

CITY OF CEDAR KEY COMMUNITY REDEVELOPMENT PLAN



PREPARED FOR THE CEDAR KEY CRA
CEDAR KEY, FLORIDA

APRIL 5, 2005



CIVIC DESIGN ASSOCIATES

Table of Contents

	Description	Page No.
	Table of Contents	
	Acknowledgements	
	Consulting Team	
I.	Executive Summary	I-1
II.	Existing Conditions	II-1
	A. Overview of the Area	II-1
	B. Brief History of Cedar Key	II-1
	C. Historic Preservation	II-3
	D. Environment and Water Quality	II-4
	E. Economic Base-Clamming and Tourism	II-4
	F. Population Demographics, Income, Employment and Housing	II-6
	G. Public Institutions	II-6
	H. Churches	II-7
	I. Cedar Key Cemetery	II-7
	J. Parks and Recreation Facilities	II-7
	K. Cultural Institutions	II-8
	L. Community Groups and Events	II-8
	M. Land Use and Existing Zoning	II-9
	N. Infrastructure	II-11
	O. The George Lewis Airstrip	II-14
	P. Existing 2000 CRA Plan	II-14
III.	The Public Planning Process	III-1
	A. Background of the Public Planning Process	III-1
	B. Stakeholder Interviews	III-1
	C. The Charrette	III-6

Table of Contents

IV. Redevelopment Master Plan	IV-1
A. City-wide Concerns	IV-1
B. Low-density Residential Areas	IV-5
C. Historic Area- West of SR24	IV-8
D. Second Street	IV-10
E. Dock Street	IV-14
F. Aquaculture Industry	IV-16
V. CRA Funding Plan	V-1
A. Revenue Projections	V-1
B. Funding Strategy	V-5
VI. Implementation Plan	VI-1
A. The CRA and the City	VI-1
B. The CRA Capital and Operating Budget	VI-2
VII. CRA Programs	VI-1
I. 2000 CRA Plan Vision and Projects	VI-1
II. New projects suggested by the 2004 Charrette Vision	VI-2
Appendices	
A. The Community Image Survey	A-1
B. Community Attendance	B-1

Acknowledgements

Civic Design Associates and Leigh Robinson Kerr & Associates wish to thank all of the following people for their help with organizing, information gathering, public coordination, and making us feel at home in Cedar Key!

City Commissioners / CKRA Commissioners:

Mayor Paul Oliver
Suzanne Colson
Kenneth Daniel
Heath Davis
Vanessa Edmunds
Former Commissioner Cecil Quates

The Cedar Key Historical Society, for use of the Old Andrews House

The Lion's Club, for the use of their meeting hall

The Yellow Door, for providing the charrette breakfast

Fishbonz', for providing the Charrette lunch

Everyone who lent us their time for individual interviews.

Members of the LPA:

Chairman Greg Lang
Jolie Davis
Kevin Flynn
Jay Myers
Linda Seyfert

To everyone else, whom we have inadvertently omitted: Please accept our gratitude!

Steering Committee

Dr. John Andrews
Cynthia Barnett
Oliver Bauer
Linda Campbell
Gary Hathcox
Dr. Earl Starnes

City Hall Administration:

Frances Hodges
Mickey Wieland

Civic Design Associates

Christopher J. Brown, Principal
85 SE 4th Avenue, Suite 105
Delray Beach, FL 33483
561-330-9611
561-330-9612 fax
chrjambrown@aol.com

James D. Hill, Principal
2136 Kipling Street
Houston, TX 77098
713-520-6606
713-520-7797 fax
jhill@pbcivicdesign.com

Alice Boedeker, Urban Designer
2136 Kipling Street
Houston, TX 77098
713-520-6606
713-520-7797 fax
aliceb@pbcivicdesign.com

Emily J. Fischbein, Planner
85 SE 4th Avenue, Suite 105
Delray Beach, FL 33483
561-330-9611
561-330-9612 fax
emily@pbcivicdesign.com

Cathy Marek
2136 Kipling Street
Houston, TX 77098
713-520-6606
713-520-7797 fax

Don Oelfke Design

Don Oelfke Jr., AIA, Architectural Illustrator
2622 Newman
Houston, TX 77098
713-522-6030 voice and fax

Leigh Robinson Kerr & Associates

Leigh Kerr
808 East Las Olas Boulevard, Suite 104
Fort Lauderdale, FL 33301
954-467-6308
954-467-6309 fax

Introduction

On December 14, 1999, a Community Redevelopment Area (CRA) was established by the Cedar Key City Commission pursuant to Chapter 163, Part III of the Florida Statutes. The Commission designated itself the Cedar Key Redevelopment Agency (CKRA).

A CRA is a special district that is legally charged with addressing conditions of “slum and blight” in order to revitalize the physical and economic environment of a specific area. In the case of Cedar Key, the entire corporate boundary of the city was designated as the Community Redevelopment Area.

After the CRA was established, and the CKRA created, a public meeting was held at City Hall in February of 2000 to establish a community vision for the future and to create programs to accomplish that vision. That vision resulted in the original CRA Plan, which was adopted on October 2, 2000.

Reason for an Amended CRA Plan

A CRA Plan is an evolving document and accompanying set of programs that must be evaluated periodically in order to assess their effectiveness in achieving the desired results. The 2000 CRA Plan was general in its approach, and did not lay out specific programs or the necessary implementation procedures. For this reason, the CKRA felt it was crucial to amend the Plan to incorporate more prescriptive programs.

Again, a public process was of critical importance. This time, three public meetings were held to solicit input, and the consultants lived in Cedar Key for a week to produce an amended Plan. Community feedback was desired throughout the week, and will remain vital as the amended Plan goes through the adoption process and the implementation stages.

This Plan is just the beginning. It lays out strategies and programs for preserving Cedar Key’s special character, while still addressing needed improvements. It provides a framework for the implementation of these programs, but the follow through depends upon the City and the community.

I. Executive Summary

The Community Vision

The Saturday Charrette yielded the community's ideas, thoughts, concerns, and visions for the future of Cedar Key. Everyone agreed that Cedar Key is an extraordinary place with unique characteristics that must be consciously nurtured. The consensus vision reached at the end of that Saturday revealed the following three main points:

1. Maintain the “working/fishing village” character of Cedar Key;
2. Preserve Cedar Key's historic resources; and
3. Protect Cedar Key's natural environment.

These three straightforward sounding ideas will actually take some work to achieve, since a strong wave of development is knocking at Cedar Key's door. Regional growth pressures have already brought sprawl and new development close to Cedar Key, as well as introduced some new development on the islands that is out of scale and character with the existing community fabric. The City must have the right tools to preserve itself in the face of change.

Key Elements of the Vision

Preserving and protecting Cedar Key's character will involve many programs, ranging from strengthening Land Development Regulations to supporting the aquaculture industry to increasing historic preservation activities, and many more. Key elements of the strategies, which are presented in full in Chapter IV, are:

- Fine-tune the City Land Development Regulations to protect different types of residential neighborhoods and create categories of commercial zoning to acknowledge the needs of the aquaculture industry.
- Support other needs of the aquaculture industry including access to boat launching facilities and maintenance of water

quality, in the face of increased recreational boat use and development on the mainland.

- Initiate an interlocal agreement with the County to secure control over development on the unincorporated parts of the island.
- Expand the historic district to include the residential neighborhood west of downtown. Strengthen protection of historic houses here, yet allow some flexibility for redevelopment of non-historic properties.
- Provide better affordable housing by having the CRA take a more active role through an interlocal agreement with the County. Redevelop the existing HUD (financed by the federal Department of Housing and Urban Development) housing to make it more attractive for their residents. In addition, construct affordable upstairs units as part of the Second Street strategy.
- A comprehensive Second Street strategy to reinforce the charm of the centerpiece of Cedar Key's historic downtown, provide incentives for the rehabilitation of historic buildings, and mitigate the effects of the FEMA requirements on new development.
- Streetscape, marina, and parking improvements to the Dock Street area.
- A lengthy list of desired capital improvements, ranging from street re-paving, enhanced street lighting, additional recreational facilities, to improved storm drainage.

CRA Funding

Now in its fifth year, the Cedar Key CRA is poised to start receiving some substantial fund flows from tax increment. Robust growth in property values have contributed to this, and are likely to continue into the foreseeable future, although the projections shown here have assumed a more conservative growth rate going forward. Nevertheless, the CRA should be in a position to issue bonds within the next year, along with several future bond issues as well. All told, the CRA should be able to support some \$35 million in bonds during its remaining life. Additionally, there should be substantial net cash flow available for ongoing programs, as well as the staff necessary to properly administer them.

CRA Programs

The foregoing elements of the community vision are dependent upon actions that must be taken by the CKRA. Each strategy must be addressed through specific programs to set measurable goals and evaluate results. The following programs are discussed in Chapters VI and VII:

- Capital improvements and land acquisition.
- Creation of special funds for small businesses and affordable housing.
- City and CRA Staffing needs.
- Land Use and Annexation.
- Code Enforcement.
- Matching Grant Programs for Historic Preservation, Street and Streetscape Improvements and Parking.

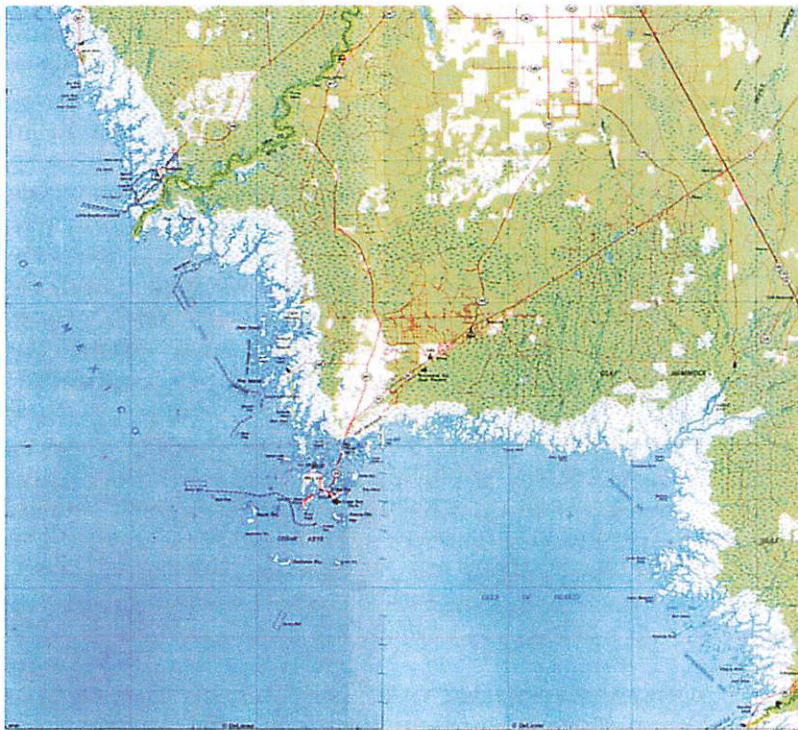
- Community Enrichment and Involvement.

Cedar Key is taking control of its present and future at an opportune time. Though some of these tasks may seem daunting, taken piece by piece, they are very manageable. All of the programs fit together to implement the overall vision. It will be important for the CKRA to keep the three main goals of the community in mind as it continues to restore and refresh Cedar Key.

II. Existing Conditions

A. Overview of the Area

Cedar Key is located off the central west coast of Florida in the Gulf of Mexico, just west of mainland Levy County. It is accessible by land only from State Route 24, which crosses four bridges to reach it. Nearby towns include Sumner, Rosewood, Chiefland, and Bronson, the Levy County Seat.



Figures 2.1 Regional map.

B. Brief History of Cedar Key

Pre-19th century Cedar Key was a remote collection of islands inhabited by Native American tribes. In the mid and late 18th century, Spanish and British explorers mapped the area and set up trading settlements with the native peoples.

By the second decade of the 19th Century, Florida had become a US territory. In 1818, Andrew Jackson began waging war on the Seminole Indians, initiating a westward resettlement effort to make the land available for the colonists. Between 1839 and 1842, the island of Atsena Otie, then known as Depot Key, was used as a military depot, staging area, and detention camp for Seminoles before they were forcibly moved west. When the Second Seminole War came to a close in 1842, a New Englander, Augustus Steele, bought all 169 acres of Depot Key and organized the first white settlement. He renamed it Atsena Otie, which means “Cedar Island” in the Creek Indian language. The settlers took advantage of the good water access and began shipping cotton, sugar, tobacco, and lumber from the Gulf region and inland plantations. In 1859, Steele incorporated the City of Atsena Otie.

Meanwhile in 1855, construction had begun in Fernandina, on the northeast coast of Florida, on an east-west Florida Railroad. Built by David Levy Yulee, one of Florida’s first senators, the railroad reached its western terminus at Cedar Key’s Way Key in 1861. The railroad opened up rail shipping from Cedar Key all across Florida as well as to the east coast of the U.S. Furthermore, Cedar Key’s location on the west coast gave it exceptional shipping access to Cuba, Mexico, Central and South America. With this combination of rail to ship transfer availability, for the next 25 years (with the exception of the Civil War Years,) Cedar Key was one of Florida’s busiest ports.

For a time, the Civil War presented a setback to this promising growth. In 1861, Union forces took control of Cedar Key, destroyed the railroad, many ships and some public buildings, and

II. Existing Conditions

imprisoned David Yulee. But he was released after the war and rebuilt the railroad in 1867. In 1869, the City of Cedar Key (on Way Key) was incorporated. Yulee had planned ahead ten years earlier, when he acquired land just before the railroad's arrival, and laid out a street grid. Accordingly, the newly incorporated city grew up around this grid. By 1870, the population had grown to 400 people.

The late 19th Century brought an incredible economic boom to Cedar Key. Rail and port shipping were already thriving when the economy was lifted even higher by the construction of cedar mills. The two largest mills were pencil factories, Eberhart Faber on Atsena Otie, and the Eagle Pencil Factory on Way Key, at 3rd and G Streets. The factories cut down cedar trees and manufactured pencil slats, which were then shipped to New York to be filled with lead graphite from Siberia. The years between 1885 and 1888 were the peak years of the lumber prosperity. There were many other mills, as well as other economic opportunities to be found in commercial fishing, boat building, sponging, oystering and turpentine distilling. Cedar Key's population reached an all time high of 1,887, and more people came from railroad towns to the east to work in the bustling city.

But in 1896, the course of Cedar Key's future was changed by a devastating hurricane. The hurricane destroyed the pencil factories, among many other buildings, and fires broke out on the island, wreaking further havoc. A number of houses on Atsena Otie survived, and in 1904, were brought to Way Key. Some were relocated to Second Street, across from the current City Park, and demolished for later development, but others still exist today.

Cedar Key's economic conditions at the end of the 19th century were also drastically altered because the relied upon timber resources were completely exhausted by 1900. Thus one of Cedar Key's main industries was no longer practicable. Furthermore, the rail and port shipping industries also suffered because of

competition from a second east-west railroad built in 1884 in Tampa.

As a result of these circumstances, during much of the 20th Century, Cedar Key's working industries consisted of fishing and service. The population had dwindled to 900. A new company, the Standard Manufacturing Company, opened in 1910 to produce brushes and brooms made from cabbage palm fiber. The firm operated until 1952, and the mill building still stands on its original property as one of the few visible reminders of Cedar Key's industrial history. The wooden railroad depot also remains on Depot Street, though the rail line was abandoned in 1932 and the tracks were dismantled.

In the late 20th century, the people of Cedar Key suffered yet another economic setback, when the State of Florida issued a Gill Net Ban in 1995. The livelihoods of commercial fishermen were taken from them, and the whole economy of the city was affected. To address this tribulation, in 1997, the state and the University of Florida began an initiative to restart the local and regional economies by training former fishermen to be clam farmers. Happily, the project was astoundingly successful because the unique conditions of the Gulf waters allow clams to grow three times as fast as they do in Northeastern and Mid-Atlantic States. As a result, Cedar Key has become the biggest supplier of farm raised clams in the United States. (See Section F. of this chapter for more information on Clamming.)

C. Historic Preservation

Today Cedar Key has two remaining historic areas. One is the downtown commercial center, which has been designated as a historic district by the city. These buildings are generally two story wooden or stucco covered structures built in the late 19th century. The second area is the residential neighborhood west of downtown which consists of many beautiful historic homes from the late 19th and early 20th centuries ranging in styles from Florida Vernacular to Victorian, New England Shingle Style, Greek Revival, and simple wood frame.

In both the downtown commercial district and the residential neighborhood to its west, the streets were designed in a grid. The street pattern becomes looser along Gulf Boulevard and the northern areas of the city, as the roads curve to follow the natural formation of the land amid the Gulf of Mexico. Downtown, most of the historic buildings stand right next to each other, with no side setbacks. There are several exceptions, however, including City Hall and some former houses which today contain shops. In the historic residential neighborhood, the houses are typically placed on 50 or 100 foot lots, close enough together to form a physically cohesive community, yet with enough space for front, rear, and side yards.

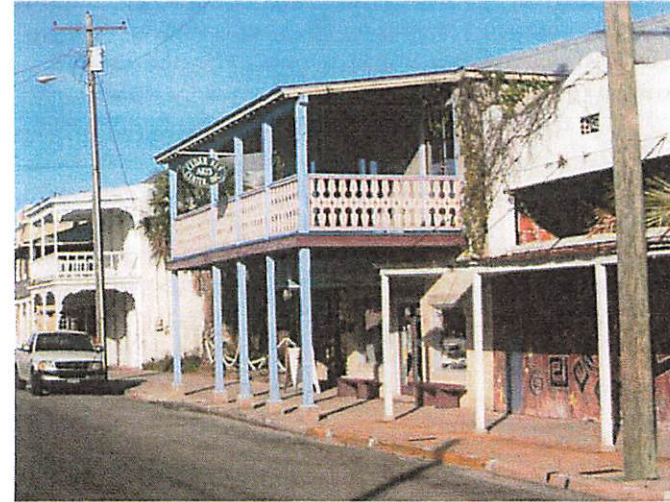


Figure 2.2 Photo of Downtown.



Figure 2.3 Historic residential neighborhoods.

II. Existing Conditions

Outside of downtown, that is, to the northwest toward the Cedar Key Cemetery, the State Museum, and the Airfield, the lots are larger, and the homes are newer. Many of these homes are elevated on stilts at least 16 feet high to meet the Federal Emergency Management Agency (FEMA) flooding requirements. The same type of development is also found to the north along State Route 24, though some older and smaller ground level homes are sprinkled through the landscape among the elevated houses.



Figure 2.4 Photo of newer, elevated home.

D. Environment and Water Quality

Water quality is a critical concern and a pressing issue in Cedar Key. Clean water is necessary for drinking and bathing, but is also the essential ingredient in supporting Cedar Key's enormously successful aquaculture industry. The Gulf waters must remain unpolluted for clam farmers to grow a healthy, safe, and marketable product. Commercial fishermen, as well as clam farmers, depend on clean water for their livelihoods.

Clean waters around Cedar Key are also required to support the tourism industry. Boaters, recreational fishermen, ecotourists, and bird watchers all depend upon the ability of the water to support the ecologies of their favorite pastime. In fact, maintaining Cedar Key's character as a small fishing village is closely integrated with protecting the quality of the surrounding waters, Cedar Key's unique asset.

Threats to the water quality can be exacerbated by increased development. Runoff polluted by pesticides, oil spills in driveways, etc., and contaminated raw sewage from septic tanks can seep into the water. Many homes off-island and outside of the city's jurisdiction depend upon septic tanks since they are not connected to the sewer system. Future development in these county areas affects the same waters upon which the whole region relies.

E. Economic Base – Clamming and Tourism

The two principal industries on Cedar Key are clamming and tourism. They bring an approximately equal economic benefit to Cedar Key.

Clamming

Cedar Key is the largest producer of farm raised clams in the United States, and many of Cedar's Key residents (and those of neighboring areas) depend on clamming for their livelihoods.

Clamming's history in Cedar Key began in 1991, when the Florida Department of Labor and Employment Security began federally funded job retraining programs for unemployed and underemployed seafood workers in four counties. A classroom curriculum and hands-on instruction were provided by Harbor Branch Oceanographic Institute and the University of Florida Institute of Food and Agricultural Sciences. The first program, Project OCEAN, taught both oyster and hard clam culture technology to over 130 program graduates, who received

II. Existing Conditions

aquaculture leases in 1993. The second program, Project WAVE, began after the Florida statewide Gill Net Ban took effect in 1995. This program retrained unemployed fishermen to grow hard clams. Between 1995 -1997, 69 fishermen were given leases to start clamming operations. Some commercial fishing still exists on Cedar Key, though to a minimal extent.



Figure 2.5 Photo of Clamming Raceway.

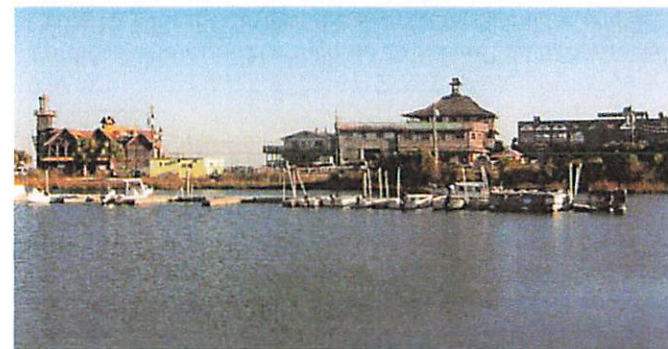
Clamming employs approximately 600 people, including clam farm workers, processing plant employees, plant equipment manufacturers, truck drivers, clam bag seamstresses, skiff builders, and other local suppliers. There are five high density state owned lease areas in the Cedar Key coastal waters, comprising about 450 acres of submerged dedicated land. Over 100 million clams are produced per year, generating approximately \$10 million in annual sales. The regional economic impact of the clam farming industry has been valued at \$24 million, with an additional \$8.8 million in value-added activity.

Tourism

Tourism is the other large economic generator on Cedar Key. Tourists visit the restaurants and shops on Dock Street, the Historic Island Hotel (built in 1859), and other motels and condominiums. Day-trippers bring their motorboats or airboats through Cedar Key to launch into the Gulf. Most of the day-trippers, however, do not contribute significantly to the local economy. Eco-tourists, including bird watchers, are another type of tourist in Cedar Key and the Cedar Keys National Wildlife Refuge. They generally stay overnight, are sensitive to the local environment, and spend money in town.



Figures 2.6 Historic buildings on Second Avenue



Figures 2.7 Photo of Dock Street.

F. Population Demographics, Income, Employment and Housing

Population Demographics

As determined in the year 2000 U.S. Census, the population of Cedar Key consisted of 790 people. Of these, according to the established Census demographic categories, 770 people are White, 1 is Black or African-American, 5 are American Indian or Alaskan Native, 2 are Asian, 8 are of mixed races, and 4 are of unspecified race.

The median age in Cedar Key is 54 years. The median age of women is 54, and the median age of men is 55. The total number of people under the age of 20 is 116.

Housing

The total number of households in Cedar Key is 411. Of these, 143 are one person households, and 268 are two or more person households. Of the 268, 245 households are families, and 65 of them include children under the age of 18.

Cedar Key contained 686 dwelling units in 2000, 411 of which were occupied, and 275 of which were vacant. 98 of the vacant homes, however, are for recreational, seasonal, or occasional use. Of the 411 occupied homes, 317 were owner occupied, and 94 were renter occupied. In 1999, city planning staff found 30 units, or 4% of the total to be substandard.

Income and Employment

Income and Employment are difficult to estimate for the City, due to several unique characteristics. Since many of the residents are retired, or are able to telecommute, much of the income comes from outside the community.

Census figures are available for Levy County, which indicate the median household income for the County in 1999 to be \$26,959, considerably under the Florida median of \$38,819. The Cedar Key

figure is likely to be much higher due to the large influx of outside money. Even after deducting this and looking only at the household income for locally employed people, the median will be higher than the County median. This is primarily due to the influence of the clamming industry, which has proven to be an economic benefit to the community. Outside of clamming, the rest of the local employment base is concentrated in service, retail, and hospitality industries, primarily serving the tourist and transient populations.

To those who earn their income elsewhere and have moved to Cedar Key for its lifestyle, the town offers a unique and desirable quality of life. The clamming industry has also proven to be a boon to many. Aside from that, and certain segments of the real estate industry, economic and employment opportunity in the City is very limited. It is evident that many of the service and retail establishments in the downtown area are not exactly thriving, and that a considerable amount of the available commercial space, particularly on Second Street, is vacant.

G. Public Institutions

The Cedar Key School enrolls children beginning in Pre-Kindergarten through grade 12. It is located on Whiddon Avenue, and has several playgrounds and recreation areas. Many students come to Cedar Key School from mainland towns, such as The Cedar Key School enrolls children beginning in Pre-Kindergarten through grade 12. It is located on Whiddon Avenue, and has several playgrounds and recreation areas. The Cedar Key School District includes the city of Rosewood, and in addition, some students from Chiefland attend the Cedar Key School. There are currently 275 students attending Cedar Key School, 144 in Elementary (Pre-K through 5th grade), 62 in Middle School (6th through 8th grades), and 69 in High School (9th through 12th grades). Cedar Key School is the smallest public high school in

II. Existing Conditions

Florida, and is one of Florida's two Small Town Schools, a designation which makes it eligible for increased state funding.

Cedar Key City Hall is located on Second Street, and shares its building with the Cedar Key Police Department. A new Cedar Key Public Library will be located next door in a renovated historic building. Until the renovations are complete, the library is operating out of its current location in the rear of City Hall. The Fire Station is located on First Street. The Cedar Key branch of the U.S. Post Office is also on Second Street, half a block from City Hall.

H. Churches

There are four churches in the city of Cedar Key. They are: the Christ Episcopal Church on 5th Street and Highway 24, the Cedar Key First Baptist Church on 2nd and E Streets, the Cedar Key United Methodist Church on 4th Street and Highway 24, and the Cedar Key Church of Christ on 3rd and E Streets.



Figures 2.8 Photo of Episcopal Church

I. Cedar Key Cemetery

The Cedar Key Cemetery is on Gulf Boulevard on a hill and a beautiful promontory in the Gulf of Mexico. It is a peaceful and historic place with many graves and headstones dating back to the mid and late 19th century. Several of the graves from Atsena Otie were relocated here after the hurricane of 1896. A passive recreational area, known as Cemetery Point Park, is proposed along the water, supported by a grant from the Florida's Community Trust (part of the Department of Community Affairs,) which in turn is funded by the Florida Forever program.

J. Parks and Recreation Facilities

Parks take different forms in Cedar Key. The main active "play park" is Cedar Key Park on the water at the eastern edge of Second Street. Facilities at Cedar Key Park include a basketball court, a playground with brand new equipment, a gazebo, picnic shelter and tables, and open access to the water.



Figure 2.9 Photo of Cedar Key Park

II. Existing Conditions

In the residential area to the west of downtown, there are several pocket parks serving as resting spots and attractive overlooks above the Gulf along H and G Streets.

Additionally, behind the State Museum is Whitman Park, which includes walking trails along the water, as well as the restored Whitman House. Another trail open to the public is the Railroad Trestle Trail, developed by Florida's Nature Coast Conservancy on an easement from Cedar Key Development, Inc. A proposed comprehensive walking and cycling system of sidewalks and other improvements has been designed by the University of Florida. It promises to offer marvelous recreational and educational opportunities for citizens and visitors to Cedar Key. Part of this project is the proposed Cemetery Point Park, described above.

Atsena Otie Key was the original town settlement, abandoned after the hurricane of 1896. (See the Brief History section of this chapter for more detail.) In the early 1980's, the Suwannee River Water Management District bought the island, rescuing it from the threat of scheduled development, and leased it to the US Fish and Wildlife Service for management. Today public recreation opportunities include a dock for boating access, beaches, and a trail the length of the island that leads to the historic cemetery, the only remnant of the original settlement.

Finally, two regional recreation areas are located just offshore and to the north of Cedar Key. The Cedar Keys National Wildlife Refuge consists of twelve islands ranging in size from one acre to 165 acres. The Cedar Key Scrub State Reserve is located on the mainland and includes trails for walking and bird watching.

K. Cultural Institutions

The two museums in Cedar Key are the Cedar Key State Museum and the Cedar Key Historical Society Museum. The Cedar Key State Museum is sited in a park setting off Hodges Avenue, and includes a historical exhibit about Cedar Key, as well as various

collections of found objects. The Historical Society Museum is located on the corner of Second Street and Highway 24, in the historic Lutterloh Building and the historic Andrews House, which was moved to its current site in 1995 from the east end of the island.

L. Community Groups and Events

Cedar Key is a place of engaged citizens with a strong sense of community and concern for others. Many community groups have been formed over the years, including: the Cedar Key Historical Society, the Lion's Club, the Eagle's Club, the Garden Club, the Woman's Club, the Art Guild, the Chamber of Commerce, and the Cedar Key Youth Center, "The Fifth Quarter", which is organized by the Methodist Church.

Annual events in Cedar Key include the Fall Seafood Festival, the Winter Star Party, the Spring Art Fair, and the newly initiated and very successful Summer Clam-a-Thon.



Figure 2.10 Picture of Art festival

©Courtesy/Deborah Kerr

M. Land Use and Existing Zoning

Land Use Districts are established and defined in Article 2, Chapter 4: Land Use Development Code of The Laws of Cedar Key. Following is the text of Article 2 describing land use categories. For additional regulations, please refer to the above referenced source.

Land Use Districts

Residential

“This category includes a wide variety of residential uses depending on the existing character of the neighborhood, location, and compatibility, design and development, resource protection, and other standards and provisions of the Code. Uses include single-family dwellings, accessory apartments, multi-family dwellings, modular and manufactured housing (except recreational vehicles), special housing (group homes, foster homes, ACLF), outdoor recreation, public utilities and home occupations. The following uses are allowed by conditional use pursuant to the procedures at 12.05.00 of this Chapter:

- A. Hotel/Motel Units, including those which provide housekeeping, eating and/or cooking facilities.
- B. Aquacultural Land-Based Nurseries that do not qualify as a home occupation due to the failure of the proposed use to comply with the criteria at 7.02.02 A, B, D, and/or H. A proposed aquacultural land-based nursery that does not comply with any of the requirements at 7.02.02 C, E, F, G, and I, may not be allowed as a conditional use.
- C. Offices on existing lots abutting “D” street.”

Within the Residential category, there are three levels of intensity: Low Density consists of up to 5 dwelling units per acre, Medium Density consists of 5 to 14 dwelling units per acre, and High

Density consists of 14 to 24 dwelling units per acre, including motels, hotels, and cottages.

While these three categories are recognized in both the comprehensive plan and the Land Development Code, there is a major gap in their application, since the distinction is not mapped anywhere. The Future Land Use Map is in effect as the zoning map, and this map simply identifies residential land uses without regard to density. This one inconsistency has been the cause of an ongoing controversy regarding the permitted density of development. Many are under the impression that the density for any new development is limited to under 5 units to the acre, while others counter that the platting of the original township, which was based on regular rectangular blocks of 25x100 foot lots, inherently permits development at a higher density as of right.

Commercial

“Uses include, but are not limited to General Commercial (retail stores, restaurants and lounges, hotels and motels, recreational vehicle parks, professional offices and other product and service activities), Water-Dependent Commercial (commercial fishing, marinas and public use water oriented recreation), Water-Related Commercial (fishing and marine supplies and tourism related business which provides water access or scenic water views as an integral part of the business activity), recreation, public utilities, and one single-family residential use per site. The following use is allowed by conditional use pursuant to the procedures at 12.05.00 of this Chapter:

- A. Hotel/Motel Units which provide housekeeping, eating and/or cooking facilities.”

Conservation

“This category includes environmentally sensitive areas with characteristics that limit development to outdoor recreation, water-dependent commercial, and water-dependent residential accessory uses (docks, boathouses).”

II. Existing Conditions

Aquacultural

“This category includes the use of submerged lands for the propagation and harvesting of marine and freshwater species, but does not include sales, distribution or processing plants for aquaculture products or supplies. Upland support activities for aquaculture are considered water-dependent commercial.”

Educational and Institutional (On the Existing Land Use Map, this category is combined with the Recreational Category, and is called Educational, Public, and Recreational.)

“This category includes schools (except dance or martial arts type schools), churches, day-care centers and pre-schools, public and governmental services, cemeteries (without funeral homes), nursing homes and residential care facilities, utilities, recreation and one single-family residential use per site.”

Recreational

“This category includes areas for outdoor recreation activities such as picnicking, jogging, cycling, arboretums, hiking, playgrounds, ball fields, outdoor ball courts, swimming pools and water-related or water-dependent recreation such as boat ramps, public marinas, fishing piers, beaches and similar outdoor uses. Specifically excluded: firing ranges, race tracks, miniature golf or commercial recreational activities.”

The Comprehensive Plan divides the City into seven sections in the Existing Land Use Map (Figure 2.11):

Section 1 consists of Sunset Island. The zoning categories are Low Density Residential, Aquacultural, and Conservation.

Section 2 includes land along State Road 24 from just north of Pine Street to Grove Street. The zoning categories in this area are: Low density residential, Commercial.

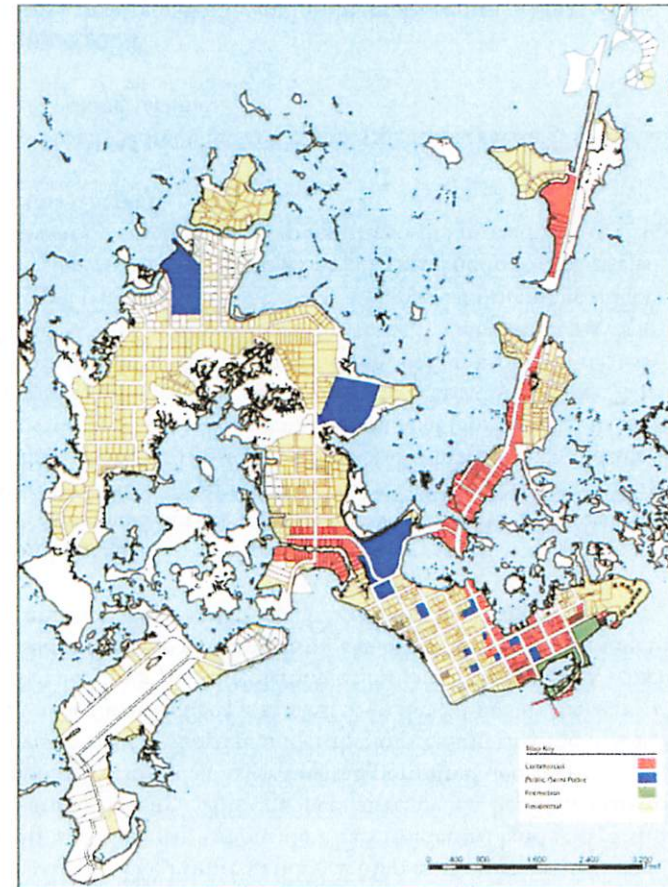


Figure 2.11 Existing Land Use Map.

Section 3 includes land alongside State Route 24 as it approaches downtown. These areas are zoned Low Density Residential and Aquacultural.

II. Existing Conditions

Section 4 includes all of downtown to the eastern end of Way Key, south and west to the Gulf, and north just before Cedar Key School. Zoning categories include Commercial, Residential Medium Density, and Residential High Density, and Education, Public, and Recreational.

Section 5 includes the Cedar Key School, the Cedar Key Cemetery, and the areas along Gulf Boulevard. Zoning categories for these areas are Education, Public, and Recreational, Medium Density Residential, and Aquacultural.

Section 6 includes the northern tip of Rye Key. Zoning for this area is Low Density Residential and Conservation.

Section 7 includes the southern half of Rye Key. The zoning categories are Low Density Residential and Conservation.

Land Development Regulations

Lot Coverage: Lot Coverage is also referred to as Impervious Surface Ratio (ISR). The permissible lot coverages are 40% in the Coastal High Hazard Area (CHHA), and 50% outside the CHHA.

Floor Area Ratio (FAR): The permissible FAR in a CHHA is .75, or 75% of net available land area. Outside of a CHHA, an FAR of 1, or 100% of net available land area, is permissible.

N. Infrastructure

Water¹

The public water supply system for Cedar Key consists of three wells, a lime softening water treatment plant on the mainland, a distribution system, and a 250,000 gallon elevated steel water

storage tank. All properties within the City are connected to this system.

The capacity of the water system is 360,000 gallons per day (gpd). This is determined by the capability of the water treatment plant.

The average annual demand for 2002 was 152,000 gpd. The highest usage month was May of that year, when demand reached an average of 180,000 gpd. During that May, the highest daily demand was 262,000 (also the highest demand for the whole year).

The average annual demand for 2000 was 149,500 gpd, and for 2001, it was 147,000.

Since the average annual use reaches only 42% capacity, there is room for new development to be accommodated into the system. Even the highest daily use in May, 2002 reached only 72% of the system's capacity.

Wastewater System

The Cedar Key wastewater collection system consists of gravity sewer collection areas discharging into pumping stations and a forcemain network discharging to the wastewater treatment plant. As part of a CDBG (Community Development Block Grant) to the City of Cedar Key in 1992, sewers along portions of 2nd, 4th, 5th, D, E and G Streets were rehabilitated in order to reduce infiltration and stormwater inflow into the sewer system.

Construction of a low pressure sewer system was completed in 2000, connecting all remaining buildings on the island to the existing sewer system. Individual hookups were completed in 2001. Thus, all properties within the city are connected to the sewer system.

The water treatment system is designed for an annual average flow of 166,000 gallons per day (gpd), with a peak capacity of 576,000 gpd. During 2002, the annual average flow was 122,000, and the

² Information for the Water and Wastewater section is from the 2002 Public Facilities Report, Cedar Key Water and Sewer District.

II. Existing Conditions

highest monthly average flow was 150,000 gpd. Based on the annual average, the system during 2002 utilized 75% of its capacity.

The average flow in 2000 was 95,000 gpd and in 2001, it was 112,000 gpd. The increase in 2002 was expected due to construction and completion of the low pressure sewer system in 2001.

As the wastewater system is only operating at 75% of its capacity, there is room to accommodate the water needs of any new development. In addition, the capacity figure has been designed to include all platted land, and most of the development that will occur will be located on already platted land.

Stormwater Management

According to the 2000 CRA Plan, only 20-25% of the land in the city had adequate stormwater collection devices. As of the date of adoption of that plan, the city had been preparing a stormwater management master plan that would be consistent with the strategy in the City's Comprehensive Plan.

Flood Management and Construction Requirements

In order to meet FEMA flood requirements and allow the whole city to be eligible for flood insurance, all new construction must be elevated on pilings to a height as required by the Flood Insurance Rate Map (FIRM.) The space under the buildings may contain a limited number of uses as long as only temporary structures or breakaway walls are placed there.

Streets

The main streets in Cedar Key are State Route 24 and Second Street. Other heavily traveled streets include Gulf Boulevard and Whiddon Avenue. Article 6 of the Cedar Key Land Development Code (LDC) establishes street standards, and states that only those standards in Section 6.02.04 A through J shall apply. The classifications in Sections 6.02.02 and 6.02.03 do not apply.

Instead the Roadway Classifications from the 1990 Comprehensive Plan apply:

<u>Street</u>	<u>Classification</u>	<u>Right-of Way Width</u>
State Route 24	Arterial	100-60 Feet
Gulf Boulevard	Collector	60 Feet
Whiddon Avenue	Collector	60 Feet
All other streets	Local	60-40 Feet

The 2000 CRA Plan maintains that only 4% of the meet the standards in Article 6 of the LDC.

Traffic and Parking

Traffic congestion affects Cedar Key mainly on weekends and holidays because of visitors bringing their boat trailers through town on their way to the boat launches at the marina. The trailers are wide, first causing problems and potentially dangerous situations on the bridges from the mainland. Once they are on the island, the trailers then create crowded conditions on the downtown streets.

On-street parking is permitted on streets in Cedar Key. Parking of the boat trailers on these streets is an additional concern. As mentioned above, they are quite wide, and when parked on the side of a street, they overflow into the driving lane. If two trailers are parked across from each other on opposite sides of the streets, there is only room for one lane of traffic to fit in between. Residents have also complained that people park their trailers on private property, on grass in front of their residences.

Sidewalks

According to the 1990 Comprehensive Plan, as of 1986, there were 9,100 linear feet of sidewalks in Cedar Key. Nevertheless, sidewalk placement and condition is somewhat random in Cedar Key. Many charrette teams mentioned more and better maintained sidewalks as one of their concerns. Though the downtown commercial area is well served, the historic residential neighborhood lacks safe places for children to walk and play. Improvements were made

II. Existing Conditions

several months ago to the Dock Street sidewalks, including lowering and widening them as part of the Dock Street Parking Plan.

Streetlights

According to many charrette participants, there is too much light at night downtown, primarily along Second Street, and at the eastern end of the island. This bright glare obscures the night sky, one of Cedar Key's unique qualities.

Landscaping

Many downtown streets currently do not include landscaping as part of their streetscape. Second Street, in particular suffers from a lack of a cohesive planting scheme that would beautify and enhance the pedestrian experience. First and Third Streets would also benefit from additional street plantings or hanging baskets. In residential areas, individual gardens create beautiful streetscapes that differ with the particular liking of the property owner.



Figure 2.12 Photo of Streetscape in Residential area.



Figure 2.13 Photo of Streetscape along 2nd Street.



Figure 2.14 Photo of Streetscape along 2nd Street.

O. The George Lewis Airstrip

The Airstrip was built in 1939, and was used during World War II for air and sea rescue and coast guard units. Today it is in use as a general aviation airport. It is not in the City Limits, though some discussion at the Charrette turned to possible different uses of the airport land.

P. Existing 2000 CRA Plan

On December 14, 1999, the Cedar Key City Commission established a Community Redevelopment Area (CRA), pursuant to Florida Statutes, Chapter 163, Part III. Resolution No. 194 established the Community Redevelopment Area as the entirety of the corporate boundaries of Cedar Key. The City Commission designated itself the Cedar Key Redevelopment Agency (CKRA), and in 2000, prepared a Community Redevelopment Plan. A Redevelopment Trust Fund was established as a repository of funds to be spent only for purposes described in the Redevelopment Plan. This new 2004 document, once adopted, will serve as an updated Community Redevelopment Plan.

The challenge of the 2000 Redevelopment Plan was to preserve Cedar Key's unique character while improving its service and capital facilities. A town meeting was held on February 21, 2000 to determine the community's goals for Cedar Key. The goals, concerns, and ideas were expressed as elements of a vision. The Community Vision of the 2000 CRA Plan was the following:

1. Preservation of Cedar Key as a working commercial fishing village and attractive tourist destination.
2. Regulation of growth so that it does not overwhelm the historic fishing village patterns of the City, nor the ways in which residents of the City have historically made a living from water-based activities, especially commercial fishing, aquaculture and tourism.

3. Preserving the historic built environment of the City while improving the public infrastructure to promote the continued economically viable use of the City's historic resources.
4. Protecting the natural resources of Cedar Key and the surrounding waters in recognition of the importance of environmental quality to the commercial fishing, aquacultural and tourism industries.

The 2000 CRA Plan lists proposed improvements, and refers to Action Plans to implement these improvements. The Redevelopment Trust Fund, consisting of funding from the ad valorem tax increment, is the principal funding mechanism. The anticipated Action Plans and tax increment financing did not come to fruition, however. Therefore, this 2004 Redevelopment Plan will include specific methods and implementation procedures to accomplish the goals of the community and the CKRA.

Section III – Public Planning Process

A. Background of the Public Planning Process

At the start of the public involvement process the consultants wanted to become familiar with the issues and concerns of many different people living and working in Cedar Key. This learning process was achieved through meetings known as stakeholder interviews, which consisted of in-depth discussions with property owners, business owners, residents, Cedar Key School officials and City officials. The second major element of the public involvement process was a community charrette held during the week of April 22-29, 2004. The stakeholder interviews continued during the charrette week to allow the consultants to meet with as many people as possible. After the community charrette, the planning process evolved into a series of public meetings and hearings to present the master plan. This chapter is a detailed presentation of the public planning process and the many comments, opinions, thoughts, and observations that were revealed.

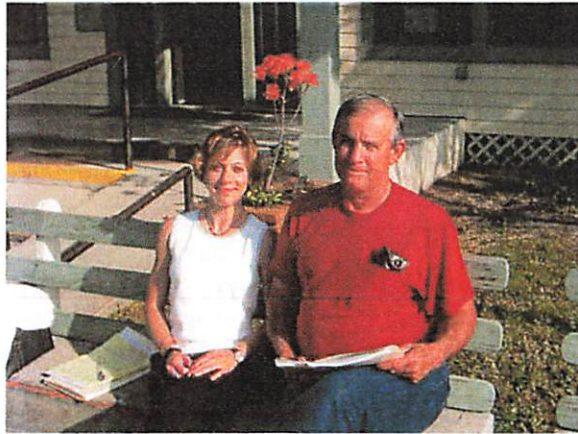


Fig. 3.1 Stakeholder Interview Photo

B. Stakeholder Interviews

During April, 2004 the consultants, Civic Design Associates, conducted 18 stakeholder interviews in person. A stakeholder is defined as anyone who has an interest in Cedar Key, such as a resident, property owner, business owner, member of the city government, or any kind of employee or business person in the city. The formal interview consisted of a questionnaire of twenty-one questions, with related comments encouraged. The interviews helped the consultants to discern the crucial issues in Cedar Key and provided the stakeholders with an understanding of the planning project. In addition, over 35 people filled out this questionnaire which was also given to everyone who attended the Saturday Charrette. Interviews were held with the following people:

1. Dr. and Mrs. Andrews, 2nd generation Cedar Key residents and property owners;
2. Cynthia Barnett, resident and property owner;
3. Oliver Bauer, owner of The Faraway Inn, resident and property owner, and Chamber of Commerce president;
4. Linda Campbell, resident and property owner, teacher at Cedar Key School;
5. Sue Colson, clammer, City Commissioner, resident and property owner;
6. Jolie Davis, resident and property owner, member of the Local Planning Agency;
7. Jeff Dwyer, resident and property owner;
8. Kevin Flynn, resident and property owner, member of the Local Planning Agency;
9. Chris Harkness, resident and property owner;
10. Gary Hathcox, 4th generation Cedar Key resident and property owner, Chair of the Steering Committee, former Mayor;

III. Public Planning Process

11. Aaron Hoover, resident and property owner;
12. Adrienne Lang, resident, business and property owner;
13. Greg Lang, resident, business, and property owner, Chair of the Local Planning Agency;
14. Thelma McCain, resident and property owner, Cedar Key School employee, Board member of Water and Sewer District;
15. Jake Myers, clammer, resident and property owner, member of the Local Planning Agency;
16. Dr. Earl Starnes, resident, property owner, former Florida planning official and Professor of Planning at the University of Florida;
17. Leslie Sturmer, University of Florida Extension, Director of Aquaculture, clammer, resident and property owner;
18. Jack Tyson, resident and property owner;

Questionnaires or comments were received from the following people:

Lucille Andrews;
John Andrews;
Mike Beckham;
K.C. Brown;
"Captain Kelly";
Lannie Cardona;
Suzanne Casey;
Ricky Cooke;
Jeffrey P. Dwyer;
Vanessa Edmunds;
Bob Edson;
Maggi Funchion;
Dale Henderson;
Anthony Hinkle;
Frances Hodges;
Buzz Holling;
Ilse Holling;
Harry Hooper;

Jim Hoy;
Eve Jensen;
Marie Johnson;
Lia King;
Dick Martens;
Marianne McEuen;
Jay Myers;
Elizabeth O'Grady;
Pat O'Neal;
Roland R. and Eileen T. Senecal;
Susan Seyfarth;
William Seyfarth;
Patricia H. Smith;
Dorothy Starnes;
Nancy Taylor;
Nancy and Tom Tonnelier;
Bob Treat;
Joy Witman.

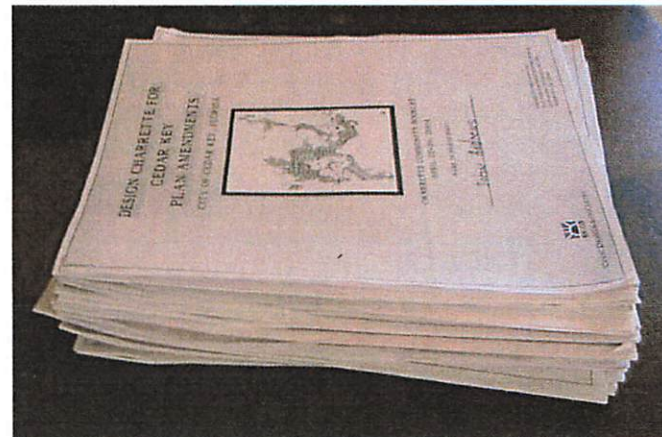


Fig. 3.2 Photo of Stack of Questionnaires Received

The results of the interviews were quite telling and revealed many important concerns for Cedar Key. They are summarized as follows (not in order of priority, but grouped into categories). The statements may conflict with each other as they are the views of many people with different opinions and points of view.

Clamming/ Fishing Economy:

- Clammers and fishermen are the backbone of Cedar Key;
- This basic economy needs to be sustained and nurtured;
- Most of the clammers live on the Mainland;
- The CRA should support boat launches for commercial clammers;

Tourism Economy:

- Tourism is the second industry, along with clamming;
- Tourists are very important to Cedar Key;
- Tourist buses are tolerated because they bring many people into town, especially the elderly, who then spend money in Cedar Key;
- Market Cedar Key for what it is, not what it isn't, and then it will get the desired kinds of tourists;
- Eco-tourists are desired: they don't leave trash, don't pollute, and they spend money in town – birdwatchers are ideal tourists;
- Tourist interested in history are also desired;
- The economy needs to be diversified for times of economic downturn;

Character of Cedar Key:

- Cedar Key is special, and must retain its existing character;
- Maintain character as a fishing village;
- Development regulations are needed to protect the character, but regulations will cause property values to increase, thereby driving many residents off the island, and thus changing the character;

- Ordinances need to stipulate use of native plants in landscaping;
- Vernacular elements (architecture, landscaping, etc.) must be used to preserve a sense of place;
- The economic diversity of Cedar Key is a positive element of its character;

Residential Neighborhoods and Rentals:

- Nightly and weekly rentals should not be permitted in residential neighborhoods;

Downtown Commercial District:

- Preserve the current height limit – 35 feet above Base Flood Elevation (BFE);

Historic Preservation:

- A new survey needs to be done to identify the historic and cultural values in the residential neighborhoods before expanding the Historic District;
- The Historic District should be expanded to include the residential district through Cedar Key School. No one should be able to opt out. The heritage should be respected;
- Issue of restoration of downtown buildings and following FEMA regulations – variances and support from the state may be needed;

Flood Management and Building Requirements:

- Downtown buildings flood;
- You can rebuild 50% of the value of a historic building without having to elevate to current building requirements;
- In a flood zone, the ground floor should be made to look like a real floor or storefront;
- It may be possible to get variances from the Federal government for building in a historic district;
- Savannah and Charleston are in flood zones, yet they look great;

Environmental Protection and Conservation:

- Environmental conservation must be the driving force behind any plans for Cedar Key;
- County has planned for development outside Cedar Key city limits, and septic tanks will pollute the water for clamming – extremely detrimental to Cedar Key’s main industry;
- This land should be preserved to protect water quality;
- Water Management District has bought land in Cedar Key to protect water quality and could do so here;
- Runoff from the streets to the Gulf is a threat to water quality – storm water needs a place to go;

Water Access:

- Is becoming difficult for residents because of all the recreational boaters from out of town;
- The City should offer free water access to all the residents;

Property Values and Development Pressure:

- Property values began rising in the 1990’s;
- It is wrong that people who grew up here can’t afford to live here;
- Development pressure is coming from the Tampa Bay area;
- Population increase in the County is from in-migration;

Condominium Development:

- Condominiums should not be in the residential district – they should be in the commercial district;
- There are enough condominiums in Cedar Key - no more should be built;
- The density is too high;
- They do not encourage community – a wall between people, rather than a shared property line;
- Limit them in regulations, so individuals do not have to make the decisions;

Affordable Housing:

- There is a need for more affordable housing in Cedar Key – property values are increasing rapidly;
- Most of the workers (clammers and service) cannot afford to live in Cedar Key, even though they are its economy- this is not right;
- There is government funded housing in Cedar Key (Housing and Urban Development), but it is organized by Levy County;
- Cedar Key should have its own Housing Authority, not just work through Levy county because people have to take whatever is available in the whole county or be bumped to the back of the list to wait again;
- SHIP (State Housing Initiative Partnership) funding is available, but the County does not encourage it;
- Affordable housing is needed for both singles and families;
- Accessory dwelling units function as a great affordable housing option;
- Establish a Public/Private Partnership through which developers must provide a certain number of low and moderate income houses when they build market rate housing;

Boat Trailer Parking on Dock Street and Boat Trailer Traffic through town:

- Boat trailers create traffic jams in town – they should not drive or park on Second Street;
- A dedicated boat trailer route to the dock needs to be established;
- The number of boat trailers permitted to park at one time should be limited;
- More parking for trailers is needed – perhaps provide an off-site location with a service that brings people and boats into town, then takes trailers off-site;
- City needs to acquire land for parking;

- During the Arts Festival, people need to rope off their property to keep people from parking on it;
- People who come in with their boats don't spend money in Cedar Key, except for the \$10 parking fee – they take up space from other tourists who would spend more money;
- The marina is used mainly by sport fishermen, not commercial fishermen or clambers;
- Additional space for boat launching will be added;
- There is a proposal to fill the channels to build more parking and a boat ramp that can unload up to 5 boats at a time;

Golf Carts:

- Are potentially dangerous because many kids drive them recklessly;
- Are useful because many locals use them to get around;
- Are good as alternative vehicles – they just need to be regulated;

Retail:

- There are not enough people in town to support anything beyond minor retail, such as what is there today;

Dock Street:

- Dock Street is not the right character for Cedar Key – too fake;
- Need to be more pedestrian friendly;
- Sidewalks need widening;
- A project will be undertaken to improve these things on Dock Street;

Policing/Code Enforcement:

- There is no nighttime policing – Cedar Key pays Levy County to do it, but they really don't;
- Twenty- four hour policing is needed;
- There are too many police officers in Cedar Key – serious crime is not a problem – only burglaries and rowdy people;
- Police are seen as “heavy-handed”;

- There is a drug problem in Cedar Key, especially among high school students;

City/County Relations:

- Relations between City and County are strained: they need to be improved and understanding needs to be established;
- Alliances need to be formed because the entire region is dependent on the same resource: water, and both clamming AND tourism need it;
- The City needs to establish a presence in the County;
- County has planned for development outside Cedar Key city limits, and septic tanks will pollute the water for clamming – extremely detrimental to Cedar Key's main industry;
- This land should be preserved to protect water quality;
- Water Management District has bought land in Cedar Key to protect water quality and could do so here;

Land Development Regulations:

- Regulations are needed to make sure the character of new construction matches the existing Cedar Key character;
- Existing rules are not being enforced, especially the density regulations;
- Eliminate the loophole that allows clustering of density;

Cedar Key School:

- Cedar Key must not lose its high school again;
- Cedar Key has a good school system;
- Developers should align themselves with the school and help support it;
- The Pre-K head Start Program is good;

Community and Recreation:

- Cedar Key needs more organized and supervised recreation for teenagers;
- The Methodist Church program for teens is a start but many teens won't go to a teen center with a religious affiliation;

- There is no real community center for kids;
- The new library will have community space;
- The Cedar Key School holds many functions that the whole community participates in such as sports events;
- Adults need more classes, in addition to the Arts Center;
- Need more weekly events, such as music, etc.

Parks:

- Cemetery Point will be another park;
- The pocket parks in Cedar Key are underutilized;
- Parks should face west so people can watch sunsets;
- Public restrooms are needed;

Recreational Trails:

- The Gulf Trails will be developed;
- Whitman Trail on the water must be preserved;

Infrastructure and Streetscape:

- Streets need resurfacing;
- More sidewalks are needed;
- More flowers are needed along the streets;

Tax Increment:

- Should be spent on capital improvements;
- Should be budgeted for thirty years;

Other Comments:

- The people of Cedar Key are genuine and down-to-earth;
- Cedar Key needs more racial and religious diversity;
- Cedar Key is very committed to children, as shown by the city financing of the new park;
- A City Manager is needed – the Building Official cannot play every role;

C. The Charrette

A seven-day community design charrette was held between April 22, 2004 and April 29, 2004, during which the public gathered at three public meetings to express their visions for the neighborhood and to comment on the urban design consultant's recommendations. The Cedar Key Steering Committee notified residents, property owners, and business owners in the area to announce the charrette.

The first public meeting was held on the evening of Thursday, April 22, 2004 at the Lions' Club. Jim Hill of Civic Design Associates opened the meeting with a welcome and encouraged the citizens to be visionaries. Jim outlined the process for the all-day Saturday planning session and conducted a "consumer preference survey." The survey consisted of a presentation of approximately 40 photographic slides of housing, streets, sidewalks, retail stores, parks and open spaces, natural environments, architectural styles, and other subjects. The participants were asked to grade each slide on a scale of minus ten (-10) to positive ten (+10) to express their opinions or preferences for each condition. On Saturday morning Mr. Hill presented the results, discussed in the appendix. Approximately 60 citizens attended the Thursday evening session. The purpose of the Thursday evening planning session was to assist the participants in thinking about the issues they would like to address in Cedar Key and to help them develop their own visions for the area. They were asked to be urban planners and to design their visions the next day.

The second public meeting was the day-long charrette planning session held on Saturday, April 24, at the Lions' Club. Jim Hill opened the session by presenting the participants with the results of their visual preference survey. They were then divided into design teams of 7 to 10 persons, and each team was given a table, small and large scale maps of Cedar Key, and drawing tools. Twelve teams were formed, and at the end of the day, each team presented its ideas for improving Cedar Key

(in written, and or, drawing form) to the entire group. Approximately 104 citizens participated in the Saturday planning session.



Figure 3.3 Photo of Saturday Charrette – Teams at Work



Figure 3.4 Photo of Saturday Charrette – Presentation of Visions Charrette Team Results

The following section describes the results of each team's vision.

Team 1: Eileen Bowers, Connie Crane, Roz Crane, Colin Dale, Linda Dale, Larry Feldman, Liz Gilson, Jim Hoy, Gordon Phelps, Joan Phelps

- Retain the character of Cedar Key;
- Protect resident clammers and fishermen;
- Enforce existing regulations;
- Control growth:
 - Single family homes only; no more condos;
 - Enforce zoning regulations, height, setbacks, distance, density;
 - Impose impact fees on development;
 - Extend the Historic District;
 - Create off-site trailer parking on land north of the island that the City should purchase;
 - Control total congestion – pedestrian, auto, boats;
 - Put a tollbooth past Bridge #4 with residents exempt from fee;
- Improvement:
 - More trees in area;
 - Clean up streets / More containers / Community Service for cleaning up town;
 - Make Dock Street pedestrian only – provide parking elsewhere;
 - No Fast Food or chain restaurants;
 - Preserve historic properties, including old railroad depot;
 - No recreational airboats;
- Passive Recreation:
 - Complete the Cedar Key Gulf Trail;
 - Cemetery Point
 - Rail Trail.

Team 2: Lucille Andrews, Beth Davis, Ken Edmunds, Vanessa Edmunds, Peggy Herrick, Sonya Judy, Joyce Patti, Tony Patti

III. Public Planning Process

- Promote a sense of community and the atmosphere of a fishing village;
- Preserve the primary industry, clamming – clam farming is #1 in the nation;
- City should acquire the government homes, to use the area for a community center, post office, park, or pool;
- Retain a mixture of incomes and socio-economic diversity to prevent Cedar Key from becoming a high-end community;
- Define the Historic District as a larger area of town – possibly all of the island;
- Preserve areas such as Kiss-Me-Quick;
- Adopt stricter rules to preserve Cedar Key’s history – use a two tier system: downtown and the rest of the island;
- Annex all land south of the #4 Channel;
- To control development density, permit no more condos, change height requirements, and do not allow variation from enforcement;
- To allow deep water access, relocate boat trailers to a launch inland, and provide a shuttle to town.

Team 3: Ken Daniel, Carla Ermel, Ray Ermel, John Fradella, Walt McJordan, Pat O’Neal, Cecil Quates, George Sresovich

- Preserve views to the water by defining the vegetation line, and setting back houses according to regulations;
- Limit density and don’t allow clustering of density;
- Allow single family homes only;
- Protect aquaculture industry by creating special zoning for aquaculture and water access;
- Clam operation needs water access for loading and off loading of clam belts and product clams;

- Clam operation facilities need access for trucks and pickups;
- Expand the Historic District;
- Protect fishing village character;
- Need to encourage tourism for income;
- Need more sidewalks and parks for children;
- Address trailer parking congestion around Dock Street and First and Second Streets;
- Dredge the marina;
- City must purchase available land for open space.

Team 4: Frank Balish, Cynthia Barnett, Erik Brogren, Linda Campbell, Sarah Campbell, Marsha Schwartz, Eileen Senecal, Roland Senecal, Dorothy Starnes

“We do not want to rebuild Cedar Key. We love the quaintness. We just want to fine tune some aspects.”

- The aquaculture industry must remain pre-eminent and must be preserved;
- The community needs to remain multi-generational and multi-income. This can be achieved by:
 - Preserving school interests and making Cedar Key School a hub of activity
 - Implement and continue programs like Meals on Wheels, public transportation, childcare, and affordable housing;
- Affordable housing can be created by:
 - Allowing for duplexes and mother-in-law houses for the middle class, and allow flexible density for these;
 - Increasing density in an architecturally tasteful manner for public housing;
 - Do not allow more condos;
 - Maintain 3 story limit;

III. Public Planning Process

- Prohibit nightly rentals in single family neighborhoods except for registered lodging businesses;
- Preserve Cedar Key's environmental heritage by:
 - Prioritize preservation spending to protect the environment and improve public accessibility to the water. For example, annex all land south of #4 bridge into the City;
 - Restore the flow through the Back Bay Beach to protect this bird area from being lost;
 - Limit size and wattage of lights to maintain reputation as a low light area;
- De-silt the marina;
- Make Dock Street one-way, widen sidewalks, and support accessibility and cleanliness;
- Increase safety on the fishing dock by repairing the dock, and including ladders and life-preservers;
- Do not allow boat trailer parking on Second Street.

Team 5: Dr. John Andrews, Mick Callahan, Billie Lynn Carlton, Jeff Dwyer, Jimmy Lawrence, Rose Myers, Frank Offerle, Hans J. van Meer, Deanne Watson

- Enforce existing laws and regulations;
- Do not liberalize existing density regulations;
- Concentrate density downtown;
- Endorse island wide clam raceways, two new outside ramps, access at Shell Pile
- Use indirect lighting for new and replacement lighting, and park lighting;
- Dedicate CRA funds first to infrastructure:
 - Water, sewer, fire protection;
 - Roads, sidewalks, parks;

- Eventual absorption of Water and Sewer Board and Fire Protection into City, or have close cooperation contracts;
- Upgrade existing parks, facilities, and streetside greenery where possible and around Dock Street;
- Endorse Cedar Key Gulf Trail and encourage sidewalk construction;
- Parking:
 - Restrict number of boat trailer parking spaces and encourage off island parking by private sources;
 - Control parking with fees;
 - Endorse city parking at recycling site;
 - Identify 3 potential sites for public parking;
- Student photos of what they liked and didn't like in Cedar Key;
- Expand Historic District, but only include historic houses and do not limit styles of new construction;
- Work with County to solve airport maintenance and access problems;
- City needs to do better road maintenance and acquire some County roads;
- Encourage annexation through incentives.

Team 6: Shirley Beckham, Linda Cook Flynn, Maggie Funchion, Francis Hodges, Ada Lang, Beverly Ringenberg, Bucky Schlemer, Bobby Joe Wilder

Vision: It should feel like the "Quaint Little Fishing Village" (that we grew up in or have come to love)

- Historic Preservation:
 - Downtown Commercial 1st, 2nd, 3rd, and Dock Streets from City Park to Highway 24):
 - Strong, visual design guidelines that are well defined and make things "fit";

III. Public Planning Process

- Height and square footage restrictions;
 - Building up to sidewalks;
 - Porches over sidewalk for protection from sun and rain;
 - More vegetation (encourage native), preservation of trees;
 - Small business with residential above – Creative use of space under pilings and possibly alley parking
- Residential (rest of area west of downtown north to school):
 - Financial incentives to preserve historic houses;
 - Strong design guidelines that ensure new building fits with existing houses;
 - Better use of low income housing property;
 - Buy open spaces and plant trees;
 - No buildings on waterside around the 1st Street and Gulf Blvd. corner ever (even if it's all wiped out by a storm);
 - Concern about short term rentals;
- Nature –Preserve and Protect:
 - Purchase open areas, provide green spaces, more trees, native vegetation'
 - More shade trees at City Park;
 - Restrictions on which trees can be cut down (keep cedar, Osprey, etc.) – impose heavy fines to owners and operators who break laws;
 - Encourage biking and walking with trails, esp. by Cedar Key School, sidewalks, benches, vegetation;
 - Enforce golf cart rental rules;
 - Enforce regulations about noise pollution, speed restrictions, and hours of operation to ensure common courtesy;
- Maintain Cedar Key as a Working Village:
 - Maintain, encourage, and support existing fishing and aquaculture businesses – work together to ascertain their needs, and support their products;
 - Encourage downtown development of small businesses – art, ecotourism, etc. –consider residential housing above commercial for lower cost and more revenue);
 - Consider housing for essential services personnel, i.e. fire, police, EMS to encourage integration into the community;
 - Create a local Cedar Key Housing Authority and relocate and decentralize existing government houses;
 - Develop/enhance Cedar Key website telling what Cedar Key is all about, what it isn't, and promoting local business;
- Commercial and Recreational Water Access:
 - Clammers and fishermen work with City Council to ensure and protect water access with adequate parking for the industry (special entry points or entry policies for commercial use only);
 - Consider some place closer to #4 bridge where recreational boaters can park and put in.
- Annex all land south of #4 bridge;
- Be sure existing and future building regulations are enforced and not “worked around”;
- Support legislation that promotes what we are trying to do (preserve nature, historic community, etc.);
- Protect view of the water for everyone by limiting development rights on the water – set backs, height, size, protected areas;
- Don't want to shut out the rest of the world; we want others to enjoy what we love – history, nature, sunrise, sunsets, and community.

Team 7:

- Need affordable housing to ensure diversity of population;
- Maintain quality of “charm”;
- Entire island of Cedar Key should be historical;
- Have some form of public transportation, ex.: trolley;
- Protect natural resources – clean fishing water – Nemeth’s Study – water is overfished;
- Enforce and control parking and traffic, especially with transient boaters;
- Enforce speeding limit on the island;
- Water and sewer sufficiency and capacity;
- Control density and subdivision of available land for building;
- Need public restrooms;
- Put a moratorium on building heights, and do not permit variances on them;
- Create a commercial ramp to protect commercial fishing interests and access;
- Residents should not pay launch fees;
- Protect and promote all small business interests through incentives, rebates, and new programs
- Protect visual and physical water access;
- Dredge the channel;
- Need 24 hour police patrol, with police on foot, and more accessible;
- Enforce noise reduction of airboats with mufflers;
- Need a public Olympic size swimming pool;
- Need plan of enforcement of critical issue such as trees, vegetation, filling to mean high water mark, violation of CCCL;
- Need coordination between City Council and County Commission;
- Annex all property south of #4 Bridge;

- Impose limitations on demolition of existing structures;
- Need animal control – many are rabid;
- Need performance reviews of all city employees via a confidential drop box – need to address:
 - Selective enforcement;
 - Non-performance of duties;
 - Conflicts of interest such as city attorney’s position;
- Address light pollution through positioning and type of lighting – Preserve the Star Party.

Team 8: Janet Blackwell, Carol Dye, Lia King, Frank Molitor, Elizabeth O’Grady, Tina Roberts, Joy Witman

- Expand Historic District and rename it “Old Town” – require rewrite of architectural standards;
- Address residential rentals to review standards of safety, taxation, etc.
- Suggest a 4-way Stop sign at Second Street and Route 24 for pedestrian safety and regulation of traffic;
- Retain present location of downtown post office to continue its current “Old Town” folksy presence;
- Encourage acquisition of open space, especially at water’s edge and “ends”
- No more condos;
- Enforce current regulations on new property use regarding clear cutting, etc.
- Address setback regulations.

III. Public Planning Process

Team 9: Betty Rose Cook, Burr Holling, Ilse Holling, Marie Johnson, Susan Seyfarth, Bill Seyfarth, Anne Walker, Lovy Williams

Overview: Preserve/promote small town character, harmony among different groups/interest groups, and environmental quality.

- Environment:
 - Protect water quality – salt and drinking water;
 - Protect aquaculture/fishing industry;
 - More green spaces and shade through tree planting and management;
- Infrastructure:
 - Limit density and this will also decrease parking problems;
 - Make Dock Street a pedestrian mall with public transit to off-site parking;
 - Investigate annexation of property along Highway 24;
 - Preserve and Enhance government housing with landscaping, for example
- Historic Preservation of 2nd Street – should remain Commercial with no more condos or motels;
- Solve absentee landlord problems;
- Consistently enforce codes and regulations to implement all of the above.

Team 10: Oliver Bauer, Nancy Langton-Christians, Rolland Christians, Bob Cooper, Bob Edson, Pat Hibbits, Grady McLeod, Ken Sanders, Bob Treat

- Establish density limits and cope with them;
- Ameliorate parking problems by expanding them, but not at the expense of community values:
 - Current Dock Street plan;
 - Impose time limits;

- Eliminate or reduce on-island boat parking;
 - Parking meters (low desirability);
 - Purchase more on-island land;
 - Fill marina and construct parking;
 - Build parking garage (low desirability);
- Preserve small town atmosphere:
 - Control density of dwelling units;
 - Observe existing density of development on 25 foot lots; i.e., it is okay to build one unit if only one 25 foot lot is owned, but not okay to build two units on two adjacent 25 foot lots;
 - Enforce restrictions on day, week, and month rentals in residential areas;
- Promote and preserve working Water Related Industries:
 - Aquaculture and Oystering;
 - Eco-tourism;
 - Sport fishing;
- Promote and support school and youth related facilities;
- Improve professionalism of city employees through a performance review process, but also provide adequate salaries;
- Attempt to promote and refine GIS (Geographic Information Systems) database for clear administration of laws and procedures.

Team 11: George Armstrong, Janice Coupe, Mary Marshall, Marianne McEvers, Bill Phillips, Chris Reynolds, Peggy Rix, Nancy Taylor, Jeri Treat, Jack Tyson

- Need restrictions on dwelling size relative to lot size and setbacks; City and County should have the same setback requirement (now City is 50' and County is 75')
- Restrict building height to one story in V-Zones;
- Parking:
 - Set up off-island parking for boat trailers;

III. Public Planning Process

- Have a sign at Otter Creek to indicate when parking lot is full;
 - Make a dedicated boat ramp to accommodate clammers;
 - In the long term, need to develop a launch ramp and parking area outside of town;
- Need to define a long term plan as population of Levy and surrounding counties grows;
- Need to strictly enforce commercial and residential codes – there is concern that residential areas could become commercially developed;
- Rental property in residential areas should have a minimum lease of six months;
- Night lighting should be subtler: downtown First Street, and the Big Dock are too bright; lighting should be reflected downward;
- Infrastructure: need handicap accessible sidewalks and bike paths;
- Recreation areas:
 - Develop more pocket parks;
 - Cemetery is running out of space, especially with proposed Cemetery Point, so expansion of cemetery is needed;
- Need a medical facility substation on the island or second EMT vehicle;
- Affordable housing needs to be addressed;
- Transfer of Development Rights should be eliminated;
- Need more service oriented businesses
- Need to accommodate clammers with better land facilities;
- Control downtown noise;
- Golf carts: tourists need to be instructed in common courtesy;
- Have roving police on foot or bicycle to better communicate with citizens and businesses;
- Investigate impact fees for heavy trucks using roads within city limits because of damage caused to roads;

- Expand the Historic District in order to control future development under the supervision of the Architectural Review Board;
- Preserve the airport landing strip, intact.

Team 12: Mike Beckham, Denise Bierworth, K.C. Brown, Doris Hellerman, Ashley Hinkle, Anthony Hinkle, Eve Jensen, Linda Seyfert, Chris Topping, Dena Topping

- There are accidents because of boat trailers trying to pass each other in opposite directions;
- Historic District should be expanded;
- Animal control is needed on the beach;
- Government housing should not be where it is – the lots should be auctioned or sold; the high land along Highway 24 should be used for commercial purposes;
- Clearly define marshlands;
- City should limit golf cart rentals to adults;
- Zoning is in conflict with restrictive covenants;
- Commercial zoning needs more distinction;
- Concerned about water shortage because of relations between WSD and the City;
- Need more interaction between the City and the school regarding offering classes;
- Concern about derelict buildings;
- High density housing should be limited to downtown;
- Concern about development along the coastline along highway 24.

Consensus from the Charrette

On Saturday, April 24, 2004, after the team presentations, the consultants summarized the results of each team's suggestions. There was broad agreement of three general themes underlying the vision for Cedar Key. These central themes are:

1. Maintain the "working/fishing village" character of Cedar Key;
2. Preserve Cedar Key's historic resources; and
3. Protect Cedar Key's natural environment.

In addition to these three main themes, there was a sizeable consensus of issues mentioned by many of the twelve teams. The following list describes the issues, preceded by the number of teams that mentioned each item. This format helps to illustrate the consensus of opinion among the community.

Mentioned by 9 teams out of 12:

1. Preserve the "fishing village" character of Cedar Key;
2. Expand the Historic District;
3. Protect the clamming/fishing interests;
4. Consider restrictions on boat trailer parking.

Mentioned by 6 teams out of 12:

1. Environment/Water Quality/Conservation Areas/Visual and Physical Water Access;
2. Enforce existing regulations;
3. Land annexation;
4. Rental restrictions in residential areas.

Mentioned by 5 teams out of 12:

1. Limit density;
2. Need more trees.

Mentioned by 4 teams out of 12:

1. No more condominium development;
2. Reduce light pollution;
3. Dock Street improvements;
4. Provide affordable housing;
5. Recreational amenities: pool, community center, pocket parks.

Mentioned by 3 teams out of 12:

1. Limit airboat noise;
2. City land acquisition;
3. City acquisition of HUD housing;
4. Construction and improvement of sidewalks.

Other concerns mentioned include:

1. Small business development downtown;
2. City Manager;
3. Regulation of golf carts;
4. Animal control;
5. Police on foot or bicycle patrol.

Opinions of the Children of Cedar Key

Prior to the Saturday Charrette, children from the Cedar Key School were asked to take photographs of their community to convey what they liked and disliked. Rose Myers presented the photos at the Saturday Charrette. The photos generally showed that the children prefer historic buildings, views and access to nature, lively storefronts, and attractive streetscapes. The children's photographs may be viewed by contacting City Hall.



Figure 3.5 Children's Photo - Like



Figure 3.6 Children's Photo – Dislike

The Design Studio and Concept Presentation

From Sunday April 25, 2004 through Thursday, April 29, 2004, the planners and designers worked on synthesizing the ideas of the citizens into a common plan. The design studio was set up in the Old Andrews House/Historic Museum and the community was invited to visit the studio during the week to contribute additional ideas and look over the work-in-progress. Many community members visited to offer their input and suggestions. In addition, several presentation style meetings with the Local Planning Agency (LPA) were held during the week. All members of the public were invited to attend these review sessions. The design team continued to refine the Charrette concepts throughout the week. The results of the studio effort were numerous drawings and possible solutions for stabilizing Cedar Key.

On the evening of Thursday, April 29, 2004, Chris Brown and Jim Hill of Civic Design Associates gave a PowerPoint presentation to show the formulated design concepts and recommended programs to the community. The citizens were pleased to find almost all of their suggestions from Saturday's session were addressed in the drawings and programs. The community was aware that this was a plan in progress and that their continued input is desired as the planning process continues.

Follow Up and Refinement

The initial results of the charrette recommendations were drafted in a report that was submitted to the LPA and discussed over the course of several meetings. This refined draft was ultimately incorporated into this document, primarily in Section IV.

Further development of the plan recommendations focused on implementation and financing. The proposed recommendations, programs, and improvements were prioritized, costs were assigned, and revenue sources were identified. The results of this process are discussed and presented in Sections V-VII of this report. The financial projections were also discussed and refined over the course of several meetings with the LPA. All of these meetings were public meetings, and members of the public were given an opportunity to ask questions and provide comments.

Introduction

This chapter presents specific ideas and strategies designed to achieve the vision outlined in the charrette. While the consensus vision dealt with several broad themes, the strategies outlined here are meant to address a number of specific areas of concern. The strategies presented here are organized into separate topics, many relating to particular geographic areas. The topic areas are organized as follows:

- A. City-wide
- B. Low-density residential areas
- C. Historic Residential District
- D. Second Street
- E. Dock Street
- F. Aquaculture Industry

Throughout the discussion of these topic areas, a second overriding theme must be considered. Community redevelopment, by its very nature, involves balancing the effects of new private development with appropriate investment in infrastructure and community services by the public sector. A Community Redevelopment Agency offers a mechanism whereby a designated flow of funds generated by the additional increment in development value is earmarked for such public investment. Thus, each of the master plan strategies must be evaluated in terms of its financial impact, both in terms of potential increase in revenues, as well as costs necessary to implement them.

The revenue side of the equation is fairly straightforward. Community redevelopment funds stem from the increase in taxable value of all property within the CRA over a base year in which the CRA is created and the initial taxable value is determined. From that point forward, CRA funds are generated by appreciation in the taxable value of existing properties, or by new development or redevelopment of existing property at a higher value.

CRA expenditures may cover a wide range of activities, ranging from infrastructure improvements to property acquisition, as long as they are

part of a coordinated strategy to implement a clearly articulated redevelopment plan

A more detailed discussion of the redevelopment strategies for each topic follows.

A. City-wide Concerns.

Several issues must be addressed at the level of the entire city. The primary strategy here involves a finer-grained approach to land use regulation that recognizes the differing characters of various residential and commercial areas as well as responding to the unique needs of the aquaculture industry.

1. Land Use. There was clearly concern expressed at the charrette regarding the type of development that should be allowed in the future. Structures of excessive density or bulk were not considered desirable, and there was general consensus that there had been enough condominium development. While the regulations limiting building height (to 35 feet above Base Flood Elevation) seemed acceptable to most, there was some contention on the subject of allowable density.

A study of the existing regulations reveal that there appear to be some gaps between the intent of the existing comprehensive plan and the implications of the current land development regulations (LDRs.) While both make mention of three different categories of residential density, the distinction is not mapped. The Future Land Use Map (Figure 4.1) serves as the zoning map, and this does not distinguish between residential areas that are, in fact, quite different in character. Similarly, commercial makes no distinction between the retail oriented environment of Second Street and the service and aquaculture related areas along SR24.

IV. Redevelopment Master Plan

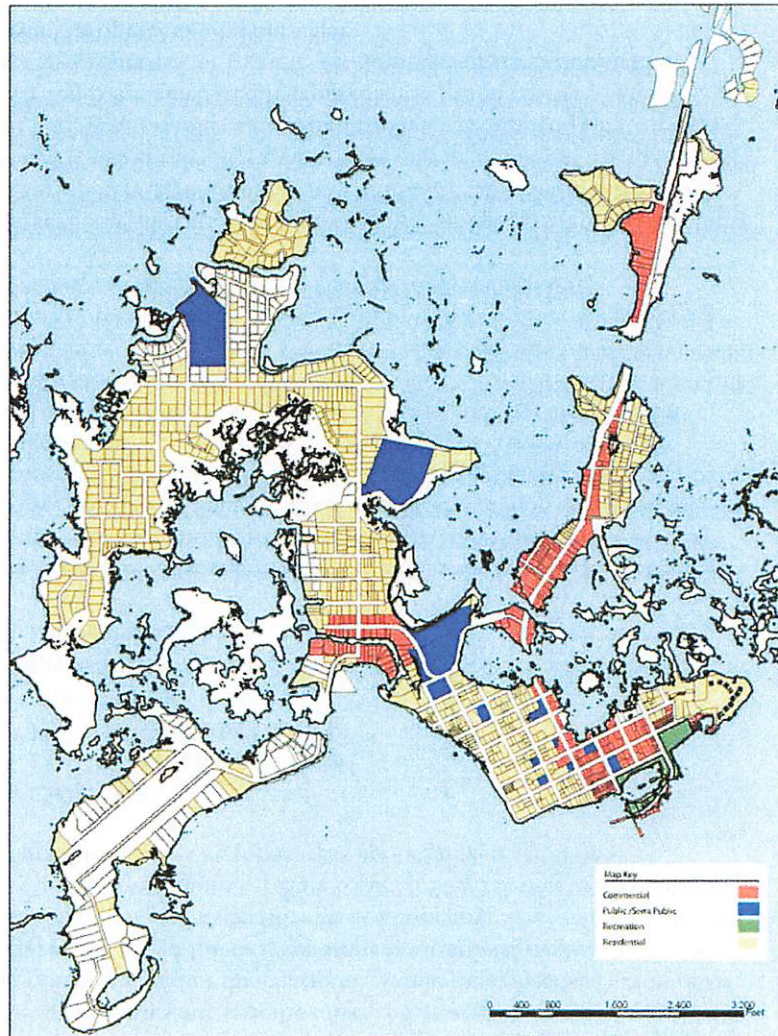


Figure 4.1 Existing Future Land Use Map

The comp plan and the LDRs both recognize three categories of residential density: low (up to 5 du/ac), medium (5 up to 14 du/ac), and high (14 to 24 du/ac.) While the general desire is to keep density low, there are several areas of the city where the existing platting and settlement pattern conform to the medium density range. These areas include the historic residential area west of SR24 and south of the school, as well as the area along Gulf Boulevard. This plan proposes that these areas be recognized as medium density, where up to 14 units to the acre would be permitted. The existing pattern, illustrated in Figure 4.2, is already developed at around 10 to 12 units per acre. This would permit flexibility and variety in the platting and lot size, as well as preserving the existing character. Existing platted lots could be developed without needing a variance to exceed the current low density threshold.

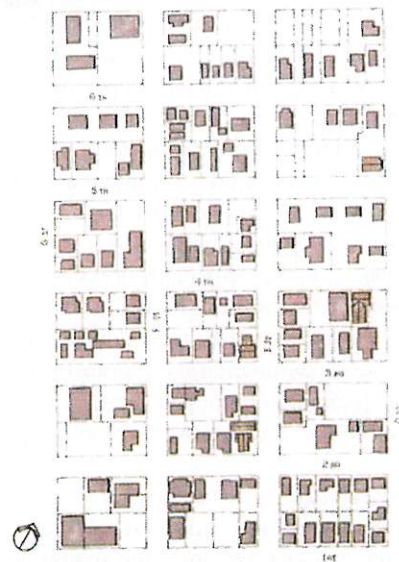


Figure 4.2 Existing development pattern in historic area.

Similarly, the commercial land use category should be subdivided to recognize the differing needs of a more retail and pedestrian oriented area such as Second Street and Dock Street with the more quasi-industrial character of SR24. The aquaculture industry in particular should be recognized as having special needs that merit preferential treatment in certain areas. This special treatment will be discussed in more detail later, but as a city-wide land use issue, this industry will, in a sense, overlay some special considerations in various land use categories.

These strategies will require amendments to the Future Land Use Map, which will be addressed as part of the comprehensive plan amendments. While still in preliminary form, the new map might resemble Figure 4.3, which indicates a distinction between low and medium density residential areas.

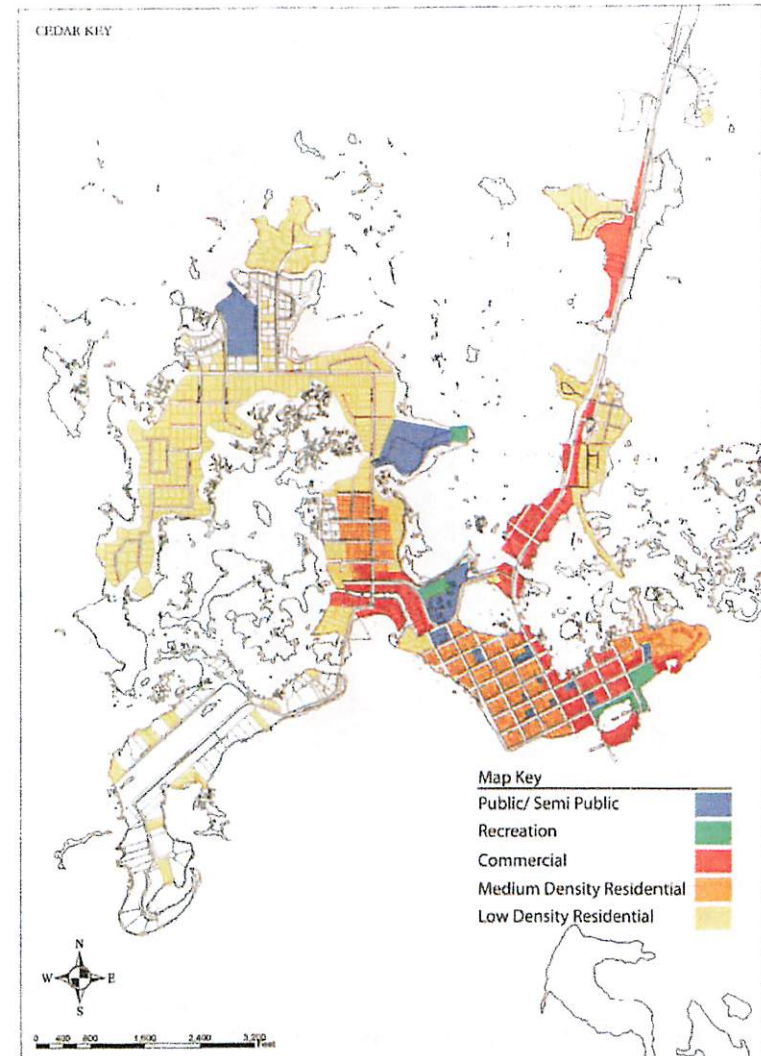


Figure 4.3 Proposed Future Land Use Map.

2. Annexation. The other city-wide issue that was the subject of considerable discussion is the annexation of additional areas into the city. There are several pockets of land, notably along SR24 and in the outlying residential areas around Rye Key and the airport, that do not lie within the city limits. As seen in Figure 4.4, the colored parcels are not within the city limits. There seemed to be strong consensus among the public that all lands south of the Number 4 Bridge should be included in the city. This makes sense, since these areas are part of the unique physical environment of Cedar Key, and should be subject to a jurisdiction whose regulations and policies are sensitive to the particular needs of that environment, rather than being governed by County regulations that are necessarily more broadly based and less focused.

As things currently stand, the easiest way to annex these areas is through voluntary annexation. This poses some difficulties, however, since this does involve an additional tax burden, although not a substantial one. The typical tax burden would rise by 10 to 15 percent, this being partially offset by reduced fees for such services as garbage collection and boat launching.

Annexation of these areas should be a priority, and the strategy should be to fashion a sufficiently attractive incentive package to promote voluntary annexation. Unfortunately, the tax differential does make annexation a net cost to the property owner, despite the value of such intangibles as being part of a jurisdiction that offers more proactive planning and protection of the unique environment of Cedar Key. Ironically, the best incentive to annex – for some landowners – is that the different land use policies of the City and County allow for larger tracts to be subdivided into smaller lots permitted by the City. While this presents a strong incentive for landowners interested in maximizing the value of their properties, others are not interested in subdividing their properties. Recognizing that this is an attractive incentive, but that it is ultimately at odds with many of the other public desires for low density, this

practice should be limited, but not entirely eliminated. A requirement for a minimum lot size of, say, 20,000 square feet would allow limited subdivision of larger tracts without an inordinate increase in density.

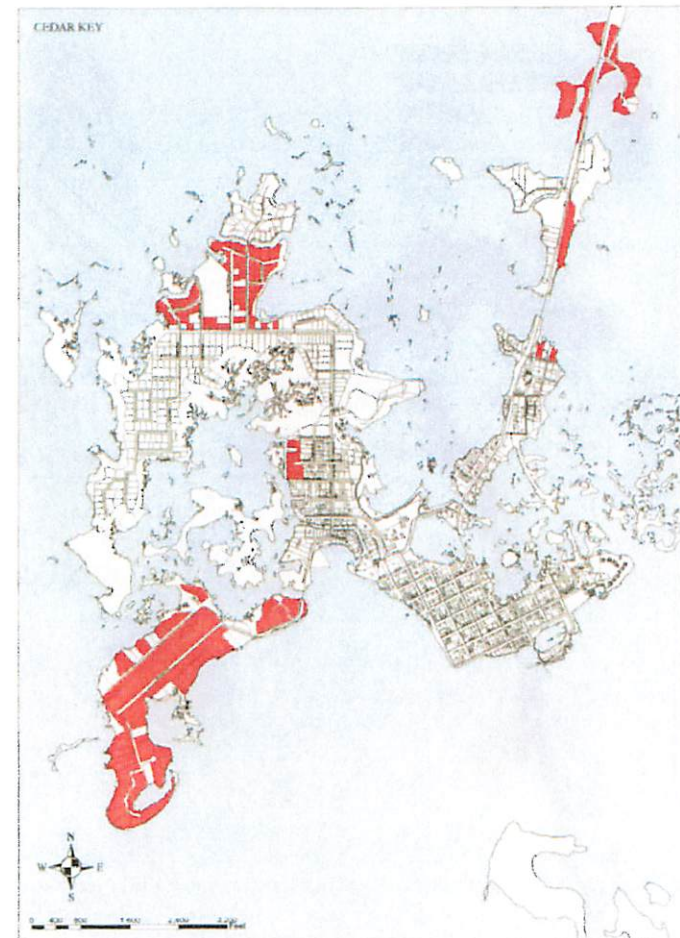


Figure 4.4 Unincorporated Parcels.

In discussions with several county residents, they generally acknowledge the advantage of annexation for the greater good, but would prefer a gradual phase-in of the tax burden. Perhaps a waiver for several years, followed by a gradual increase to the full tax rate over a period of several more years. This provision could accelerate to the full tax rate upon sale of the property. While the City would be providing services essentially at a loss during the transition period, ultimately, the advantage of having jurisdiction over these properties would justify the cost. Unfortunately, there are statutory limitations that preclude taxing different properties within the same jurisdiction at different rates, so the temporary waiver would not be a viable strategy.

Much the same effect, however, could be achieved through an interlocal agreement with the County. In effect, the County would agree to let the City provide the services for these areas in return for additional control over the development of property.

Another area for possible annexation, less frequently mentioned, is portions of the mainland north of the Number 4 Bridge. While some certainty and control over the nature of development in this area is important, this area is more difficult to serve. Other strategies for interlocal agreements should be pursued, but the annexation of these areas is not seen as a priority at this time.

A third area of concern at the city-wide level concerns general infrastructure and service needs. Streets need to be re-paved, additional sidewalks and street lighting needs to be added, and municipal services will need to be expanded to serve additional growth. These are normal City government concerns, but in this case, will require close coordination with the CRA to be implemented. Since the Cedar Key CRA encompasses essentially the entire city, the growth in property tax revenue will be almost entirely diverted to the CRA. This means that the CRA will have to absorb and share in the funding of some City

functions. Also, considering the effort that will be needed to implement other recommendations in this plan, a more formalized management and staffing structure should be considered. These issues are related to the implementation of the plan and will be addressed more fully in later sections of this report.

B. Low-density Residential Areas.

This refers primarily to those more recently developed areas of Cedar Key, along Hodges Avenue and beyond. Since this is where a majority of the vacant lot inventory is located, these areas will see considerable development activity in the future. This will continue to be a source of concern to those residents who are already established there; the various comments here typically had to do with the scale and bulk of the permitted construction. Protecting the vegetation line and the natural environment are seen as priorities, as well as preserving views and a sense of the unspoiled character.

1. The general strategy here should be to consider stricter bulk regulations for new construction. These areas are platted as fairly large lots and are limited to low density single-family residential. Again, the existing LDRs do not offer enough distinction between various development situations to be useful here. Provisions such as .75 FAR and 40% coverage are too lenient for lots that frequently exceed 10,000 square feet. Particularly for the waterfront lots, these parameters can be reduced without seriously impacting development rights.

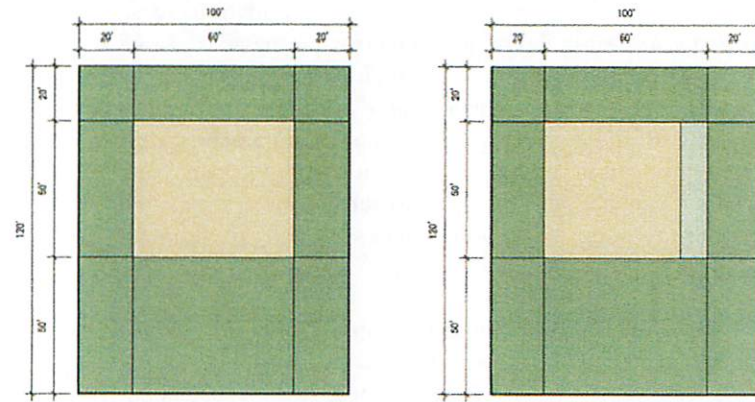
The proposed strategy calls for wider side setbacks, perhaps on the order of 20 feet, as well as limiting the floor area ratio to the buildable area of the lot once all of the setbacks are taken into consideration. For a typical large lot on the order of 12,000 square feet requiring a 50 foot setback from mean high water, this would yield a developable area of 3000 square feet and 25% coverage. (Figure 4.5) This would accomplish greater separation between houses and preserve view corridors between them.

IV. Redevelopment Master Plan

The massing provisions could be structured so that an additional floor area bonus could be granted in exchange for a greater side setback. For example, the basic permissible area would allow a one-story structure (above FEMA elevation, naturally) over the buildable area, but if the footprint were a more compact two-story scheme with wider side setbacks, additional floor area would be permitted. This would provide some flexibility in design as well as mitigating the perception that development rights are being unduly curtailed.

Since one of the great attractions of Cedar Key is the casual atmosphere afforded by the climate and the natural beauty, the bulk regulations could be structured to promote the construction of outdoor decks and porches by allowing such appurtenances to encroach somewhat (say 8-10 feet) into the front and rear setbacks. These elements are also helpful in breaking down the boxy look of the structure and help it to fit into the historic character.

The result of these amendments in the bulk regulations could yield a result similar to that illustrated in Figure 4.7. There is a generous separation between houses that maintains a view corridor toward the water. There is still a substantial buildable area available, so that the houses themselves can still be of a reasonable size. The ability to project into the front setback zone would promote the construction of porches and outdoor decks.



Lot Size = 12,000 sf
Buildable area = 3,000 sf
Coverage = 25%

Lot Size = 12,000 sf
Additional side setback = 10'
(500sf)
Bonus = $500 \times 2 = 1000\text{sf}$
Buildable area = 4,000 sf

Figure 4.5 Low Density Lot Buildable Area.

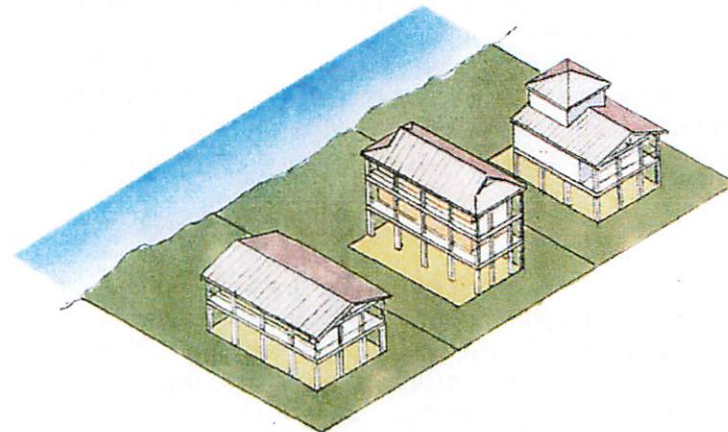


Figure 4.6 Residential Building Massing.



Figure 4.7 Illustrative View of Waterfront Houses.

2. Another concern mentioned in these areas is the increasing practice of allowing short-term residential rentals. This can cause disruption and should be limited to areas closer to downtown where the visitor population tends to be concentrated. The regulations governing rentals should be reviewed and strengthened.

C. Historic Area – West of SR24.

This area is part of the original town of Cedar Key, yet only a small portion lies within the current historic district. It contains some of the finest examples of historic houses in the city, as well as some less well-maintained properties that are nevertheless part of the eclectic character of the city. The character of this area should be carefully nurtured and preserved. While it seems fairly coherent today, it does face some threats that need to be addressed. Several strategies should be considered here.

1. Expand the current historic district so that it includes this area, all the way up to the school. This will afford a greater measure of protection for the existing historic structures.
2. Adopt flexible design guidelines to maintain the area's character. This area is particularly vulnerable to new construction that would be incompatible with existing. The FEMA requirements, in particular, will call for sensitive handling of the inherent scale disparity that will result from building on some of the lower parcels. It should be noted that these design guidelines should not be too restrictive in the sense of imposing strict requirements for materials, detailing, quality of construction, etc. Part of Cedar Key's character as a working village derives from the variety of relatively modest and simple structures in this area; it is important to maintain this as a permissible building vernacular.

3. Adopt flexible zoning and density standards to continue the existing scale and texture of the area. Part of the charm of this area derives from the liberties that were taken over time with the original, rigid platting scheme of uniform rectangular blocks subdivided into regular arrays of 25x100 foot lots. Multiple lots have been combined into larger lots, frequently off-module, and often oriented toward the side street. Discussed above was the recognition of medium density areas, a category into which this area clearly fits. The current development pattern results in blocks that vary from 8 to 10 units per acre in density. Adopting a medium density designation for this area would allow a continuation of development at this density, with scattered small lots also permitted.

It should be noted that this area is likely to be susceptible to “tear-down” redevelopment in the future. This is part of the reason for strengthening the historic protections. As Cedar Key becomes more widely discovered among the affluent, the consolidation of multiple parcels into one larger homesite may well become more prevalent. Density controls, particularly in areas of special character, should be mindful of this possibility and consider imposing a *minimum* density for such areas.

The plan for this area attempts to strike a delicate balance. While it allows greater development intensity than would be permitted in the newer, low density areas, it does also add the additional requirements of the historic district. This is something of a trade-off, additional development rights accompanied by more deliberate regulations. Yet, preserving the integrity and character of this area is of critical importance in realizing the vision for Cedar Key. Properly implemented, the plan will provide for sensitive infill redevelopment that maintains and reinforces the existing character, with a result similar to that suggested by Figure 4.8.



Figure 4.8 Infill development in the historic district.

4. Better use of the affordable housing parcels. Levy County operates about 15 public housing units spread out over three parcels. A number of public comments raised concerns about this, ranging from the looks (incompatible with the historic character,) the efficiency (relatively low density, occupying a total of 2.2 acres,) and the social equity (part of a county-wide pool, not sensitive to the needs of local residents.) While it was generally agreed that there was a need for such affordable housing units, indeed, an increasing need as real estate values continue to escalate, almost no one seemed to favor the current arrangement.

The City should consider taking a more pro-active role in providing affordable housing more sensitive to the needs of local residents. This is frequently a specific objective of certain CRA programs. This would imply that the City could opt-out of the County system, in effect, declining a service that the County provides. This further implies an added cost for the City as well as a savings for the County. This could be used as a bargaining point in negotiating future interlocal agreements between the two entities. Certainly, the City has other concerns regarding development on the mainland that could be linked to such an agreement. This strategy will require further study to determine both feasibility and financial implications, but it could conceivably yield favorable results for all parties involved.

If the City (or the CRA) were to provide affordable housing, it could consider several options. One that merits closer examination would be to provide affordable housing units as part of the proposed redevelopment strategy for Second Street. The upper floor space in the type of mixed-use buildings proposed along Second Street is sometimes difficult to occupy, and this would offer a compatible tenant for this space. Also, it better integrates the residents into the community and places them closer to many needed services. This possibility will be further discussed as part of the Second Street strategy.

D. Second Street.

While Second Street is the current and historic downtown of Cedar Key, it clearly faces significant challenges. A considerable amount of the property along the street is undeveloped, while many of the developed parcels are vacant and in an advanced state of deterioration. This is a shame, for portions of the street demonstrate the historic charm and quaint character that makes Cedar Key a unique and attractive place. Clearly, a comprehensive and successful redevelopment strategy for Second Street must be a cornerstone for realizing the citizen's vision for Cedar Key.

The principal difficulty with any new development on Second Street will be complying with FEMA regulations for placing new occupied space above the Base Flood Elevation (BFE.) For most parts of Second Street, this is about one floor level above the existing grade elevation. Done without a sensitive treatment of the ground floor area, this will be fundamentally incompatible with the existing development.

Other concerns with the Second Street area include limited parking availability, particularly on weekends. Infrastructure, including street and sidewalks, are in need of repair and do not adequately accommodate current accessibility requirements. Street lighting is unattractive and utilitarian and contributes to light pollution that detracts from a view of the night sky. There seems to be general sense of neglect and economic stagnation, despite a few bright spots such as the hotel and the library.

Many of the concerns on Second Street can be addressed by a fairly deliberate and specific development prototype. A plan and section of this prototype are illustrated in Figures 4.9 and 4.10.

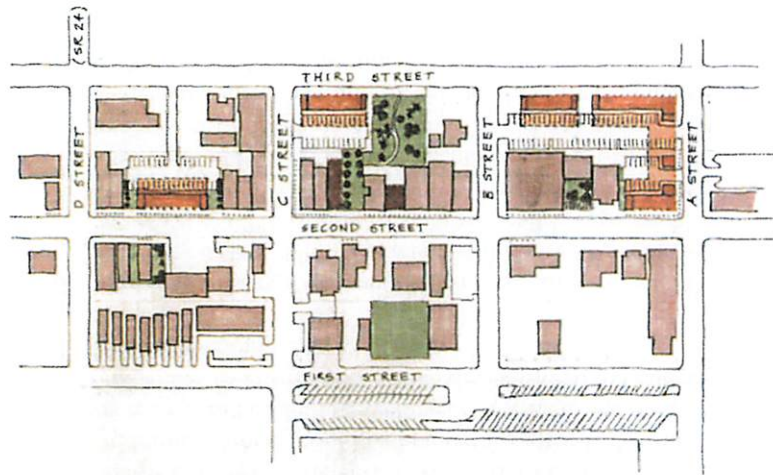


Figure 4.9 Plan of Typical Second Street Infill.

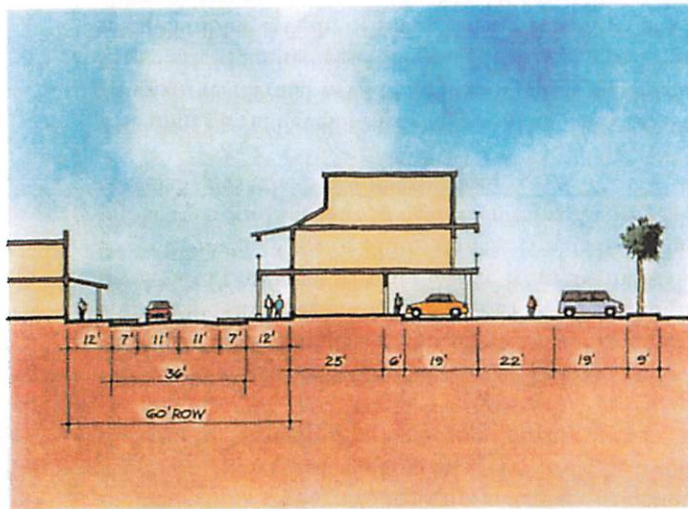


Figure 4.10 Section through Second Street Infill

The feasibility of this model, which requires a high degree of coordination, must be tested against the reality of the fragmented property ownership pattern. Again, this is where the CRA can play an innovative role in assembling partial development rights and providing a framework that still allows for individual discretion within a fairly tightly defined development envelope. If successful, this proposed development model will provide:

1. Parking at the interior of the block. Generally, this will be screened by buildings and relatively unobtrusive, while contributing substantially to the available parking supply.
2. A “FEMA table,” essentially a raised development pad that provides a flexible floor plate for a variety of uses and shares vertical circulation and access among several property owners, thereby consolidating these functions and relieving each parcel from having to provide their own exits, elevators, etc.
3. A flexible frontage zone at the street level. While the opportunities for occupying this space will be limited by FEMA constraints, it will be important to animate this street frontage in some manner to make the pedestrian experience continuous and consistently interesting. This flexible zone could be occupied by relatively transient uses such as market stalls, art exhibits, or dining areas related to occupied space above.
4. A covered sidewalk or arcade element compatible with many of the historic precedents. This could also provide an outdoor deck or balcony for the upper level uses.
5. Streetscape and sidewalk enhancements, including improved lighting, accessibility ramps, and street furniture such as benches, trash receptacles, etc. Not discussed, but also a possibility in light of the proposed improvements to Dock

Street, would be the addition of “bulb-outs” or curb flares designed to distinguish the curbside parking lane from the moving lanes. These also have the advantage of defining the length of the available parking area, and could be used to limit the boat trailer parking along Second Street.

6. Opportunities for small greenspaces and pocket parks. Generally, these would serve to allow access between the street and the parking area at the interior of the block, although they would also provide a pleasant respite from the more urbanized street frontage. One or more of these could also include public restroom facilities, a need mentioned by several, especially near the SR24 intersection.
7. The upper level development may contain a mix of uses, although residential would be the most likely candidate. Retail may work in limited cases, although shoppers will typically resist climbing a flight of stairs. Office is another possibility, although the need seems to be fairly limited. Residential is probably the most appropriate use, particularly since this would provide for rental apartments, a segment of the market that is currently underserved. Incentives in the form of additional density could be granted for affordable units, as long as the overall building envelope conforms to the tight guidelines to ensure compatible development in scale with the existing buildings.
8. Existing buildings may remodel and add on, provided the work amounts to less than 50 percent of the assessed value in any given year. CRA programs such as façade grants could be implemented to facilitate the incremental improvement of the existing building stock. This would be an important component of the revitalization of Second Street, which must endeavor to preserve and protect the historic building stock rather than relying too much on new construction.

An illustrative view of what the Second Street infill could look like is shown in Figure 4.11. In summary, the development proposal for Second Street provides for a number of elements that would benefit the area as well as all of Cedar Key. This, however, is a complex development framework that will require close coordination among property owners, innovative CRA programs, and fairly specific regulations.



Figure 4.11 Proposed Infill on Second Street.

E. Dock Street.

Dock Street currently serves a major part of the tourist trade in Cedar Key with substandard amenities. The sidewalks are so narrow as to be virtually unusable, and the overly high curb presents a safety hazard. The marina needs dredging, and the facilities for boat launching and trailer parking could be better organized. This area has been the focus of study by a citizens' committee for the past year, and implementation of their recommendations is moving ahead.

1. The sidewalks along Dock Street will be widened and speed tables and curb ramps will be provided to calm traffic and facilitate pedestrian circulation. While several options for Dock Street were discussed during the design workshop, including making it a pedestrian-only zone or a one-way street, the current plan of keeping it as a two-way street with curbside parking on both sides is the best option. This provides a good deal of much-needed parking close to where the people want to go. Since this is really not a through street, traffic moves slowly, and will be slowed even further by the proposed changes. The street really functions more like a parking lot than a street. Additional streetscape enhancements such as improved lighting are also being considered.

Figure 4.12 illustrates the proposed improvements along Dock Street. It would function much as it does today, although with substantially better amenities for pedestrians. The wider sidewalks and lower curbs will enhance safety while still providing an adequate roadway for vehicles.

2. The marina will be dredged, which will improve the launch facilities for boaters. While it is still expected that weekends will strain the available launch facilities, the public seemed to be divided as to what degree to accommodate recreational boaters. There is a natural physical limit to the number of boats that can be accommodated, and the general feeling seems to favor letting matters find their own balance. Nevertheless,

the situation should be managed, with better traffic flow, designated trailer parking areas, and possibly advance warning of overflow conditions.

3. Parking areas for cars and boat trailers will be re-organized and enhanced. Landscaped islands will be added to break up the expanses of pavement.



Figure 4.12 Dock Street Improvements.

F. Aquaculture Industry.

The story of the rise of farm raised-clams as an alternative to fishing is one of the more unique aspects of the Cedar Key experience, one that contributes to both the character of the town as a working village as well as providing a strong economic base to build on. There was almost universal agreement among the public that the aquaculture industry is of vital importance to the city, and must be supported and maintained. This industry is also compatible with another important part of the overall vision, namely protecting the natural environment. Water quality is of utmost importance in sustaining this industry, making environmental sensitivity an imperative rather than merely a desire. The aquaculture industry has other needs as well:

1. The industry has several land use implications that are not adequately addressed by current regulations. The land-based nursery operations have several unique requirements that impact both residential and commercial areas. There are currently about 60 of these operations in the city, about 30 in commercial areas and 30 in residential areas. That these activities can occur in a residential setting is vital to some clambers who must run an economical operation. While operating a raceway in a backyard is part of the character of Cedar Key, certain best practices should be promoted to mitigate the impacts on adjacent homeowners. Submersible pumps should be used to mitigate noise, while increased setbacks and visual screening should also help. The size of a residential operation should be limited, although one employee should be allowed. Cedar Key is not an exclusive, gated community, nor does it want to be. Being part of a clamming town is part of the equation.

Nurseries operating in commercially zoned areas, particularly along SR24, are quite prominently located, and serve to clearly highlight the unique character of this industry to visitors. Nevertheless, these uses may be adjacent to an auto shop, since the commercial zoning classification is quite broad and

indiscriminate. The regulations should be reviewed with a view to establishing certain areas offering more favorable treatment to aquaculture uses.

2. Access to boat launching facilities is another critical need. Currently, commercial boats share facilities with recreational boaters, and this has caused some friction. The commercial boats do have two other facilities, the Anchor Hole and the Shell Pile, that are reserved for commercial use, but parking for boat trailers is limited and the rights of use to the Anchor Hole may be subject to change in the near future. The City is discussing the acquisition of the Shell Pile, but another facility, particularly one more favorably located for the leases to the northwest, should also be explored.
3. Water quality must be maintained in order to keep the industry viable. Factors such as increased recreational boat use, particularly the addition of marina facilities could threaten the classification of the waters. Development on the mainland could negatively impact runoff quality. The city must remain vigilant to these factors and be pro-active in addressing change in a positive and constructive manner.

Conclusion

While Cedar Key is not trying to re-invent itself, but merely fine-tune a delicate balance, it is clear that more active measures must be taken in order to insure success. Doing as little as possible as a strategy for limiting change will likely not yield the desired result. The pressures driving growth and change are inexorable, and they must be recognized and managed. While a clear consensus emerged from the public as to the broad outlines of a vision, the details of implementing specific aspects of this vision have uncovered points of conflict that must be resolved. The strategies presented here attempt to steer a middle course through the varying desires, always keeping the overall goals of the vision in mind as a guide.

Revenue Projections

The Cedar Key Community Redevelopment Agency was created in 2000 with the objective of promoting a wide range of community improvements and redevelopment activities. The CRA provides a mechanism for capturing the tax increment generated by the increase in taxable value over the Base Year. Over the 30-year life of the CRA, this stream of funds is a substantial amount.

Table 5.1 summarizes the fund flows generated by the CRA. An explanation of the key points demonstrated by this table follows below:

The leftmost column indicates the Fiscal Year. The fiscal year runs from October 1 through September 30, thus FY 2005 runs from October 1, 2004 to September 30, 2005. The table begins with the year 2000, established as the Base Year for the CRA, and continues through 2030, the last year of CRA operations. The line for FY 2005 is shown shaded, indicating the last year for which actual numbers are available. For any year from 2006 through 2030, the numbers in the table are projections.

The Taxable Value indicates the total value subject to ad valorem taxation within the CRA boundary. The initial value of \$65,422,829 is the Base Year value; the difference between the Taxable Value for any given year and this value represents the Valuation Increment for that year, or the amount from which the Tax Increment is calculated. It should be noted that the Taxable Value for any given year will be slightly less than the total taxable value for the city because any properties that annexed into the city after the Base Year are not part of the CRA. For FY 2005, the Taxable Value shown in the table is about \$2,000,000 less than the taxable value for the city.

The Cumulative Taxable Change tracks the cumulative increase in the taxable valuation.

The millage rates are shown only for the jurisdictions that contribute to the CRA. Currently, the total millage rate for properties in Cedar Key

is about 21.5. About 10 mills of that total goes to the school district and the water and sewer district, neither of which contributes to the CRA. The CRA millage rate is thus the sum of the City and County tax rates, currently at 12 mills.

The CRA Tax Revenue is the product of the CRA millage Rate times the Valuation Increment. By law, the actual tax increment that is funded to the CRA is limited to 95% of that amount.

The rightmost column tracks the percentage change in the Tax Increment year over year.

Assumptions

Several assumptions must be made in order to make any meaningful projections. While the valuation history since the Base Year has been exceptionally strong (doubling in only five years,) it would not be reasonable to assume that this pace of escalation can be sustained. The escalation rates used for this projection assume a strong, although reduced pace that tapers to a more modest rate in the later years. This is done for several reasons:

- There is clearly a speculative aspect to the current real estate situation in Cedar Key. This is due to the increasing awareness of the city to those looking for retirement and leisure properties, as well as a reflection of the generally strong real estate market nationwide fueled by historically low interest rates.
- The escalation in the early years is assumed to take a greater share of the available vacant properties. There are currently about 300 vacant lots in the city. It is assumed that these will be absorbed at an initial rate of about 15 per year, but slowing in the later years. This, in conjunction with an anticipated redevelopment of older, lower quality properties, is expected to contribute about half of the overall value escalation. As the

available supply diminishes, this rate of growth is assumed to slow.

The escalation rates used in this projection start at an annual rate of 10% and taper down to 6%. While 10% is an unusually strong rate by most standards, we cannot ignore the phenomenal increase in valuation evidenced in recent history. It is assumed that this momentum will carry forward for a few more years. After that, the rate drops by one percentage point for each successive five year increment. Thus, the escalation rates used in the table are as follows:

Years 6 – 10	10 percent
Years 11 – 15	9 percent
Years 16 – 20	8 percent
Years 21 – 25	7 percent
Years 26 – 30	6 percent

The millage rates are assumed to stay constant at 2005 levels. While the millage rate for the City is currently at 2.75, there is a high probability that it will be increased in the near future. The County has already raised its rate to 9 mills. To leave these constant from this point forward is a conservative estimate.

For purposes of comparison, Table 5.2 shows the effect on cumulative fund flows if the initial escalation rate beyond 2005 is assumed to be 1% less per year. Thus in years 6-10, the escalation rate would be 9 percent, in years 11-15 the rate would be 8%, and so on. The rate would not drop below 6% after year 25, however, since this is felt to be a stable rate of growth. It may be readily seen that this seemingly slight difference of escalation will have a substantial effect on the cumulative fund flows, diminishing from \$111 million in Case 1 to about \$95 million in Case 2. Case 2, the more conservative scenario, is used for the more detailed budget analysis in Section VI of this report.

Using these assumptions, the table demonstrates that the anticipated CRA revenues will soon rise to a significant level, topping \$ 1 million per year by FY 2007. Over the life of the CRA, the cumulative tax

increment collected by the CRA will approach \$ 100 million. This cumulative amount is, of course, considerably less in present value. What follows is an analysis of a possible funding strategy for managing the flow of funds over the life of the CRA.

V. CRA Funding Plan

Table 5.1

CRA Revenue Projection

Case I: Annual Assessed Value Increase declines from 10% to 6%

Fiscal Year	Year	Taxable Value	Tax Increment	Cumulative Taxable Change	Millage Rate - City	Millage Rate - County	Total CRA Millage Rate	Tax Revenue	Statutory Reduction	Final Tax Increment	Changes	Percent Changes
2000	Base Year	65,422,829										
2001	Year 1	74,500,000	9,077,171	9,077,171	0.00245	0.0089	0.011360	103,117	0.950	97,961	97,961	
2002	Year 2	83,500,000	18,077,171	27,154,342	0.00245	0.0089	0.011360	\$205,357	0.950	\$195,089	\$97,128	99%
2003	Year 3	91,621,867	26,199,038	53,353,380	0.00245	0.0089	0.011360	\$297,621	0.950	\$282,740	\$87,651	45%
2004	Year 4	98,966,171	33,543,342	86,896,722	0.00275	0.0089	0.011660	\$391,115	0.950	\$371,560	\$88,820	31%
2005	Year 5	131,678,029	66,255,200	153,151,922	0.00300	0.0090	0.012000	\$795,062	0.950	\$755,309	\$383,750	103%
2006	Year 6	144,845,832	79,423,003	232,574,925	0.00300	0.0090	0.012000	\$953,076	0.950	\$905,422	\$150,113	20%
2007	Year 7	159,330,415	93,907,586	326,482,511	0.00300	0.0090	0.012000	\$1,126,891	0.950	\$1,070,546	\$165,124	18%
2008	Year 8	175,263,457	109,840,628	436,323,139	0.00300	0.0090	0.012000	\$1,318,088	0.950	\$1,252,183	\$181,637	17%
2009	Year 9	192,789,802	127,366,973	563,690,112	0.00300	0.0090	0.012000	\$1,528,404	0.950	\$1,451,983	\$199,800	16%
2010	Year 10	212,068,782	146,645,953	710,336,065	0.00300	0.0090	0.012000	\$1,759,751	0.950	\$1,671,764	\$219,780	15%
2011	Year 11	231,154,973	165,732,144	876,068,209	0.00300	0.0090	0.012000	\$1,988,786	0.950	\$1,889,346	\$217,583	13%
2012	Year 12	251,958,920	186,536,091	1,062,604,301	0.00300	0.0090	0.012000	\$2,238,433	0.950	\$2,126,511	\$237,165	13%
2013	Year 13	274,635,223	209,212,394	1,271,816,695	0.00300	0.0090	0.012000	\$2,510,549	0.950	\$2,385,021	\$258,510	12%
2014	Year 14	299,352,393	233,929,564	1,505,746,259	0.00300	0.0090	0.012000	\$2,807,155	0.950	\$2,666,797	\$281,776	12%
2015	Year 15	326,294,109	260,871,280	1,766,617,539	0.00300	0.0090	0.012000	\$3,130,455	0.950	\$2,973,933	\$307,136	12%
2016	Year 16	352,397,638	286,974,809	2,053,592,348	0.00300	0.0090	0.012000	\$3,443,698	0.950	\$3,271,513	\$297,580	10%
2017	Year 17	380,589,449	315,166,620	2,368,758,967	0.00300	0.0090	0.012000	\$3,781,999	0.950	\$3,592,899	\$321,387	10%
2018	Year 18	411,036,604	345,613,775	2,714,372,743	0.00300	0.0090	0.012000	\$4,147,365	0.950	\$3,939,997	\$347,098	10%
2019	Year 19	443,919,533	378,496,704	3,092,869,446	0.00300	0.0090	0.012000	\$4,541,960	0.950	\$4,314,862	\$374,865	10%
2020	Year 20	479,433,095	414,010,266	3,506,879,713	0.00300	0.0090	0.012000	\$4,968,123	0.950	\$4,719,717	\$404,855	9%
2021	Year 21	512,993,412	447,570,583	3,954,450,296	0.00300	0.0090	0.012000	\$5,370,847	0.950	\$5,102,305	\$382,588	8%
2022	Year 22	548,902,951	483,480,122	4,437,930,418	0.00300	0.0090	0.012000	\$5,801,761	0.950	\$5,511,673	\$409,369	8%
2023	Year 23	587,326,157	521,903,328	4,959,833,746	0.00300	0.0090	0.012000	\$6,262,840	0.950	\$5,949,698	\$438,025	8%
2024	Year 24	628,438,988	563,016,159	5,522,849,906	0.00300	0.0090	0.012000	\$6,756,194	0.950	\$6,418,384	\$468,686	8%
2025	Year 25	672,429,718	607,006,889	6,129,856,794	0.00300	0.0090	0.012000	\$7,284,083	0.950	\$6,919,879	\$501,494	8%
2026	Year 26	712,775,501	647,352,672	6,777,209,466	0.00300	0.0090	0.012000	\$7,768,232	0.950	\$7,379,820	\$459,942	7%
2027	Year 27	755,542,031	690,119,202	7,467,328,668	0.00300	0.0090	0.012000	\$8,281,430	0.950	\$7,867,359	\$487,538	7%
2028	Year 28	800,874,553	735,451,724	8,202,780,392	0.00300	0.0090	0.012000	\$8,825,421	0.950	\$8,384,150	\$516,791	7%
2029	Year 29	848,927,026	783,504,197	8,986,284,588	0.00300	0.0090	0.012000	\$9,402,050	0.950	\$8,931,948	\$547,798	7%
2030	Year 30	899,862,647	834,439,818	9,820,724,407	0.00300	0.0090	0.012000	\$10,013,278	0.950	\$9,512,614	\$580,666	7%
Cumulative Revenue										\$111,815,024		

Assumptions:
 2004 Millage Rate of 3 (City) and 9 (County) is used throughout projection
 Assessed Value Escalation Rate of 10% through Year 10, declining by 1% for each successive 5 year increments

V. CRA Funding Plan

Table 5.2
CRA Revenue Projection
Case II: Annual Assessed Value Increase declines from 9% to 6%

Fiscal Year	Year	Taxable Value	Tax Increment	Cumulative Taxable Change	Millage Rate - City	Millage Rate - County	Total CRA Millage Rate	Tax Revenue	Statutory Reduction	Final Tax Increment	Changes	Percent Changes
2000	Base Year	65,422,829										
2001	Year 1	74,500,000	9,077,171	9,077,171	0.00245	0.0089	0.011360	103,117	0.950	97,961	97,961	
2002	Year 2	83,500,000	18,077,171	27,154,342	0.00245	0.0089	0.011360	\$205,357	0.950	\$195,089	\$97,128	99%
2003	Year 3	91,621,867	26,199,038	53,353,380	0.00245	0.0089	0.011360	\$297,621	0.950	\$282,740	\$87,651	45%
2004	Year 4	98,966,171	33,543,342	86,896,722	0.00275	0.0089	0.011660	\$391,115	0.950	\$371,560	\$88,820	31%
2005	Year 5	131,678,029	66,255,200	153,151,922	0.00300	0.0090	0.012000	\$795,062	0.950	\$755,309	\$383,750	103%
2006	Year 6	143,529,052	78,106,223	231,258,145	0.00300	0.0090	0.012000	\$937,275	0.950	\$890,411	\$135,102	18%
2007	Year 7	156,446,666	91,023,837	322,281,982	0.00300	0.0090	0.012000	\$1,092,286	0.950	\$1,037,672	\$147,261	17%
2008	Year 8	170,526,866	105,104,037	427,386,019	0.00300	0.0090	0.012000	\$1,261,248	0.950	\$1,198,186	\$160,514	15%
2009	Year 9	185,874,284	120,451,455	547,837,474	0.00300	0.0090	0.012000	\$1,445,417	0.950	\$1,373,147	\$174,961	15%
2010	Year 10	202,602,970	137,180,141	685,017,615	0.00300	0.0090	0.012000	\$1,646,162	0.950	\$1,563,854	\$190,707	14%
2011	Year 11	218,811,207	153,388,378	838,405,993	0.00300	0.0090	0.012000	\$1,840,661	0.950	\$1,748,628	\$184,774	12%
2012	Year 12	236,316,104	170,893,275	1,009,299,268	0.00300	0.0090	0.012000	\$2,050,719	0.950	\$1,948,183	\$199,556	11%
2013	Year 13	255,221,392	189,798,563	1,199,097,832	0.00300	0.0090	0.012000	\$2,277,583	0.950	\$2,163,704	\$215,520	11%
2014	Year 14	275,639,104	210,216,275	1,409,314,106	0.00300	0.0090	0.012000	\$2,522,595	0.950	\$2,396,466	\$232,762	11%
2015	Year 15	297,690,232	232,267,403	1,641,581,509	0.00300	0.0090	0.012000	\$2,787,209	0.950	\$2,647,848	\$251,383	10%
2016	Year 16	318,528,548	253,105,719	1,894,687,228	0.00300	0.0090	0.012000	\$3,037,269	0.950	\$2,885,405	\$237,557	9%
2017	Year 17	340,825,547	275,402,718	2,170,089,946	0.00300	0.0090	0.012000	\$3,304,833	0.950	\$3,139,591	\$254,186	9%
2018	Year 18	364,683,335	299,260,506	2,469,350,451	0.00300	0.0090	0.012000	\$3,591,126	0.950	\$3,411,570	\$271,979	9%
2019	Year 19	390,211,168	324,788,339	2,794,138,791	0.00300	0.0090	0.012000	\$3,897,460	0.950	\$3,702,587	\$291,017	9%
2020	Year 20	417,525,950	352,103,121	3,146,241,912	0.00300	0.0090	0.012000	\$4,225,237	0.950	\$4,013,976	\$311,389	8%
2021	Year 21	442,577,507	377,154,678	3,523,396,590	0.00300	0.0090	0.012000	\$4,525,856	0.950	\$4,299,563	\$285,588	7%
2022	Year 22	469,132,157	403,709,328	3,927,105,918	0.00300	0.0090	0.012000	\$4,844,512	0.950	\$4,602,286	\$302,723	7%
2023	Year 23	497,280,087	431,857,258	4,358,963,176	0.00300	0.0090	0.012000	\$5,182,287	0.950	\$4,923,173	\$320,886	7%
2024	Year 24	527,116,892	461,694,063	4,820,657,239	0.00300	0.0090	0.012000	\$5,540,329	0.950	\$5,263,312	\$340,140	7%
2025	Year 25	558,743,906	493,321,077	5,313,978,315	0.00300	0.0090	0.012000	\$5,919,853	0.950	\$5,623,860	\$360,548	7%
2026	Year 26	592,268,540	526,845,711	5,840,824,026	0.00300	0.0090	0.012000	\$6,322,149	0.950	\$6,006,041	\$382,181	7%
2027	Year 27	627,804,652	562,381,823	6,403,205,850	0.00300	0.0090	0.012000	\$6,748,582	0.950	\$6,411,153	\$405,112	7%
2028	Year 28	665,472,931	600,050,102	7,003,255,952	0.00300	0.0090	0.012000	\$7,200,601	0.950	\$6,840,571	\$429,418	7%
2029	Year 29	705,401,307	639,978,478	7,643,234,430	0.00300	0.0090	0.012000	\$7,679,742	0.950	\$7,295,755	\$455,183	7%
2030	Year 30	747,725,386	682,302,557	8,325,536,987	0.00300	0.0090	0.012000	\$8,187,631	0.950	\$7,778,249	\$482,494	7%
Cumulative Revenue										\$94,769,887		
Assumptions:												
2004 Millage Rate of 3 (City) and 9 (County) is used throughout projection												
Assessed Value Escalation Rate of 9% through Year 10, declining by 1% for each successive 5 year increments												

Funding Strategy

Solid revenue projections with a steady source of funds such as a CRA tax increment can be used to finance a bond issue. This is typically done once a stable track record for a CRA can be established. With funding quickly rising to a substantial amount, the Cedar Key CRA is at the point where it can consider such a move.

For FY 2005, the CRA is expected to receive a tax increment of about \$750,000. To allow a margin for debt service coverage, prudent practice is to divide this amount by 1.25 to estimate the amount available for debt service, in this case, about \$600,000.

In the current interest rate environment, this would be sufficient to cover a bond issue of about \$7,600,000. The projections indicate that the annual funds flow will continue to increase, so that the CRA will be able to support additional debt in the future. In fact, if the CRA were to defer the first bond issue until FY 2006, it would be able to take advantage of another year of tax increment increase and thereby increase its bonding capacity. The additional year of revenue growth would support an initial bond issue of \$9,200,000. Since Fiscal Year 2005 is partially over, this may be the more practical alternative.

Normal practice is to issue bonds approximately every 5 years. This is done for several reasons. First, it takes time to spend money, even when there are many worthy projects to be undertaken. The projects have to be designed, administered, and executed. Infrastructure projects (street paving, utility work, etc.) can be disruptive, and should be done in phases and increments to minimize the impact on the community. Second, it is difficult to estimate revenue projections very far in the future, and staggering the bond issues allows for more definitive numbers to be used.

Since each bond issue is typically for 20 years, it is expected that the CRA will be making payments on several bond issues at once in the later years. An analysis of how these bond issues overlap is shown in Table 5.3. Since all the bonds must be retired by the end of the 30 year

life, the later bond issues must be structured to accelerate the payoff, either by a shorter maturity or by a balloon payment. It may also be possible to transfer the outstanding loan balances back to the City, with bond payments to be made from the tax increment that reverts back to the City. Since the County increment will also revert back to the County at this point, care must be taken that the anticipated payments can be funded from the City portion.

For the sake of simplicity in this analysis, the later bond issues are assumed to have shorter maturities that coincide with the end of the CRA's life. The total amount of the bond is calculated by working backward from the cash flow available for debt service at the time the bonds are issued.

Table 5.3 demonstrates several key points. First, that the CRA will be able to issue about \$36 million in bonds over the next 25 years. Second, it indicates in the rightmost column the net cash flow available after debt service. Due to increment growth, this amount increases each year, until debt service on the next bond issue reduces the fund balance. This effect can be mitigated by structuring the bond repayment schedule to pay interest only for the first two years of any bond issue. In some of the later years, the net fund balance can amount to several million dollars each year. This money is available to pay for administrative expenses as well as a number of other CRA programs on a pay-as-you-go basis.

CRA Expenditures

The financial projections discussed here allow the CRA to budget for anticipated expenses to achieve the goals of the community vision. Most of the bond proceeds will be directed to paying for capital improvements. In addition, the tax increment funds will provide a substantial cash flow for other programs and activities, as well as the administrative overhead needed to further the community's objectives. These programs and expenditures are discussed in greater detail in Section VI of this report.

V. CRA Funding Plan

Table 5.3

CRA Cash Flow Projection

Case II: Annual Assessed Value Increase declines from 9% to 6%

Fiscal Year	CRA Year	CRA Revenue	Revenue /1.25	Bond Proceeds	Debt Service	Debt Service	Debt Service	Debt Service	Total DS	Net Cash
2005	Year 5	\$ 755,309	\$ 604,247						\$ -	\$ 755,309
2006	Year 6	\$ 890,411	\$ 712,329	\$ 9,200,000	\$ (414,000)				\$ (414,000)	\$ 476,411
2007	Year 7	\$ 1,037,672	\$ 830,137		\$ (414,000)				\$ (414,000)	\$ 623,672
2008	Year 8	\$ 1,198,186	\$ 958,549		\$ (757,000)				\$ (757,000)	\$ 441,186
2009	Year 9	\$ 1,373,147	\$ 1,098,517		\$ (757,000)				\$ (757,000)	\$ 616,147
2010	Year 10	\$ 1,563,854	\$ 1,251,083	\$ 8,200,000	\$ (757,000)	\$ (369,000)			\$ (1,126,000)	\$ 437,854
2011	Year 11	\$ 1,748,628	\$ 1,398,902		\$ (757,000)	\$ (369,000)			\$ (1,126,000)	\$ 622,628
2012	Year 12	\$ 1,948,183	\$ 1,558,547		\$ (757,000)	\$ (674,000)			\$ (1,431,000)	\$ 517,183
2013	Year 13	\$ 2,163,704	\$ 1,730,963		\$ (757,000)	\$ (674,000)			\$ (1,431,000)	\$ 732,704
2014	Year 14	\$ 2,396,466	\$ 1,917,172		\$ (757,000)	\$ (674,000)			\$ (1,431,000)	\$ 965,466
2015	Year 15	\$ 2,647,848	\$ 2,118,279	\$ 9,900,000	\$ (757,000)	\$ (674,000)	\$ (446,000)		\$ (1,877,000)	\$ 770,848
2016	Year 16	\$ 2,885,405	\$ 2,308,324		\$ (757,000)	\$ (674,000)	\$ (446,000)		\$ (1,877,000)	\$ 1,008,405
2017	Year 17	\$ 3,139,591	\$ 2,511,673		\$ (757,000)	\$ (674,000)	\$ (968,000)		\$ (2,399,000)	\$ 740,591
2018	Year 18	\$ 3,411,570	\$ 2,729,256		\$ (757,000)	\$ (674,000)	\$ (968,000)		\$ (2,399,000)	\$ 1,012,570
2019	Year 19	\$ 3,702,587	\$ 2,962,070		\$ (757,000)	\$ (674,000)	\$ (968,000)		\$ (2,399,000)	\$ 1,303,587
2020	Year 20	\$ 4,013,976	\$ 3,211,180	\$ 9,300,000	\$ (757,000)	\$ (674,000)	\$ (968,000)	\$ (419,000)	\$ (2,818,000)	\$ 1,195,976
2021	Year 21	\$ 4,299,563	\$ 3,439,651		\$ (757,000)	\$ (674,000)	\$ (968,000)	\$ (419,000)	\$ (2,818,000)	\$ 1,481,563
2022	Year 22	\$ 4,602,286	\$ 3,681,829		\$ (757,000)	\$ (674,000)	\$ (968,000)	\$ (1,175,000)	\$ (3,574,000)	\$ 1,028,286
2023	Year 23	\$ 4,923,173	\$ 3,938,538		\$ (757,000)	\$ (674,000)	\$ (968,000)	\$ (1,175,000)	\$ (3,574,000)	\$ 1,349,173
2024	Year 24	\$ 5,263,312	\$ 4,210,650		\$ (757,000)	\$ (674,000)	\$ (968,000)	\$ (1,175,000)	\$ (3,574,000)	\$ 1,689,312
2025	Year 25	\$ 5,623,860	\$ 4,499,088			\$ (674,000)	\$ (968,000)	\$ (1,175,000)	\$ (2,817,000)	\$ 2,806,860
2026	Year 26	\$ 6,006,041	\$ 4,804,833			\$ (674,000)	\$ (968,000)	\$ (1,175,000)	\$ (2,817,000)	\$ 3,189,041
2027	Year 27	\$ 6,411,153	\$ 5,128,922			\$ (674,000)	\$ (968,000)	\$ (1,175,000)	\$ (2,817,000)	\$ 3,594,153
2028	Year 28	\$ 6,840,571	\$ 5,472,457			\$ (674,000)	\$ (968,000)	\$ (1,175,000)	\$ (2,817,000)	\$ 4,023,571
2029	Year 29	\$ 7,295,755	\$ 5,836,604			\$ (674,000)	\$ (968,000)	\$ (1,175,000)	\$ (2,817,000)	\$ 4,478,755
2030	Year 30	\$ 7,778,249	\$ 6,222,599				\$ (968,000)	\$ (1,175,000)	\$ (2,143,000)	\$ 5,635,249
Total Bond Proceeds				\$ 36,600,000	Total Net Cash				\$ 41,496,499	

The CRA and the City

Since the CRA and the City are virtually the same in geographic area, the implementation plan for the City/CKRA faces a unique challenge. Specifically, since the great majority of growth in the City's ad valorem tax base goes to the CRA, the growth of the City's budget is significantly constrained. (The boundaries of the CRA are not exactly coincident with the city limits; while they were the same at the formation of the CRA, the CRA boundaries have not been amended to include any properties that have annexed into the City since then.)

Excluding loans, carryovers, and grants that are non-recurring, the City's current revenues are about \$1.5 million, which includes City and County CRA increment of about \$730,000. Thus, the City's net budget is about \$800,000 of which about \$200,000 is ad valorem tax on the CRA Base Year Value. This simplified budget breakdown is more easily understood in tabular form, as shown below:

Ad Valorem Tax,	\$ 200,000
Sales, Use, and Franchise Tax	\$ 235,000
Service Charges (garbage, etc.)	\$ 282,000
Intergovernmental Revenue	\$ 69,000
Miscellaneous	<u>\$ 12,000</u>
Subtotal (City)	\$ 798,000
CRA Increment (City)	\$ 180,000
CRA Increment (County)	<u>\$ 550,000</u>
Subtotal (CRA)	\$ 730,000
TOTAL	\$1,528,000

While the City budget and the CRA capital improvements budget are related in many ways, they should really be considered as separate budgets. However, since they do have similar objectives, it presents a

more realistic picture of the community's budget to consider the two together.

Planning for future expenditures needs to be mindful of several points.

1. The City's share of ad valorem tax will not grow much, since the CRA will capture the great majority of the increase in taxable value.
2. Sales and use taxes may increase over time, particularly if the plan is successful in promoting additional economic development, especially in the old downtown.
3. Service charges will probably also increase over time, although not at the same rate as property values.
4. The great majority of growth in annual revenues will accrue to the CRA, which realizes the benefit of the increased tax valuation.
5. At the end of the CRA's life, in FY2030, the County's share of tax increment will revert to the County and will no longer be available. Major capital improvements should be complete and paid for by that time, so that a large liability is not transferred to the City.

In brief, the City's revenues will not grow very quickly, whereas the CRA's will. Therefore, the CRA's spending plan will include expenditure items that would ordinarily be City functions. Since the CRA Board and the City Commission are the same people, this will facilitate coordination between the two entities.

The CRA Capital and Operating Budget

The CRA implementation plan essentially comes down to a budget that anticipates revenues and expenditures over the life of the CRA, and seeks to program all of the desired improvements as funding is available. The priority of the various projects establishes which ones will occur first.

The CRA capital and operating budget is shown in Table 6.1. It is organized in typical budget format, with all revenue sources listed first, followed by all of the proposed expenditures. The horizontal scale distributes the revenues and expenditures over time, so that each column represents the fund flows in any given year. Note that these years are fiscal years, which begin on October 1 of the prior calendar year. The first year shown is the current year, FY 2005. The highlighted columns indicate the years in which bonds are issued.

An explanation of each line item follows. The numbering of each item corresponds to the numbering in Table 6.1. The numbers below may skip, since this is a summary of what is covered in greater detail in the Table. For example, each of the four separate bond issues is numbered; they appear in the table as items 2 through 5.

A. Revenues

Revenues are budgeted from the following sources:

1. Tax increment revenue is the annual revenue stream generated by the difference in current taxable value and the CRA Base Year taxable value. The source and underlying assumptions of this revenue stream was discussed in Section V.
2. Revenue Bonds are assumed at four different times, spaced approximately 5 years apart. The total proceeds from the bond issue are counted as revenues in the first year of the issue. Of course, this generates a corresponding annual debt service

liability beginning in that same year, which is listed in the expenditures section of the budget.

6. Interest income is generated by any unexpended funds. This number will vary from year to year, and will increase immediately after a bond issue, but decline as the bond proceeds are expended. Interest income is assumed at an annual rate of 1%.
8. Several sources of grants are listed. The City has been successful in the past in obtaining various grants from a number of different agencies. There are a number of needs identified, such as historic preservation and affordable housing, which match up well with existing grant programs. While this budget assumes continued success with grant awards in the future, the grant application process should be formalized as a staff function. This can be accommodated as part of the administrative expenses budgeted on the expenditures side.
12. Sale of land may also be a potential revenue source. The CRA is assumed to make several key acquisitions of land for future projects, but may also make land available for private development.
13. Transfers and carry forward funds are assumed only for the first year, to reflect existing fund balances. Actually, there will be net funds available at the end of every fiscal year, as shown by the cash flow lines at the end of the table. The cumulative cash flow carries over to the next year, but is not counted as a carry forward on the revenue side, because this would be double counting prior revenue.

B. Expenditures.

Expenditures are budgeted in the following categories:

VI. Implementation Plan

1. **Administrative Expenses.** Several new staff positions are anticipated in order to properly manage the increased fund flows and capital projects that will be generated. Chief among these is a CRA Director who will manage all CRA related functions, including those currently managed by City staff. This person should be hired as soon as possible and should be in place before any of the CRA's significant projects are undertaken, particularly before the first bond issue is made.

Additional staff could also be needed to help with other programs, as well as to write and coordinate grant applications. Some of this effort could be borne by the director in the initial years, but the need for an additional CRA executive person is anticipated in about 5-6 years. Given the ambitious nature of this plan, a full-time administrative assistant will likely be needed from the outset. It is recognized that the City Clerk's office has done an excellent job performing all of the required accounting, cash flow management, budgeting, and day-to-day management of the CRA trust fund since the creation of the CRA. This burden should be shifted as soon as possible to the CRA director's office but the Clerk's office should be fully aware of and participate in any and all CRA matters that affect the City budget.

Since the current fiscal year is already about half over, the amount budgeted for the first year is assumed to be half of a normal year. The budgeted amount includes costs for benefits and assumes an annual escalation of 3%.

Along with City/CRA staff, additional professional services consulting is anticipated. Capital improvement projects will need to be designed and engineered, land development regulations and other ordinances will need to be amended, and bond issues will incur legal and accounting costs. These costs assume an annual escalation of 5%.

2. The next group of administrative expenses covers functions that are already included in the City budget. The Clerk's Office, Police Department, Fire Department, etc. all perform functions which support CRA programs as well as City roles. Amounts are budgeted here to allow the CRA to share some of these expenses.
3. **Marketing Expenses.** An annual amount is budgeted for marketing expenses. This can be used for a variety of purposes, from supporting the local festivals, which have to date largely been accomplished by volunteer work, to promoting awareness of Cedar Key and educating potential visitors of the islands unique but fragile environment. Eco-tourism is a growing segment of the industry for which Cedar Key has a lot to offer. Responsible marketing of Cedar Key will promote appropriate, sustainable commercial activity and provide a needed boost to the small business community.
4. **Façade Improvement Grants** provide a means of supporting the preservation of Cedar Key's historic buildings. Many of these are in poor repair since the economic potential of any redevelopment is limited. Various subsidies are needed to help some of these projects be viable. Grants like these are normally structured as matching grants, requiring the property owner to make part of the investment in restoration.
5. **Aquaculture** was specifically mentioned during the planning process as critical to Cedar Key's future as a healthy working community. This is a classic cottage industry, the signs of which are evident everywhere in Cedar Key, including in residential areas. Grants can be made to support aquaculture in a variety of ways, ranging from small business development to mitigating some of the effects of land based operations in residential areas. Some of these funds could also be used to develop new markets for Cedar Key clams.

VI. Implementation Plan

6. A separate line item is budgeted for small business development other than aquaculture. Since Cedar Key is such a small town, it is difficult to support neighborhood service businesses. The CRA could provide a variety of assistance; the nature of this assistance should be the product of input from the small business community, Chamber of Commerce, and the community as a whole.
7. As discussed in Section IV of this plan, the historic downtown is in need of a number of improvements within the public right-of-way. Streets and sidewalks are in need of repair, and do not have the necessary facilities for handicapped accessibility. In addition to basic needs, the historic core of Second Street should also receive enhancements to its sidewalk and crosswalk system, appropriate and historically compatible down lighting, and signage if needed. These improvements will also enhance the functionality of the historic downtown for residents and visitors alike.
8. Street and sidewalk improvements are needed throughout the community. Additional street lighting is also desired in certain locations, particularly improved fixtures that direct light downward and reduce the overall light pollution. These improvements are spread out over two different bond issues. While some of these improvements are needed today, the first major bond money allocation has been deferred to the second bond issue for several reasons. The first is simply to reflect community priorities, to allow other more pressing needs to take precedence. Secondly, extensive re-paving of streets should wait until any necessary underground utility work is completed. It is recognized that close contact and joint planning must begin between the Cedar Key Water and Sewer District, City and County to successfully accomplish underground utility and street work.
9. Historic Preservation covers a number of different items, ranging from planning and technical assistance to capital expenditures for relocation and renovation of historic structures.
10. Other basic infrastructure expenses may include a joint venture with the CKWSD for firewater distribution in the areas currently not receiving adequate protection. Periodic maintenance dredging of the marina and other boat channels will also be necessary to support the aquaculture and fishing industries. The City is currently completing dredging of the marina, but this will require periodic dredging in the future to maintain the waterways in a navigable condition.
11. Parking improvements are needed in the downtown area to improve the facilities for visitors and boaters. Some of this is currently underway on Dock Street, but needs to be extended into other parts of the downtown. The City has recently purchased land in the downtown area that it may want to improve for parking in the future.
12. Affordable housing expenditures fall into two categories. The first, and more ambitious program is to reconstruct the existing County administered housing, which is older, not compatible with the surrounding historic neighborhoods. It occupies too much land for the number of units it provides, and is not responsive enough to the community's needs. The plan proposes that the CRA partner with the County to reconstruct the housing in a manner that is more compatible with the surroundings and that will be targeted primarily for local residents especially those vital members of the community such as teachers, police officers, preachers, and City staff. The CRA will make a substantial investment in the reconstruction of the housing as an incentive for the County's assistance in achieving this. The major expense for this is anticipated to be funded from proceeds of the second bond issue.

The second category of housing expenditures is a subsidy program to provide assistance in defraying housing expenses. This is a recurring annual expense.

13. The plan identifies the need for a number of community facilities:

The fishing dock on Dock Street sustained heavy damage during last year's active hurricane season and has been closed since then. It provides an amenity for residents as well as visitors and should be repaired as soon as possible. While maintenance of the dock falls under County jurisdiction, the CRA may fund these improvements as a way of offsetting some of the County's revenue loss and maintaining good relations with them.

An additional boat launch ramp would be beneficial for commercial fishing and aquaculture interests, residents, and visitors. On weekends, the wait for boat launching can cause traffic congestion to extend into the downtown area. A new boat ramp can be built adjacent to the existing outboard ramp on Dock Street, with ready access to deeper water.

Park Improvements include acquiring new land, constructing new improvements, as well as making improvements to existing parks. These costs can be phased, and are spread out over two bond issues.

A new community center will provide several community amenities, including a community clinic and possibly a pool that could benefit Cedar Key School students and residents.

Additional fire department improvements are anticipated, and may include a barn and a new responder truck.

14. Land acquisition will be needed for parks and other community facilities. Land acquisition is spread over several time periods.

15. Undesignated Projects is included as a category to allow the CRA some flexibility to undertake projects that are not yet foreseen.

16. Some miscellaneous expenses are included in this category to pay off some existing City expenses that are CRA related.

C. Debt Service

Bond debt service is also an expense item, but is included here as its own expense category. This also includes expenses for an existing City loan that has been transferred to the CRA. Debt service for any particular bond issue is assumed to begin in the first year of a bond issue as though the bonds had been issued on the first day of the year, and continues through maturity. The expenses assume payments of interest only for the first two years, and level debt service thereafter.

Since the bond issues will overlap, debt service in the later years will be a considerable expense, as the payments for multiple bond issues are added together. The maturity dates are set to retire all of the bonds by the end of FY 2030, the last year of the CRA, so that no debt service liability is transferred to the City.

Debt service on the bonds assumes an interest rate of 4.0%.

The last two lines of the table show the net cash flow (the difference between revenues and expenses for any given year) and the cumulative cash flow, which adds in the amount carried over from the prior year. The net cash flow may go negative in some years (particularly the first year following a bond issue,) since large expenditures are made from bond proceeds that are recorded in the prior year. As long as the cumulative cash flow remains positive, however, it indicates that there is a sufficient fund carryover to fund all of the projected expenses.

Table 6.1 - 25 Year Capital and Operating Program (\$000)

Programs	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
A. Revenues:															
1. Tax Increment Revenue															
a. City Contribution	\$ 181	\$ 223	\$ 260	\$ 300	\$ 343	\$ 391	\$ 437	\$ 487	\$ 541	\$ 599	\$ 662	\$ 721	\$ 785	\$ 853	\$ 9
b. County Contribution	\$ 544	\$ 668	\$ 779	\$ 899	\$1,030	\$ 1,173	\$ 1,312	\$1,461	\$1,623	\$1,797	\$ 1,988	\$ 2,164	\$ 2,355	\$ 2,559	\$ 2,7
Total Tax Increment Revenue	\$ 726	\$ 890	\$ 1,038	\$ 1,198	\$1,373	\$ 1,564	\$ 1,749	\$1,948	\$2,164	\$2,396	\$ 2,648	\$ 2,885	\$ 3,140	\$ 3,412	\$ 3.7
2. Revenue Bond No. 1 (tax exempt) Funding	\$ -	\$ 9,200													
3. Revenue Bond No. 2						\$ 8,200									
4. Revenue Bond No. 3											\$ 9,900				
5. Revenue Bond No. 4															
6. Interest Income	\$ -	\$ 0	\$ 33	\$ 5	\$ 3	\$ 3	\$ 63	\$ 15	\$ 12	\$ 5	\$ 5	\$ 55	\$ 31	\$ 23	\$
7. Co-Venture with Sewer and Water Board															
8. Grants from State															
a. Preservation Grant for Historic Project		\$ 200													
b. Cultural Grant for Museum			\$ 100												
c. Historic Grant for Moving & Repair				\$ 75				\$ 100						\$ 125	
9. Grants from FIND/FRDAP		\$ 150					\$ 200					\$ 250			
10. Funds from County CDBG															
a. Public Servants' Affordable Housing					\$ 250				\$ 300						\$ 3
11. Federal Grants															
a. Hope VI						\$ 1,000									
b. Other															
12. Sale of Land															
a. Hope VI							\$ 500	\$ 500							
b. Other															
13. Transfers, Carry-forwards and Reserves															
a. Carry Forward from Previous Fiscal Year	\$ 49														
b. Contingency Funds	\$ 75														
Total Revenues	\$ 850	\$10,440	\$ 1,171	\$ 1,278	\$1,626	\$10,767	\$ 2,512	\$2,463	\$2,276	\$2,701	\$12,553	\$ 3,190	\$ 3,171	\$ 3,560	\$ 4,0

Cedar Key Community Redevelopment Plan

Table 6.1 - 25 Year Capital and Operating Program (\$000)

Programs	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY
B. Expenditures:															
1. Administrative Expenses (TIF Funds)															
a. General Administrative - CRA Director	\$ 45	\$ 97	\$ 100	\$ 103	\$ 106	\$ 109	\$ 112	\$ 116	\$ 119	\$ 123	\$ 127	\$ 130	\$ 134	\$ 138	\$
b. General Administrative - Ass't CRA Director	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65	\$ 67	\$ 69	\$ 71	\$ 73	\$ 75	\$ 78	\$ 80	\$ 82	\$
c. General Administrative - Staff	\$ 16	\$ 32	\$ 33	\$ 34	\$ 35	\$ 36	\$ 37	\$ 38	\$ 39	\$ 41	\$ 42	\$ 43	\$ 44	\$ 46	\$
d. General Administrative	\$ 10	\$ 12	\$ 14	\$ 15	\$ 16	\$ 21	\$ 22	\$ 22	\$ 23	\$ 24	\$ 24	\$ 25	\$ 26	\$ 27	\$
e. Prof. Services - Planning & Engineering	\$ 80	\$ 84	\$ 88	\$ 93	\$ 97	\$ 102	\$ 107	\$ 113	\$ 118	\$ 124	\$ 130	\$ 137	\$ 144	\$ 151	\$
f. Prof. Services - Legal, Accounting & LDR's	\$ 65	\$ 40	\$ 42	\$ 44	\$ 46	\$ 49	\$ 51	\$ 54	\$ 56	\$ 59	\$ 62	\$ 65	\$ 68	\$ 72	\$
Subtotal	\$ 216	\$ 265	\$ 277	\$ 289	\$ 301	\$ 382	\$ 396	\$ 411	\$ 427	\$ 443	\$ 460	\$ 478	\$ 496	\$ 516	\$
2. Other Administrative Expenses (TIF Funds)															
a. Clerk's Office	\$ 54	\$ 55	\$ 57	\$ 59	\$ 61	\$ 62	\$ 64	\$ 66	\$ 68	\$ 70	\$ 72	\$ 75	\$ 77	\$ 79	\$
b. Fire Department	\$ 25	\$ 26	\$ 27	\$ 27	\$ 28	\$ 29	\$ 30	\$ 31	\$ 32	\$ 33	\$ 34	\$ 35	\$ 36	\$ 37	\$
c. Police Department	\$ 124	\$ 127	\$ 131	\$ 135	\$ 139	\$ 143	\$ 148	\$ 152	\$ 157	\$ 162	\$ 166	\$ 171	\$ 176	\$ 182	\$
c. Maintenance Department	\$ 39	\$ 40	\$ 41	\$ 42	\$ 44	\$ 45	\$ 46	\$ 48	\$ 49	\$ 50	\$ 52	\$ 54	\$ 55	\$ 57	\$
d. Building Department	\$ 22	\$ 22	\$ 23	\$ 24	\$ 25	\$ 25	\$ 26	\$ 27	\$ 28	\$ 28	\$ 29	\$ 30	\$ 31	\$ 32	\$
e. Recreation Department	\$ 4	\$ 4	\$ 4	\$ 4	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 6	\$ 6	\$ 6	\$
f. LPA Expenses	\$ 38	\$ 38	\$ 39	\$ 39	\$ 40	\$ 40	\$ 40	\$ 41	\$ 41	\$ 42	\$ 42	\$ 42	\$ 43	\$ 43	\$
Subtotal	\$ 305	\$ 314	\$ 322	\$ 331	\$ 340	\$ 350	\$ 359	\$ 369	\$ 380	\$ 390	\$ 401	\$ 412	\$ 424	\$ 436	\$
3. Marketing Expenses (TIF Funds)															
a. Events/Advertising, Security, Other	\$ 10	\$ 11	\$ 12	\$ 13	\$ 15	\$ 16	\$ 18	\$ 19	\$ 21	\$ 24	\$ 26	\$ 29	\$ 31	\$ 35	\$
4. Façade Improvement Grants (TIF Funds)	\$ -	\$ 35	\$ 39	\$ 42	\$ 47	\$ 51	\$ 56	\$ 62	\$ 68	\$ 75	\$ 83	\$ 91	\$ 100	\$ 110	\$
5. Aquaculture (TIF Funds)															
a. Aquaculture Grants	\$ -	\$ 25	\$ 28	\$ 30	\$ 33	\$ 37	\$ 40	\$ 44	\$ 49	\$ 54	\$ 59	\$ 65	\$ 71	\$ 78	\$
b. Aquaculture Maintenance	\$ -	\$ 5	\$ 6	\$ 6	\$ 7	\$ 7	\$ 8	\$ 9	\$ 10	\$ 11	\$ 12	\$ 13	\$ 14	\$ 16	\$
Subtotal	\$ -	\$ 30	\$ 33	\$ 36	\$ 40	\$ 44	\$ 48	\$ 53	\$ 58	\$ 64	\$ 71	\$ 78	\$ 86	\$ 94	\$
6. Small Business Development (TIF Funds)	\$ -	\$ 15	\$ 17	\$ 18	\$ 20	\$ 22	\$ 24	\$ 27	\$ 29	\$ 32	\$ 35	\$ 39	\$ 43	\$ 47	\$
7. Historic Downtown Improvements (Bond Issue No. 2, 4)															
a. Street Re-paving						\$ 150	\$ 50				\$ 150	\$ 100			
b. Sidewalks						\$ 100	\$ -				\$ 100	\$ 50			
c. Street Lighting						\$ -	\$ 100					\$ 150			
d. Curb Ramps, Crosswalks, Signage						\$ 150	\$ 50				\$ 200	\$ 50			
e. Landscaping						\$ -	\$ 150					\$ 200			
f. Premium for Second Street						\$ 300	\$ 100				\$ 400	\$ 100			
Subtotal						\$ 550	\$ 450	\$ -	\$ -	\$ -	\$ 850	\$ 650	\$ -	\$ -	\$

Cedar Key Community Redevelopment Plan

Table 6.1 - 25 Year Capital and Operating Program (\$000)

Programs	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
8. Street Paving/Sidewalk Improvements (Bond Issue No. 2, 4)															
a. Gulf Boulevard						\$ 41	\$ 163								
b. Hodges Avenue						\$ 36	\$ 144								
c. Other Collector Streets						\$ 63	\$ 253								
d. Allowance for Full Re-paving						\$ 66	\$ 264								
e. Allowance for Additional Streetlighting						\$ 64	\$ 256								
f. Allowance for Additional Sidewalks	11	10	10	10	10	\$ 13	\$ 51								
g. Gulf Trail (TIF Funds)	1														
Subtotal	12	10	10	10	10	283	1,131	0	0	0	0	0	0	0	0
9. Historic Preservation															
a. Planning & Technical (TIF Funds)	\$ -	\$ 20	\$ 21	\$ 22	\$ 23	\$ 24	\$ 26	\$ 27	\$ 28	\$ 30	\$ 31	\$ 33	\$ 34	\$ 36	\$ 37
b. Historic District Creation (TIF Funds)	\$ -	\$ 50													
c. Historic Building Improvements (Rev. Bond No. 1, Grants)		\$ 200	\$ 200												
d. Commercial Adaptive Reuse/FEMA Req. (Rev. Bond No. 1, 2, 3, 4)		\$ 800	\$ 200			\$ 225	\$ 900				\$ 250	\$ 1,000			
e. Relocation Program for Historic Structures (TIF Funds 50%, State Grant 50%)				\$ 150					\$ 200					\$ 250	
Subtotal	\$ -	\$ 1,070	\$ 421	\$ 172	\$ 23	\$ 249	\$ 926	\$ 27	\$ 228	\$ 30	\$ 281	\$ 1,033	\$ 34	\$ 286	\$ 37
10. Infrastructure															
a. Stormwater Management (Rev. Bond No. 1)		\$ -													
b. Fire Safety & Firewater Distribution (Rev. Bond No. 2)	\$ -	\$ -													
c. Sewer/Water Improvements (Sewer and Water Board)		\$ -	\$ -												
d. Maintenance Dredging (Rev. Bond No. 1, 2, 3, 4 and Grants)		\$ 300									\$ 500				
e. Site Work for CH, Library, Fire Barn (TIF Funds)	\$ 13														
f. City Hall Improvements (TIF Funds)	\$ 15														
Subtotal	\$ 28	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -
11. Parking Lot Development															
a. Parking Improvements (Rev. Bond No. 1, 2, 3, 4)	\$ -	\$ 240				\$ 80	\$ 320				100	400			
12. Affordable Housing															
a. Reconstruct County Housing (Bond Issue No. 2)	\$ -					\$ 480	\$ 1,920								
b. Incentives (inc. public servants) (TIF Funds)	\$ -	\$ 50	\$ 51	\$ 51	\$ 51	\$ 51	\$ 51	\$ 51	\$ 51	\$ 51	\$ 51	\$ 51	\$ 51	\$ 51	\$ 51
Subtotal	\$ -	\$ 50	\$ 51	\$ 51	\$ 51	\$ 531	\$ 1,971	\$ 51	\$ 51	\$ 51	\$ 51	\$ 51	\$ 51	\$ 51	\$ 51

Cedar Key Community Redevelopment Plan

Table 6.1 - 25 Year Capital and Operating Program (\$000)

Programs	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY
13. Community Facilities															
a. Reconstruct County Fishing Dock (Rev. Bond No. 1)	\$ -	\$ 200													
b. Boat Launch Ramp No. 2 & 3 (Rev. Bond No. 1, 2)		\$ 150					\$ 250								
c. New Park Land Acquisition & Improvements (Rev. Bond No. 2, 3, 4)											\$ 800	\$ 200			
d. Pocket Parks at Street Ends (Rev. Bond No. 1)		\$ 70	\$ -	\$ -	\$ -	\$ -									
e. Community Center & Pool (Rev. Bond No. 3)		\$ 500	\$ 750												
f. Community Clinic (Rev. Bond No. 1)		\$ 300				\$ 500					\$ 500				
g. Fire Barn (TIF Funds)	\$ 26														
h. Responder Truck (TIF Funds)	\$ 135														
Subtotal	\$ 161	\$ 1,220	\$ 750	\$ -	\$ -	\$ 500	\$ 250	\$ -	\$ -	\$ -	\$ 1,300	\$ 200	\$ -	\$ -	\$
14. Land Acquisition															
a. Other Properties (TIF and Rev. Bond No. 1, 2, 3, 4)		\$ 650	\$ 900			\$ -					\$ 1,000				
15. Undesignated Projects		\$ 1,200	\$ 750	\$ 50	\$ 50	\$ 500	\$ 250	\$ 250	\$ 250	\$ 250	\$ 500	\$ 250	\$ 250	\$ 250	\$
16. Repayment for City of Previous Expenditures															
a. Marina Fund for Road Paving (TIF Funds)	\$ 10	\$ 43													
b. City Loan (\$1,500,000) (Rev. Bond No. 1)		1,500													
Subtotal	\$ 10	1,543	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal Expenditures	\$ 743	\$ 6,952	\$ 3,581	\$ 1,013	\$ 896	\$ 3,558	\$ 6,200	\$ 1,270	\$ 1,513	\$ 1,359	\$ 5,658	\$ 3,710	\$ 1,515	\$ 1,824	\$ 1
Cash Flow (Revenues less Expenditures)	\$ 107	\$ 3,488	\$ (2,410)	\$ 265	\$ 730	\$ 7,209	\$ (3,688)	\$ 1,193	\$ 763	\$ 1,342	\$ 6,895	\$ (520)	\$ 1,656	\$ 1,737	\$ 2
C. Bond Issues and Other Loans															
1. Debt Service for City Loan (\$1,500,000, 2.95%, 20 year, 36 month balloon)	102	\$ 21													
2. Debt Service Bond Issue No. 1 (\$9,200,000, 4.5%, 20 year)	\$ -	\$ 207	\$ 414	\$ 414	\$ 786	\$ 786	\$ 786	\$ 786	\$ 786	\$ 786	\$ 786	\$ 786	\$ 786	\$ 786	\$
3. Debt Service Bond Issue No. 2 (\$8,200,000, 4.5%, 20 year)						\$ 369	\$ 369	\$ 651	\$ 651	\$ 651	\$ 651	\$ 651	\$ 651	\$ 651	\$
4. Debt Service Bond Issue No. 3 (\$9,900,000, 4.5%, 16 year)											\$ 446	\$ 446	\$ 968	\$ 968	\$
5. Debt Service Bond Issue No. 4 (\$9,300,000, 4.5%, 11 year)															
Subtotal Debt Service	102	\$ 207	\$ 414	\$ 414	\$ 786	\$ 1,155	\$ 1,155	\$ 1,437	\$ 1,437	\$ 1,437	\$ 1,882	\$ 1,882	\$ 2,405	\$ 2,405	\$ 2
Net Cash Flow	5	3,281	-2,824	-149	-56	6,054	-4,843	-244	-674	-95	5,012	-2,403	-750	-669	
Cumulative Cash Flow	5	3,285	461	312	256	6,310	1,467	1,223	549	454	5,466	3,064	2,314	1,645	

Cedar Key Community Redevelopment Plan

Introduction to CRA Projects and Programs

The Cedar Key Community Redevelopment Plan, adopted by the City Commission on October 2, 2000 expresses the community vision shaped in February of that year, and prescribes many proposed improvements to achieve and implement that vision. Several of these projects were accomplished, yet others still need to be addressed.

The Community Charrette held in April, 2004 again unveiled a consensus for a vision for Cedar Key and resulted in another list of needed improvements. Some of these community suggestions are unchanged from 2000, while some are new. This overlap indicates that many of the projects listed in the 2000 CRA Plan have not been implemented, and the community's desire to make them a reality remains strong.

A CRA is funded by the increase in taxes received from rising property values or new development. Generally, a CRA is a small portion of a city or county. Since in Cedar Key, the CRA is the corporate boundaries of the city, and the City Commission designated itself as the Cedar Key Redevelopment Agency (CKRA), some of these programs are city-wide in scope, and thus go beyond what might be considered a traditional redevelopment focal area. Furthermore, since any increase in city and county taxes has been dedicated to the Redevelopment Trust Fund, this fund will need to pay for some of the traditional responsibilities of the city.

I. 2000 CRA Plan Vision and Projects¹

A. The Community Vision of the 2000 CRA Plan

This vision and its accompanying proposed improvements are presented in order to provide background and comparison with the Community Vision of 2004. The visions are essentially the same, which

is a positive indication of the community's consistency and fortitude in its vision.

1. Preservation of Cedar Key as a working commercial fishing village and attractive tourist destination.
2. Regulation of growth so that it does not overwhelm the historic fishing village patterns of the City, nor the ways in which residents of the City have historically made a living from water-based activities, especially commercial fishing, aquaculture and tourism.
3. Preserving the historic built environment of the City while improving the public infrastructure to promote the continued economically viable use of the City's historic resources.
4. Protecting the natural resources of Cedar Key and the surrounding waters in recognition of the importance of environmental quality to the commercial fishing, aquacultural and tourism industries.

B. Proposed Improvements in the 2000 CRA Plan

1. **Action Plans for Open Space and Street Layout**
 - a. Improve quality of existing open space.
 - b. Make land available for creation of "Pocket parks".
 - c. Adopt new areas for recreational open space for residents and visitors.
2. **Action Plans for Type, Size, Height, Number, and Proposed Use of Buildings**
 - a. Write provisions that will protect Cedar Key's character in accordance with the Land Development Code.
 - b. Include incentive-based provisions or regulatory requirements to eliminate nonconforming uses and structures.
 - c. Discourage chain stores and chain restaurants in the historic downtown area.

¹ From the Cedar Key Community Redevelopment Plan, 2000.

3. Action Plans for Public Facilities and Improvements

- a. Fire Safety Administration and Improvements
 - i. Set aside funds for capital improvements to ensure that hydrants, water supply, and fire protection facilities are sufficient and reliable in a fire emergency.
- b. Stormwater Management Improvements
 - i. As of 2000, only 20%-25% of land was fitted with adequate stormwater collection devices.
 - ii. City is preparing a stormwater management master plan, consistent with the strategy in the Comprehensive Plan
 - iii. Create funding plan for design and construction of needed additional stormwater facilities.
- c. Parking Program and Improvements:
 - i. Address inadequacy of parking facilities in the dock, marina, and downtown areas to meet weekend and holiday demands of cars and boat trailers.
 - ii. Consider impacts of any parking improvements on residential neighborhoods, natural environment, and character of Cedar Key.
- d. Streets and Sidewalks:
 - i. Upgrade streets and sidewalks
 - ii. Consider economic and administrative implications regarding improvement of County streets and sidewalks which comprise approximately 80% of the transportation facilities in the redevelopment area.

C. Capital Projects to be funded by the Redevelopment Trust Fund

- a. Construction and expansion of stormwater facilities.
- b. Creation and maintenance of pocket parks.
- c. Improvement of sidewalks and other pedestrian facilities, especially on the “dock” area.

- d. Improvement of streets throughout the redevelopment area.
- e. Improvement of parking facilities, especially in the marina area.
- f. Maintaining and improving docking facilities and other waterfront sites for commercial fishing and aquacultural activities.
- g. Improvement of public safety facilities.
- h. Rehabilitation of historic residential and commercial structures.

D. Implementation

Action plans will be the tool for implementing the Redevelopment Plan and the Community Vision.

II. New projects suggested by the 2004 Charrette Vision

The 2004 Community Consensus Vision is presented in Chapter III, Public Planning Process. This chapter will address specific programs and projects that will implement the Consensus Vision.

A. 2000 CRA Plan Project Implementation

Before addressing new programs, it is necessary to acknowledge the improvements that have been carried out since adoption of the 2000 CRA Plan. The projects that have been accomplished fall into the categories of Open Space, Parking, Sidewalks, and Rehabilitation of Historic Structures.

Specifically, improvements have been made to City Park, including funding of an attractive children’s playground. Other open space projects carried out were the creation of several pocket parks overlooking the Gulf along G Street. Next, implementation of the Dock Street Parking Plan has lowered and widened sidewalks along the street, making a safer and more pleasant environment for residents and visitors. This plan also addressed marina parking issues by formalizing and re-striping the existing parking areas, and providing dedicated areas for trailers of differing lengths. A historic rehabilitation project

VII. CRA Programs

undertaken is the conversion of the old fire station into a new, expanded Cedar Key Library.

B. 2005 CRA Plan Programs

The following programs are recommended for the CKRA to pursue at this time. It may be necessary and desirable for the agency to consider other programs in the future in order to further the goals and objectives of the Community Charrette Vision, as discussed in Chapter III of this Plan.

To reiterate, the broad goals are to:

- Maintain the “working/fishing village” character of Cedar Key;
- Preserve Cedar Key’s historic resources; and
- Protect Cedar Key’s natural environment.

There are many objectives to achieve these goals. They include:

- Protecting the fishing/clamming interests;
- Expanding the Historic District;
- Protecting conservation areas and water quality;
- Providing affordable housing;
- Encouraging small business development;
- Enforcing existing regulations and codes;
- Land annexation by the City;
- Land acquisition by the City;
- Infrastructure improvements;
- Road improvements throughout Cedar Key;
- Providing better community and recreational facilities;
- Improving landscaping;
- Protecting the quiet and night skies of Cedar Key.

1. CRA Administrative Expenses

The following are recommended CRA administrative programs. Others may be required in the future.

a. CRA Director

The Cedar Key CRA will need a Director in order to properly administer the planned improvement program. The size of the revenue stream as well as the magnitude of the proposed capital program has grown beyond that which can be effectively managed by a volunteer board. They need to be supported by professional staff. This person should be in his/her role before the first bond issue is made.

b. CRA Assistant Director and Staff

Once the CRA has generated sufficient increment and is running many programs, it may be advisable to hire a second person to assist the CRA Director with tasks such as programming, event planning, and office duties. Other CRA staff members may be needed as well.

c. Professional Services

In addition, the CRA will need to contract for professional services, such as Planning, Engineering, Legal, Accounting, and Land Development Regulation Services.

d. Grant Seeking Program

For the CKRA to accelerate its programs, it will be necessary to seek funds beyond those available through tax increment, particularly since the amount of tax increment in the early years will be limited. Therefore, the CKRA should aggressively search for grant funds, such as historic preservation grants, infrastructure grants, economic development grants, housing grants and others. It is recommended that the County and the CKRA retain the services of a grant consultant to locate available grants in all of these areas. The CKRA may apply for, accept, and administer grants from federal, state, and local governmental entities, charitable foundations and entities, and such other organizations as may offer grant funds for the planning and carrying out of redevelopment efforts in pursuit of the purposes of the Community Redevelopment Plan.

Many CRAs secure grants through the Florida Bureau of Historic Resources by obtaining designation as a Florida Main Street. This program provides a grant of \$30,000 over a three year period. If Cedar Key wants to apply for designation as a Florida Main Street, a requirement is that there must be a Main Street organization, with a full-time director. A second requirement is that commitments for the funding of the organization must be in place at the time of the grant application. A thought to consider is whether the Cedar Key Historical Society, for instance, could branch itself out to form a Main Street organization, or whether a new group should form.

It is possible that streetscape improvements and parking solutions may be funded through grants from the Florida Department of Transportation (FDOT). Often, FDOT can be a conduit for several grants including park and ride facilities and other transportation grants. This grant source should be part of a long-term strategy.

The program will be administered and coordinated by the CKRA with the City as a joint venture partner, as required. Other participants may include associations, residents, homebuyers, lending institutions, property owners, state and local governmental entities, charitable foundations and entities, organizations that offer grant funds, and organizations, businesses or individuals who may participate in the program to receive such grant funds.

2. Other Administrative Expenses

It is very important that the other administrative responsibilities of the City function well, and in conjunction with the CRA. Since in Cedar Key, the City and the CRA are the same jurisdiction, ad valorem property taxes that would normally go toward supporting city government are being channeled into the CRA Trust Fund. For this reason, the following administrative responsibilities will be funded through TIF revenue. They include, but are not limited to, the Clerk's Office, the Fire Department, the Police Department, the Maintenance

Department, the Building Department, the Recreation Department, and the LPA (Local Planning Agency.) Others may be included in the future, if necessary.

3. Marketing

Marketing expenses will come from TIF funds. Funds are allocated for the following activities, and any other marketing programs that the CKRA deems appropriate.

Festivals

At present, Cedar Key organizes several annual festivals, including the Seafood Festival, the Winter Star Party, the Art Fair, and the Clam-a-Thon. Additional festivals or events may be desired in coordination with the Merchant's Association or Chamber of Commerce, for example. TIF funds can be used for these.

Public Relations

Public Relations are another expenditure that many CRA's deem important to work hand in hand with their marketing efforts. The Merchants Association described in Section 9.b. for example, can use marketing funds to publicize itself. Cedar Key is already very well-known, and may at some point desire to focus these efforts to publicize certain things.

Newsletter

The CKRA should publish a monthly newsletter about its upcoming activities so that all citizens can stay involved. The newsletter should describe what is happening with capital improvements, and should include a section on the City's Parks and Recreation Department programs and educational programs. The newsletter should also list the dates of all governmental meetings. A complete annual calendar of major events should be included in each newsletter, with highlights on the events occurring in the upcoming month.

In order to increase distribution and awareness of downtown activity, the CKRA should reprint the monthly newsletter and place it in as many retail establishments and public places as possible. These can include locations in Sumner, Rosewood, Chiefland, and Bronson.

Other

TIF funds could also be spent on other as of yet undecided marketing programs that the CKRA, or community groups want to create.

4. Façade Improvement Grants

This program would encourage owners of structures in the community to invest in rehabilitating their properties. The program should be a matching grant in which the property owner invests 50% of the cost of rehabilitation and the CKRA invests the other 50%. The CKRA could assist in setting up a loan program with local banks to loan a portion or part of the property owner's share. The program would not provide funds for non-conforming uses or for property that the CKRA contemplates purchasing. The maximum grant amount could range from between \$10,000 and \$20,000, with limits to be set by the CKRA Board annually. The use of the funds would be limited to exterior building improvements, but would include landscaping, yard lighting, walkways, irrigation, fencing, and driveways.

5. Aquaculture Assistance and Development

As aquaculture accounts for half of Cedar Key's economy, as well as contributing immeasurably to its character, it is very important for the CRA to encourage and develop this unique resource. Funding for aquaculture assistance can be derived from private bank small business loans, as described below, as well as from TIF revenue. An additional expenditure should be made to increase marketing of the aquaculture community.

6. Small Business Development

Small Business Loan Program and Incubator

In order to stimulate small business entrepreneurship, the CKRA can create a small business loan program with local banks to lend to existing small businesses and new start-up businesses located within Cedar Key. The CKRA can develop a pool of money from one or more local banks, and then assist borrowers by buying down the interest rate that banks charge and effectively enable the lenders to make low interest loans. Micro loans should also be considered. The CKRA can also support a mentoring program for entrepreneurs in which established businesses provide a watch over a new business. A future project can be the organization of a Cedar Key small business incubator location to house small beginning companies.

An item to consider in this program is an internet hub(s) downtown for the residents, possibly one in the library, and one in the proposed community center.

In addition to local banks, the CKRA can work with the Small Business Development Center Network, the Small Business Administration's Enterprise Florida, and the Nature Coast Business Development Council.

Creation of a Neighborhood Merchants Association

To help sustain and market Cedar Key's downtown and Dock Street shops, the CRA could organize all the existing merchants into a non-profit Merchants Association, whose goal is to promote retailing. As more retailing appears (generally in the form of temporary market stalls), especially on Second Street, the association will play an important role in attracting new retailers to Cedar Key. The Association would be a membership organization and would create activities for promotion, such as car shows, festivals, and other such events. The CRA will sponsor the Merchants Association for up to 3

years, after which time, the Association will be sustained through membership dues. Funding can come from tax increment, as well as possible contributions from the Nature Coast Business Development Council and the Chamber of Commerce.

7. Historic Downtown Improvements

Cedar Key's downtown is one of the remaining centerpieces of its rich history. Much of the streetscape however, does not offer a safe or attractive pedestrian atmosphere. To remedy this situation, the following improvements are recommended. Improvements include street re-paving, sidewalks, street lighting, curb ramps, crosswalks, and signage, and landscaping. This list may be expanded, should the CKRA desire.

8. Street Paving/Sidewalk Improvements

Publicly owned capital improvements may not be funded with increment financing if they had been included in a previous capital improvement program (CIP), and if they are begun within three years of adoption of this plan.² This means that those capital improvements must be funded through other city funds. However, new public improvements that are not pursuant to a previous CIP are eligible for increment funds.

As there is no formal pre-existing CIP, the CKRA may write a capital improvements plan for sidewalks, street improvements (including streetscape), health and community facilities, recreation facilities, and parking and marina improvements.

Specifically, the Charrette consensus calls for sidewalks on all streets throughout the downtown area. Also, regular street maintenance must

be performed, and the 2000 CRA Plan called for additional street improvements.

The program will consist of full re-paving, streetlights, and sidewalks for many of Cedar Key's streets. Also included are improvements to the Gulf Trail. The CRA may expand these improvements as necessary.

9. Historic Preservation

Historic preservation programs are the core of maintaining the unique atmosphere of Cedar Key. Some of the funding for these programs may be available from the above mentioned grant sources, as well as TIF revenue and Revenue Bonds. Several different types of preservation activities will be involved as listed below.

- Planning and Technical Services
- Historic District Expansion
- Building Improvements
- Adaptive Reuse and FEMA Requirements
- Relocation of historic structures.

10. Infrastructure

In addition to the road and sidewalk improvements discussed above, there are other infrastructure projects that will be necessary in Cedar Key. They include, but are not necessarily limited to the following:

- Stormwater Management
- Fire Safety and Firewater Distribution
- Water/Sewer Improvements
- Maintenance Dredging
- Site Work for City Hall, Library, and Fire Barn
- City Hall Improvements

² Fl. Statute Chapter 163, Section 163.370

11. Parking Lot Development

An important project that the CRA should consider is the banking of vacant land on the mainland for an off-site marina parking lot. There was much discussion about this idea at the Charrette, as the current parking options are severely overburdened. Though this may be a future project, it is one that the CKRA can look into. Parking for boat trailers can be addressed through an off site parking lot on the mainland, and a notification mechanism could be placed before the Number 4 Bridge to alert visitors that the on-site parking lot is full.

12. Affordable Housing

The following programs address the need for the CKRA to play a role in helping to house those Cedar Key citizens who require some form of assistance. As the programs illustrate, recipients and type of assistance will take many forms.

a. Community Development Corporation (“CDC”)/Community Housing Development Organization (“CHDO”)

In addition to the HUD houses in Cedar Key (which are addressed in another section), there is also a need for affordable housing for the many people who work on the island. This will become even more important as prices rise and housing values increase. It is wise to establish an organization that will specialize in and focus on creating affordable housing, including low, moderate and elderly housing. The CKRA can assist in establishing a Community Development Corporation (CDC), 501 (c)(3), non-profit, whose mission is to design and carryout an affordable housing program. The CDC’s board would consist of residents and business owners in the community, and its charge will be to work with the City and CKRA to provide new affordable units, secure home buyers, coordinate with contractors, and work with local lending institutions. The CKRA can assist the CDC in obtaining a certification as a Community Housing Development Organization (CHDO), which enables the non-profit to tap into programs organized by the County and State for affordable housing.

b. Partnership with the Levy County to reconstruct aging Public Housing

The existing public housing was constructed by the Department of Housing and Urban Development for Levy County. It is not aging well, and does not blend with the historic character of Cedar Key. As described in the Master Plan (Section IV), the City of Cedar Key should enter into an agreement with Levy County that will enable the City and CRA to take the lead in housing for Cedar Key residents.

c. Incentive Programs

Housing Assistance for Public Servants

Cedar Key has experienced rapidly rising property values and housing costs. As a consequence, many former residents and desired residents can no longer afford to live on the island. Unfortunately, this group includes many of Cedar Key’s public servants. The CRA would like to remedy this problem by using funds to help the people who make Cedar Key what is it to live there.

Home Ownership Grant Program

The CKRA can help to stimulate home ownership by providing grants to home buyers who wish to rehabilitate an existing home or construct a new house. The CKRA could assist the home buyer in finding a suitable contractor for the rehabilitation or new construction, and a bank for financing. The CKRA could also provide design services to assure that the exterior design meets Cedar Key’s criteria. The CKRA would provide a per unit construction subsidy of approximately \$15,000 for the grants. The subsidy would be a ten year, “soft” second mortgage. No payments would be required for the subsidy unless the unit is sold prior to the end of the ten years.

Adult Housing Program

Cedar Key desires to assist those who are unable to assist themselves because of age or illnesses. Through this program, the CKRA can assist non-profit organizations in establishing housing opportunities for the elderly residents of the area. Rental housing will be included. The CKRA may need to acquire the first properties in order to seed the program, and the non-profit groups will provide the funds for the development and operations of the facilities.

13. Community Facilities

CRA funds can help to form a community facility such as a community center that is downtown, and welcoming to all age groups. Desired recreation facilities would include a community pool and playing fields. In addition, restrooms need to be a part of the recreational facilities. The Capital Program lists these improvements in Section B.13, as well as several others. These include reconstruction of the fishing dock and boat launch ramps #2 and #3, new park land acquisition and improvements, pocket parks at street ends, a health care clinic, police station, fire barn, and a responder truck.

a) Programs for Teenagers

Programs and organized activities for teenagers should be incorporated into the recreational facilities. Many people are concerned about the lack of activities for teens in the evenings, the absence of which can lead to petty crime, vandalism, and possibly in the long-term, more serious crime. Though several of the churches offer programs, many residents feel that additional opportunities should be presented by the city, in order to encourage greater participation among people of all religious denominations.

b) Tree Planting

Many residents at the Charrette felt that more trees are needed on Cedar Key. A lively way to involve the whole community would be to hold special Tree Planting days. These could be held several times a

year, such as on holidays and in combination with other festivals. Also, Cedar Key School could designate various days as Tree Planting Day, held in conjunction with school fundraisers. Combining these types of events together will help reinforce the links between civic pride, environmental stewardship, and landscape design.

c) Social Clubs

Many residents who answered the stakeholder questionnaire felt there are not enough social or cultural clubs that appeal to them. CRA's can often provide an avenue for development of education and cultural enrichment. The Cedar Key Arts Center is a wonderful model for other types of culture, and the CKRA can work with them to promote their efforts. In addition, the CKRA could help to support new groups meeting for such purposes as continued learning, exercise, and celebrations of local history, the last in conjunction with the Cedar Key Historical Society. A special effort could be made to encourage the youth of Cedar Key to become involved in some of these groups. This would help to provide some of the activities the teenagers need, and would also reinforce a healthy communication among generations.

A CRA Clubs and Cultural Enrichment committee could be formed to help residents organize themselves and to could provide funds needed for meeting space and materials. If a community center is constructed downtown, many of these clubs could meet in the same building. This would allow open dialogue and sharing of ideas and materials between the groups, and would also save money on space.

14. CRA Land Acquisition

A very important project that the City has already begun and the CKRA should continue is the acquisition of vacant land. It is necessary to accumulate land for several purposes.

First, the CKRA will want to purchase lots on Second Street for infill development. The scenario for Second Street is a focal point of the Charrette Plan (see Chapter IV.) The vision of residential units upstairs

and open market stalls on the ground floor can only be achieved if the land is bought, then resold for the desired type of development.

Second, the CKRA will want to purchase land for additional desired recreational space and programming. At the Charrette, this was mentioned many times as a pressing need for the community.

Third, the CKRA should buy land that is privately owned, but zoned as Conservation Areas. Protection of the environment was one the main themes of the community vision, and public holding of sensitive lands will prevent misuse and protect water quality.

Finally, the CKRA should acquire the HUD housing from the Federal government, in order to accomplish Cedar Key's affordable housing goals. This point is discussed in Chapter VI. Implementation.

15. Undesignated Projects

The CKRA will have funding available for as yet unbudgeted, but desired programs and projects. These will include code enforcement and neighborhood improvement programs, among others to be decided by the CKRA as needed.

a. Code Enforcement

Foot Patrol

In order to better encourage community safety, many residents suggested that the local police travel on foot patrol and bicycles. This reinforces friendliness between police and the community, rather than isolation. Patrol cars of course would still be necessary for vehicular traffic enforcement.

Written Laws

The following Code Enforcement policies should be written into the Laws of Cedar Key, and enforced through fines or loss of right.

- Airboat Noise Restrictions
- Low Lighting Enforcement
- Animal Control: Pet waste contaminates waters that need to remain clean for the clamming industry and protection of the water habitat. Also, loose pets create a noise nuisance at night.
- Regulation of Golf Carts: Suggestions include not renting to minors, although they may legally drive the carts, requiring an insurance deposit, and limiting permitted hours of use.

b. Neighborhood Improvement Program

One of the CKRA's charges is to help with neighborhood preservation, beautification, and revitalization. However, Cedar Key's residents and businesses have an equal responsibility to upkeep their properties, and work toward the common good of the community. Without all groups working together, neighborhood improvement cannot succeed. Code enforcement is closely allied with these efforts and must be practiced in order to carry out the objectives of neighborhood revitalization.

The objectives of the program include:

- Elimination of blighting influences;
- Physical and economic revitalization;
- Increasing resident participation in the revitalization process;
- Redevelopment of the commercial areas;
- Improvement of the appearance and cleanliness of Cedar Key;
- Improvement of safety for residents and their guests;
- Improvement of the visual appearance of existing structures;
- Improvement of the livability of Cedar Key; and
- Promotion of home ownership.

Following are suggested actions for the CKRA:

- Create an alliance with the Chamber of Commerce, the recommended Merchants Association, and the community groups

to develop community improvement projects and offer support to code enforcement;

- Acquire problem properties, rehabilitate and resell to homebuyers and/or users;
- Establish a maintenance and clean-up program to eliminate trash, unsightly structures, and other blighting influences;
- Provide home improvement loans and/or grants for correcting code deficiencies; and
- Provide architectural and engineering design technical assistance for residential and commercial structures in need of rehabilitation;

The program will be administered and coordinated by the CKRA. Other participants may include, but are not limited to the City, community groups, developers and builders, residents, homebuyers, lending institutions, and property owners.

16. Repayment to City for Previous Expenditures

The CKRA has borrowed money from the City, and will repay it with TIF revenue and Revenue Bonds.

Appendices

A. The Community Image Survey	A-1
B. Community Attendance	B-1

The Community Image Survey

This survey is intended to evaluate the public's opinions and preferences about the physical environment by having them score a series of images on the basis of each respondent's relative like or dislike of the images. The images show various conditions of urban development, ranging from traffic congestion to pedestrian activity, and include specific elements such as housing, streets, sidewalks, retail stores, office buildings, architectural styles, parking lots, and mass transit.

The survey is conducted at the beginning of the first public meeting, before any other information has been presented. The intent is to record the audience's reactions before they can be influenced by the subsequent presentation. The survey is administered by showing a pre-prepared and automated PowerPoint presentation and having the audience mark their scores on a pre-printed response sheet. A total of forty images are presented, in sequence, for eight seconds each without any commentary. The participants are asked to indicate their opinion or preference of each image by grading it on a scale ranging from minus ten (-10), indicating a strong dislike, to plus ten (+10), indicating a strong like. Before the sequence of forty is shown, a sampling of six images is shown to give the audience a feel for the range of subjects they are about to see, and to help calibrate their personal scoring criteria.

After the sequence of images is shown, the response sheets are collected for tabulation. All responses are entered into a spreadsheet that calculates a mean score as well as a standard deviation for each image. The results are then sorted to identify the five highest scoring images and the five lowest scoring images. The results are also sorted by standard deviation in order to identify the images that had the highest and lowest degree of consensus.

The following page tabulates the mean score and standard deviation for all forty images. There were a total of 71 responses included in the tabulation.

Following that page is a reproduction of the images themselves, printed four images to a page. For each image, the number in the upper left corner is the sequence number, while the number in the circular field at the lower left represents the mean score.

The results are used only to evaluate broad themes of community sentiment. Here, for example, the top 5 images clearly revealed a preference for small-scale, traditional development, and an emphasis on natural environments and recreational activities. The bottom 5 images reveal a dislike for dense development, large parking areas, and non-descript, strip style commercial development. The latter two never score well in any community, but density sometimes does well, if well designed in an active, interesting, and pedestrian-friendly form. The nature of Cedar Key as a quiet, out-of-the-way retreat may have contributed to the bias against density.

Overall, the standard deviations recorded some of the highest values ever seen in the administration of this survey. This indicates a broad range of opinions about many images, but may also reflect some question on the part of the public regarding the relevance of some of the images to Cedar Key. The most consensus was recorded on images which are clearly bad or good by most standards, while little consensus was seen for images that did not seem to relate well to the Cedar Key environment.

Community Image Survey - Results

Project: Cedar Key
 Responses : 71

Rankings:

Image No.	Mean Score	Std. Dev.
1	2.2	4.11
2	-6.0	4.21
3	-3.7	5.38
4	-5.8	4.35
5	2.6	4.51
6	5.1	3.80
7	-7.5	2.27
8	0.0	4.46
9	-8.6	2.00
10	3.5	4.95
11	2.3	5.50
12	-5.7	4.36
13	0.3	5.77
14	1.1	5.89
15	-7.4	3.39
16	2.4	5.91
17	0.5	6.16
18	5.6	3.16
19	1.0	5.13
20	4.8	3.22

Image No.	Mean Score	Std. Dev.
21	1.4	4.95
22	-3.4	5.28
23	-2.5	6.02
24	-5.3	4.48
25	0.8	5.53
26	1.7	4.43
27	4.4	4.79
28	3.6	3.70
29	-0.9	5.90
30	1.9	5.52
31	-7.8	1.92
32	2.2	5.87
33	-4.1	5.00
34	-3.3	4.77
35	-1.4	5.28
36	3.2	5.70
37	2.0	5.99
38	3.6	4.73
39	5.2	4.59
40	0.8	6.32

Image No.	Mean Score	Std. Dev.
-----------	------------	-----------

Top 5 Scores

18	5.6	3.16
39	5.2	4.59
6	5.1	3.8
20	4.8	3.22
27	4.4	4.79

Lowest 5 Scores

2	-6.0	4.21
15	-7.4	3.39
7	-7.5	2.27
31	-7.8	1.92
9	-8.6	2.00

Most Consensus

31	-7.8	1.92
9	-8.6	2.00
7	-7.5	2.27
18	5.6	3.16
20	4.8	3.22

Least Consensus

29	-0.9	5.90
37	2.0	5.99
23	-2.5	6.02
17	0.5	6.16
40	0.8	6.32

The Community Image Survey

1

2.2



The Community Image Survey

2

-6.0



The Community Image Survey

3

-3.7



The Community Image Survey

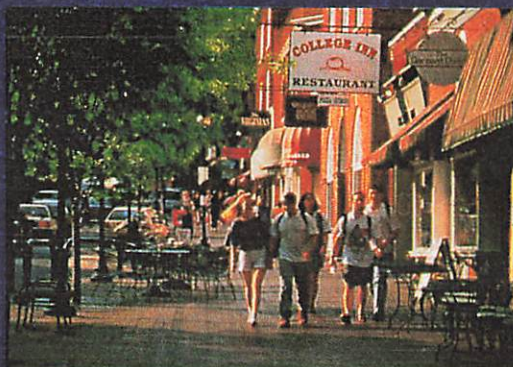
4

-5.8



The Community Image Survey

5



2.6

The Community Image Survey

6



5.1

The Community Image Survey

7



-7.5

The Community Image Survey

8



0.0

The Community Image Survey

9



-6.3

The Community Image Survey

10



3.5

The Community Image Survey

11



2.3

The Community Image Survey

12



-5.7

The Community Image Survey

13



0.3

The Community Image Survey

14



1.1

The Community Image Survey

15



-7.4

The Community Image Survey

16



2.4

The Community Image Survey

17

0.5



The Community Image Survey

18

5.6



The Community Image Survey

19

1.0



The Community Image Survey

20

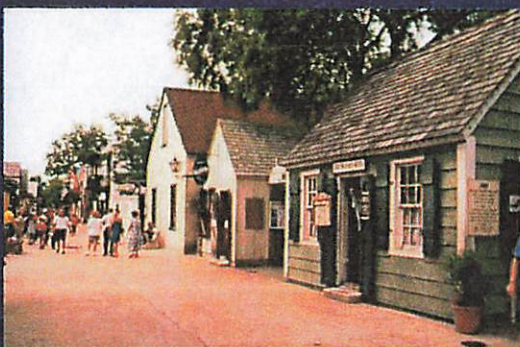
4.8



The Community Image Survey

21

1.4



The Community Image Survey

22

-3.4



The Community Image Survey

23

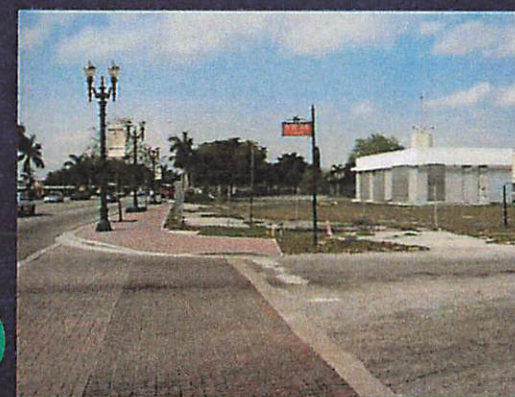
-2.5



The Community Image Survey

24

-5.3



The Community Image Survey

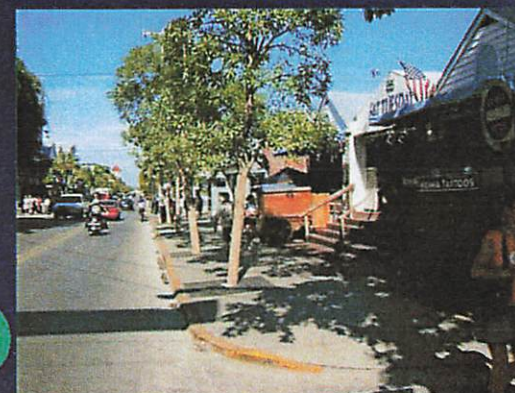
25



0.8

The Community Image Survey

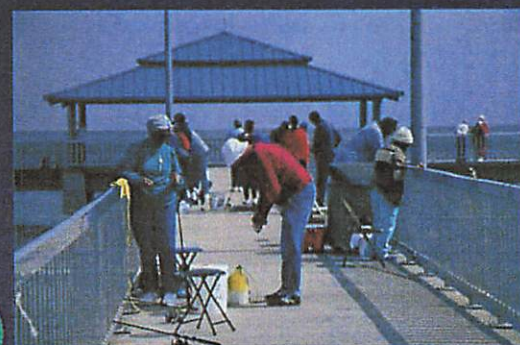
26



1.7

The Community Image Survey

27



4.4

The Community Image Survey

28



3.6

The Community Image Survey

29

-0.9



The Community Image Survey

30

1.1



The Community Image Survey

31

-7.8



The Community Image Survey

32

2.2



The Community Image Survey

33



-4.1

The Community Image Survey

34



-3.3

The Community Image Survey

35



-1.4

The Community Image Survey

36



3.2

The Community Image Survey

37

2.0



The Community Image Survey

38

3.6



The Community Image Survey

39

5.2



The Community Image Survey

40

0.8



The Top 5

The Community Image Survey

18

(1)

5.6



The Community Image Survey

39

(2)

5.2



The Community Image Survey

6

(3)

5.1



The Community Image Survey

20

(4)

4.8



The Community Image Survey

27

(5)

4.4



The Bottom 5

The Community Image Survey

2

(36)

-6.0



The Community Image Survey

15

(37)

-7.4



The Community Image Survey

7

(38)

-7.5



The Community Image Survey

31

(39)

-7.8



The Community Image Survey

9

(40)

-8.6



The Most Consensus

The Community Image Survey

31

(1)

1.92

-7.8



The Community Image Survey

9

(2)

2.0

-6.3



The Community Image Survey

7

(3)

2.27

-7.5



The Community Image Survey

18

(4)

3.16

5.6



The Community Image Survey

20

(5)

3.22

4.8



The Least Consensus

The Community Image Survey

29

(36)

5.9

-0.9



The Community Image Survey

37

(37)

5.99

2.0



The Community Image Survey

23

(38)

6.02

-2.5



The Community Image Survey

17

(39)

6.16

0.5



The Community Image Survey

40

(40)

6.32

0.8



Reproduced in this appendix are the sign-in sheets for the first two public sessions of the charrette. It is likely that the actual attendance exceeded the total number of people that signed in, since some people that arrived late may not have signed in. In the first meeting, for example, 55 people signed in, but 71 responses were received to the Community Image Survey.

The Cedar Key community came out in great numbers to put together its ideas for the 2004 Community Redevelopment Plan. It is very important to get as much input as possible during the charrette process, and to incorporate the views of people with different interests. Happily, the participants of the charrette represented various backgrounds and professions, such as clammers, business owners, property owners, city and school employees, residents of nearby towns, children, and others.

The first public meeting on Thursday evening, April 22 at the Lion's Club drew a crowd of over fifty-five people.

Saturday, April 24 was a full day at the Lion's Club. This day, the actual Charrette day, drew 106 people. It was one of the best attended Charrettes the consultants have arranged.

The final presentation on Thursday, April 29, also drew a large crowd. Though there was no sign in process at this meeting, it can be estimated that approximately 100 people came to see the results of the consultant's week-long stay in Cedar Key.

Thursday, April 22nd 7:00, Opening Lecture

Name	Address	Property Owner or Business Owner?
LARRY G. CRESAVICH	781 4TH ST	PROPERTY OWNER
JAMES B. HOY	12810 Vernigan Ave	PROPERTY & BUSINESS OWNER
GREG & RAE LANG	12411 GULF BLVD. CEDAR KEY FL	PROPERTY & BUSINESS OWNER
JIMMY LAWRENCE	13156 SW 164th AV. CEDAR KEY	RETIRED
Roland R. Senecal	P.O. Box 188 CK	"
Dorothy Grix	P.O. Box 250	Nature Coast Realty
Linda Campbell	Box 331 CK	Property / School Teacher
Jeanie Gordon Phelps	Box 39 CK	Property owner
Rae Marion	P.O. Box 725 CK	Property + Bus. owner
Jim Jenkins	P.O. Box 639 CK	Retired physician
Shabell Johnson	P.O. Box 139 CK	prop owner - Retired RR
Dorothy Jimmy	P.O. Box 234 CK	retired
Lloyd & Cheryl Kelly	11550 S.W. 154th AVE CK	PROPERTY & BUSINESS
Cynthia Barnett	12111 SW 165th Terr.	Property owner

Thursday, April 22nd 7:00, Opening Lecture

Name	Address	Property Owner or Business Owner?
JEFF DEXTER	746 THIRD ST, CK	PROPERTY & BUSINESS
Janice Coupa	16751 SW 133rd St. CK	Property
Bob Oliver	650 6th St	PROPERTY
Dan & Marie Grand	12190 SW 166 Court	PROPERTY
NANCY K. TAYLOR	P.O. Box 690, CK	PROPERTY
Lia King	P.O. Box 925	Property & Business
Larry Wallin	P.O. Box 88 CK	PROPERTY
Mary Ann Burns	P.O. Box 811 CK	Both
Pat Clendenin	P.O. Box 239 CK	Both
Oliver Baver	P.O. Box 370	both
FRANK MONTE	P.O. Box 843	BOTH
FRANK OFFERLE	12600 HODGSON	Prop owner
Tony & Joyce Tatti	12651 MERLE AVE	Prop. Owner
Ann Walker	Box 909	Prop. owner
Jeri Sleet	P.O. Box 740	Property owner
Bob TREAT	P.O. Box 742	PROPERTY OWNER
Yonah Judy	8061 F Street	PROPERTY OWNER
LINDA BELGIN	1158 WHIDDON AVE	BOTH

Thursday, April 22nd - 7:00, Opening Lecture

Name	Address	Property Owner or Business Owner?
Elizabeth O'Grady	725 Third St. CK	Property Owner or Business Owner? → yes both
2)		
ERIK BROGREN	PO Box 741	PROP OWNER
Dev Ringenberg	PO 748 CK	Prop owner
Linda Cook Flynn	POB 910 CK	Home Owner Born Floridian?
Doris Hlermann	PO Box 117 CK	Property Owner RE Broker
MICK CALAHAN	16551 SW Whiddon Ave	Prop. Owner
RAYMOND + CARLA FARMER	PO Box 816 CK	PROPERTY OWNER BUSINESS OWNER
Patsy Schlosser	P.O. Box 635 Cedar Key	Property owner

Thursday, April 22nd - 7:00, Opening Lecture

Name	Address	Property Owner or Business Owner?
Maggi Junction	12870 Whiddon Ave	PROPERTY OWNER?
Cheryl Quates	16811 Sdarnall St.	Property owner
LESLIE TURNER	PO Box 89 CK	PROPERTY OWNER
PAT O'NEAL	1138 Palmto Dr	Owner
Michael Wickland	1141 Hawthorne Ave	Property
Walton M. Jordan	13550 SW Whiddon Ave	Property & Busi.
M. J. Van Meter	11901 Rye Key Dr.	PROP OWNER
Jay Williams	742 2 nd St	property owner
Sarah Campbell	1241 Whiddon Ave	
KEVIN FLYNN	1230 Gulf Blvd.	prop. owner
Judy Miller	758 Fifth St	both
James H. H. H.	Box 373 1st	
Denise (Prunith)	11850 SW SHAD 24	Property Owner
Deborah H. H.	"	Her
Wangardelia Derrick	674 Second Street	Property owner

Saturday, April 24 - Charrette Day

George Smorich

Greg Lang

Ken Daniel

FRANK MOLITOR

Bob Rose Cooke

Marsha Schwartz

Pollard Christians

Carla Emel

Ray Emel

ILSE HOLLING

Buzz Holling

Bucky Silliman

John Andrews

Jessie Andrews

ERIK BROGREN

Peggy (Waggoner) Puliafano

Ann Siefert

BILL SEYFARTH

Bob Cooper

Ken Edmunds

Hannah Smith Luchman

Ada Lang

Bob Crane

Connie Crane

Tom Phelps

Gordon Phelps

Saturday, April 24 - Charrette Day

Roland R Senecal POB 188 CK

ELLEN SENECA POB 188 CK

Mary Marshall P.O. Box 933 CK

Nancy Sangster (Quintana)

JAMES BLAIRWELL P.O. Box 642 CK

Beth Davis P.O. Box 503 CK

Hans J. Van Meer

Janice Coupe PO Box 352 CK

Tina Roberts

Linda Cook Flynn POB 910 CK

James B. Hays 12810 Vernigen Ave.

Maggi Juchacz PO Box 808

Chris Reynolds 11871 Eye Key Dr.

JAY MYERS Box 952 CK

Rose Myers "

Linda Telgen 1158 Whiddon Ave

JEFF DUYER 746 THIRD ST. CK

LOLIN DALE 11750 EYE KEY DR

Kerlin Flynn 1230 Gulf Blvd - LPA member (Observer)

Wickey Bostick P.O. 386

Linda Campbell Box 331

Jim Nelson Box 160

Mick Callahan 16351 SW Whidden Av.

JARY HATHIX

Saturday, April 24 - Charrette Day

Name

1 MURDER + SAILOR

Chanda Miller + Wells Hamlin

2 PO Box 448 Cedar Key FL

Margy VanLandingham 7.0.958 Cedar Kn.

Joe Witman P.O. Box 839 Cedar Key

PESSLY DIV PO BOX 853 PUDAK 150

Sarah Campbell 1241 Whiddon Ave Ch

291	Whitaker	12-20
292	Thompson	12-20
293	Thompson	12-20
294	Thompson	12-20
295	Thompson	12-20
296	Thompson	12-20
297	Thompson	12-20
298	Thompson	12-20
299	Thompson	12-20
300	Thompson	12-20

72) Lind CK
PO Box 130 PV

LINDA KALE F.O. Box 130
Bell Ungerberg Ar 748 ck

DEU ARJENBERG PD 188 CR
 Jim E. Jensen PD Box 336 CR

Mr B. Jensen PO Box 336 Ck
KC Pa Bol Pa 376 21

A. C. Brown PD BOX 336 C
B. J. Brown PD BOX 336 C

Lemire, Kenneth PO 150 - CK

Diana Labe PO 150-C

FRANK OFFERLE 120160 HODGSON

Cynthia Barnett 1211 SW 115 Ter

Jerry Lawton 1312 SW 16th Av

Lawrence K. Taylor P.O. Box 690

1344 Phlegm PO Box 701

DeAnne Watson 1134 Whiddon A

(date) 7/10/12 10571 SW 65th PL

10871 SW 105 th Pl.	10871 SW 105 th Pl.
--------------------------------	--------------------------------

Walter Be Hen P.O. Box 142

Alice Phelan P.O. Box 701 "11"

Walter Phillips O.O. 10/15/21

Saturday, April 24 - Charlette Day

Name

Linda Seyfert

EARL STARKES - 120 234

104

FRANK BALISH

LARRY FELDMAN

ELLEN BOWERS

224

27

2

26

24

103

2