa	Karen Slevin
A.J. Mims	Mike Schentrup	Ralph Hilliard
Janet Kreischer	J.C. Pomar	Tom Saunders
Willie Mae Durham	Nate Ellis	
Jasper Stephenson	Robert Bartley	
Claude Johnson	Todd Belrham	

East Gainesville Community Redevelopment Plan

Preliminary Plan Presentation

Tuesday, March 27, 2001

Attendance

Name	Address
John Fleming	730 North Waldo Rd
Leroy Clay	1147 NE 23rd St
Maria Savoia	RTS, PO Box 490 Station 5, Gainesville
Randy Camp	P. O. 686 Gainesville FL 32602
Scherwin L. Henry	2336 NE 3rd Place, Gainesville, FL 32641
Tom Saunders	City of Gainesville
Patricia West	P. O. 602 Gainesville FL 32602
Diyonne McGraw	4331 NW 21st Terr, Gainesville 32605
Aneesh Thakur	408 W. University Ave, Suite 604, Gainesville 32601
Tony Gordon	6215 SW 81st St. 32608
Odetta MacLeish-White	Jennings Development Group, 4707 NW 53rd Ave, Ste A 32608
A. Gonster	1123 NE 23rd St
Fredrick Gonster	1123 NE 23rd St
Dr. Richard H. Jones	730 NE Waldo Rd 32641
Ralph Hilliard	City of Gainesville
Gary Dickens	Ivey, Harris & Walls, Winter Park, FL
Janine Oosterveld	Ivey, Harris & Walls, Winter Park, FL
Melinda Claybrook	Community Design Associates, Maitland, FL

East Gainesville Community Redevelopment Plan

Preliminary Plan Presentation

Tuesday, March 27, 2001

Summary of Comments

Concept Description	Priority (Number of Responses)				
	1 (low)	2	3	4	5 (high)
1. Pedestrian Bridge over Waldo Road at 8th Ave (eliminated from final plan)	3	2	0	1	3
2. NE 8th Ave Village Center & Eastward Ext. to Duval Elem.	0	2	1	2	4
3. Median & Landscape Improvements along University Ave	1	2	2	1	3
4. SE 3rd Ave Streetscape Improvements	0	1	3	2	2
5. Small-scale Village Retail & Streetscape at SE 7th Ave & 9th St	0	1	1	1	6
6. Central Park at NE 21st St	1		1	3	4
7. Traffic Calming	0	1	2	3	3
8. Drainage Improvements to Eliminate Swales at NE 25th & 26th Terr	0	0	3	1	4
9. Street Extensions (NE 18th St; NE 4th Ave; NE 21st St; NE 7th Ave; NE 24th St)	1	1	1	2	2

Additional Comments:

Extend sidewalks into areas served by transit	Improve transit service to area
NE 12th Ave & Waldo Rd needs red light	Pave entrance road/curb cut at Waldo Rd in front of Labor Finders 1001 NE Waldo Rd. Include curb & gutter landscape
Preserve MU-2 zoning on tract of land west of Cedar Grove II (do not change to single family)	18th St & 12th Ave - Road through Camp property not a good idea
Would like to see IH&W hire more black employees	The quality of life effects that can result from this plan is of the utmost importance. Creativity and resources to make this endeavor a success should not be spared.