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EXECUTIVE SUMMARY

Overview:
The Eustis Downtown and East Town Community Redevelopment Area (CRA) was originally established in 1990. The CRA is a 1.5 square mile redevelopment area comprised or 938.7 acres. Contained within the area are historic properties, the traditional downtown commercial area, and a historically minority neighborhood. Over the past twenty-six (26) years, the City established the redevelopment area, adopted the original redevelopment plan, and completed various planning efforts and adopted plan amendments as follows:

- Adopted Resolution Nos. 89-15 and 90-07 designating enumeration district 218 as a redevelopment area and as a locally designated slum and blight area; and
- Adopted Resolution No. 90-39 (finding of necessity) to create a community redevelopment district in accordance with Florida Statutes 163, Part III; and
- Adopted Resolution No. 90-42 to approve the 1990 Eustis Redevelopment Plan for the Downtown and East Town Redevelopment Area; and
- Adopted Resolution No. 95-20 to amend the 1990 Eustis Redevelopment Plan to include new goals and design features and the Eustis Waterfront Redevelopment Plan 1995; and
- Adopted Resolution No. 98-18 to amend the 1990 Eustis Redevelopment Plan to include the Eustis Main Street Preservation Plan and Commercial Facade Guidelines; and
- Adopted Resolution No. 04-73 to designate the Eustis Community Redevelopment Area as the Downtown and East Town Economic Enhancement District in Eustis and as a Brownfields Area for environmental remediation, rehabilitation, and economic development in accordance with Sections 376.77-376.85, Florida Statutes; and
- Adopted Resolution No. 08-42 for the Eustis Downtown Master Plan; and
- Adopted Resolution No. 09-45 to amend the 1990 Eustis Redevelopment Plan to include the 2009 Community Redevelopment Strategic Action Plan consisting of the City of Eustis East CRA Master Plan and the City of Eustis Downtown Master Plan.

Purpose:
The purpose of updating the 1990 Redevelopment Plan, as amended, is to recognize plan implementation efforts realized to date; to assess, revisit and refine the principles and goals of the Plan; to eliminate those initiatives proposed in prior versions of the Plan that are complete, not realistic, or are no longer desirable, and to adopt a new implementation plan based on a proposed 30 year extension of the Community Redevelopment Area.
Redevelopment Area Description:
The redevelopment area encompasses the central downtown business district, as well as the residential neighborhoods to the north and east. The following map illustrates the redevelopment district boundaries, incorporating a 1.5 square mile area of 938.7 acres. There are a total of 1,485 parcels in the district. The following legal description of the CRA district provides the most definite explanation, and was adopted by the City Commission of the City of Eustis in Resolution No. 90-42 in December of 1990.

"Beginning at a point on the east shore of Lake Eustis lying where the Eustis canal and Lakeshore Drive intersect, thence run east along the centerline of Citrus Avenue to the east side of Morningview Drive, thence north on Morningview Drive to the centerline of Orange Avenue, thence east to a point that would intersect with a line extending the east boundary of Cricket Lake Subdivision south, and thence run north along the east boundary of the Cricket Lake Subdivision to its intersection with Bates Avenue, and thence run west along the north right-of-way line of Bates Avenue, and thence run west along the north right-of-way line of Bates Avenue to its intersection with Wall Street, and thence run north along the east right-of-way with Wall Street to its intersection with Getford Road, and thence run along the north right-of-way of Getford Road to an extension westward of the north right-of-way line of Getford Road to the west shoreline of Trout Lake, thence southerly to Trout Lake Run, and thence along the north shoreline of Trout Lake Run to its intersection with Lake Eustis, and thence run southwardly along the Lake Eustis shoreline to the point of beginning, containing all properties within the afore described boundary, less all unincorporated areas."
Land Uses:

As shown on the CRA Future Land Use Districts map, the land use districts within the CRA boundary include the following:

Suburban residential district (SR). Areas designated suburban residential (SR) have a maximum density of five units to one acre. The SR designation is intended to provide for a mix of single-family detached, patio homes and townhouse-type dwellings in a suburban atmosphere.

Urban residential district (UR). This designation applies to areas near the downtown core of the city. This land use designation has a maximum density of 12 units per acre.

Manufacture home community (MH). This designation provides guidelines for mobile home and recreational vehicle parks. The purpose of this district is to provide for a mobile home urban environment in a rental park where the dwelling unit may or may not be owned by the tenant residing within, provided however, that the real property for the entire mobile home community is under single ownership.

General commercial district (GC). An area consisting of primarily freestanding commercial land uses serving both motorists and local residents.

Central business district (CBD). This land use designation has a mix of commercial, public/institutional and residential uses that is desired in the downtown areas.

Residential/office transitional district (RT). This land use designation applies to older residential areas having residential character, which are located adjacent to nonresidential development. The purpose is to provide for establishment of business and professional offices and limited retail and service business while maintaining residential character or compatibility.

Mixed commercial/residential district (MCR). This land use designation is intended to regulate the character and scale of commercial and residential uses so as to minimize their impacts on adjacent roadways and to promote their compatibility with adjacent or nearby land uses, and provide for mixed use development.

Public/institutional (PI). This land use designation applies to public and quasi-public properties and other facilities that provide a community service.

Conservation district (CON). This land use designation provides for lands that have environmental sensitivity and significance.

The existing mix of uses in the CRA include single family, duplex, multi-family, commercial and office, mixed use, parks and recreation and public facilities. The redevelopment area still includes a number of vacant properties available for infill development. As the CRA includes a myriad of land use districts to provide for a vibrant mix of uses, this redevelopment plan need not plan for land use changes.
REDEVELOPMENT PLAN GOAL UPDATE

Since the creation of the Community Redevelopment Area in 1990, the City has worked to accomplish the goals and objectives laid out in the redevelopment plans developed over that time. Below is an update on what has been accomplished and what is yet to come related to the goals and objectives in the original 1990 plan, the 2008 Downtown Plan, and the 2009 East CRA Master Plan. Material in “standard text” (non-italics) is pulled directly from the various plans. Anything in “italics” is new or updated material.

Original 1990 Redevelopment Plan
GOALS AND OBJECTIVES

Based upon the issues, certain major redevelopment design goals and objectives have been identified. They are diagramed on the map Goals and Objectives. These major goals illustrate certain broad areas of redevelopment to focus on. Specific programs can then be implemented to achieve these major goals and also meet redevelopment objectives.

• To upgrade, enhance, and unify the waterfront and integrate it into the downtown. The importance of the waterfront cannot be over-emphasized as a prime resource.

  This goal continues to be of primary importance. Improvements such as the Eustis Lake Walk and the multi-phase Ferran Park improvements upgrade, enhance, and attempt to unify the waterfront with downtown. Activity generators such as the Lake Eustis Museum of Art, The Eustis Historical Museum, special events, and the Alice B. McClelland Memorial Bandshell draw visitors to the waterfront. City plans for future waterfront investment include watersport rentals, Ferran Park Phase 4 improvements, upgrading the Eustis Community Center, a marina/community sailing center, and others. Continued public and private investment in the waterfront is important to the success of Downtown Eustis.

• To aesthetically enhance the downtown, provide a festive area fueled by a mixture of activities, and to encourage development complementary to existing uses.

  Again, this goal continues to be important. Both public and private investment have been, and will continue to be critical. Publicly funded streetscape and utility projects have improved aesthetics and provided the necessary infrastructure for a mixture of activities. This public investment has set the stage for additional private investment in the area. Future land use and design district designations encourage both complementary uses and complementary form in downtown.
• To resolve conflicts and problems downtown such as fast, heavy through traffic, traffic flows, and parking conflicts.

While traffic flow and parking remain potential issues, conditions have changed over time. The relocation of Florida Hospital Waterman has relieved parking conflicts, but continued redevelopment of properties in downtown requires the City to continually monitor the parking environment. Heavy through traffic primarily occurs on State Road 19 and Orange Avenue. The City has relatively little control over these state and county roads, so opportunities to impact through traffic are limited. The City is working with the State of Florida and the Lake-Sumter Metropolitan Planning Organization to consider a “complete streets” project, which would improve traffic flow for all modes of transportation in downtown.

• To define an East Eustis neighborhood business district that is suitable for the residential area and provides it with a sense of place.

The portion of the Community Redevelopment Area east of downtown includes Residential/Office Transitional (RT) and Mixed Commercial/Residential (MCR) future land use designations which both allow for business uses. The City has also invested in Palmetto Plaza, which establishes a sense of place for the area. The City has applied for Community Development Block Grant funding to supplement CRA funding for the completion of Palmetto Plaza.

• To establish a linkage (or linkages) between the downtown, a defined East Eustis neighborhood business district, and areas in between.

With the demolition of Florida Hospital Waterman, the City re-established the connection between the waterfront and the neighborhood east of downtown with the reconstruction of McDonald Avenue between Eustis Street and Grove Street. The City also explored the completion of Bates Avenue, but the engineering challenges and costs made the project impractical. A complete streets project would help establish linkages for all modes of transportation between downtown and the neighborhood east of downtown.
• To provide for neighborhood cohesion, unification, and improvement. Physical and economic improvements can effect a positive attitude toward redevelopment.

_CRA funded streetscape, infrastructure, public space, and transportation improvements have worked to improve and unify the entire CRA area, setting the stage for private investment and redevelopment._

• To establish a park/open space system based on existing vacant natural areas in East Eustis.

_Palmetto Plaza and Carver Park offer opportunities for both active and passive recreation in the East Eustis neighborhood. Florida Recreation Development Assistance Program and Community Development Block Grant funding opportunities will allow for more recreational options by leveraging local City and CRA funds with state and federal grants. Also, while just outside the CRA, new facilities at Palmetto Point Park offer both active and passive recreational opportunities. A partnership with Lake County may allow for the development of two disc golf courses at Palmetto Point Park._

• The Lake Eustis lakefront should be developed to make it more accessible to the public and to encourage access to the City’s business district, park
and recreation areas, and community facilities from the lake itself. These improvements may include but are not limited to:

- A combination of pedestrian boardwalk/fishing pier/transient boat docking facility(s) extending from Ferran Park to the Community Center.

  The City has constructed the Eustis Lake Walk, which offers opportunities for pedestrian activity, fishing, and boat docking. With the issuance of a new request for proposal, the City is looking to partner with a private vendor to offer watersports rentals on Lake Eustis. The City is also exploring the possibility of a marina/community sailing center north of the existing lake walk.

- The existing pilings in Lake Eustis along the lakefront may be used to construct both passive and active recreational facilities, as well as selected commercial facilities.

  While the Eustis Lake Walk has been constructed, the remaining existing pilings are not suitable to support recreational or commercial facilities. The possibility of watersports rentals allows for active recreation on Lake Eustis using the existing Eustis Lake Walk facilities. The City is also interested in supporting additional commercial facilities on or near Lake Eustis.

**Downtown Plan (2008)**

The following are a series of action items and implementation strategies based on the Downtown Eustis Master Plan to guide the City towards achieving this community-driven process.

**ENHANCE THE DOWNTOWN ADDRESS**

- Lake Eustis Waterfront

  The City has and will continue to invest in the Lake Eustis waterfront. Public investment to-date includes the Eustis Lake Walk, a kayak launch, and the first three phases of the Ferran Park improvement project. Upcoming projects include Phase 4 of the Ferran park improvement project and exploration of a possible
Marina/Community Sailing Center and improvements to the Eustis Community Center. Continued public and private investment in the waterfront is important to the success of Downtown Eustis.

• Streetscapes

The City undertook a major streetscape project in the core of downtown in 2009. This project was designed to enhance both aesthetics and traffic flow through downtown. The City is working with the Lake Sumter Metropolitan Planning Organization and the Florida Department of Transportation on a complete streets project that may include streetscape improvements.

• Wayfinding and Signage

Starting in 2008, the City developed and installed gateway and wayfinding signage. Additionally, the City is considering supplementing business and wayfinding signage throughout the CRA.

• Infrastructure Needs / Master Stormwater

In 2011, the City constructed a $6.5 million master stormwater project to handle stormwater runoff from downtown and the surrounding area.

• Architectural Design Guidelines

See below under “Establish the Property Framework-Design Standards.”

FOCUS ON THE NEIGHBORHOODS

• Street Tree Planting

The City has and will continue to budget for street tree planting and landscaping as part of the annual CRA budget.

• Lighting

The City previously conducted a lighting assessment to identify needs. The City is working with Duke Energy to improve lighting based on that assessment and other pertinent factors. Starting in fiscal year 2015-2016, the CRA budget included funding for additional lighting.

• Walkability Enhancements

The City is working with the Lake Sumter Metropolitan Planning Organization and the Florida Department of Transportation on the possibility of a complete streets project in Downtown Eustis.
• Retrofit Stormwater Ponds as Parks

A Lake County stormwater facility has been retrofit as a park at Palmetto Point Park. This park includes a ballfield, a walking/jogging track, fitness equipment, and restrooms. The City is also exploring a partnership with Lake County to develop a disc golf course at the park.

• Property Enhancement Grants

The City previously used federal community development block grant funding for property enhancement grants. Additionally, The City currently has a Gateway Corridor Improvement Matching Grant program where property owners along certain gateway corridors can get matching grants to improve their property.

ESTABLISH THE PROPERTY FRAMEWORK

• Design Standards

In 2005, the CRA Master Plan indicated, “the current regulations and Comprehensive Master Plan are fairly suburban in nature and are not in line with the community vision expressed through the various stakeholder and public meetings. The current densities and intensities allowed, as well as the allowable floor area ratio, result in a development pattern that does not maximize the full efficiency of potential redevelopment blocks.”

Currently, the City is engaged in reformatting the Land Development Regulations that will focus on building form and massing as well as lot layouts and setbacks to achieve a building envelope, as opposed to specific floor area ratio requirements.

These modifications will make the Downtown more livable and walkable, and will begin to match future development with the historic nature of Downtown, but as well as the desired vision of the citizens.

Although amendments to the City’s land development regulations were adopted in 2009, they were not properly structured to ensure an
urban development pattern and mixed-use development in the central business district area. The City Commission is aware of this oversight and plans to adopt revised land development regulations and architectural standards by the end of 2016 to ensure the integrity of the downtown vision plan is maintained.

These proposed amendments will include, but will not be limited to, the following:

- Requiring two-story buildings in the CBD/Urban Center Design District:

![Proposed Area for Mandatory Minimum Two-Story Buildings (CBD/UC) & Mixed Use (Yellow Highlight)]
• **Requiring mixed-use development for the boundary shown below (if a residential component is desired):**
• Adoption of Main Street Design Standards:
• Flexible / Moderately Expanded Development

The Land Development Regulations were revised to will focus on building form and massing as well as lot layouts and setbacks to achieve a building envelope, as opposed to specific floor area ratio requirements.

Opportunities

• Purchasing of Critical Properties

The City monitors the local real estate market, including the availability of critical properties. However, rather than tie up City and CRA resources directly in property ownership, the City has and will continue to work to facilitate private land deals and redevelopment.

• Assembly of Land

The City works to facilitate private assembly of land but has largely not engaged in public assembly of land.

ESTABLISH THE SOCIAL PATTERN – COMING TO DOWNTOWN

• Coordinate Downtown Events

With the hiring of an Event Coordinator in 2014, the City is working to coordinate City events, private events, and events hosted by partner organizations.

• Expand Downtown Events

The Events Coordinator, the Economic Development Department, and the City as a whole have been working to expand special events in downtown and are always looking for new opportunities. Some of the new events include the Eustis Buskers Festival, Eustis Bikefest, the Shindig, Pokemon Go events, and others.
• Capitalize on the Assets - Arts & Culture on the Waterfront

The City has traditionally been supportive of arts and cultural organizations. This support includes ongoing financial support for the Bay Street Players and providing lakefront space for the Eustis Historical Museum and the Lake Eustis Museum of Art.

MARKET DOWNTOWN TO THE DEVELOPMENT COMMUNITY

• Work with Local Partners - Lake County, Golden Triangle

With the creation of the Economic Development Department in 2014, the City has worked to market opportunities in Downtown and the City as a whole. City staff have also worked to coordinate with local partners, including the Lake Eustis Area Chamber of Commerce, Lake County Economic Development, local real estate and economic development professionals, the Metro Orlando Economic Development Commission, and others.

• Create a Developer’s Toolkit

The 2008 Downtown Plan references the “Developers Toolkit” which includes items like regulatory entitlements, utilities/infrastructure, land assembly, parking, etc. In addition, the City is considering other possible tools to encourage private investment, including marketing assistance, redevelopment agreements, creative financing assistance, and others.

• Be Connected to Things Bigger Than Yourself - Commuter Rail, etc.

The City has been involved in a number of efforts to connect to the Golden Triangle, Lake County, and the larger Central Florida community. An example is the US 441 corridor study. The City was involved in and helped finance the study that looked at transportation alternatives along the US 441 corridor including commuter rail and bus transit.

DEFEND YOUR POSITION

• Flexible Advocacy of the Vision

Through print and electronic materials, the City has worked to communicate the vision for moving forward. The City’s public relations coordinator has engaged the local media in a positive way to help communicate that message to a variety of audiences.
East Eustis CRA Master Plan (2009)

Themes, Issues, & Concerns

The City had conducted a series of public meetings prior to the visioning process and from that a series of “themes” became apparent like better infrastructure, more walkability, established neighborhood identity, better public safety, and high levels of community outreach. Using these as a basis for the visioning effort additional various stakeholder interviews and public meetings were conducted and there were more specific issues and concerns raised about the current state of the East Neighborhoods. Here are some of the examples that were used as a guiding hand in the vision plan and the implementation strategies:

- Replace failing sidewalks

  Every year the CRA budget includes funding for sidewalk repair and street tree planting. Each year Public Works staff evaluate area sidewalks to determine the highest priorities. In addition, in 2015, the City received a “Safe Routes to School” grant that funded sidewalk construction on Orange Avenue.

- Extend/connect Bates & McDonald

  With the demolition of Florida Hospital Waterman, the City re-established the connection between the waterfront and the neighborhood east of downtown with the reconstruction of McDonald Avenue between Eustis Street and Grove
Street. The City also explored the completion of Bates Avenue, but the engineering challenges and costs made the project impractical.

- Build new stormwater facilities for drainage issues (utilize “long ditch park”)

In 2011, the City constructed a $6.5 million master stormwater project to handle stormwater runoff from downtown and the surrounding area. In addition, the City partnered with Lake County on a stormwater facility at what is now Palmetto Point Park that serves the area at the northern edge of the CRA.

- Fix Intersection of Palmetto/Kensington/McDonald

The CRA has funded extensive improvements at Palmetto Plaza near the intersection of Palmetto /Kensington /McDonald. As part of those improvements, Kensington Street between McDonald Avenue and Clifford Avenue has been closed, improving traffic flow. The City is currently applying for federal Community Development Block Grant funding to support the construction of the final phase of Palmetto Plaza improvements.

- Focus on neighborhood commercial mixed-use opportunities at: Palmetto St and McDonald Ave

The City placed a Mixed Commercial/Residential future land use designation on the Palmetto Street and McDonald Avenue corridors. This
designation supports residential uses and commercial uses that are complementary to and serve the surrounding residential properties.

• Develop a plan to introduce mixed-income residential in the low-income areas in the East CRA

*The City has seen increased interest in residential projects east of Grove Street. To support the possibility of multi-family residential development, the City has created an Economic Development Incentive Program that offers developers vouchers for City review fees and impact fees for new development projects.*

• Pedestrian improvements needed along McDonald Ave. between Cardinal St. and Palmetto Ave.

*Sidewalks have been installed on both sides of McDonald Avenue from Palmetto Street to Glover Street. At the time of construction, it was decided not to extend sidewalks all the way to Cardinal Street, but the City will continue to monitor pedestrian activity.*

• Sidewalks/Lights on Bates, and other neighborhood streets

*Along with annual CRA funding for sidewalks, starting in fiscal year 2015-2016, the CRA budget included funding for additional street lighting.*

• Target High Crime Areas with Lighting and Police Presence

*New CRA funding for street lighting will improve lighting in the area. Some programs targeting high crime areas include regular burglary prevention patrols, working with businesses on blanket trespass efforts to prevent loitering and trespassing, and community outreach efforts.*

• Consider traffic calming to reduce speeding in neighborhoods

*Palmetto Plaza and the intersection improvements at Palmetto/Kensington/McDonald have served to calm traffic in the area. No other traffic calming projects are planned at this time, but the City will continue to monitor the need for traffic calming in the area.*

• An independent community center is desired within the East neighborhoods which includes learning facilities and internet access: Consider Ace Theater site
In late 2009, the Ace Theater building was deemed unsafe, and the structure was demolished. The Eustis Memorial Library is a nearby facility that provides learning facilities and internet access. Additionally, the Neighborhood Empowerment Project and Commissioned Beyond Borders at 1128 Clifford Avenue provides assistance and resources to the community.

- **Beautification Efforts**

  The CRA has funded significant improvements at Palmetto Plaza. The final phase of the project is planned for 2017. In addition, the CRA has an annual budget item for additional street tree planting and landscaping in the area.

- **Balance the Restrictive Policies with Desires of Community**

  The City has worked to develop policies that result in quality development, redevelopment, and infrastructure. These policies are developed in the context of community desires as laid out in the various plans governing the area.

- **Maintenance Issues – Follow-Thru**
City staff and the City Commission have been responsive to identified maintenance and improvement issues in the area.

• Focus on Short-Term, then Longer Term

The City and the CRA have made progress on many of the short term issues identified in the 2009 East Eustis CRA Master Plan including sidewalks, lighting, street connections, stormwater improvements, beautification, policing, etc. Progress on the short-term issues allows for some focus on longer-term issues.

Another big initiative that was evident throughout the charrette process was the need to build and support the social infrastructure system the neighborhoods have currently. While this doesn’t necessarily take on any physical form, another intent of the master plan is build on the existing social networks and reinforce these networks to create a stronger, more united community.

Here are some of the examples discussed to continue to strengthen the social capital of the neighborhood:

• Facilitate Public Safety Programs

The City of Eustis and the Eustis Police Department have facilitated a number of public safety programs both in the East CRA area and City-wide. Some programs in the neighborhood include presentations by the Police Department at the Garden Room at Carver Park, Summer Safety Day in conjunction with the Recreation Department at Carver Park, working with neighborhood groups on neighborhood watch programs, presenting to youth groups such as day care facilities/schools, and free security surveys by the City’s certified crime prevention specialist. Some City-wide efforts include police outreach at City events (such as First Fridays) and the Citizen Police Academy.

• Facilitate Organized “Neighborhood Watch“ Programs

The Eustis Police Department has worked to facilitate neighborhood watch programs in the East CRA area and City-wide. Those efforts include working with neighborhood groups and homeowners associations on the process of creating and operating neighborhood watch groups.

• Facilitate Other Neighborhood & Outreach Programs

The City has been involved and will continue to be involved in a number of neighborhood and outreach programs. These include support for the African American Heritage Festival, the Neighborhood Empowerment
Project/Commissioned Beyond Borders, recreation department programming and youth scholarships, a new City volunteer program, and other similar programs.

- Facilitate Historic Preservation and Landmark Programs

In 2001, both Ace Theater and Saint James AME Parsonage were designated as Local Landmarks; while the structures on both sites were demolished, the sites maintain the designation. The 2011 East Eustis Historical Survey documents the historical significance of “The Avenue.” The City, through the CRA, has constructed “The Avenue” entry feature at Orange Avenue, and will consider pursuing Local Landmark designation and/or historical signage to further highlight the history of this area.

- Incentives to Help Development

The City has several programs to help facilitate new development and redevelopment. One major program is the Economic Development Incentive Program which provides vouchers for City review fees and impact fees for new development and redevelopment projects. Other forms of support may include, but is not limited to, regulatory/entitlement assistance, utility/infrastructure assistance, marketing assistance, use of financing tools to complement private investment, land assembly, and unique assistance to fit project needs. The City
would like to increase the use of CRA resources to attract private investment to the area.

• Incentives to Help Private Businesses with Beautification

In 2014, the City created the Gateway Corridor Improvement Matching Grant Program. This program allows businesses along certain gateway corridors, including Orange Avenue at the southern end of the CRA, to apply for a matching grant for exterior improvements.
CITY OF EUSTIS 2016 REDEVELOPMENT PLAN

As the City reviewed the Redevelopment Plan, the existing goals from the 1990, 2008, and 2009 plans, and evaluated the accomplishments of the CRA, it became clear more work is needed to realize revitalization of the community redevelopment area. Thus, a 30 year extension of the CRA is proposed to accomplish existing goals, address consolidation of those goals, and introduce some new goals to the framework governing the CRA. The City of Eustis also finds adoption of fiscal policies, an implementation plan and revised redevelopment budget is necessary to guide the redevelopment and revitalization of the CRA.

2016 REDEVELOPMENT PLAN GOALS

• Leverage City and CRA resources to support private investment and redevelopment efforts on identified catalyst sites and other sites where redevelopment is feasible.

As the redevelopment process is complex and each site is unique, support from the City and CRA can take many forms. Support may include, but is not limited to, regulatory/entitlement assistance, utility/infrastructure assistance, marketing assistance, use of financing tools to complement private investment, land assembly, and unique assistance to fit project needs. These items help form a flexible developer’s toolkit to support and encourage private investment. Examples of types of assistance and budget projections are outlined in the Fiscal Policies section of the plan update.

• Enhance the City’s special event efforts through support for both operational and infrastructure needs. New and upgraded event infrastructure will allow for a wider variety of possible events, attracting more people to the area. The City should work
to both coordinate existing events and create an environment to support the creation of both public and private events throughout the area.

- Continue to upgrade, enhance, and unify the waterfront and integrate it into the downtown. The Lake Eustis lakefront should be developed to make it more accessible to the public and to encourage access to the City’s business district, park and recreation areas, and community facilities from the lake itself. The City can work to support and expand arts and cultural opportunities on the lakefront.
• Aesthetically enhance the downtown (both public and private property), provide a festive area fueled by a mixture of activities, and to encourage development complementary to existing uses.

• Continue efforts to further define an East Eustis neighborhood business district that is suitable for the residential area and provides it with a sense of place.

• Continue to support neighborhood commercial mixed-use opportunities in the eastern portion of the CRA, specifically at Palmetto Street and McDonald Avenue. Also, promote mixed-income residential opportunities in the area.

• Continue to establish linkages between the downtown, a defined East Eustis neighborhood business district, and areas in between.

• Continue to develop new park/open space facilities as well as improve existing facilities in East Eustis. Continue to explore opportunities for an independent community center in the area.

• Support esthetic improvements to private property throughout the CRA with architectural design guidelines, property enhancement grants, and other tools to support high-quality development.
• Continue to enhance streetscapes throughout the CRA, including plantings, sidewalks, street furniture, wayfinding signage, lighting, utility infrastructure, multimodal transportation enhancements, and other improvements.

• Support a positive police presence in the area through community watch programs, public safety programs, and community outreach.

• Continue to consider traffic calming to reduce speeding in neighborhoods.
FISCAL POLICIES

Appropriate policies have been, or will be, developed by the City of Eustis in regards to the undertaking of this Redevelopment Plan and Projects. These policies may include, but are not limited to, the following:

1. Use TIF-derived revenues to accomplish the specific public-side activities and actions outlined in the Plan.

2. Utilize City staff and consultants to undertake those actions necessary to accomplish the specific public-side activities as outlined in the Implementation Strategy of the Plan.

3. Actively market the Redevelopment Project Area to private-side developers.

4. Provide financial assistance, as permitted by the Act, to encourage private-side developers to complete those certain private actions and activities as outlined in the Plan.

5. Seek out additional sources of revenue to help "kick start" development and redevelopment activities in the Redevelopment Project Area.

6. Monitor the public and private actions and activities occurring within the Area.

7. Complete the specified actions and activities in an expeditious manner, striving to minimize the length of the existence of the Area.

These policies may be amended from time to time as determined by the City.

Redevelopment Projects

To achieve the objectives of the TIF project, a number of activities will need to be undertaken. An essential element of the Redevelopment Plan is a combination of private developments in conjunction with public investments and infrastructure improvements. Improvements and activities necessary to implement the Redevelopment Plan may include, but are not limited to, the following:
Public/Private Redevelopment Activities
The public/private activities proposed for the Eustis CRA are for primarily mixed use, commercial and residential development, and may include, but are not limited to:

- On-site infrastructure upgrades; i.e. water supply from main, drainage to main sewer line, etc.;

- Rehabilitation, repairing, remodeling, and site improvements to existing buildings throughout the Redevelopment Project Area (both commercial and residential);

- Development of currently undeveloped land;

- Costs of engineering, architectural, or professional studies related to economic development of the Area;

- Land assembly, site preparation, building demolition, and, where and when necessary, environmental remediation;

- Public utilities: removal and/or burying of overhead utility service, storm sewer installation, drainage improvements, and replacement of water lines, sanitary sewers, and other sewer and water system components;

- Street work, including street lighting replacement and/or upgrading in both residential and public use areas, as well as curb and gutter construction, repair, or replacement, sidewalk and pedestrian walkway construction, repair, or replacement;

- Costs of rehabilitation, reconstruction or repair or remodeling of existing public or private buildings, including residential structures, fixtures, or leasehold improvements;

- Marketing of properties;

- Financing costs, including those related to the issuance of obligations; Interest cost incurred by a redeveloper related to the construction, renovation or rehabilitation of a redevelopment project;
• Relocation costs to the extent that a municipality determines that relocation costs shall be paid or is required to make payment of relocation costs by federal or state law.

IMPLEMENTATION STRATEGY

A. Introduction

The development and follow-through of a well-devised implementation strategy is an essential element in the success of any Redevelopment Plan. In order to maximize program efficiency and to take advantage of future interest in the Area, and with full consideration of available funds, a phased implementation strategy will be employed. This will allow the City to better manage public expenditures used to spur development within the Area by addressing public concerns.

In order to maintain an appropriate balance between private investment and public improvements, the City will work to adopt the Redevelopment Plan. Once the Plan is adopted, the City may negotiate redevelopment agreements with private developers who will propose the use of tax increment funds to facilitate a Development and Redevelopment Project.

B. Estimated Redevelopment Project Costs

Costs that may be incurred by the City as a result of implementing a Redevelopment Plan may include, without limitation, project costs and expenses and any other costs that are eligible under the Act. Such itemized costs include but are not limited to the following:

1. The costs of studies, surveys, development of plans, and specifications, implementation and administration of the Redevelopment Plan including but not limited to staff and professional service costs for architectural, engineering, legal, financial, planning or other services.

2. The cost of marketing sites within the Redevelopment Project Area to prospective businesses, developers, and investors.

3. Property assembly costs, including but not limited to acquisition of land and other property, real or personal, or rights or interest therein, demolition of buildings, site preparations, site improvements that serve as an engineered barrier addressing ground level or below ground environmental contamination,
including, but not limited to parking lots and other concrete or asphalt barriers, and the clearing and grading of land.

4. Costs of rehabilitation, reconstruction or repair or remodeling of existing public or private buildings, fixtures, and leasehold improvements; and the cost of replacing an existing public building if pursuant to the implementation of a Redevelopment Project the existing public building is to be demolished to use the site for private investment or devoted to a different use requiring private investment.

5. Cost of construction of public works or improvements, not to include the cost of constructing a new municipal building principally used to provide offices, storage space, or conference facilities or vehicle storage, maintenance, or repair for administrative, public safety, or public works personnel and that is not intended to replace an existing public building unless the municipality makes a reasonable determination in the Redevelopment Plan, supported by information that provides the basis for that determination, that the new municipal building is required to meet an increase in the need for public safety purposes anticipated to result from the implementation of the Redevelopment Plan.

6. Cost of job training and retraining projects, including the cost of "welfare to work" programs implemented by businesses located within the Redevelopment Project Area.

7. Financing costs, including but not limited to, all necessary and incidental expenses related to the issuance of obligations, and which may include payment of interest on any obligations issued there under accruing during the estimated period of construction of any Redevelopment Project for which such obligations are issued and for not exceeding thirty-six (36) months thereafter, and including reasonable reserves related thereto.

8. Relocation costs to the extent that a municipality determines that relocation costs shall be paid or is required to make payment of relocation costs by federal or state law.

9. Payments in lieu of taxes.

10. Costs of job training, retraining, advanced vocational education or career education, including but not limited to courses in occupational, semi-technical
or technical fields leading directly to employment, incurred by one or more taxing districts, provided that such costs (i.) are related to the establishment and maintenance of additional job training, advanced vocational education or career education programs for persons employed or to be employed by employers located in a Redevelopment Project Area.

11. Interest cost incurred by a redeveloper related to the construction, renovation or rehabilitation of a Redevelopment Project provided that:

(A) Such costs are to be paid directly from the special tax allocation fund established pursuant to this Act;

(B) Such payments in any one-year may not exceed 30% of the annual interest costs incurred by the redeveloper with regard to the Redevelopment Project during that year;

(C) If there are not sufficient funds available in the special tax allocation fund to make the payment pursuant to this paragraph then the amounts so due shall accrue and be payable when sufficient funds are available in the special tax allocation fund;

(D) The total of such interest payments paid pursuant to this Act may not exceed 30% of the total (i) cost paid or incurred by the redeveloper for the Redevelopment Project plus (ii) Redevelopment Project costs excluding any property assembly costs and any relocation costs incurred by a municipality pursuant to this Act;

(E) The cost limits set forth in subparagraphs (B) and (D) above are modified for the financing of rehabilitated or new housing units for low-income households and very low-income households, as defined in Section 3 of the Illinois Affordable Housing Act. The percentage of 75% shall be substituted for 30% in subparagraphs (B) and (D) above for these situations;

(F) The municipality may pay from tax increment revenues up to 50% of the cost of construction of new housing units to be occupied by low-income households and very low-income households as defined in Section 3 of the Florida Affordable Housing Act. The cost of the construction of those units may be derived from the proceeds of bonds issued by the municipality.
14. Unless explicitly stated within the Act, the cost of construction of new privately-owned buildings shall not be an eligible Redevelopment Project cost.

C. Estimated Budget for Redevelopment Project Costs

The estimated costs associated with the eligible public redevelopment activities are presented in Exhibit A - Estimated Redevelopment Project Budget. This estimate includes reasonable and necessary costs incurred or estimated to be incurred during the implementation of the Plan. The estimated costs are subject to change as specific plans and designs are themselves subject to change.

These figures do not include financing costs, so financing and bond issuance costs that may be incurred in conjunction with redevelopment projects are not included here.

D. Redevelopment Valuation

Contingent on the adoption of the Eustis CRA and commitment by the City to the Redevelopment Program, it is anticipated that private developments and/or improvements to existing residential and commercial properties likely will occur within this designated Redevelopment Project Area.

After discussions with the city, it has been estimated that private investment will increase the assessed value of the area by approximately $220,707,849. This figure is in present day dollars, and takes into account only the investment driven valuation increase. Therefore, after redevelopment, the total estimated assessed value of the area, in present day dollars, will be approximately $293,087,307.

E. Source of Funds

The primary source of funds to pay for Redevelopment Project costs associated with implementing the Redevelopment Plan shall be funds collected pursuant to tax increment allocation financing to be adopted by the City. Under such financing, tax increment revenue, in the form of increases in the assessed value (AV) of property, in the Redevelopment Project Area shall be allocated to a special fund each year (the "CRA Fund"). The assets of the CRA Fund shall be used to pay Redevelopment Project Costs and retire any obligations incurred to finance Redevelopment Project Costs.
In order to expedite the implementation of the Redevelopment Plan and construction of the public improvements, the City of Eustis, pursuant to the authority granted to it under the Act, may issue bonds or other obligations to pay for eligible Redevelopment Project Costs. These obligations may be secured by future revenues to be collected and allocated to the CRA Fund.

If available; revenues from other public and private economic development funding sources will be utilized. These may include state and federal programs, local retail sales tax, land disposition proceeds from the sale of land in the Redevelopment Project Area, and applicable revenues from any abutting tax increment financing areas in the City. In turn, this tax increment financing area may also provide monies to other abutting tax increment financing areas in the City as well.

F. Nature and Term of Obligation

The principal source of funding for the Redevelopment Project will be the deposits into the Special Tax Allocation Fund of monies received from taxes on the increased value of real property in the Area.

In order to expedite the implementation of the Redevelopment Plan, the City of Eustis, pursuant to the authority granted to it under the Act, may issue obligations to pay for the Redevelopment Project Costs. These obligations may be secured by future amounts to be collected and allocated to the Special Allocation Fund. Such obligations may take the form of any loan instruments authorized by the Act. Such loans or obligations may be issued pursuant to this Redevelopment Plan, for a term not to exceed 20 years, bearing an annual interest rate as permitted by law.

Tax Increment Program

The redevelopment program of the City of Eustis will continue to be funded partly by tax increment financing. A redevelopment trust has been created and maintained in accordance with the provisions of the Community Redevelopment Act of 1969 and Florida Statutes Chapter 163 Part III. Funds allocated to and deposited into this fund shall be used to finance redevelopment activities in the area. It is estimated that the income to the redevelopment trust fund from tax
increment financing for the city for the three year period of 2017-2019 inclusive will be $1,756,167.

Methodology

The steps followed in projecting this figure as shown in the table Projected Changes in Taxable Values of the Redevelopment Area: 2017-2019 are as follows: for each of the three years 2017, 2018 and 2019, 95% of the combined rates of the participating taxing bodies (0.0131068) is multiplied by the increase in taxable value of the redevelopment area from the base year, 1990. For example, the deposit to the trust fund in 2016 is obtained from the following calculation:

\[
0.01245146 \times (72,379,458 - 36,752,072) = 443,613
\]

The taxable value of the redevelopment area in 2017 to the end of the new certification period will be increased and average of 4% each year. Periodic spikes in income will be reflected in the time-line to represent anticipated increases in increment from anticipated development in the catalyst sites within the district.

The maximum amount of time Florida Statutes allows for Tax Increment Financing mechanisms to be in place is 30 years. In Eustis the projected estimates of deposits from 2017-2047 is $51,973,513.

Tax Increment Bonds

The sale of tax increment bonds is one way to spend a 30 year stream of anticipated funds. The flow of funds is converted into a lump sum through the sale of bonds which are paid off over the years, as tax increment revenues are deposited. Assuming bonds are sold at an interest rate of 3% over and anticipated 20 year period with an anticipated debt service to not exceed 50% of total revenues based on an average of $500,000 available for debt service, would allow for $17,500,000 of capital funding in the first 3 years to be financed over 20 years.

Other Financing Methods

In addition to long term bond financing, other forms of project funding may take the form of “pay as you go” project funding from unallocated fund revenues and
multi-year reimbursements to projects and/or developers for eligible project costs based upon individually negotiated agreements.

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>ESTIMATED COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>The costs of studies, surveys, development of plans, and specifications, implementation and administration of the Redevelopment Plan including but not limited to staff and professional service costs for architectural, engineering, legal, financial, planning or other services.</td>
<td>$750,000</td>
</tr>
<tr>
<td>The cost of marketing sites within the Redevelopment Project Area to prospective businesses, developers, and investors.</td>
<td>$750,000</td>
</tr>
<tr>
<td>Property assembly costs, including but not limited to acquisition of land and other property, real or personal, or rights or interest therein, demolition of buildings, site preparations, site improvements that serve as an engineered barrier addressing ground level or below ground environmental contamination, including, but not limited to parking lots and other concrete or asphalt barriers, and the clearing and grading of land.</td>
<td>$4,750,000</td>
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<tr>
<td>Costs of rehabilitation, reconstruction or repair or remodeling of existing public or private buildings, fixtures, and leasehold improvements; and the cost of replacing an existing public building if pursuant to the implementation of a Redevelopment Project the existing public building is to be demolished to use the site for private investment or devoted to a different use requiring private investment.</td>
<td>$7,500,000</td>
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<tr>
<td>Description</td>
<td>Cost</td>
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<tr>
<td>----------------------------------------------------------------------------</td>
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<tr>
<td>Cost of construction of public works or improvements, not to include the</td>
<td>$30,000,000</td>
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<td>cost of constructing a new municipal building principally used to provide</td>
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<td>offices, storage space, or conference facilities or vehicle storage,</td>
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<td>maintenance, or repair for administrative, public safety, or public works</td>
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<tr>
<td>personnel and that is not intended to replace an existing public building</td>
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<td>unless the municipality makes a reasonable determination in the Redevelopment</td>
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<tr>
<td>Plan, supported by information that provides the basis for that determination,</td>
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<td>that the new municipal building is required to meet an increase in the need</td>
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<td>for public safety purposes anticipated to result from the implementation of</td>
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<tr>
<td>the Redevelopment Plan.</td>
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<tr>
<td>Financing costs, including but not limited to, all necessary and incidental</td>
<td>$6,223,513</td>
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<tr>
<td>expenses related to the issuance of obligations, and which may include</td>
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<td>payment of interest on any obligations issued there under accruing during</td>
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<td>the estimated period of construction of any Redevelopment Project for which</td>
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<tr>
<td>such obligations are issued and for not exceeding thirty-six (36) months</td>
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<tr>
<td>thereafter, and including reasonable reserves related thereto and Interest</td>
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<tr>
<td>cost incurred by a redeveloper related to the construction, renovation or</td>
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<tr>
<td>rehabilitation of a Redevelopment</td>
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<tr>
<td>Relocation costs to the extent that a municipality determines that relocation</td>
<td>$1,000,000</td>
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<tr>
<td>costs shall be paid or is required to make payment of relocation costs by</td>
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<td>federal or state law.</td>
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<td>Costs of job training, retraining, advanced vocational education or career</td>
<td>$1,000,000</td>
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<td>education, including but not limited to courses in occupational, semi-</td>
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<td>technical or technical fields leading directly to employment, incurred by</td>
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<td>one or more taxing districts, provided that such costs (i.) are related to</td>
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<td>the establishment and maintenance of additional job training, advanced</td>
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<td>vocational education or career education programs for persons employed or to</td>
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<tr>
<td>be employed by employers located in a Redevelopment Project Area.</td>
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<tr>
<td>YEAR</td>
<td>TAXABLE VALUE</td>
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<td>------</td>
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<tr>
<td>1990</td>
<td>$36,752,072</td>
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<td>2016</td>
<td>$72,379,458</td>
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<td>$75,274,636</td>
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<tr>
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<td>$89,737,047</td>
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<td>2035</td>
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<td>2046</td>
<td>$281,814,718</td>
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<td>2047</td>
<td>$293,087,307</td>
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**TOTAL DEPOSIT:** $51,973,513