



City of Brooksville
Community Redevelopment Agency

COMMUNITY
REDEVELOPMENT
PLAN

Updated January 7, 2013

Introduction

The City of Brooksville is the historic and geographic center of activity for Hernando County. Brooksville's location in the northern portion of the Tampa Bay area also provides a unique opportunity for development of a mixed use and transit oriented community. The downtown area is the historic nucleus and the vibrant heartbeat of the City. Although commercial needs of the area are primarily served by outlying retail clusters on the perimeter of Brooksville, the downtown area has retained its role in the provision of services, both public and private. It has also attracted restaurants and specialty retail stores. In order to retain the vitality of its downtown, the City has recognized and is preparing for changing land use and transportation patterns. Several factors favor downtown, including its historical beauty and the location of both City and County governmental offices. In order to maintain and advance its role in the community, the City has embarked on an effort to better identify its opportunities, recognize its needs and undertake projects to achieve desired goals and objectives.

In October 1996, the Brooksville City Council appraised the need for revitalization in the central downtown. Following their review which included considerable public input, the City Council adopted a resolution in 1998 creating a Community Redevelopment Area and authorized the preparation of a Community Redevelopment Plan. In 1999, a committee comprised of local citizens and City staff worked over a period of several months to develop a city-wide Revitalization Plan that included, as a component, the Community Redevelopment Plan which specifically addresses the established Community Redevelopment Area. This Plan was approved by the City on June 7, 1999.

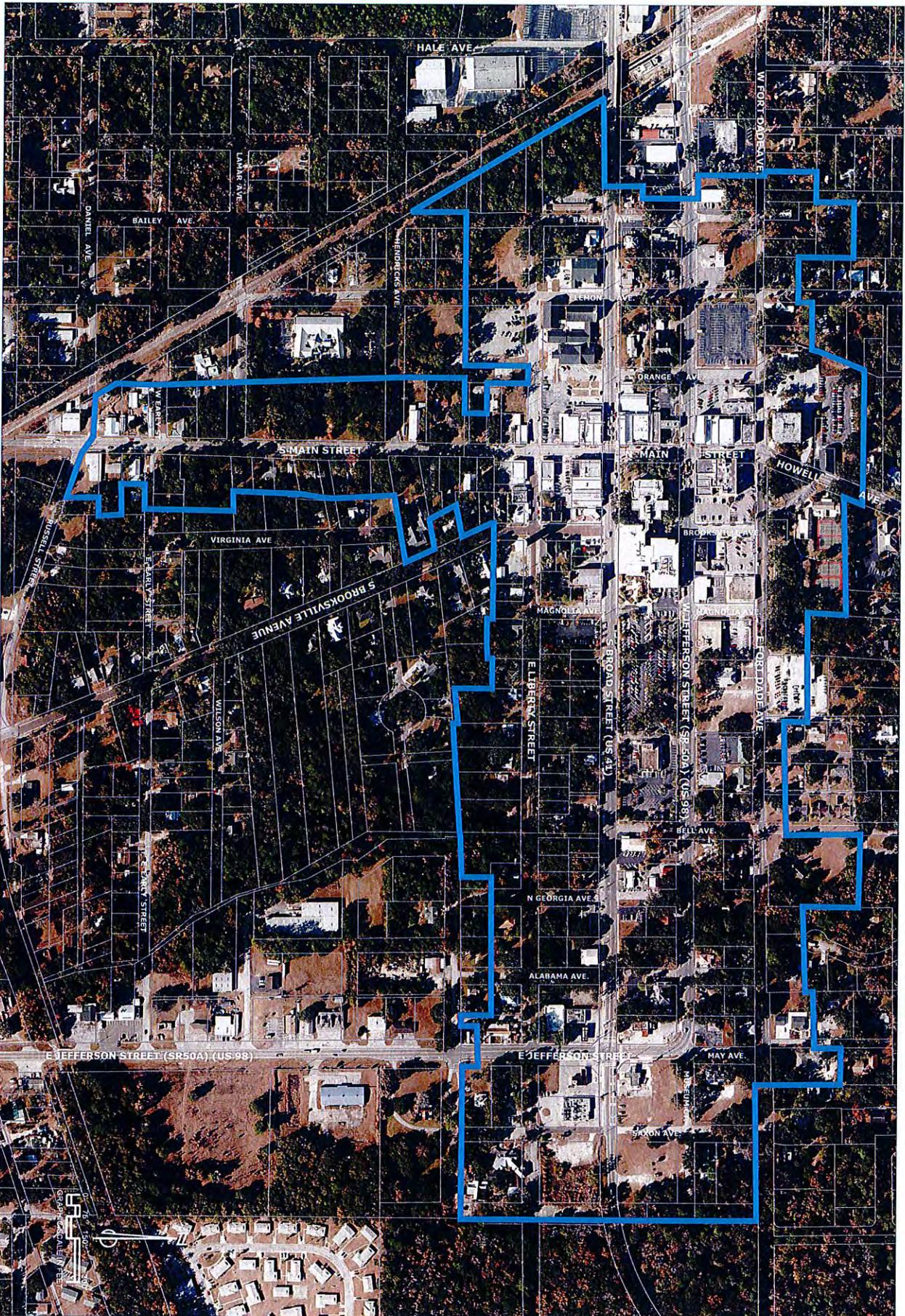
The Community Development Area, depicted on an aerial on the following page, generally includes:

- All parcels from Saxon Avenue to Bailey Avenue that lie adjacent to Fort Dade Avenue, Jefferson Street, Broad Street and Liberty Street;
- All parcels that lie adjacent to Main Street from Russell Street to the north boundary of City Hall;
- All right of way and easements and government/district owned properties within the district; and,
- The right-of-way and easements of US 41/Broad Street, SR 50A/Jefferson Street, Main Street and Howell Avenue extending from the boundary of the district to the City limits of the City of Brooksville, together with the right-of-way and easements of Russell Avenue from the boundary of the district at Main Street to the intersection at South Brooksville Avenue.

In 2011, the CRA authorized this revision of the Community Redevelopment Plan, including updated appendices and a list of proposed projects.

The initial Redevelopment Plan has four objectives:

1. Establish a Redevelopment Agency for the Community Redevelopment Area.
2. Assess the current status of the Redevelopment Area, through the identification of the Area's strengths, needs and deficiencies.
3. Establish Goals and Objectives for the Redevelopment Area.
4. Establish programs to achieve the Goals and Objectives.



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CRA BOUNDARY

CITY OF BROOKSVILLE
 COMMUNITY REDEVELOPMENT AREA

10/20/08
 SHEET
 OF
 SHEETS

WHEN PRINTED TO SCALE, DRAWING SIZE SHALL BE 11" X 17"

The Redevelopment Agency

The Brooksville City Council established the Redevelopment Agency by using the sitting City Council members as the Redevelopment Agency Board. The powers of the Redevelopment Agency are not covered within the Plan, but are specifically addressed in separate resolutions, ordinances and Florida Statutes. The Redevelopment Agency is responsible for implementing the Goals and Objectives of this Plan in a timely manner or making the necessary adjustments to the plan in order to properly represent the current status of the Redevelopment Area and establish new achievable goals.

In 2011, the Community Redevelopment Agency authorized this revision of the original Community Redevelopment Plan, including updated appendices and a list of proposed projects. The revised objectives of the plan are as follows:

1. Establish a Redevelopment Agency for the Community Redevelopment Area.
2. Assess the current status of the Redevelopment Area, through the identification of the Area's strengths, needs and deficiencies.
3. Establish Goals and Objectives for the Redevelopment Area.
4. Establish programs to achieve the Goals and Objectives.
5. Identify and secure funding sources to help accomplish the identified programs.
6. Provide guidelines to direct redevelopment efforts into a cohesive effort.
7. Partner with downtown businesses to jointly address community redevelopment.
8. Create a long-term vision for the City that will retain the historic nature of the Community Redevelopment Area while keeping it viable, both economically and as a community.

Community Demographic Profile

The Brooksville CRA is comprised of 104 acres of City of Brooksville's total 6,838 acres. In order to summarize the community's demographic characteristics and to better understand the area's economic development potential, available US Census Bureau data was used to summarize the community profile. Since the CRA area was smaller than the available data sets, the tables reflect the data for the entire City of Brooksville. The following tables illustrate the city and county demographic and socioeconomic information using the recent US Census Bureau 2005-2009 American Community Survey (ACS) results. As compared to the 10-year census, the ACS is conducted every year to provide up-to-date information about the social and economic needs of the community (e.g., education, housing, jobs).

TABLE 1 – POPULATION CHARACTERISTICS

	CITY OF BROOKSVILLE	HERNANDO COUNTY
POPULATION		
Total	7,719	172,778
SEX		
% Male	44.1%	48.0%
% Female	55.9%	52.0%
AGE		
Age: Under 18	22.4%	19.8%
Age: 18 – 65	50.3%	54.1%
Age: 65 +	27.3%	26.1%
Median Age	46.5	47.0
ETHNIC GROUP		
White	77.4%	90.8%
Black or African American	19.9%	5.5%
American Indian or Alaska Native	0.3%	0.6%
Asian	0.5%	1.4%
Native Hawaiian or Pacific Islander	0.0%	0.1%
Other	2.5%	1.6%
Hispanic or Latino	4.7%	8.5%
Not Hispanic	95.3%	91.5%

Source: US Census Bureau. Overall population from 2010 Census, remainder from American Community Survey, 2005-2009

TABLE 2 – HOUSEHOLDS

	CITY OF BROOKSVILLE	HERNANDO COUNTY
HOUSEHOLDS		
Total	3,709	67,440
Married-Couple Family Households	30.7%	56.9%
Other Family Households	17.5%	12.1%
Householders Living Alone	44.7%	25.9%
Other Non-Family Households	7.1%	5.1%
Average Household Size	2.15	2.43
Average Family Size	3.11	2.88

Source: US Census Bureau, American Community Survey, 2005-2009

TABLE 3 – SOCIAL CHARACTERISTICS

	CITY OF BROOKSVILLE	HERNANDO COUNTY
EDUCATIONAL ATTAINMENT (For people 25 Years and over)		
Less than High School	17.6%	15.0%
High School Diploma or Equivalent	41.9%	38.3%
Some College (No Degree)	20.4%	23.1%
Associate's Degree	5.5%	7.6%
Bachelor's Degree	8.4%	10.9%
Graduate or Professional Degree	6.3%	5.2%

Source: US Census Bureau, American Community Survey, 2005-2009

TABLE 4 – HOUSING CHARACTERISTICS

	CITY OF BROOKSVILLE	HERNANDO COUNTY
HOUSING OCCUPANCY / TENURE		
Occupied	84.6%	85.6%
Vacant	15.4%	14.4%
Owner-Occupied	67.6%	84.9%
Renter-Occupied	32.4%	15.1%

Source: US Census Bureau, American Community Survey, 2005-2009

TABLE 5 – ECONOMIC CHARACTERISTICS

	CITY OF BROOKSVILLE	HERNANDO COUNTY
EMPLOYMENT STATUS		
In Labor Force	47.0%	48.9%
Not in Labor Force	53.0%	51.1%
INDUSTRY / OCCUPATION		
Agriculture, forestry, fishing and hunting, and mining	1.9%	1.0%
Construction	5.8%	10.3%
Manufacturing	4.2%	5.0%
Wholesale trade	0.9%	2.3%
Retail trade	16.3%	16.8%
Transportation and warehousing, and utilities	1.7%	5.2%
Information	1.2%	1.6%
Finance and insurance, and real estate and rental and leasing	9.0%	6.7%
Professional, scientific, and management, and administrative and waste management services	10.8%	9.5%
Educational services, and health care, and social assistance	34.6%	22.1%
Arts, entertainment, and recreation, and accommodation and food services	7.3%	9.6%
Other services, except public administration	3.0%	5.3%
Public administration	3.3%	4.5%
INCOME		
Median Household Income	\$32,465.	\$42,457.
% Households Receive Earnings*	55.5%	61.2%
% Households Receive Social Security*	47.4%	47.9%
% Households Receive Other Retirement Income*	29.6%	32.2%
* income sources are not mutually exclusive and some households receive more than one source		
POVERTY		
% Poverty	13.3%	11.1%

Source: US Census Bureau, American Community Survey, 2005-2009

BROOKSVILLE'S STRENGTHS, NEEDS AND DEFICIENCIES

Initial Report

In October 1996, the Brooksville City Council hired a consultant¹ to assess the need for revitalization in the central downtown. The primary findings of their report are as follows:

- **Building deterioration.** A substantial number of deteriorated structures exist and are dispersed over a great proportion of the study area.
- **Site deterioration and deficiencies.** Site deterioration and deficiencies were found in the form of broken sidewalks, inadequate disability access and inadequate on-site parking.
- **Unsanitary conditions.** Unsanitary conditions including accumulation of trash and debris.
- **Non-conforming structures.** Non-conforming unit size was identified in blocks where dwelling units do not meet minimum code standards.
- **Closed buildings.** Closed buildings indicate economic disuse and obsolescence.
- **Vacant lots.** Vacant lots indicate that land is not being put to productive use, which limits the efficiency of local services, limits tax revenues, and can serve as a breeding ground for crime, unsanitary conditions and other social ills.
- **Property maintenance and commercial property code violations.** Violations of property maintenance standards are substandard conditions that inhibit investment and sound development of the area.¹

Land Use

The primary land uses within the redevelopment area are commercial, office, governmental, retail, residential, recreation, restaurants, financial, light industrial and service businesses. Additionally, the traffic circulation system including right-of-way for streets and sidewalks as well as separate parking lots is a major use of downtown land. The redevelopment area offers minimal shade to pedestrians. A number of buildings in the downtown have neither vegetation nor storefront canopies to provide shade. As a result, these areas can become hot and undesirable for pedestrians.

Structural Character and Conditions

The character of the redevelopment area is represented by three different time periods. The first is the historic period that began around the 1880's and ended around the mid 1930's. This period is seen throughout Brooksville in the form of downtown businesses, banks, the railroad depot, churches, and residential homes. The buildings were constructed in the style of Frame Vernacular, Folk Victorian, Queen Anne, Gothic Revival, Colonial Revival, and Bungalow.² There are a significant number of residential and commercial structures within the redevelopment area that are historically significant. An historic survey that was conducted in 1986 recommended the City consider establishing an historic preservation element in the Comprehensive Plan to ensure the preservation of these important structures and to provide architectural guidance to owners during renovation efforts. An Economic Development element was subsequently added to the City's Comprehensive Plan and Historic

1 Johnson, Robert, Finding of Necessity, Brooksville, 1996, pages 1-2.

2 Florida Preservation Services, Preliminary Historical and Architectural Survey: Downtown Brooksville, 1986, pages 25-35.

Preservation Regulations added to the Land Development Code to provide guidelines for development in the CRA and surrounding historic neighborhoods. The benefits of these guidelines are many, including eligibility for some funding sources.

A complete structural survey was conducted in October 1996 to assess the conditions at that time (See Map 2 in Appendix B for study area). A supplemental study was conducted in August of 1998 related primarily to the structures on South Main Street. Based on the data collected, 18% of the structures were deteriorating or dilapidated. These deficiencies, many of which have not been corrected, could result in the continued decline of the area making it less desirable for the location of new residences and businesses. Additionally, existing businesses and residents may find it necessary to relocate to a better area. The decline in structural conditions within the area will have a direct impact on the taxes collected, which in turn will impact the City’s ability to properly maintain infrastructures.³

The structural survey concluded the following:

CONDITION	RESIDENTIAL	COMMERCIAL	TOTAL
STANDARD	15	69	84
SLIGHTLY DETERIORATED	17	40	57
DETERIORATED	12	16	28
DILAPIDATED	2	1	3
TOTAL UNITS	46	126	172

While a number of downtown improvement projects have been undertaken, the decline in structural conditions of historic structures has not been sufficiently addressed. As new businesses occupy these historic buildings, they make aesthetic improvements, but often neglect the more expensive renovations that would retain or re-establish the historical features of the building.



There are several historic buildings that could serve as catalysts for preservation due to their existing condition, such as the Browning Insurance Agency, located on the northwest corner of the intersection of Main Street & Broad Street and the JA Jennings building located on the southeast corner of that intersection. The SunTrust regional office, an historic building already renovated, could form another potential catalyst for development if reoriented to a mixed use structure. There are a number of structures downtown, particularly along the Broad Street, Jefferson Street, and Main Street corridors, that would bring a strong sense of identity to historic downtown Brooksville if renovated to their original architectural styles. Structural renovation should include construction improvements and regulatory coordination that would allow for residential or commercial use of the

³ Johnson, Robert, Finding of Necessity: City of Brooksville 1996, Clark, Roumelis & Associates, Inc., pages 4-5.

second floor in historic buildings.

Non-Conforming Structures

The consultant used several factors in determining non-conforming structures for the purpose of their study. The factors included inadequate parking, on-site storage and setbacks, and site deterioration. They found site deterioration and deficiencies present in the form of broken pavement and sidewalks and deteriorating parking lots. They determined that 23% of the sites in the area had non-conforming characteristics. The non-conforming characteristics include limited setbacks, code violations and lack of sufficient on-site parking, with the on-site parking issue being the most challenging.

Parking inadequacies continue to persist within the CRA. In comparable downtown redevelopment projects in other communities, efforts have been made to consolidate parking into public parking areas so that mixed use development can ensue. Such mixed used developments can include ground level retail with upper level offices, convenient pockets of on-grade/multi-story parking, attractive pedestrian ways and crosswalks. This type of infill development should be promoted with local proprietors and tenants. Parking in the CRA cannot conform to typical code-required set-backs and on-site parking standards. Inherently these conflicting components require an examination of the type of tenant and what impact it is expected to have on the CRA District. Creative, innovative and flexible code requirements need to provide for viable use of historic buildings utilizing open space for downtown parking and common area improvements. A CRA area parking and common area master plan should be developed that identifies parking areas, bus stops and area public facilities.

Unoccupied Structures

Unoccupied structures indicate economic disuse and obsolescence. In the study area there were five vacant buildings noted in the October 1996 structural condition survey. Many of the vacant structures were severely dilapidated or had other site conditions that did not make the site attractive for business development. While a number of buildings in the CRA have been renovated since the study, several unoccupied structures still exist, consisting primarily of former gas stations and small residential structures, some of which had been used for commercial purposes.

Vacant Lots

Vacant lots indicate that land is not being put to productive use, which limits the efficiency of local services and tax revenues. In the Clark, Roumelis & Associates study area, 23 vacant parcels were identified with an approximate value of \$625,000, a figure which should be updated to current property values. The availability of vacant land is important to the redevelopment of the area for several reasons. Commercial development and revitalization require additional land to meet current structural setback requirements, as well as parking and drainage retention requirements. Furthermore, available land can be used for additional municipal activities such as parks, rights-of-way, public restrooms, gathering places, streetscaping, sidewalk and roadway development. The use of vacant land and unoccupied structures needs to be based on an analysis of economic development growth projections and needs. A current inventory of available land together with location and value could be used to create a master plan associated with downtown development. Vacant lots provide an opportunity to include open space, environmental areas and drainage benefits that would allow higher, more clustered development,

restoration and infill within the CRA.

Housing Development Needs

The City of Brooksville's Comprehensive Plan indicates an additional 3,700 residences will be needed to meet the population demands by the year 2015⁴. While the economic downturn of 2009-2011 will certainly reduce those projections, revitalization efforts within the CRA should consider addressing the residential needs in the City. At present, the CRA consists primarily of commercial and office, with some mixed use and a residential community along East Liberty Street and portions of Fort Dade Avenue and Main Street. Additional mixed use development and multifamily housing in the downtown area are two attractive options. The multifamily housing could be located on vacant or underutilized parcels within the eastern and western boundaries of the CRA, while the mixed use could be interspersed with the commercial/office in the heart of downtown. Housing needs and developments should be planned through meeting infrastructure needs and encouraging private investment into the City.

Economic Development Needs

A Visioning Committee in 1995 took action to assess the economic and market needs of the downtown by commissioning a limited market analysis by Anderson and Associates. The study, which analyzed needs by shoppers, downtown employees and business owners/operators, addressed three issues:

- **Shoppers** — The downtown area should be able to provide shoppers with a unique shopping experience. The retail businesses should attempt to develop and market itself as a regional retail location.
- **Downtown Employees** — The downtown employees represent a large market for downtown activities and use during the weekdays.
- **Business Owner/Operators Survey** — The study identified that approximately 50,000 square feet of second floor space in the downtown was underutilized. Additionally, the study stated that it was their belief that if the use of the downtown areas increases, the need for adequate parking will also increase.

A subsequent survey of business owners in 2011 emphasized a fourth issue, the lack of *conveniently-located* parking space. The former desire to market the CRA as a "regional retail" location was replaced by the acknowledgement that specialty retail, food & beverage and support businesses for the prevalent services sector would be the likely role of downtown commercial development.

Retail Space Demand Analysis

The 1995 marketing analysis report did not estimate the amount of retail space needed in the downtown based on the spending patterns of shoppers and the projected growth of population within the market area. The marketing report did recommend the establishment of an antique oriented business district. While there are several antique specialty stores, there has been no clustering into a "district" to achieve a distinction developed in other small towns in the region. However, it is important to build on the known community businesses while attempting to create a positive image for future mixed use of the downtown. The undertaking of a market study would help determine the type of retail that can be attracted to the CRA and the underlying demographics to support their recruitment.

Sidewalks

While some improvements have been made to sidewalks in the central downtown, additional improvements within the CRA are needed to meet recreational or commercial pedestrian traffic needs. A successful downtown does require safe and convenient pedestrian movement. This need is for both the day-to-day user of the downtown for essential services and for those visitors that come for recreation or shopping.



Approximately 27 percent of the residents in the City are over the age of 65 and 22 percent of the residents are under the age of 18.⁴ This leaves just under 51% of the City's population between the ages of 18 and 64. These various indicators identify a need for improved pedestrian facilities in the downtown. The downtown does have "anchor" businesses and services that are needed by the community (i.e., County government, Social Security and unemployment offices, library, City Hall, etc.). By improving the pedestrian access to these "anchors", this will help improve the future development of specialty stores. The downtown can improve market share by improving pedestrian access for both the residents and the workers in the downtown. An additional study of the pedestrian access should be done to completely assess current use patterns and to properly prioritize needs. This additional study should also consider the needs of the residential neighborhoods surrounding the downtown as a means of delivering additional shoppers. Improvements in the pedestrian access and visual appearance of the walkways can result in additional time spent in the downtown by shoppers.

In order to make an area attractive for pedestrians, improvements to the appearance, or the Streetscape, are necessary. While individual property owners have made improvements to their building facades and, in some cases, upgraded and installed landscaping, there has not yet been a comprehensive program throughout the entire downtown to upgrade the Streetscape. Additional sidewalk improvements are needed but as part of an integrated effort to improve the aesthetics and feel of the downtown.

The City has chosen construction of curb "bulb-outs" (neck-outs or flares) as a method of increasing the available pedestrian space along street right-of-ways. While providing additional space for pedestrian amenities, bulb-outs also decrease the width of the street crossing required by pedestrians which provides an additional measure of safety. The City's bulb-outs occur at street corners and are designed to include pedestrian amenities such as benches, trash receptacles and specialized paving. Landscaping in at-grade planters and bollards, which provide a means of separation between pedestrian and vehicular traffic, can also be used in these areas to further enhance the pedestrian environment. Bulb-outs, pedestrian crossings, traffic calming devices and other similar FDOT-approved features should be incorporated into a CRA pedestrian master plan. Implementation of such a master plan would create a pedestrian-friendly downtown while slowing through traffic on the existing State highways. FDOT directional signs could also be used to identify the historic downtown business district and route through traffic around the CRA on SR 50, US 98 and US 41.

4 U. S. Census Bureau, 2010 Census Data.

Drainage

City of Brooksville drainage consists primarily of an aging stormwater system constructed within the rights-of-way of local streets and State/US highways. The system's primary responsibility is to transport stormwater from the higher elevations of the downtown area to lower elevations in the areas surrounding the City. The system was constructed prior to State regulatory oversight from the Southwest Florida Water Management District (SWFWMD) and the Florida Department of Environmental Regulation (FDEP) and therefore is not treated for water quality prior to offsite discharge. The available open space in the downtown area provides an opportunity to address both water quality and stormwater retention. A master stormwater system for the CRA could handle stormwater for all remaining developable parcels, alleviating the need for individual sites to utilize valuable space to provide needed treatment and retention. A master stormwater plan would detail how stormwater would be transported downstream to open areas within the City and County, providing regional treatment and storage consistent with applicable regulations and establishing best management practices to assure the environmental integrity of the historic downtown area. The plan should detail the best strategies to transport stormwater downstream to open area within the city watershed basin where regional treatment and attenuation requirements can be met with SWFWMD regulations and related Best Management Practices (BMPs).



Low impact development tools could be utilized upstream of the major drainage features to provide a first level of stormwater treatment. Catch basins with strainers and/or biofilters could be used in curbed areas to intercept initial runoff. Allowing drainage from paved areas to flow across vegetated bioretention features could provide another level of initial treatment capacity. Meandering, grassy swales, with rain garden pockets of storage serve to slow stormwater runoff while providing several ways to allow treatment to occur. Cisterns may be used to capture small amounts of runoff from roofs for later irrigation use, thus reducing the need for storage downstream. Pervious paving can be used in parking and low traffic areas to reduce runoff and provide a means of treatment. Similarly, green roofs provide a means of reducing runoff while adding a level of biodiversity to new projects.

Potable Water Facilities

The Community Redevelopment Area consists primarily of an aging potable water transmission system capable of providing satisfactory potable water supply to the existing commercial, office and residential users. Downtown redevelopment will require continued monitoring of capacity as well as the replacement of historic lines that no longer meet City code requirements. On the supply side, the City is developing additional capacity at its Hope Hill wellfield and has plans for expansion at the Pasco-Hernando Community College campus north of town on US 98. The City capacity for future infill development in the CRA should be adequate to address domestic requirements.

Fire Protection

The City of Brooksville provides fire protection within the Community Redevelopment Area. The system consists of aging potable water transmission lines, which in most cases are of sufficient size to meet commercial and residential fire flow requirements. The location of an elevated storage tank on Brooksville Avenue helps in providing the needed water pressure. Future development or revitalization in

the CRA should include in-depth analysis to assure that domestic and commercial fire protection services are improved through the installation of sufficiently-sized water lines to meet commercial and residential fire flow requirements. In addition, sufficient fire hydrants and valves should be installed with all new water line extensions. These improvements will have a positive impact on the current fire protection system and will provide an incentive for the location of new businesses and the expansion of existing businesses.

Sewer Facilities

The City of Brooksville provides sewer service to the CRA. There are numerous aged lines that will eventually require repair or replacement. Due to the extensive cost of whole-scale replacement, individual repair and replacement projects should continue to be a priority within the CRA to ensure the integrity of the system. The City continues to perform detailed inspections including video of the aging system and has installed “liners” within the most deteriorated sewer mains, including several sections within the CRA (Bell Avenue, Saxon Avenue and Jefferson Street). As opportunities avail themselves (street repair, infill development, grants, etc.), the City should include sewer repair and replacement wherever feasible.

Parks

The City of Brooksville has many recreational resources. The primary recreation facility within the Community Redevelopment Area is Hernando Park, adjacent to Fort Dade Avenue, between the Lykes Memorial Library and the Teen Center. Hernando Park has been owned and operated by Hernando County, however, the City is in negotiations with the County to acquire this historic park, along with the adjacent Teen Center and Band Shell. Given its central location and potential for a myriad of public and privately-sponsored activities (festivals, concerts, craft shows, etc.), a Hernando Park master plan should be prepared to optimize the use of the space and maximize its potential to attract people to the downtown. In addition to Hernando Park, the CRA is dotted with small open spaces. Additional public spaces, including squares and plazas should be provided. An overall recreation/open space plan should be undertaken to take full advantage of the aesthetic and recreational aspects of these public/private spaces.



Adjacent to the CRA, the City has developed a non-vehicular trail system, known as the Good Neighbor Trail, which is designed to be an integral part of the region’s Rails-to-Trails System, connecting to the Withlacoochee State Trail and beyond. Construction of this connection is underway at the time of this CRP update. As part of the system, the City has developed a trailhead for the Rails-to-Trails adjacent to Russell Street Park between Main Street and South Brooksville Avenue. Rails-to-Trails parks in commercial corridors are not a new concept in Florida. The impact in other cities has been an increased development of weekend related retail along the trail corridor. The City of Brooksville and the Community Redevelopment Agency play a critical role in developing synergy between the downtown and the Good Neighbor Trail, ensuring that access to this linear parcel is incorporated into CRA development plans. The trailhead should be connected to the downtown and other areas through Streetscape improvements that conform to those proposed in the downtown area. The improvements will provide shade trees, signage and other amenities to attract the park users.

Additionally, the City has Tom Varn Park and Sports Complex, Bud McKethan Park/Quarry Golf Course and the Jerome Brown Community Center, which are wonderful venues for recreational purposes and located in close proximity to the CRA.

Traffic Circulation

The needs of motorists and pedestrians within the CRA are heavily influenced by the existing traffic circulation pattern, which is significantly impacted by the following factors:

- Primary access to the downtown is from a “paired” one way street system consisting of State Road 50A/ Jefferson Street, and U. S. Highway 41/ Broad Street, with secondary access from Howell Avenue/Main Street.
- Available public parking is in close proximity to high traffic areas where the need for parking exists.
- There are two primary intersections within the center of downtown: Main Street and Jefferson Street; Main Street and Broad Street.

These factors are important to other aspects of traffic circulation, parking and retail marketing of the downtown and will impact the resolution of other redevelopment related issues.

Because the two highways bisect downtown Brooksville, traffic moves fast, making it less pedestrian friendly. As a result, many potential shoppers are whisked through the downtown area without realizing its potential. In order to slow down traffic and provide information to drivers, there is a need for improved signage along the highways and the interspersing of traffic calming devices.

While a program to accomplish this is underway, there are many locations (gateways) that lead into downtown that would benefit from the introduction of one or both treatments. In addition, the gateways should be considered for appropriate streetscaping facilities that are consistent with those proposed for the downtown area. This conformity of design will accentuate a “sense of place” and help to further define the area. The gateways only include the existing City right-of-ways, not the adjoining properties. The gateways are generally defined as follows:

1. Howell Avenue: This northern gateway proceeds from the northern City limits into downtown.
2. Main Street: This southern gateway proceeds from SR 50 (Cortez Boulevard) into downtown.
3. North Broad Street/U. S. Highway 41: This northeastern gateway proceeds from the northeastern City limits into downtown.
4. South Broad Street/ U.S. Highway 41: This southwestern gateway proceeds from the southwestern City limits into downtown.
5. West Jefferson Street/SR 50A: This western gateway proceeds from the western City limits into downtown.
6. East Jefferson Street / SR 50A: This eastern gateway proceeds from the eastern City limits into downtown.

The above gateway descriptions are approximate. The redevelopment area maps do not specifically identify the gateways due to size, but they are included in the redevelopment area.

Improvements to sidewalks and pedestrian accessories (i.e., trash cans, benches, shade trees, etc.) will result in better pedestrian access to, and circulation within, the downtown from neighboring residential areas. In addition, there is limited “express parking.” This type of parking is the ability to park within 20 to 100 feet of the store the vehicle operator wishes to visit. As a result, many motorists use centralized public and private parking lots. The aesthetics of the parking area and the walkway to the

intended business are important to the pedestrian/motorist. In addition, the feeling of safety within the parking area, walkways and roadway crossings are important to the potential downtown patron. Therefore, it is essential to prioritize pedestrian-related improvements based on the vehicle traffic counts and location of public and private off-site parking facilities.

The ability to improve safety to pedestrians within highly congested areas can be in the form of aesthetically pleasing items that form either an actual physical or psychological barrier between vehicles and pedestrians. The physical barriers can be in the form of landscaping, bollards, street furniture and planters. Psychological barriers can be in the form of small landscaping, signage and designated crosswalks on roadways that utilize color and texture of material to signify the area as a pedestrian zone. Pedestrian friendly crossings and multi-use facilities for public transportation drop-off and pick-up should be expanded within the CRA to encourage less through traffic in the downtown area.

Long range plans by the Tampa Bay Area Regional Transportation Authority (TBARTA) call for the City of Brooksville to be the northern hub of a commuter rail system. In an effort to accommodate that hub, the City has modified its comprehensive plan to include multi-use transit oriented development (TOD) in close proximity to the CRA and adjacent to the Good Neighbor trailhead. Additional TOD areas are also being considered. Transportation, parking and transit planning within the CRA should take into account compatibility with the TBARTA's goals and the possible TOD hub.

Parking

The current needs for parking are not based strictly on the number of on and off-site spaces currently available, but are also tied to the need to improve the downtown landscaping (which would promote greater use by pedestrian traffic); the safety of available parking on existing major roadways; and existing uses with inadequate parking which may adversely impact the overall availability of downtown parking. The City of Brooksville utilizes a traditional parking strategy in which parking requirements are tied to zoning, specific structural use and the size of the structure being used.

The current system results in the utilization of prime commercial property for parking, hindering the expansion or development of many of the vacant parcels in the downtown. A reverse strategy has been utilized in other communities that were facing decline in which the parking space requirements were minimized, allowing for greater infill. Centralized parking lots, which minimize the use of prime commercial property, were also purchased and improved. However, this strategy does not work unless aesthetic improvements are made to make the experience pleasing for the vehicle driver/pedestrian. The result is the creation of increased pedestrian traffic due to the increased distance of vehicle parking from the destination. With increased growth and tax revenues, parking concerns and planning can be dealt with as an infrastructure need.



It is important to analyze the need for parking in any downtown when discussing redevelopment. The non-downtown portion of the redevelopment area is not subject to the level of build-out or congestion as the downtown. A previously-conducted parking analysis focused on the downtown, where shoppers and business owners have indicated there is insufficient parking during the weekdays, when the Courthouse and County facilities are active. A study was conducted in 1996 to determine the amount of parking available and the parking spaces required for downtown land uses. The following tables from that assessment identify the land that is available for parking (Table 7) and the number of parking spaces that can be created (Table 8).

Property Use	Size (Sq. Ft.)
Total Area of the Downtown	510,000
Right-of Ways and Streets	-247,500
Commercial/Government Structures	-216,750
PROPERTY AVAILABLE FOR PARKING	45,750

Property Use	Size (Sq. Ft.)	Parking Spaces
Property available for private parking	45,750	
Estimate land use per parking space	300	
Parking spaces that either exists or could be developed on private property		153
Off-site private parking		155
Existing public parking in the downtown		160
Estimated need for parking spaces based on industry standards (based on building Sq. Ft.)		-946
DOWNTOWN PARKING SPACE DEFICIT		(479)

A count of the number of private parking spaces was not utilized in the referenced study due to the number of private parking lots that use standardized parking designs. As a result, the study focused on determining the land mass that is currently being used for parking or could be used for parking.

The downtown core was found to have 160 public parking spaces and the private property in the downtown produced approximately 308 parking spaces. Using a standard guideline for off-street parking requirements for retail businesses (One parking space per 200 square feet of gross floor area), a parking deficit of 479 spaces is estimated. However, this parking needs calculation assumes that all structures in the downtown are being fully utilized. This calculation does not assume that the 50,000 square feet in upper floor space is being used for active commercial use.

Brooksville faces challenges with regards to parking which will continue to get worse as development generates more vehicle traffic. The utilization of signage to get people to off-site parking, public transportation, street parking and vacant lot development will all need to be considered in a long

range transportation plan for the City of Brooksville, which includes the CRA area.

General Streetscape

An important part of redeveloping any area is its appearance. Many aspects of appearance will improve as buildings are renovated, as revitalization takes place for economic reasons, as streets are repaired and the infrastructure is upgraded. However, some aspects of the appearance of a downtown must be given special attention. Public improvements in a downtown are often concerned with the appearance of the Streetscape. The Streetscape is the combination of all elements in a pedestrian or vehicular area, usually the public right-of-way, and includes street furniture, landscaping, sidewalks, lights, signs, and the relationship of each of these elements both to each other and to adjacent buildings. Standards need to be adopted for the redevelopment area with regard to these elements of the Streetscape. For the purposes of this discussion, the Streetscape includes the street furniture (items such as benches, planters, banners, bollards, bike racks, trash receptacles, kiosks, etc.), landscaping (trees, tree grates, guards and irrigation), and lights. Encouragement should be given to continue this theme into public and private alleyways.



In order to create a harmonious streetscape it is imperative to create a pallet of styles, textures, colors, and other aesthetic attributes that are keyed into a general theme or brand for the downtown development. For example, various brands have been discussed in recent stakeholder meetings and community workshops. Some of the more recent highlights include the following:

1. Blueberry Festival and its various logos, colors, and seasonal appeal.
2. Christmas store theme; various logos, colors, and seasonal appeal.
3. Brooksville as the center for 'front porch living' as widely distributed by promotional material for the City.
4. Historic elements of the district and other historic structures that upon further analysis could be classified as possessing a certain historic theme or commonality. (Historic structures as seeds of redevelopment).

The Streetscape plan is composed of five categories of elements, as described in the following paragraphs:

-Street Furniture

The street furniture program will include a variety of elements, including benches, tree grates, bicycle racks, trash receptacles, bollards, including those bollards with integral lighting for illuminating intensive pedestrian activity areas and street lighting. All seating could be specially coated to reduce heat transmission in hot summer months. Commonality and branding is important for street furniture as well. Bike lanes and bike racks should be encouraged throughout the District.

Updated Americans with Disabilities Act (ADA) Standards were published in 2011 and they contain new requirements for areas not previously governed by ADA. It is recommended that Brooksville undertake an assessment of all exterior assembly areas, park benches and playground equipment and provide an update in accordance with the new standards.

- Paving Materials

The paving program will include resurfacing sidewalks and roadway crosswalks with decorative paving (e.g., brick, concrete pavers, etc.). In addition, all paving materials and sidewalks will meet the requirements of the Americans with Disabilities Act.

Specialized paving (i.e., brick or concrete pavers) and concrete should be utilized for sidewalk replacement. Concrete utilized for paving in these areas will have broom, rock salt or other approved textural finish and should comply with all applicable design specifications as established by the City of Brooksville. Both pavers and concrete should be utilized to identify/accent pedestrian walkways, crosswalks and seating areas. Concrete should serve as the primary replacement material with paver accents when feasible. CRA aesthetics should not be addressed on a project by project basis. In order to implement a successful paving program and create a pedestrian friendly area, the CRA should be mapped and designed in a coordinated fashion and with a common theme.

- Banners and Signage

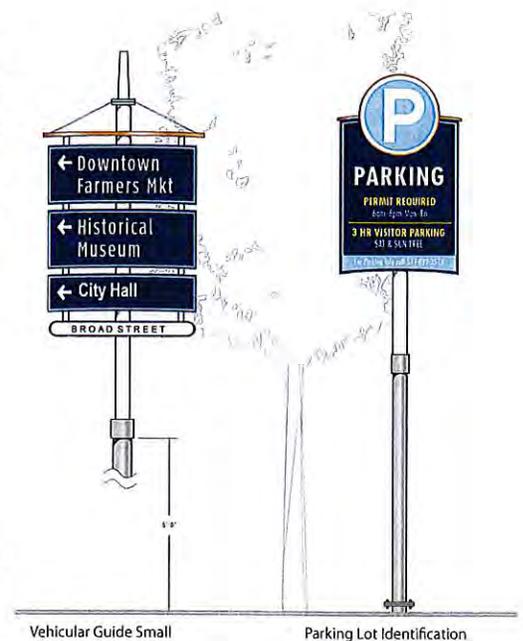
Another primary objective of the Streetscape plan is the development of an enhanced and unified identity for the downtown area. One of the key design elements utilized to achieve this objective is the implementation of a banner and signage program throughout the project area. The program includes the following decorative banners:

- Downtown Banners
- Seasonal/Special Event Banners
- Downtown Entry/Welcome Signage
- Public Parking Signage
- Enhanced Street Name Signage

Designated banner poles will require field verification to make sure that the poles are suitable for banner display (i.e., banners should not conflict with trees, utility wires, traffic signals, signs, etc.). The Downtown Banner is intended to remain up all year and will provide a consistent identity feature for downtown. Its design will reflect the character of historic downtown architecture and will use images, type styles and graphics which are compatible with Brooksville's historic character.

Seasonal/Special events' banners will stand opposite the downtown banners and will provide the opportunity to announce special events and to celebrate the change of seasons. They will be designed so that the colors are compatible with the Downtown Banner. Colorful Downtown Entry/Welcome Signs should be placed at the entrances to the downtown area to help define the downtown area, welcome visitors, and direct them to public parking areas. On the way to parking areas, visitors will encounter directional signage and parking area identification signs in the same colorful, historic style as the entry/welcome signs.

Existing street name signs located within the project area could be replaced with signs that display a logo next to the street name and have a colored background that differentiates them from the



City's other street name signs. A primary objective of signage throughout the CRA should be to inform Brooksville residents and visitors of the opportunities that exist, whether they be vehicular way-finding, parking, retail or special districts. The current one-way parallels that bisect the downtown area make it easy for automobile traffic to make their way through Brooksville, but little to identify Brooksville as a destination. Effective signage could inform the public of the many opportunities the District offers.

In the case of these visual components within the District, the new branding should be derived from seasonal events such as the Blueberry Festival, or from historical "Seeds of Redevelopment." The logos and theme should remain consistent with the agreed upon identity brand of Brooksville. Prior to any thematic determination stakeholders should agree on this identity and give clear direction to graphic artists. Doing so will allow all participating parties to begin to express Brooksville's brand in an easily recognizable logo format. The City has recently adopted a revised sign ordinance that accommodates the banner and signage plan.

- Landscape Specifications

Consistent landscape design, installation and maintenance will play a crucial role in the successful implementation of the Streetscape plan for the redevelopment area. While the intensity of landscaping enhancement may vary among the different districts, the design theme will remain consistent throughout the project area.

A design with a strong repetitive nature which utilizes a limited number of canopy tree species should be utilized for both right-of-way and parking area landscaping. Plant materials should be selected from a recommended list. These materials will be selected based on their ability to withstand the urban environment; their ability to enhance the pedestrian environment; and their overall aesthetic value. "Preferred" plant species, based on their success in the Brooksville area, should be selected in a follow-up document. Indigenous plant materials which have low water and maintenance requirements should be utilized where appropriate. As is typically the case with landscape design, a thorough analysis of the existing micro climatic conditions will be required to determine plant material suitability.

When feasible, canopy trees should be placed along a typical block face. Additional tree plantings can be used in outdoor plaza spaces, cafe areas and at bulb-out locations; spacing in these areas will depend on the growth characteristics of the selected tree species. All at-grade planters will include an appropriate ground cover and/or shrubs. Irrigation to trees, shrubs, ground covers and flowers will be most efficient when utilizing low volume drip systems, spray, or bubbler emitters. Each system will be designed to provide full coverage of planted areas with minimal over spray to non-planted areas. During the design of the downtown Streetscape program, particular attention will be placed upon locating shade trees to minimize conflicts with any overhead lines (for those that cannot go underground) and views to building signage.

It is recommended to pursue a consolidation of tree mass areas, so as to group the new landscaping within the District. In short, if a consistent landscaping theme could be massed at strategic redevelopment locations, then other such development nodes could follow suit. Interspersed between these nodes of redevelopment could be planter boxes. This constitutes a nodal approach to redevelopment, with each node serving as a catalyst and springboard for other potential strategic locations. Thoughtful and effective placement of downtown vegetation could easily support the theme of Brooksville as a center for "Front Porch Living."

- Maintenance

All the proposed Streetscape enhancements in the Streetscape plan will require routine maintenance to ensure longevity. Landscape areas need to be maintained to present a healthy and orderly appearance and will be kept free of refuse and debris. This includes pruning, fertilizing and replacing plant materials as needed as well as taking preventive measures to ensure that plant materials are not damaged due to chemicals, insects, diseases, lack of water or improper pruning techniques. All Streetscape trees should be pruned in such a manner so as not to alter their natural form or character. Additionally, street furnishings will require cleaning and paver/concrete areas will require cleaning and resealing on occasion. Maintenance of the irrigation and special events electrical systems and installation and replacement of banners should also be included as part of the maintenance program. Routine and enhanced maintenance should be coordinated with the Downtown Business and/or Merchants Associations to properly fund yearly activities.

Intersection Improvements

The corners of Broad Street and Main Street and Jefferson and Main Street are the center points of the functioning downtown. This is the site of major traffic flow from U. S. Highway 41 to State Road 50. These intersections, which currently produce a considerable amount of vehicle and pedestrian traffic, have been upgraded both aesthetically and functionally. Both intersections have physical pedestrian crossing designations including digital crosswalk signs with a countdown to signal changes. The intersections aesthetics have been enhanced by placing the utilities underground, constructing bulb-outs and planting decorative landscaping. Additional city blocks and intersections are planned to be addressed with similar improvements. Focus should be on slowing through traffic with enhanced pedestrian friendly crossings and public transport collection areas.



Historic Preservation

Currently there are at least 26 structures within the redevelopment area that are considered historic and should be preserved. As improvements to both infrastructure and buildings are considered as part of this plan, consideration and care should be taken to preserve and restore these historic structures. It is important to coordinate all renovations of historic structures with the Florida Department of State. Historic structures should be reviewed consistent with new City regulations and where appropriate measures should be taken to preserve the detailing and specific styles of a historical structure, through coordination and oversight consistent with the Historic District. Individuals performing alterations on a structure determined to be 'historic' must adhere to the alteration requirements set forth by the Historic District. Any historic preservation should reflect the design intent and architectural style of the original construction. The varying components that go into historic preservation have been analyzed within Appendix A.

Commercial Facade Improvements

Commercial facades are an important aspect to an overall theme or aesthetic design. The CRA has provided guidelines for façade improvements (see Appendix A). As long as funds are available, it also offers a generous grant to assist business owners to improve the facades on their historic structures. The City has also modified zoning regulations to encourage or require certain design constraints. Additionally, assistance can be provided to businesses through assistance and identification of available state and federal grants for individual interests. Based on a preliminary field review of the businesses located within the redevelopment district, there are at least 15 businesses in the redevelopment area that could utilize facade improvements of one kind or another. An additional 15 to 20 businesses may desire to modify the facades for architectural or aesthetic reasons. These improvements can be in the form of new entrance ways (ADA accessible), canopies, and even complete facade redesigns. The design of the facades should be directly related to the overall theme that is utilized for the downtown.



The façade improvements should reflect the design intent and architectural style of the original construction. The varying components that go into a commercial façade have been dissected and analyzed within Appendix A.

GOALS AND OBJECTIVES

PUBLIC HEALTH & SAFETY

GOAL 1: Foster an attractive, safe and comfortable environment that is conducive to activities during the day and evenings.

Public facilities, police service, fire protection and community involvement are all important components of establishing a safe and comfortable environment for residents, businesses and visitors.

Objective 1.1 Assess the status of streetlights, sidewalks and pedestrian crossings throughout the City CRA.

Objective 1.2 Repair, replace and add sidewalks and streetlights that are deemed lacking and will assist with applications for those sources.

Objective 1.3 Improve pedestrian crossings, including the construction of bulb-outs in order to facilitate safe movement of pedestrians throughout the Community Redevelopment Area.

Objective 1.4 Analyze fire protection capabilities for meeting current and future needs. Upon conclusion of the review and analysis, establish a plan to correct deficiencies and plan for future needs.

Objective 1.5 Review Policies and Procedures for Fire and Police Departments to ensure coordination of services when applicable.

Objective 1.6 Develop community crime watch programs where appropriate.

UTILITY INFRASTRUCTURE AND SERVICES

GOAL 2: Ensure the provision of adequate and efficient utility infrastructure and services to support existing and additional development.

Infrastructure improvements must be made to assure that renovations, development, growth and revitalization can occur throughout the CRA.

Objective 2.1 A comprehensive analysis of existing potable water and sewer infrastructure should be done to determine each system's condition and capacity as it relates to existing land uses and possible increases in land use intensity.

Objective 2.2 Repair and/or replace water and sewer lines as needed. Include repair/replacement whenever feasible in conjunction with other construction projects.

Objective 2.3 Analyze the feasibility of underground installation of aerial power and telephone facilities within the redevelopment area.

Objective 2.4 Evaluate and implement, if feasible, a master stormwater system for the CRA that could handle stormwater for all remaining developable parcels, alleviating the need for individual sites to utilize valuable space to provide treatment and retention.

Objective 2.5 Evaluate the potential for improving the quality of stormwater runoff from the CRA through use of low impact development techniques such as inlets with biofilters, bioretention swales, rain gardens, installation of cisterns, pervious paving, and green roofs. Develop incentives that could be offered to property owners for retrofitting existing sites and in developing new site improvements.

Objective 2.6 Ensure that public restroom facilities and water fountains are available for convenient use by visitors and residents.

TRANSPORTATION, TRANSIT, PARKING AND PEDESTRIAN

GOAL 3: Ensure the provision of a safe, efficient and pedestrian friendly multi-modal transportation system with adequate parking.

A coordinated and multi-modal transportation system is integral to the successful operation and growth of the Community Redevelopment Area.

Objective 3.1 Conduct periodic vehicular and non-vehicular traffic circulation studies of the downtown and surrounding areas to determine the best circulation patterns.

Objective 3.2 Facilitate the improvement, maintenance or expansion of sidewalks and bikepaths. Particular attention shall be given to connecting the Good Neighbor Trail to the CRA and other travel interests of recreational visitors.

Objective 3.3 Complete a downtown parking needs analysis and develop an effective management system. This should include unified signage that is distinctive to the downtown and a parking lot improvement/maintenance program.

Objective 3.4 Develop a master plan for accessibility improvements for the disabled to and within the City.

Objective 3.5 Transportation and parking plans within the CRA should accommodate current transit options and ensure compatibility with future plans of the City and the Tampa Bay Area Regional Transportation Authority.



BEAUTIFICATION/PROPERTY ENHANCEMENTS

GOAL 4: Increase the identity and enhance the visual impact of the downtown area and thereby establish the downtown area as a focal point through development of an aesthetically pleasing and somewhat uniform image.

This is a multi faceted initiative including reconstruction of intersections, bricked pedestrian walkways, landscaped buffers at intersections and sidewalks, old fashioned street lamps, antique-style benches and decorative trash receptacles. It also includes brick recovery of traditional brick streets buried under asphalt, facade renovations and landscaped parking areas. The amenities are designed to entice public appreciation and use and are intended to slow the rate of motor traffic making it pedestrian friendly.

This section is divided into six areas: Streetscaping, Brick Recovery, Landscaping Standards, Preservation/Restoration, Facade Grants, and Signage.

STREETSCAPING

Objective 4.1 Increase the visual attractiveness and unity of downtown Brooksville by identifying a Streetscaping theme.

Objective 4.2 Implement a phased program for streetscaping with emphasis on pedestrian orientation in downtown Brooksville through landscape features, pedestrian-scale lighting and street furniture.

Objective 4.3 Begin a visual enhancement program through the elimination of visual pollution and by screening surface parking areas with landscaping or other means.

Objective 4.4 Develop unified signage that is distinctive.

Objective 4.5 Identify funding sources to procure and install pedestrian oriented aesthetic improvements and assist with applications.

Objective 4.6 Coordinate with the City on the provision of services for the maintenance and landscaping of sidewalks, walkways, open space features, "bulb-outs" and other traffic calming devices.

Objective 4.7 Encourage historically appropriate building improvements by property owners that enhance the streetscape.

BRICK RECOVERY Restoring Brooksville's historic streets necessitates the original brick's resurrection to ensure quality, longevity and historic preservation.

Objective 4.8 Examine asphalted brick streets in need of repair to determine their potential for brick recovery. Future planning should incorporate brick recovery within the City's Pavement Management Plan.

LANDSCAPING STANDARDS

Objective 4.9 Encourage and support the planting of shade trees and construction of other canopy features in the pedestrian areas. Promote the use of shade trees within the City and on City Rights-of-way, provided that all safety standards can be met.

Objective 4.10 A CRA-wide landscape plan should be designed and implemented for rights-of-way, public open spaces and parking areas.

PRESERVATION/RESTORATION Standards should reflect the time period most indicative of a particular zone's history. A phase-in program is presently available for existing properties within the districts. This program includes some funding assistance such as facade and landscaping grants and could further include tax breaks and fee reductions. Owners of income-generating properties who undertake upgrades may also qualify for federal tax breaks under the Federal Investment Tax Credit program.

Enforcement of standards established in the Land Development Code is overseen by an Historic Review Committee. The Committee should include persons from the following professions: architecture, engineering, development, historical preservation (museum) and other lay people, particularly those with experience and knowledge of history and renovation.

Objective 4.11 Establish specific architectural and design standards for historic zones. Establish guidelines for preservation and restoration of historic assets.



Objective 4.12 Research tax breaks and fee reductions used in other cities and consider utilization within the City. Implement where feasible and communicate existing state and federal tax breaks for historical restoration projects to the citizens.

Objective 4.13 Encourage the renovation of buildings to promote commercial office, residential and multi-use facilities within and around the downtown redevelopment area. Renovation of second story building space for either commercial, office or residential use could greatly assist property owners in revenue generation and enhance the downtown area.

Objective 4.14 Work with local lending institutions to establish a loan pool program to provide local businesses and residents with assistance in rehabilitating existing structures.

Objective 4.15 Where applicable, work with private property owners and governmental agencies to coordinate mitigation of "brownfields" and provide incentives for the restoration of properties.

FACADE GRANTS Adopted in 2009, commercial property improvement grants have become an integral part of the CRA's redevelopment plans. Other options, when available should also be pursued.

Objective 4.16 Continually monitor the need for façade/exterior improvements to properties or structures in the CRA.

Objective 4.17 Identify funding sources and assist with applications in order to assist property owners with renovations to exposed front, back and sides of structures.

Objective 4.18 Façade/exterior improvements should be considered by the CRA during the budget allocation of the community redevelopment trust funds and the Small Cities Community

Development Block Grant applications.

Objective 4.19 Review the need for façade/exterior improvements to government structures and co-ordinate with applicable government entities regarding improvements to their structures.

SIGNAGE This section is divided into two areas: Gateway Welcome Signs and Other Signage.

Gateway Welcome Signs

Eye-catching entry signs are being located at strategic entry points into the city, large enough to be readable and artistic enough to be impressive. The signs should be landscaped in an aesthetically pleasing manner with seasonal and year-round vegetation.

Priority Locations:

- Apex of East Jefferson Street (Hwy. 50A) and Dr. Martin Luther King Blvd.
- Apex of Howell Avenue and Broad Street (U. S. 41 N)
- West of Cortez Blvd.(Hwy 50) and Mobley Road
- U. S. Highway 41 South (Sign erected in 2012)



Objective 4.20 Coordinate signage plans with the Florida Department of Transportation and Hernando County and obtain any necessary easements/rights-of-way/permits required for the entry signs.

Objective 4.21 Plan and coordinate construction of "Welcome to Downtown Brooksville" signs and landscape entryways.

Other Signage

Objective 4.22 Design and install distinctive way-finding signage to focus attention on the assets in our community.

Objective 4.23 Identify funding sources and methods of implementation for improved signage and assist with applications for those sources.

CITY CODES & DEVELOPMENT

GOAL 5: Improve processes, codes, and policies adopted by the City of Brooksville to encourage renovation, development, growth and revitalization throughout the City.

This section is divided into two areas: Zoning and Development Criteria and Development Incentives.

ZONING AND DEVELOPMENT CRITERIA Continued monitoring is needed to eliminate or minimize disincentives that hinder new businesses and residents from moving into the City; particularly

the downtown district. Development should be facilitated, particularly in the renovation of second story building space. The downtown area has a considerable amount of second story space that is currently empty or not used for revenue generation. A program that would encourage development of this space for either commercial or residential use could greatly assist property owners in revenue generation and enhance the downtown area.

Objective 5.1 Monitor existing codes and policies to ensure the encouragement of quality development and preservation of our historic assets. At the same time, the City should promote and encourage revitalization of substandard or deteriorating housing and commercial property through code enforcement and abatement.

Objective 5.2 Monitor policies and procedures regarding building and property code enforcement to ensure an aggressive posture, particularly with regard to run-down properties that devalue adjacent lots and the overall quality of Brooksville.

Objective 5.3 Continue to create development incentives in the downtown redevelopment area to achieve the desired mix of land for commercial and residential uses.

Objective 5.4 Promote environmentally-friendly development that utilizes low impact design (LID) and best management practices (BMPs).

Objective 5.5 Review and revise policies and procedures to maintain and enhance existing development and encourage additional development of undeveloped or underdeveloped property.

Objective 5.6 Continue to identify funding sources to support the elimination of blighted and dilapidated structures and assist with applications for those sources.

DEVELOPMENT INCENTIVES The Brooksville Revitalization Effort will seek investment initiatives that bolster local business and residential activity. Those options vary in extent from property ownership and leasing, to encouraging building improvements by property owners, to recruiting developers who will comply with local revitalization standards. Such initiatives are negotiated efforts.

There are a number of incentive options worth exploring to help stimulate downtown business activity. Incentive programs must be managed by the agency which regulates them and many of these options would be coordinated with existing economic groups.

The Financial Considerations for Revitalization section of this Plan provides additional detail on possible funding sources for revitalization, including several of the programs indicated in the following objectives.

Objective 5.7 Review the current Utility Program to ensure developers are encouraged thru fee credits to upgrade or build utility systems within the City.

Objective 5.8 Continue to utilize the economic ad valorem tax exemption program.

Objective 5.9 Explore obtaining a Rural Business Enterprise Grant. These grant opportunities are designed to promote development of small and emerging business enterprises in

municipalities of less than 50,000.

Objective 5.10 The Revitalization Effort should work toward establishing a Contribution Tax Incentive Program such as the one offered through the Enterprise Zone Program.

Objective 5.11 Publicize the availability and provide guidance in the application process for Façade/Property Improvement Grants.

Objective 5.12 Continue the use of Tax Increment Financing, administered by the Community Redevelopment Agency

Objective 5.13 The Community Redevelopment Agency shall meet as needed for the purposes of conducting and overseeing Community Redevelopment Area business.

Objective 5.14 The Community Redevelopment Agency will work to aggressively develop, plan, finance and construct improvements to the Community Redevelopment Area.

Objective 5.15 The Community Redevelopment Agency shall adopt a strong policy of utilizing redevelopment trust funds for those projects that can show justifiable gain in the property value or redevelopment impact in the Community Redevelopment Area.

Objective 5.16 The Community Redevelopment Agency shall promote participation by local financial institutions in the Community Redevelopment Area loan pool, which could be utilized in conjunction with funds maintained in the Redevelopment Trust Fund.

Objective 5.17 The Community Redevelopment Agency shall encourage and promote cooperation between the city and county governments in furtherance of these goals.

ECONOMIC

GOAL 6: Diversify the area's economic base, increase sales receipts and heighten business profitability; Enable growth in that economic base. Establish the downtown area as a focal point for the community to attract more shoppers and visitors for longer periods of time and from a wider geographic area.

Objective 6.1 Complete a planning framework for the downtown area. The framework should address downtown's opportunities and needs in an integrated fashion through stakeholder input, detailed analysis, and visionary thinking. By establishing a planning framework, the City will set the stage for both private and public investment. Primary framework components would include:

- A distillation of the community's vision for the downtown, which reflects its needs, values, priorities, and preferred outcomes.
- An assessment of downtown's current and potential future position within the local real estate market, translated into strengths, weaknesses, opportunities, and threats. The market position is a synthesis of demographic trends, real estate conditions, locational and physical characteristics, and community resources.
- A land use and urban design plan that establishes the desired pattern of activities,

buildings, and public spaces within the downtown.

- A multimodal transportation and parking plan that establishes a framework for mobility and accessibility within the downtown by automobile, transit, bicycling, and walking. This includes an evaluation of parking conditions and needs to support both economic activity and a pedestrian-friendly environment.

Objective 6.2 Use the planning framework to establish a detailed implementation framework that identifies specific projects, initiatives, and strategies that will be used to achieve the vision for the downtown. The implementation framework should specify priorities, timeframes, responsibilities, and tools to be used. Potential areas of focus include:

- Public Realm: streetscape, wayfinding, open space, public art
- Parking, Access, and Circulation: balancing parking demand/supply, bicycle path connections, sidewalk conditions, transit access, roadway operations, pedestrian connectivity
- Regulatory Codes and Policies: future land use plan designation for downtown, comprehensive plan amendments, downtown overlay zone
- Infrastructure: needs and projects tied to capital improvements planning
- TIF and Incentives Policy: target areas and priorities (both location-based and issue-based), core deal-making principles, deal structure preferences, desired return on investment (financial and otherwise)
- Publicly Owned Land Strategy: asset evaluation and due diligence, development objectives for key properties, relations with other public landowners, leverage methods, valuation and “write down” policies, relocation policies
- Marketing and Programming Strategies: event programming and marketing, developer outreach, business marketing, merchant directory, logo and collateral materials

RECREATION

GOAL 7: Improve and enhance the recreational areas that are available to the City residents and visitors. Attract and increase the number of visitors in the downtown area through recreational facilities and recreational/cultural events.

This section is divided into two areas: The Good Neighbor Trail and Cultural Affairs and Community Efforts.

THE GOOD NEIGHBOR TRAIL With ongoing construction of the Good Neighbor Trail, the CRA will now be connected with the Withlacoochee Trail and the regional Rails-to-Trails network. There have been additional discussions regarding connection to the Suncoast Trail to the west and the Van Fleet Trail in Sumter and Polk counties, then further east to the Orange County Trail. If these links



come about as anticipated, Brooksville could be the hub for regional bicycle events. The trailhead and recreation/parking facilities at Russell Street provide a convenient entrance to Brooksville, which can be enhanced by the development of a designated bicycle leg for the short distance to downtown. The potential impact and opportunities made available by the Good Neighbor Trail need to be incorporated into the master planning of the CRA. The trailhead should incorporate way signs, map stations, proper lighting and public facilities to provide an entrance to the CRA that is attractive to trail users.

Objective 7.1 Continue to implement enhancement of the Good Neighbor Trail and its trailhead at Russell Street Park, including the creation of a designated connection to downtown.

Russell Street between Main Street and S. Brooksville Avenue is envisioned as a community crosswalk location. A limited quantity of bricks could be sold in support of the project and engraved with the buyer's name. The project would not only ensure community buy-in for the park, but enhance the area's historic flare.

Objective 7.2 Encourage small businesses that are attractive to trail users to set up shop and spread growth into areas radiating from the complex.

Objective 7.3 Continue the streetscaping theme envisioned for the downtown redevelopment area along Main Street and onto Russell Street where it borders the complex.

Objective 7.4 Identify sources of funding that could be used to complete the project and will assist with applications for those sources.

CULTURAL AFFAIRS AND COMMUNITY EFFORTS Many efforts in the past have been made by the Downtown Development Corporation, the County Recreation Department, the Heritage Museum, the Greater Hernando County Chamber of Commerce, the Brooksville Business Alliance, the Hernando County Fine Arts Council, the Bandshell Bash Committee, the Brooksville Kiwanis Club, the Brooksville Cycling Classic, the Rotary Club, the Red Mule Runners Club and others to hold events in Brooksville that will attract local residents and out-of-county visitors. Recent efforts spearheaded by the Florida Blueberry Festival Committee have added another feature attraction to the mix. These efforts should continue and be supported by the Revitalization Effort. Further encouragement and support should be given to those that want to plan and organize new events in the downtown area. All events and activities that are community inclusive and inviting to visitors go a long way in building an interest to visit, shop, eat, and work in Brooksville. Cultural and community events and activities improve the City's image of viability and vitality.

Closely related to the perception of a town's viability and vitality is the perception of occupancy. This is particularly important to vacant structures with large display windows. Giving the appearance of occupation heightens a visitor's perception of that community's viability; vacant windows diminish that perception. Vacant window space could be turned into display cases for other businesses, community events, or holiday displays.

Objective 7.5 Encourage additional civic activities and community events in the downtown area, beginning immediately upon the adoption of this plan.

Objective 7.6 The Revitalization Effort will coordinate the development of a handbook to

assist civic groups with community events to be held in the City of Brooksville.

Objective 7.7 The Revitalization Effort will coordinate the utilization of vacant window space for display purposes with the schools, libraries and local cultural/event related interests.

Objective 7.8 Work closely with area organizations to promote and implement community and cultural events.

Objective 7.9 Make improvements to civic spaces, including Hernando Park, to provide functional, aesthetically pleasing venues for community and cultural events.

CRA Project List

One component of the Community Redevelopment Plan is an assessment of strengths needs and deficiencies within the downtown area. As part of that assessment, areas of improvement (“needs”) were identified and some solutions proposed. The goals established in the Plan provided an overall framework and approach to meeting these needs, while the objectives presented additional detail and direction, often identifying projects or programs. The purpose of this section is to list specific programs which the CRA has chosen to prioritize. A description, preliminary cost figure and possible funding sources are provided for each project. For projects anticipated to be undertaken in the upcoming five years, additional information is included and placed into a capital improvement plan, provided at the end of this section

Competition for limited federal and state grant monies available in the present governmental belt-tightening is more challenging. The City of Brooksville has been successful in the past at submitting projects that attracted federal and state support and will continue to do so in the future. Many of the larger projects, particularly those oriented toward infrastructure improvements, will be partially dependent on outside grant support. Securing such support will require good planning and well thought-out grant submittals. In the meantime, much of the funding for projects listed below, particularly the short term projects, will make use of annual recurring tax increment financing (TIF) funds. The accumulated balance in the TIF fund was \$455,779.95 at the end of Fiscal Year 2011. The annual TIF revenue in 2011 was \$90,859.97, a figure that is expected to increase as the economy recovers and property improvements and investments increase. The following table summarizes the list of CRA programs and projects.

CRA Project ¹	Budget Est.	Potential Funding Source	Priority
Near Term Projects (Part of Capital Improvement Program)			
Downtown Beautiful and Community Property Improvement Program Projects from \$5,000 to \$50,000 (detailed project listing in the following section)	\$ 350,000	Tax Increment Financing/ Private Investment/Florida Small Cities Community Development Block Grant	High
Recreation Master Plan & Improvements	\$ 60,000	City/Tax Increment Financing/Private Donations	High
Downtown Gateway Improvements/ & Wayfinding Signage	\$ 300,000	Tax Increment Financing, Federal Transportation Enhancement Funds	High
Cultural/Civic Events Programming	\$ 15,000	Tax Increment Financing/Cultural Grants Program	High
Bicycle Facilities & Connection to Good Neighbor Trailhead	\$ 40,000	Tax Increment Financing/FDOT	High
ADA Assessment/Pedestrian & Vehicle Access Study	\$ 10,000	Tax Increment Financing	High
Streetscaping/Traffic Calming Improvements	\$ 350,000	TIF/Florida Small Cities Community Development Block Grant / Florida Main Street	High
Business Recruitment and Retention Incentive Program	\$ 15,000	TIF /Partner with Business alliance/ Enterprise Florida / Main Street	High
CRA Web Page (within City Website)	\$ 2,000	Tax Increment Financing	High
Environmental Stormwater Enhancement (Master Plan, Permitting, LIDs, BMPs)	\$ 50,000	City / TIF/SWFWMDC	High
Parking Improvements and Signage	\$ 20,000	Tax Increment Financing	High
CRA Project			
Budget Est.			
Potential Funding Source			
Priority			
Future Projects			
Environmental Stormwater Enhancement (Master Plan and Permitting)	\$1,500,000	SWFWMD/City/TIF/County	Future
Infrastructure System Repair & Replacement (Streets, Sewer, Potable Water, Fire Protection, Electric)	\$9,000,000 ²	FDEP/FDOT/CDBG/City/Progress Energy	Future
Market Economic Analysis (Retail, Office, Housing, Tourism)	\$ 60,000	City / CTIF/ Enterprise Florida / Main Street	Future
Coordinate Community Shuttle, Local and Regional Transit Service Connections	\$ 100,000	MPO / City / FDOT	Future
Property Availability and Acquisition (see project description in the following section)	\$ 200,000	TIF	Future
Tourism Visitation Program	\$ 40,000	TIF / Chamber of Commerce / Visit Florida	Future
Bicycle Lanes (Dedicated or Shared)	\$ 250,000	Florida Highway Beautification Council Grant Program / FDOT	Future
Workforce Multifamily Housing	\$6,000,000	Private Developer / HUD-DCA Grant / Loans	Future
Renovated or New Mixed Use Building	\$3,000,000	Private Developer, Incentives	Future
Civic Performance / Conference Venue	\$2,500,000	Public/Private Investment/TIF	Future

Notes: 1 Some projects will be in coordination with other jurisdictions (City of Brooksville, Hernando County , Southwest Florida Water Management District, etc.). The CRA will be involved to the extent that the project "improves" the CRA District.

2 The infrastructure repair and replacement effort will consist of a series of projects which will be integrated with streetscape projects described in the following section

CIP Project Descriptions – Near-Term Projects

Downtown Beautiful Program

The Brooksville Downtown Beautiful Program is targeted at enhancing the look and feel of the Brooksville Downtown CRA area. The great majority of buildings in downtown Brooksville, many of them historically significant, are not publically owned. Most of the private owners are proud of their structures and are willing to invest in improvements. It is in the best interest of the CRA and the City of Brooksville to encourage these improvements and provide guidance, where needed. The two efforts described below work in that direction.

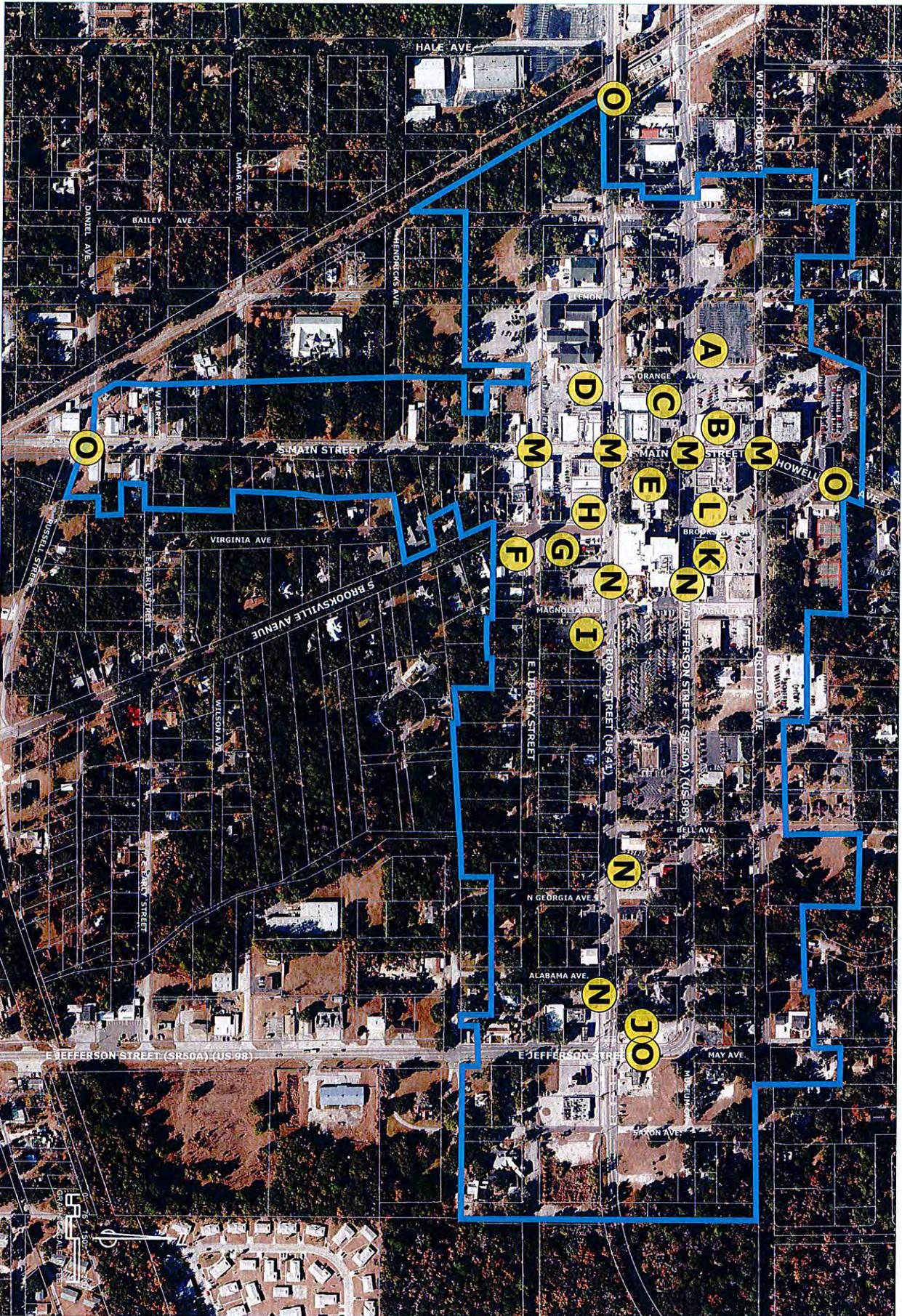
A. Matching Grant Programs

The CRA has an on-going Commercial Property Improvement Matching Grant Program that provides financial assistance to property owners in order to improve the exterior appearance, signage, and landscaping for their properties. The matching grant funds are distributed on a sliding scale and require an application to be submitted and approved by the CRA.

B. Beautification Recognition Awards

Façade and landscape improvements provide a more appealing environment for business customers. The combined efforts of individual property owners help create a more attractive downtown for everyone. While some improvements may require capital investment, smaller-cost actions could include adding plants in pots or baskets, developing creative storefront displays, holiday decorations, or other beautification improvements. The CRA should consider coordinating with the City on an annual awards program celebrating: (1) the business or property owner, (2) block, and/or (3) special award recipient which contributed to most improving the image of the City of Brooksville. If warranted, a distinctly separate award (Best Façade?) could be made just for the CRA area. The awards program can be designed as an annual event to be based upon a nomination process, selected by an award committee, such as the City's Beautification Board, and recognized at a major annual community event. The intention is to encourage and recognize actions and investment that occurs throughout the year. Additional support and partnership with local organizations, major businesses, and non-profit community organizations is encouraged.

Another component of this effort targets making the CRA area more pedestrian-responsive, informative and environmentally-friendly. This will be accomplished by identifying "spaces" and "features" within the downtown area that can be visually and/or functionally improved through moderate-size construction and landscaping efforts that use low-impact development (LID) and best management practices (BMPs). The objective will be to create attractive places for individuals or small parties to relax or make visual improvements that make walking or biking around downtown more enticing. Some improvements will likely require cooperative agreements (or easements/dedications) with private property owners in order to expand the possible enhancements that can be accomplished throughout downtown. CRA funds can be used to plan and implement the program, with the possibility of seeking grants and additional funding sources. The locations of identified projects are listed in the following section (not in priority order) and are depicted by corresponding "letter" on Map Exhibit A.



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**DOWNTOWN BEAUTIFUL PROGRAM
 PROJECT LOCATIONS**

CITY OF BROOKSVILLE
 COMMUNITY REDEVELOPMENT AREA

10096
 OF
 SHEETS
A

WHEN PRINTED TO SCALE, DRAWING SIZE SHALL BE 11" X 17"

A. NW Corner of Jefferson and North Orange – Corner of Remote SunTrust Parking Lot. Assuming that this site can be used for after hour and event parking, an attractive entry structure (archway or monuments) can be added to entry of lot along with built in seating, a water fountain and some informative signage. The construction could be accommodated in the southeast corner of the lot, which is presently unused and not paved. The improvements should be complementary to the design style of other projects throughout the City.

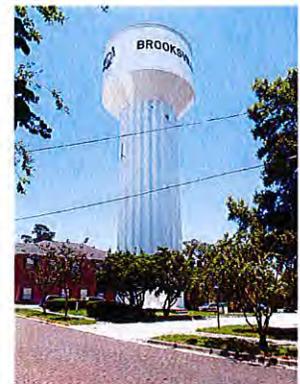
B. Back side (west side) of Main street buildings between Jefferson and Fort Dade. This façade facing toward North Orange can be embellished with false or active wrought iron style balconies. The existing metal railings can be replaced with solid brick or split face block (to compliment the Snow Bldg.) These walls can be tall enough to hide the utilities of the building. Proper attention should be given to the design as to not create a security issue.

C. Existing Retaining Walls at North Orange / Jefferson can be refaced with brick, stone or textured stucco. A wrought iron style guardrail can be added to the top as well. The northeast corner of this parking lot can provide a space for built-in seating.

D. SE Corner of Broad Street and Orange. The lot at this corner is owned by the First United Methodist Church, which has plans to improve it, both aesthetically and functionally for pedestrian use. A public project complementary to their effort could include replacing the broken sidewalks bordering the lot with a more attractive surface and add built-in seats, planters and possible bulb-out.

E. Old Courthouse The open spaces surrounding the old courthouse could be enhanced and utilized for seating and small gatherings. The majestic trees make a wonderful setting, requiring only a moderate amount of landscaping and constructed features. Along the southern façade, such improvements take some of the visual abruptness out of the transition from the old courthouse to newer courthouse/administration building. A water fountain and additional historic signage would be appropriate.

F. Water Tower at SE Corner of Liberty Street and S. Brooksville Avenue. This existing public sitting area can be enhanced by providing a Pergola or roofed structure around the base of the water tower. This will help the current sitting area become more inviting, provide shade and help reduce the "looming" effect of the tower itself. This area can also act as a garden space with a pergola structure to soften the visual effects of the tower base. Signage, along with a water fountain and a restroom would enhance the positive impact of the site.



G. Public Use of the Lot South of the Hungry Time Cafe on S. Brooksville Avenue. At present, this small lot includes the former McKenzie law offices, a very old historic structure from the mid-1800s that needs to be restored. Once that is accomplished, the lot is an ideal location for public seating and/or a gathering area for pedestrians. Built-in planters and seating can be designed within this space. This site would complement the proposed project at the Bell property across the street.

H. SW Corner of Broad Street and S. Brooksville Avenue (Bell Property – Former Breseman's Pawn Shop and gas station). In a similar vein to the effort at the SE Corner of Broad Street and Orange, improvements to the sidewalk area adjacent to this property could be complementary to improvements to the structure. The building's canopy makes it attractive as a small venue for entertainment. This type of scenario will help bring more activity to the downtown area. Restoration of the canopy area as an original gas station with antique pumps would be a unique treatment.



I. Southeast Corner of S. Magnolia and Broad Street. This County parking lot can be enhanced with built-in planters, information kiosk and directional signage for various local businesses and shops.

J. Both Sides of E. Jefferson Street between Broad Street and Museum Ct.(The Hilltop). This would create an excellent location for a "welcome center" for traffic entering town from the east. An archway can be added over US 41 stating "Welcome to Historic Downtown Brooksville." This site could contain built-in planters, information kiosk and directional signage for various local businesses and shops as well as parking. Public restrooms and a water fountain can be added to this space as well. The field behind the old BP station is used for Museum parking when events are held. Consider visually connecting these two spaces with similar detailing.

K. 61 E. Jefferson Bldg. Add planters along Jefferson Street side to create symmetry with the landscape of the courthouse building across street.

L. NE Corner of Jefferson and N. Brooksville Ave (SunTrust parking lot) A planter/landscape area can be added to southeast corner of the lot to compliment courthouse landscape.

M. Areas in or adjacent to existing planter "bulb outs" along Main St can be enhanced with built-in seating/raised planters and directional signage for various local businesses and shops, if line-of-sight standards can be addressed.

N. Metal handrails throughout downtown area can be replaced with a more traditional wrought iron style. This can be black aluminum to help reduce the visual intrusion.

O. Main roadways entering into downtown can have an archway over road stating "Welcome to Historic Downtown Brooksville".

Historic Hernando Park Master Plan and Improvements

The provision of civic space is important for the overall image and livability in a downtown area. The historic Hernando Park exists as an important, central downtown open space providing active and passive recreational facilities. While frequented by area residents, Hernando Park holds great potential for use by visitors and as a venue for public and private civic events. Together with the Teen Hall building, this resource should be evaluated and master planned to maximize its potential. Improvements to Hernando Park could include seating, landscaping, public facilities, fencing, band shell renovations,

tennis, entrance improvements, children's playground and pedestrian friendly access. This should be a combined effort including the CRA, the City, the County and private partners.

Downtown Gateway Improvements and Wayfinding Signage

Downtown visitation can be greatly improved through defining a sense of arrival and by providing clear directional signage for visitors to major attractions, civic areas and parking facilities. Brooksville is located at the center of major crossroads, with major gateways such as at Cortez Boulevard and Jefferson Street, Broad Street, S. Broad Street and Ponce de Leon Boulevard and Cobb Road. Visitors using these gateways would benefit greatly from better signage using monument or pole mounted signage to better identify the location and components of Downtown Brooksville. These signs would reduce guesswork and improve the visitor's overall experience navigating to their desired destination(s).

Cultural/Civic Events Programming

As part of a program to attract more downtown visitors, businesses, and residents, the CRA should partner with the Brooksville Business Alliance, Hernando Chamber of Commerce and other civic organizations to promote events, such as the monthly Market on Main Street, Summer Nights, the Brooksville Blueberry Festival, music festivals and other community activities. CRA funding can be used as matching funds for development of marketing materials, organization, or promotion of the CRA area.

Bicycle Facilities and Connection to the Good Neighbor Trailhead on Russell Street

Bicycle amenity improvements can enhance visitation to the CRA area. The Good Neighbor Trail serves as an important recreational facility, however, its "connection" to the City has not been established. As visitors enter the trailhead, direction signage to historic downtown Brooksville should be visible. A bicycle-friendly "route" to downtown should be created and marked. Bicycle racks provided at select locations throughout downtown would complete the effort to entice trail users to visit downtown.

ADA Assessment/Pedestrian & Vehicle Access Study

An assessment of the CRA area should be undertaken to identify and prioritize improvements necessary to comply with ADA requirements and enhance pedestrian and vehicular access.

Streetscape Improvements

The downtown area is bisected by major arterial roadways that are part of the Florida State-designated highway system. The ability to support business revitalization and improved livability in the CRA area requires Complete Street Solutions (CSS) to be adopted. These improvements are required to ensure safety, walkability, and universal access and, and include pedestrian access, traffic calming devices and other roadway enhanced treatments. Roadway treatment, such as on-street parking, bulb-outs and marked and texturized crosswalks would enable and encourage visitors to park once and to access the various establishments by walking safely to their destinations rather than drive.

Existing Main Street streetscape improvements have resulted in a considerable enhancement to a walkable downtown area, through placing utilities underground and installing decorative pavers, crosswalks, street lights and street furniture. Continuation and expansion of these improvements to other parts of the downtown area is recommended to further support redevelopment and revitalization efforts. Numerous streetscape redevelopment opportunity sites are located throughout the downtown area. (last two sentences regarding Magnolia Street deleted)

Business Recruitment and Retention Incentive Program

Downtown Brooksville is comprised of a few large employers and many smaller businesses. While county office and civic facilities represent a majority of the local workforce, the heart of the downtown consists of smaller businesses that provide services to area workers, residents and visitors. The CRA area needs to continue attracting a diverse range of quality businesses, while supporting and retaining its current businesses. An active program should include identifying businesses, services or uses that are currently missing or limited in availability to serve the existing market demand. The CRA should actively develop a program to meet with and respond to specific needs from local businesses related to their physical space needs, location, expansion or relocation within the downtown area to meet their current and forecasted needs. The incentive program should provide funds to assist in permits fees, relocation and new marketing costs, research and development, and help offset one-time charges related to locating in the CRA area. Additional incentives may include time-limited reductions in recurring costs subject to specific investment and/or relocation agreements.

CRA Web Page

A unique web page on the City's website should be created to better promote the activities, business initiatives, and available properties specifically located in the CRA. The web page could serve as a community resource and provide links to services and programs available to the CRA area, including but not limited to various links to CRA events and the Commercial Property Improvements Matching Grant Program.

Environmental Stormwater Enhancement (Master Plan and Permitting)

The available open space in the downtown area provides an opportunity to address both water quality and stormwater retention. A master stormwater system for the CRA could handle stormwater for all remaining developable parcels, alleviating the need for individual sites to utilize valuable space to provide needed treatment and retention. A master stormwater plan would detail how stormwater would be transported downstream to open areas within the City and County, providing regional treatment and storage consistent with applicable regulations and establishing best management practices to assure the environmental integrity of the historic downtown area.

Parking Improvements & Signage

Stakeholder concerns have been noted about the perceived lack of convenient parking in the downtown CRA area. Prior to developing a parking structure or other high cost solutions, several simple strategies should be applied, including: (1) preparing a parking assessment to identify specific areas to address, (2) restriping and developing more on-street and off-street parking spaces, (3) review parking management solutions (e.g., meter, parking time limits) and (4) providing signage directing motorists to off-street parking lots nearby.

CRA Programs - Future

Environmental Stormwater Enhancement (Acquisition and Construction)

Coordinate with the City and the Southwest Florida Water Management District to implement the CRA portion of the master stormwater management system, as contemplated under the CIP. This would include acquisition of any needed parcels and construction of system improvements. The resultant system would transport stormwater downstream to open areas within the City and County, provide regional treatment and storage consistent with applicable regulations, utilize low impact development (LID) techniques and establish best management practices (BMPs) to assure the environmental integrity of the historic downtown area.

Utility Infrastructure Repair and Replacement

As part of a coordinated CRA improvements initiative, a utility enhancement program would identify and secure funding to construct/repair needed water, sewer and other utility infrastructure. Any future phase of the streetscape improvements should include providing utilities underground. Capital funding could include revenue bonds, Community Development Block Grants (CDBG) or other yet to be identified revenue sources.

Market Economic Analysis

While private developers and business owners make decisions based on their research and experience, these decisions are informed by underlying financial data. Where individual developers prepare market analyses reflecting their specific land use and projects requirements, the CRA market economic study can be targeted at developing an overall redevelopment strategy independent of individual private interests. Where separate studies are required from different developers, the CRA could consider using contributions from each entity combined into a comprehensive evaluation. The overall study would allow the CRA to better define investment strategies and to target incentives to bridge any gaps in market demand, financial support, and needed to convert private interests into investment decisions.

Coordinate Community Shuttle, Local and Regional Transit Service

Improved mobility throughout the downtown, city and region would clearly benefit the CRA area. Working with the Florida Department of Transportation (FDOT) and the Tampa Bay Area Regional Transportation Authority (TBARTA), the CRA should support regional transit planning and implementation initiatives along with working with the city and county to provide improved local transit service and connections. Additional service should be considering including support for the provision of local shuttles between major destinations, for senior and disadvantaged populations and for major events. This effort would require an evaluation, a defined scope and most likely a joint effort with the City, County and MPO/FDOT. CRA funds may be leveraged with other revenue sources to develop a local circulator strategy.

Property Availability and Acquisition (Public or Private)

The CRA should maintain a database of available properties for redevelopment that can be listed and available for viewing from the CRA website. The CRA could work with local realtors, property owners, and property appraiser to develop a summary list describing key property attributes, such as property and building size, zoning, location, available services and development potential. The inventory could assist businesses seeking new space for rent or redevelopment. The CRA would manage and update the property list inventory.

In some cases, the ability for the CRA to redevelop can be aided by a program to assemble and/or dispose of development parcels to private interests that achieve CRA goals. It is the intention of the CRA for private-owned properties to be developed independently, however, the program provides assistance where needed. The program could include consolidating fragmented land parcels or disposing public-owned land through a public process, such as a developer request for proposal. The program would be guided by a clearly defined methodology, criteria, and approved process. CRA funds can be used to acquire and assemble property for future disposition.

Tourism Visitation Strategy

As the county seat for Hernando County, Brooksville has a unique history to be highlighted. Working with the Hernando County Chamber of Commerce and Visit Florida, the CRA should coordinate and identify

special events, attractions, local lodging, meeting and events spaces to better promote tourism in the downtown area. Initial efforts may include supporting county and regional marketing programs highlighting visitation to Brooksville, or use as a staging point for regional travel.

Bicycle Routes

Given the proximity of the Good Neighbor Trail and the number of well-shaded streets in the City, a program should be undertaken to create routes for bicycles to circulate around the CRA. With the conflict between on-street parking and striped bicycle lanes, the use of the City's main thoroughfares may be a challenge. Whenever roadway improvements are being considered, the role of the bicycle should be evaluated.

Multifamily and Workforce Housing

The vitality and viability of a downtown area is enhanced by residential density clustered within walking or bicycling distance. Unlike many city cores, Brooksville does not contain any significant multifamily housing in close proximity to downtown. With the preponderance of governmental offices and support services, the CRA would be well-served to work with private entities to provide multifamily housing, possibly leveraging various governmental programs that provide loans, grants and/or subsidies.

Renovated or New Mixed Use Buildings

While county government offices represent a large percentage of downtown employers, the CRA should promote diversification of the downtown through strategic, catalytic development or revitalization projects. Several private redevelopment sites as well as under-utilized publicly-owned sites should be identified for possible mixed use development projects.

Civic Performance / Conference Venue

While some projects identified above identify possible venues for small civic performances, the lack of a major facility is obvious. The construction of such a facility downtown would provide the City with the means to accommodate major attractions and gatherings.

Capital Improvements Program

The projects in the capital improvements program (CIP) outlined in the following table were taken from the larger CRA Project list in the preceding section. These particular projects have been identified as priority recommendations, with timing and funding identified.

The CIP projects depend extensively on recurring tax increment financing (TIF) funds. It anticipates a gradual increase in overall annual TIF revenues as the economy recovers and the ability for property improvements and investments increase accordingly. These projects are designed to attract more businesses, visitors and investment by improving the attractiveness, character, and ease of access to and within the CRA. The ability of the City and the CRA to pursue and secure additional grants and funding sources are anticipated to enable completion of other key capital projects.

The CIP will need to be updated annually.

Capital Improvements Program ¹

Project	Funding Source	2012-13	2013-14	2014-15	2015-16	2016-17
Downtown Beautiful & Commercial Property Improvement Grant Program (consisting of projects from \$5,000 - \$50,000)	TIF Trust Fund	\$ 80,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
2 nd Phase Streetscape/Traffic Calming Improvements	TIF Trust Fund		\$ 15,000	\$ 45,000	\$ 240,000	
Recreation Master Plan	TIF Trust Fund	\$ 20,000				
Downtown Gateway Improvements & Wayfinding Signage	TIF Trust Fund	\$ 40,000	\$ 160,000			
Cultural Events Programming	TIF Trust Fund	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Bicycle Facilities & Connection to Good Neighbor Trailhead	TIF Trust Fund					\$ 10,000
ADA Assessment/Pedestrian & Vehicle Access Study	TIF Trust Fund		\$ 10,000			
Business Recruitment and Retention Incentive Program	TIF Trust Fund	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
CRA Web Page	TIF Trust Fund	\$ 2,000				
Environmental Stormwater Enhancement (Master Planning & Permitting)	TIF Trust Fund	\$ 25,000				
Parking Improvement Plan	TIF Trust Fund					\$ 20,000
Total Capital Improvements Expenditure by Fiscal Year						
		<u>\$ 173,000</u>	<u>\$ 241,000</u>	<u>\$ 101,000</u>	<u>\$ 296,000</u>	<u>\$ 86,000</u>

Estimated Remaining Funds in Tax Increment Financing (TIF) Account ²

Existing	\$ 455,780	<u>\$ 372,780</u>	<u>\$ 221,780</u>	<u>\$ 210,780</u>	<u>\$ 4,780</u>	<u>\$ 8,780</u>
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1. The CIP only covers TIF funding, since other funding programs or grants are not committed. By the time projects are undertaken, other funding sources may be secured to supplement projected TIF funding
2. Assumes \$ 90,000 per year is generated from the TIF program
3. All projects are to be completed no later than 30 years after the date this plan is approved.

**CITY OF BROOKSVILLE
COMMUNITY REDEVELOPMENT PLAN**

**APPENDIX A
DESIGN GUIDELINES FOR REHABILITATION AND NEW CONSTRUCTION
IN THE COMMUNITY REDEVELOPMENT AREA**

1. MISSION

The following guidelines are to serve as a design framework assisting property owners, developers and designers in understanding the City's goals and objectives for high quality development and rehabilitation within the CRA (Community Redevelopment Area) district. The design guidelines are general and may be interpreted with some flexibility in the application to specific projects. The guideline's intentions are as follows:

- Complement site development regulations established by the City's Land Development Code
- Provide good examples of design solutions
- Provide design interpretations of mandatory regulations

Ultimately the guidelines will be applied during the review process to promote the highest quality of design while encouraging creativity on the part of the development team.

2. APPLICABILITY

Any addition, remodeling, relocation or construction requiring a building permit subject to review by the City's Development Review Committee (DRC) or the CRA shall adhere to these guidelines where applicable. The City Council may appoint a separate Architectural Review Committee (ARC) composed of members experienced in the arts of architecture, engineering, architectural history, preservation of construction, along with representatives of local businesses and citizenry at large. Once appointed, the ARC may be assigned responsibility to review projects for compliance with these guidelines.

Unless there is a compelling reason these guidelines should be followed. Any deviation from these guidelines will require administrative review/approval, unless it is in conflict with City land development regulations, in which case a variance would be required.

3. PRESERVATION OF TRADITIONAL DECORATION

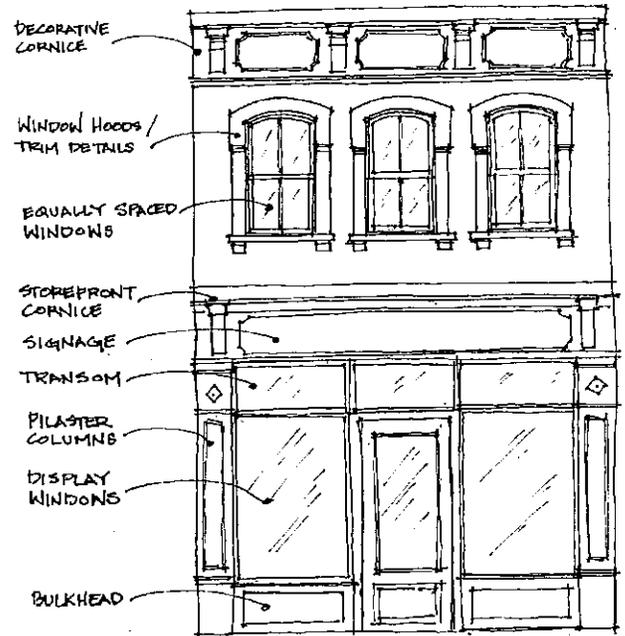
The traditional commercial storefront can be considered the cornerstone of Main Street. Dating from the 19th and early 20th centuries, these buildings share a remarkable similarity - a consistency that creates a strong visual image for the downtown. Because they were composed of similar parts, the blocks have a consistent, organized and coordinated appearance. Any one façade is visually related to its neighbors.

BUILDING FACADE ELEMENTS

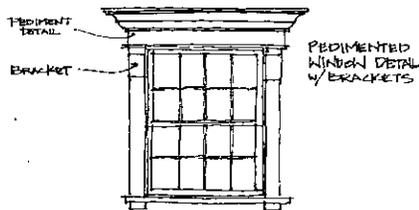
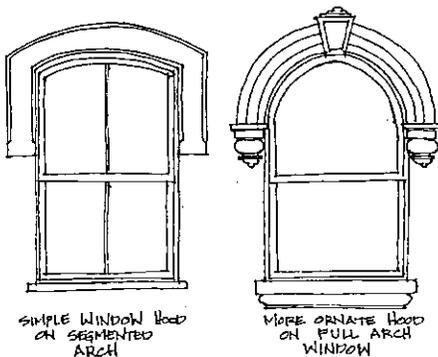
The parts of the façade were often compatible enough to be interchangeable. A commercial building from the mid to late 1800s could be easily modernized by inserting a new 1900s storefront. Although the styles and details changed, the proportions remained the same.

Technological developments, coupled with changing tenants and merchandizing trends, encouraged frequent first floor storefront changes, while the upper façade stayed the same, deteriorated or was covered over.

The storefront became increasingly transparent, but it still fit the framed opening provided by the original building. When a storefront is not contained within this frame, it looks out of proportion with the upper façade. The basic commercial façade consists of three parts; the storefront with an entrance and display windows, the upper facade usually with regularly spaced windows and the cornice that caps the building. these components appear in many shapes, sizes and styles but result in essentially the same façade.

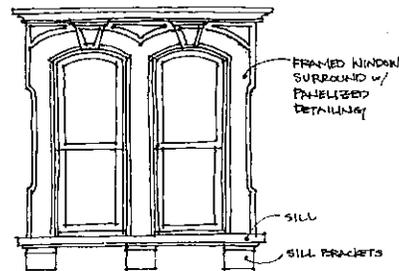


Mango Design

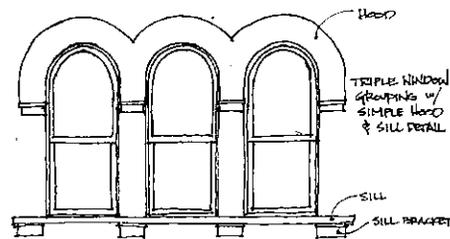


SINGLE WINDOW CROWN DETAILS

Mango Design

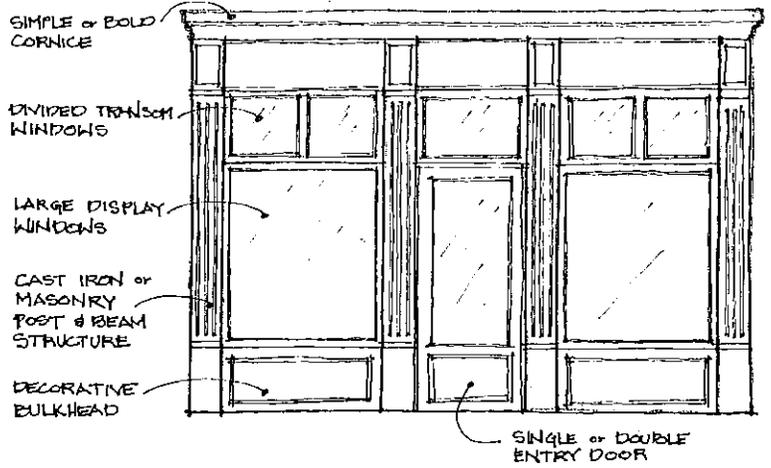
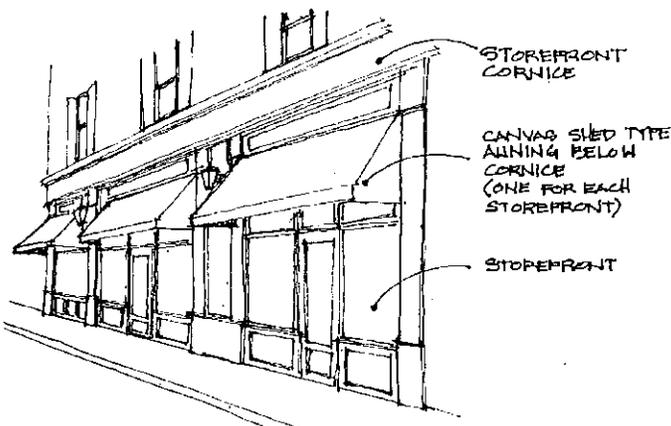


DOUBLE WINDOW GROUPING SHOWN BY FRAMED WINDOW SURROUND



MULTIPLE WINDOW CROWN DETAILS

Mango Design



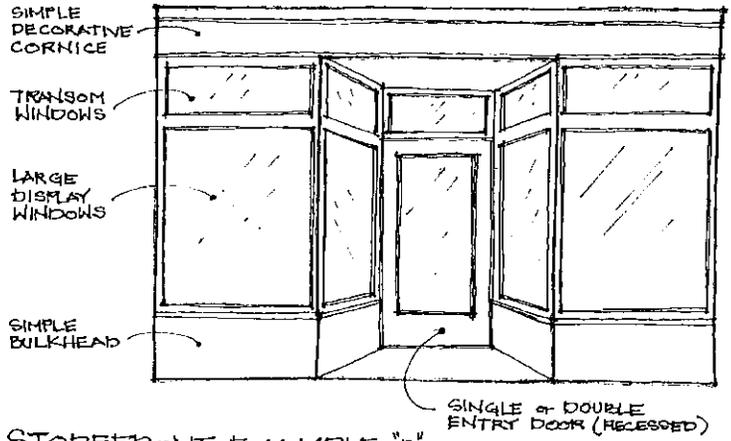
AWNINGS & CANOPIES

STOREFRONT EXAMPLE "A"
19TH CENTURY



Mango Design

Mango Design



STOREFRONT EXAMPLE "B"
EARLY 20TH CENTURY

Mango Design

Future improvements or alternations to building facades should not cover up or remove original design elements. These original features should be restored and incorporated into the new construction to harmoniously reflect the original design and accentuate any unique stylistic features.

Existing historic decoration should be preserved or restored whenever possible to achieve the following:

- Reinforces the traditional character of downtown
- Adds richness of detail
- Creates unique character to individual buildings

Existing building elements incompatible with the original façade design should be removed:

- Overdone exterior embellishments
- Modernized facades
- Historically inaccurate materials and colors

The appearance of downtown is of an evolutionary process in which buildings stay the same, are altered or are completely replaced. This process is continuous and inevitable. But its success or failure depends on how sensitive these changes are to the existing framework of buildings.

1. THE ORIGINAL FAÇADE—
THE VISUAL RESOURCE



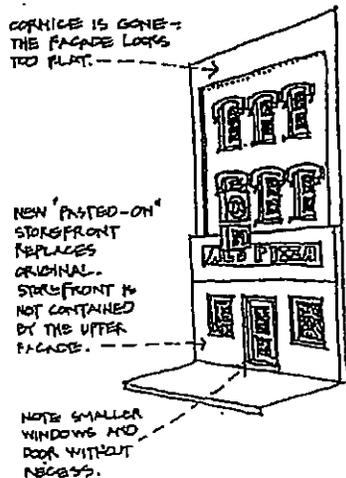
2. MINOR FAÇADE CHANGE



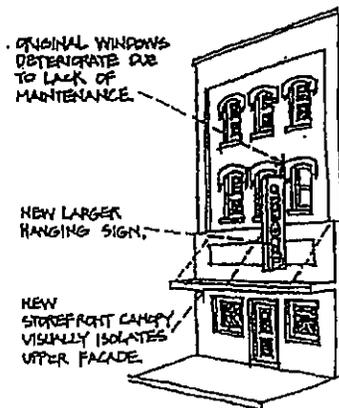
3. MORE MINOR FAÇADE CHANGE



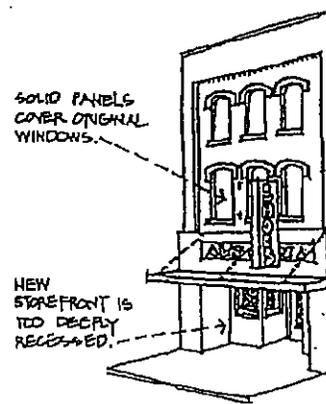
4. STOREFRONT REMODELING—
THE FAÇADE LOOKS
CUT IN HALF.



5. MORE STOREFRONT CHANGE



6. ANOTHER STOREFRONT REMODELING



The typical Main Street façade inherently exhibits some basic qualities from its architectural style, construction materials and composition. Sensitive change accepts these façade qualities and builds on them. The result is a harmonious blending of new design elements within the existing façade. Insensitive change, on the other hand, ignores and often eliminates the design qualities of the original building and creates an unnecessary clash between new and old.

The above series of drawings show how a typical façade might have changed over time. Changes happen gradually and have a cumulative effect on a building's appearance. While some alterations are hardly noticeable, change upon change over the years can completely ignore the original façade.

4. SELECTION OF BUILDING MATERIALS

Many contemporary materials possess qualities that make them optimal for new construction, such as energy efficiency, resistance to elements, standardization, etc. Materials chosen for a remodel or alteration should have matching visual characteristics of the original materials.

Replacement materials should align with the original in:

- Size
- Color
- Texture
- Placement

Materials such as cedar shakes, textured plywood, stone veneer, log paneling, plastic and in some cases stucco, are not appropriate for use in traditional facades for three reasons:

- They conflict with the traditional character of downtown.
- They are not of a quality in terms of durability, finish and appearance.
- They detract from the character of the storefront and the façade.
- They create a confused appearance instead of reinforcing traditional character.

The color and texture of storefront materials should be simple and unobtrusive.

- The storefront frame can be wood, cast iron or anodized aluminum
- The display windows should be clear glass
- Transom windows can be clear, tinted or stained glass
- The entrance door should have a large glass panel and can be made of wood, steel or aluminum
- The bulkheads can be wood panels, polished stone, glass, tile or aluminum-clad plywood panels
- The storefront cornice can be made of wood, cast iron or sheet metal or sometimes the horizontal supporting beam can serve as the storefront cap
- The side piers should be the same material as the upper façade, or stucco with paint to look the same

Certain materials and design elements should never be used on a traditional commercial building.

- Mansard roof with wood shingles
- Rough textured wood siding
- Fake bricks, stone and gravel aggregate materials are not appropriate

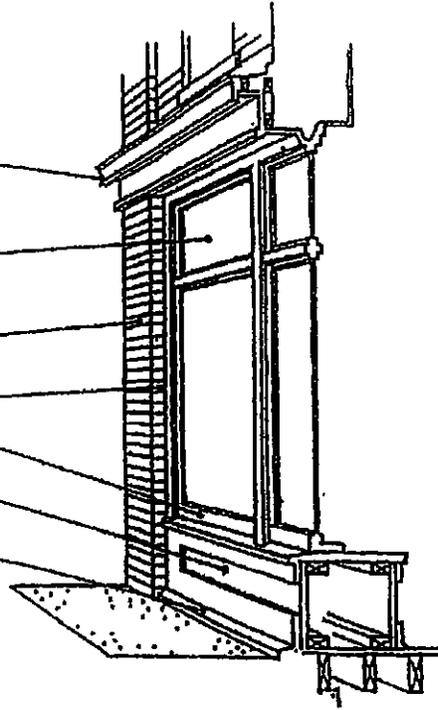
Inappropriate historical themes should be avoided. Small window panes, a colonial door and storefront shutters are 18th century elements that do not belong on most 19th & 20th century facades.

Keep it Simple:

When designing a new storefront or renovating one, the emphasis should be on transparency. The basic storefront design should include large display windows with thin framing, a recessed entrance, a cornice or a horizontal sign panel at the top of the storefront to separate it from the upper façade, and low bulkheads at the base to protect the windows and define the entrance. This basic configuration can be constructed from traditional or contemporary materials, achieving the same result.

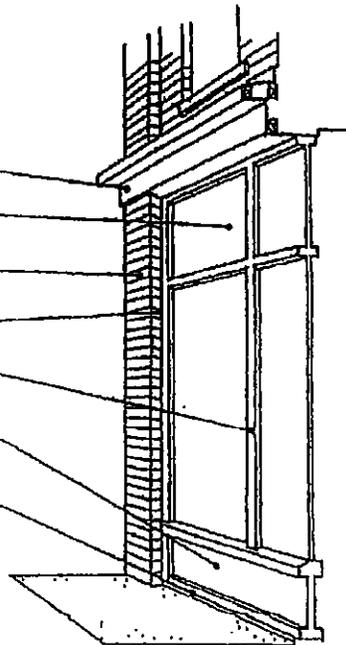
STOREFRONT WITH TRADITIONAL MATERIALS

- A cornice can be constructed with wood framing, plywood and moldings with a sloping sheet metal cap to shed water. The cornice spans the top of the storefront, often covering a structural beam or unfinished brick.
- Transoms are optional design elements that help to break up the massive effect of very large sheets of glass. Transom windows can be clear, tinted or stained glass.
- Masonry piers are uncovered and match the upper facade.
- The storefront is recessed 6 inches into the opening.
- The storefront and windows are framed in wood. The sill slopes forward for drainage.
- The bulkheads are constructed with wood framing and a plywood back with trim applied to it.
- The storefront rests on a masonry or concrete base to prevent water damage.



STOREFRONT WITH CONTEMPORARY MATERIALS

- A cornice is made with sheet metal over a wooden frame.
- Optional transoms can be stained glass, clear glass or opaque.
- Masonry piers are uncovered and match the upper facade.
- The storefront is recessed 6 inches into the opening.
- The storefront and windows are framed with dark anodized aluminum or painted aluminum.
- Bulkheads are constructed of aluminum framing and a plywood panel clad with aluminum.
- The storefront rests on a masonry or concrete base.



5. WINDOW REPLACEMENT & REPAIR



As with building materials, window casements and window replacements should match the originals as close as possible. Window guidelines are as follows:

- Fill the entire window opening
- Duplicate original patterns
- Avoid windows & shutters that are not keeping with the original style

6. DOOR REPLACEMENT & REPAIR



If the original door still exists all efforts should be made to repair the door and frame. However, many replacement doors are made of aluminum and glass and are generally considered unobtrusive to the overall look and character of a building.

If aluminum doors and frames are to be utilized the following guidelines are to be followed:

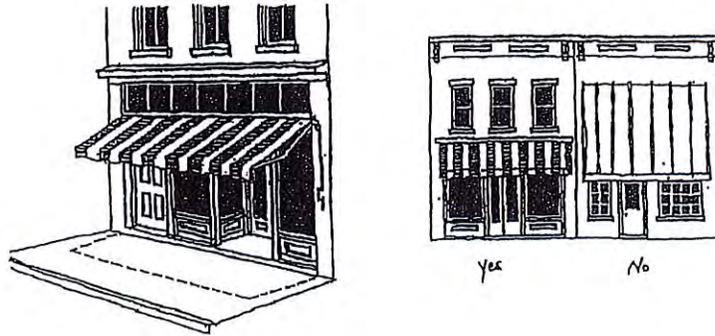
- Aluminum finish/paint should aim to match original color
- New aluminum is to be exposed to weather for 2 months prior to applying finish
- Aluminum is to be cleaned and prepared for metal primer
- Finish coats are to be applied per paint/primer manufacturer recommendations

CRA guidelines for door replacement:

- Design & construct a new door with the same proportions as the original
- Locate & install a door system that resembles the original
- Utilize a standard aluminum door with side stiles and a dark anodized or backed enamel finish

- Do not utilize doors with a residential character; these typically contain molding, cross bucks or window grills

7. AWNINGS



Canvas awnings were a common feature on traditional storefronts and are an acceptable design element to be used on commercial storefronts throughout the CRA district. Awnings are typically used to achieve the following:

- Provides cover & shade to pedestrians
- Adds color to building façade (historically accurate colors only)
- Transition from storefront to upper façade
- Creates a individualistic & welcoming character for each commercial storefront

Guidelines for affixing awnings to the building façade are as follows:

- Above the display window & below the cornice or signage panel
- Between the transom & display window
- Awnings should not extend higher than any upper transom window or to any second story window
- Awnings should cover only one storefront

Individual awnings at second story windows are historically accurate and can be utilized so long as they reflect the design character of the lower awning treatments. In addition, inappropriate

storefront alternations can be effectively disguised by mounting an awning over the alterations while maintaining the proportions of the traditional storefront.

Contemporary awnings are constructed of various materials such as canvas, vinyl-coated canvas, acrilan (synthetic) and aluminum. Aluminum awnings detract from the historical character of a building and should be avoided if possible. If a flat canopy exists, it can be dressed up with a 12 to 24 inch awning valance or flap.

8. REAR ENTRANCES

The design needs of rear entrances present unique and challenging opportunities. The rear entrance is typically used for the service needs of the business, yet it must also present a pleasant and safe image to those that use it. Special attention must be paid to the following:

- Properly scaled signage (typically smaller than the front)
- Storage & disposal of refuse
- Building maintenance
- Exterior lighting

If not properly illuminated, monitored or maintained the rear of the building can become a safety hazard for both the public and business employees. Efforts shall be made to avoid this at all costs.

Design guidelines for the rear of commercial building are as follows:

- Maintain gutters & downspouts to ensure proper function
- Repair or replace any damaged masonry
- Small sign to identify store
- Illumination should be modest but bright enough to discourage vandalism
- Planters, shrubs & trees shall be utilized where possible
- Refuse containers should be concealed as much as possible
- Exterior plumbing, electrical lines or other utilities should be concealed as much as possible
- Awnings can be utilized to provide identification or cover



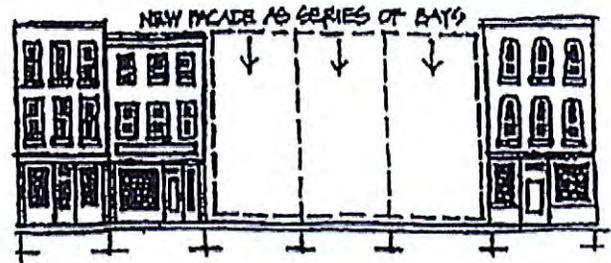
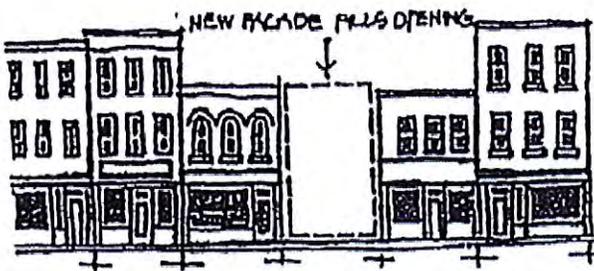
9. INFILL & NEW CONSTRUCTION

Maintaining and recreating the *Hometown* atmosphere is a primary goal of the CRA and is vital to the downtown Brooksville area. Any new construction must not only serve the inhabitants of the CRA, but it must also compliment the existing structures that surround it.

Any design team preparing to undertake an infill project within the CRA district should first perform a thorough analysis of the context in which their project will be located. New construction should compliment its surroundings in the following ways:

- Building orientation should be compatible with the surrounding building's orientation
- Massing shall use forms that relate to the surrounding buildings
- Scaling shall be proportionate to surrounding buildings
- Height and volume shall be complimentary to the surrounding buildings

The new design should not copy the surrounding designs, but should compliment them while avoiding fake historical detail.



Preferred architectural styles and detailing are as follows:

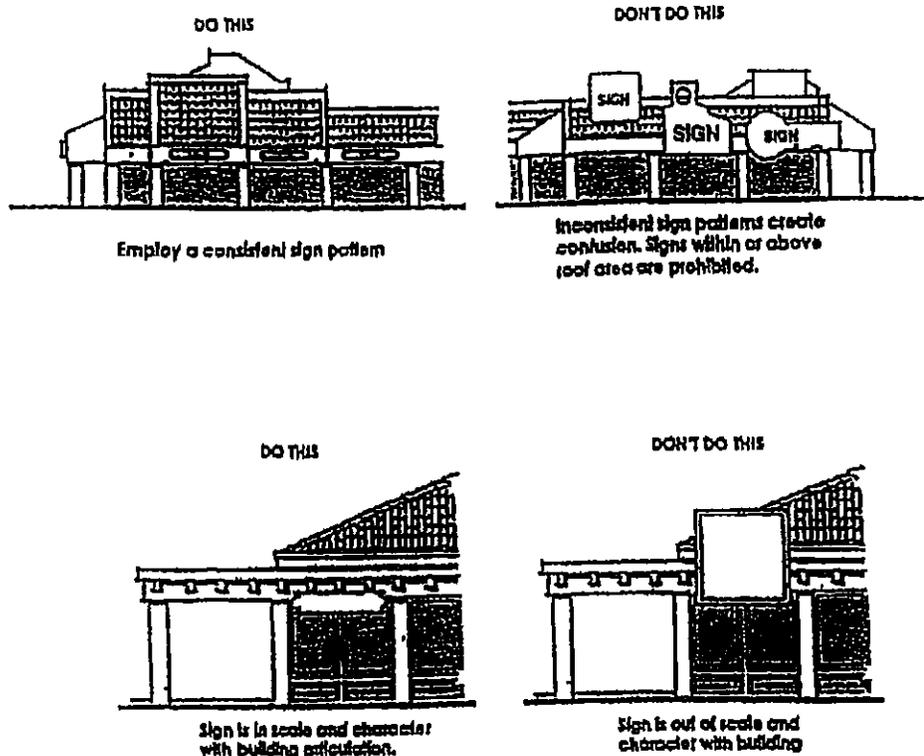
- Pseudo Colonial
- Roman or Neo-Classical
- Greek Revival
- Federal

Infill design guidelines shall adhere to the following design features:

- Visual composition- the organization of its parts
- Façade rhythms- such as spacing of openings
- Proportion of openings- size of both windows and doors
- Colors- relate to historical character
- Materials- represent the historical characteristics through the architectural styles mentioned above
- Detailing - window shapes, cornice lines and brick work

10. SIGNS

Exterior signage is a vital component to any downtown commercial development, attracting customers and informing the public of the services being provided.



Sign Design Guidelines:

1. The use of graphics consistent with the nature of the product to be advertised is encouraged, i.e. hammer symbol for hardware store, mortar and pestle for a drug store.
2. A sign should express an easy to read, direct message. KEEP IT SIMPLE.
3. A storefront should not have more than two signs- one primary and one secondary. Each should reflect the historical characteristics of the downtown.
4. Window signs should not obscure the display area. The color of the letter should contrast with the display background. Light colored letter or gold leaf letters with dark borders are effective.

5. Awnings can also serve as very effective signs with contrasting lettering painted or sewn onto the valance only. Usually 6"-8" letters are sufficient.
6. There are hundreds of lettering styles available. The chosen letter style should be easy to read and reflect the image of the business it represents.
7. Letters can be painted or mounted directly on a sign board, storefront or wall. Letters should not be too large- keep it simple.
8. Sign colors should compliment the colors of the building. Light colored letters on a dark background are easier to read.
9. Illuminated signs can be appropriate downtown if they respect the proportions of the storefronts.

11. LIGHTING

Night Time appearance of a building is an important consideration in building design. Lighting might also serve an auxiliary security function, as well as promote the business after hours. Exterior lighting can be used as a design feature that accentuates certain features of a building.

Lighting considerations:

1. Use of lighting efficiently and sparingly to highlight windows, entrances, signs and architectural details.
2. Balance the intensity of overall lighting with that of the display window.
3. Light sources should be indirect. Avoid high-intensity flood lights or lights directed at the shopper.
4. The use of LED lighting provides high energy efficiency with very low maintenance over the life of fixture.





AFTER

"AFTER" RENDERINGS ARE ARTIST'S CONCEPTS ONLY. ACTUAL DETAIL MAY HAVE BEEN OMITTED FOR CLARITY.



BEFORE



AFTER



BEFORE



AFTER



BEFORE



DAVID R. MANGO
DESIGN GROUP, INC.
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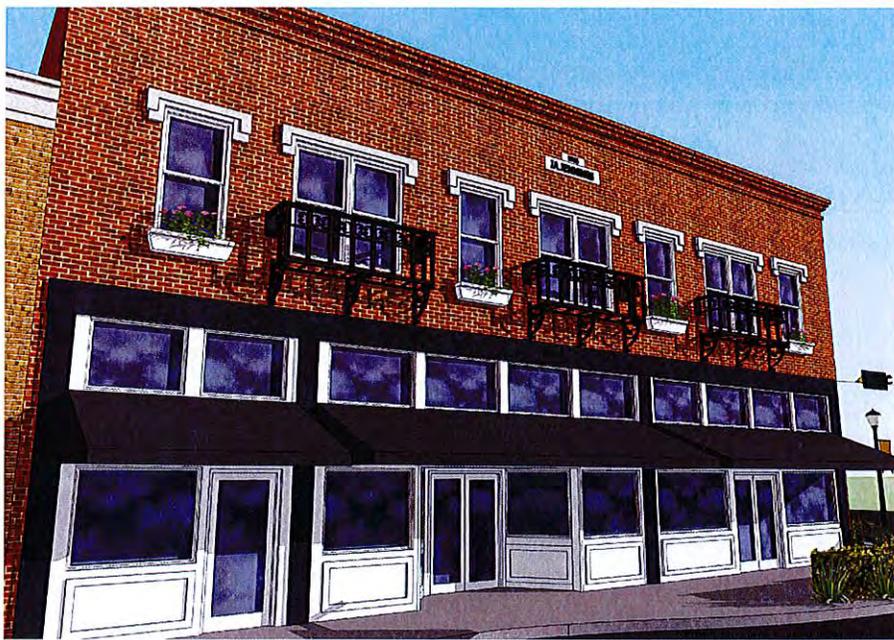
BROAD STREET



BROAD ST. & MAIN ST.



SOUTH MAIN ST.



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DESIGN REVIEW

PURPOSE

These provisions shall ensure the following:

1. The establishment of design review procedures for commercial, office and industrial development proposals within the CRA District, as described in the Redevelopment Plan and subsequent amendments.
2. That proposed development projects comply with all applicable performance standards and design guidelines.
3. A focus on community design principles which result in creative, imaginative solutions which establish quality design for the City.
4. The orderly and harmonious appearance of structures along with associated facilities, such as signs, landscaping, parking areas, etc.
5. Maintenance of the public health, safety and general welfare and property throughout the City CRA District.
6. Effective implementation of the CRA Redevelopment Plan and the Design Guidelines which encourage the preservation and enhancement of the particular character and unique assets of the City.

APPLICATION

The following list of structures shall be subject to design review by the Development Review Committee (DRC):

1. New structures, developments and related site plans subject to review by the City.
2. Remodeled structures, developments and related site plans which require a development permit.
3. A project involving a change or intensification of land use. Example: conversion of a shoe store to a restaurant, or residential structure to an office use.
4. New or modified signs.

APPLICABILITY

The DRC, acting in their capacity for design review, shall receive and evaluate all projects subject to design review prior to final action by the permitting authority. The Community Development Department shall coordinate the review process, and provide comments to the property developer and the permitting authority related to project approval and conditions. It is anticipated that the Architectural Review Committee (ARC), if appointed, will assume the role and responsibilities of the DRC for compliance with these guidelines.

DRC/ARC FINDINGS

The DRC or ARC shall determine that the project adequately meets adopted City performance standards and design guidelines, based on the following findings:

1. The design of the proposed project would provide a desirable environment for its occupants and visiting public, as well as its neighbors through good aesthetic use of materials, textures and colors that will remain appealing and will retain a reasonably adequate level of maintenance.
2. The design and layout of the proposed project will not unreasonably interfere with the use and enjoyment of neighboring existing development and will not result in vehicular and/or pedestrian hazards.
3. The architectural design of the proposed project is compatible with the character of the surrounding neighborhood and will maintain the harmonious, orderly and attractive development contemplated by the Brooksville City Code and supplemental Design Guidelines for the CRA District.

DEFINITIONS

Alterations: Any construction of physical change in the internal arrangement of rooms or the supporting members of a building or structure, or change in the appearance of any building or structure.

Applicant: Owner(s) or lessee(s) of property, or their agent(s), or person(s) who have contracted to purchase property contingent upon their ability to acquire necessary permits under the Brooksville City Code, or the agent(s) of such persons.

Awning: A roof-like cover that is attached to and projects from the wall of a building for the purpose of shielding from the elements.

Community Redevelopment Agency Area (CRA): The public body created to designate redevelopment project areas, supervise and coordinate planning for a project area and assist in the implementation of the Community Redevelopment Plan (City Council or appointed by) according to Florida Statutes, Chapter 163, Part III.

Community Redevelopment Plan: Plan for revitalization and redevelopment of property within the project area in order to eliminate blight and remedy the conditions which caused it. Guidelines and authority provided within Florida Statutes, Chapter 163.

CRA District: That area designated by the Revitalization Plan of the Community Redevelopment Agency Area which is considered in need of redevelopment.

Design: Includes the planning and engineering of the following: street alignments, grades and widths; drainage and sanitary facilities and utilities, including alignments of grades there of; location and size of all required easements and rights of way; fire roads and fire breaks; lot size and configuration; traffic access; grading; land to be dedicated for park and recreational purposes; building and other such specific physical requirements.

Design Guidelines: Criteria developed by a city council, board, or preservation review body to identify design concerns in an area or historic district, and to help property owners ensure that rehabilitation and new construction respect the character of designated buildings or districts.

Design Review: The process of ascertaining whether modifications to historic structures, sites, or districts meet the standards of appropriateness established by a governing or advisory review board.

Façade: The exterior face or elevation(s) of a building.

Infill Development: Development that occurs on up to 4 contiguous lots scattered within areas that are already largely developed or urbanized. Generally, these sites are vacant because they were once considered of insufficient size for development, because an existing building located on the site was demolished or because there were other, more desirable site for development.

Preservation: The identification, evaluation, recordation, documentation, analysis, recovery, interpretation, curation, acquisition, protection, management, rehabilitation, restoration, stabilization, maintenance or reconstruction of historic properties.

Reconstruction: The authentic reproduction of a building or site that once existed, but disappeared or was demolished.

Rehabilitation: The act or process of returning a property to a state of utility through repair or alternation which makes possible an efficient contemporary use while preserving those portions or features of the property that are significant to its historical, architectural, and cultural values.

Renovation: Modernization of an old or historic building that may produce inappropriate alteration or elimination of important features or details, and/or the creation of an authentic reproduction beginning with existing parts of an original object or building, and to return the appearance to an earlier condition.

Review Authority: The person, committee, commission, board or council responsible for the review and/or final action or approval on a land use entitlement.

Revitalization: The imparting of new economic and community life in an existing neighborhood, area, or business district while at the same time preserving the original building stock and historic character.

Streetscape: The distinguishing and pictorial character of a particular street as created by its width, degree of curvature and paving materials, design of the street furniture, landscape materials, lighting features, general view, and forms of surrounding buildings.

CITY OF BROOKSVILLE
COMMUNITY REDEVELOPMENT PLAN

APPENDIX B
FINANCIAL CONSIDERATIONS FOR REVITALIZATION

Potential Funding Sources: Three sources of revenue have already been identified: the Hernando County Metropolitan Planning Organization Enhancement Project Fund, tax increment financing and community development block grants. None of these programs alone could adequately address the CRA's needs. While major project and program funding may be available from other sources (i.e., federal and state agencies, private foundations), these funds are usually associated with specific program objectives and may require previously approved plans, becoming shovel-ready and/or already having locally demonstrated investment. Therefore, it is important to consider various financing options to move projects and plans forward. This following list is by no means all-inclusive.

1. **General Revenues** -- Property tax revenues and sales tax revenues.
2. **Parking Revenues** -- City owned parking lots and on-street parking as a source of revenue (not presently envisioned).
3. **Local Gas Tax** -- City's share of gas tax revenues.
4. **Special Taxing Districts: Tax increment financing (TIF)** -- Infrastructure and improvements funded through the use of increases in the tax base resulting from the improvements
5. **Bond Financing: General Obligation (GO) Bonds** -- Bonds that require a public referendum, which are backed by Ad Valorem taxes. Revenue Bonds pledging identified source of revenues other than property taxes.
6. **Special Assessment District** -- The majority of property owners within a specified district pay an assessment tacked onto their annual property tax bills. A commitment for revenue from the assessment to be used toward pre-stated purposes is very important. Revenue could be used to secure bonds.
7. **Special Taxing District** -- Voters within the designated area approve limited taxing power for district improvements, subject to statutory provisions. Revenue can be used to secure bonds.

Federal Grants:

8. **Project Rebuild** – The U.S. Department of Housing and Urban Development announced this new program on September 15, 2011 as part of the American Jobs Act. Project Rebuild leverages the success of the Neighborhood Stabilization Program to create jobs, stabilize neighborhoods and adds eligibility for commercial redevelopment to balance needs for usage of vacant commercial structures in neighborhoods. Project Rebuild proposes using \$10 billion for formula allocation and \$5 billion for competition.
9. **Transportation Enhancement Funds** -- Use of these funds must involve projects associated with the development of Corridor Management Plans after eligibility has been determined.

10. **National Scenic Byways Grant** -- These grant funds include projects associated with safety improvements, construction of rest areas, passing lanes, and protection of historical, archeological and cultural resources.
11. **FHWA Discretionary Grant Programs** -- These discretionary grant programs represent special funding categories where FHWA solicits for candidates and selects projects for funding based on applications received. Discretionary categories include such grant programs as the Transportation and Community System Preservation Pilot Program and the Discretionary Bridge Program, as well as the two other federal sources of funding mentioned above. Each program has its own eligibility and selection criteria that are established by law, by regulation, or administratively. More information on each of these programs is available in the FHWA Discretionary Program Notebook in the References section of the following web site: www.fhwa.dot.gov/discretionary/index.htm
12. **Land and Water Conservation Fund** -- LWCF supports a wide range of grant activities, from State or regional acquisitions of large open space and natural areas to development of small city and neighborhood parks. LWCF grants are provided to the States, and through the States to local governmental jurisdictions, on a matching basis for up to fifty percent (50%) of the total project-related allowable costs for the acquisition of land and the development of facilities for public outdoor recreation.
13. **Community Programs** -- Community Programs provide grants to assist in the development of essential community facilities in rural areas and towns of up to 20,000 in population. Grants are authorized on a graduated scale. Applicants located in small communities with low populations and low incomes will receive a higher percentage of grants. Grant funds may be used to assist in the development of essential community facilities. Grant funds can be used to construct, enlarge, or improve community facilities for health care, public safety, and community and public services. This can include the purchase of equipment required for a facility's operation. In June, 1998, the city secured a loan from the USDA to build a new 1.5 mgd. wastewater treatment plant and accessing utility lines.
14. **Community Facilities Loan Program** -- For populations under 20,000. To assist in building public facilities including those used for cultural purposes. 40-year loans through RECD. Interest rates range from 4.5% - 6.25%.
15. **Rural Housing Preservation** -- Under the USDA Housing Preservation Grant program, the rural housing service grant funds to assist very low-income and low-income homeowners and rental property owners in repairing and rehabilitating their homes and housing units in rural areas.
16. **Public Works and Development Facilities Program** -- U.S. Dept. of Commerce. To assist distressed communities attract new industry, encourage business expansion, diversify their economies and create private sector jobs. Money can be used for access roads to parks, such as the Good Neighbor Trailhead and improvement of water and sewer facilities. Grants range from \$99,000 to \$6.5 million.
17. **Safe, Accountable, Flexible, Efficient Transportation Equity Act, A Legacy for Users (SAFETEA-LU)** -- Funding and authorization bill that governs federal surface transportation spending to improve

and maintain surface transportation infrastructure, including the interstate highway system, transit systems, bicycle and pedestrian facilities, and freight operations. A major source of funding for transportation enhancements, including financial and technical assistance for developing bicycle/pedestrian facilities, renovation of historic transportation facilities and associated parking; enhancing state designated scenic byways to protect historic and cultural resources adjacent to the highways; provide information to tourists; streetscaping; road improvements adjacent to or leading to state highways; and possibly the Good Neighbor Trail. The bill expired in 2009 but received several extensions pending reauthorization

18. **Sustainable Communities Regional Planning Initiative** -- The Sustainable Communities Regional Planning Grant Program (Program) supports metropolitan and multijurisdictional planning efforts that integrate housing, land use, economic and workforce development, transportation, and infrastructure investments in a manner that empowers jurisdictions to consider the interdependent challenges of: (1) economic competitiveness and revitalization; (2) social equity, inclusion, and access to opportunity; (3) energy use and climate change; and (4) public health and environmental impact. The West Central Florida Consortium received Preferred Status in their 2010 grant application.
19. **Community Challenge Planning Grant** -- Community Challenge Planning Grant Program fosters reform and reduces barriers to achieving affordable, economically vital, and sustainable communities. Such efforts may include amending or replacing local master plans, zoning codes, and building codes, either on a jurisdiction-wide basis or in a specific neighborhood, district, corridor, or sector to promote mixed-use development, affordable housing, the reuse of older buildings and structures for new purposes, and similar activities with the goal of promoting sustainability at the local or neighborhood level. This Program also supports the development of affordable housing through the development and adoption of inclusionary zoning ordinances and other activities to support planning implementation.
20. **Planning and Local Technical Assistance Programs** -- U.S. Department of Commerce Economic Development Administration (EDA) programs help communities develop the planning and technical expertise to support communities and regions in their comprehensive, entrepreneurial, and innovation-based economic development efforts. Resulting in increased private investment and higher-skill, higher-wage jobs in areas experiencing substantial and persistent economic distress, these programs are designed to enhance the competitiveness of regions.
21. **Public Works and Economic Development Facilities Program** -- EDA will provide strategic Public Works investments to support the construction or rehabilitation of essential public infrastructure and facilities to help communities and regions leverage their resources and strengths to create new and better jobs, drive innovation, become centers of competition in the global economy, and ensure resilient economies.
22. **Economic Adjustment Program** -- Through the Economic Adjustment Assistance Program, EDA provides a wide range of construction and non-construction assistance, including public works, technical assistance, strategies, and revolving loan fund (RLF) projects, in regions experiencing severe economic dislocations that may occur suddenly or over time.

State Grants:

23. **Advertising Match Grant** -- VISIT FLORIDA administers the advertising matching grant program to publicize the tourism advantages of the State of Florida. This program provides match grants up to \$2,500 to fund projects which contribute directly or indirectly to the promotion of tourism, industrial or agricultural advantages within Florida.
24. **Cultural Grants Program** -- The Division of Cultural Affairs provides General Program and Specific Cultural Project funds to non-profit organizations and public entities engaged in cultural programming, providing local arts services, arts in education, discipline-based cultural or artistic projects, Culture Build Florida projects that promote the state's cultural strategic plan, and underserved cultural community development projects.
25. **Florida Main Street Program** -- Florida Main Street is a technical assistance program administered by the Bureau of Historic Preservation, Division of Historical Resources, Florida Department of State, for traditional historic commercial corridors. This program encourages revitalization of traditional downtown commercial districts.
26. **Historic Preservation Small Matching Grants** -- Division of Historical Resources awards small matching grants annually for the rehabilitation and restoration of historic structures, architectural and archaeological surveys which include the recording of the sites in the Florida Master Site File, state historical markers, community education projects, and National Register nominations. Grants provide assistance up to \$50,000 and require matching share equal to the grant award.
27. **Urban and Community Forestry Matching Grant Program** -- The Department of Agriculture and Consumer Services administers the program as part of the federal Urban and Community Forestry Matching Grant Program. Funds are available to organizations to develop or enhance their urban and community forestry programs. These funds are for projects that develop or enhance a community's ability to have a sustained, comprehensive tree care program.
28. **Small Cities Community Development Block Grant** -- The Department of Community Affairs administers Florida's Small Cities Community Development Block Grant Program. This is a competitive grant program that awards funds to rural areas. One of the factors in the competitive process is the Community Wide Needs Score. Community projects include rehabilitation and preservation of housing, street, water and sewer improvements, economic development activities, downtown revitalization, rehabilitation of privately owned building facades, modifications for handicapped access, sidewalks, landscaping, streets, drainage and parks.
29. **Recreational Trails Program** -- The Department of Environmental Protection (DEP) maintains a competitive program which provides grants for projects that provide, renovate or maintain recreational trails, trailhead and trailside facilities. All grant awards must be supported by local matching funds,
30. **Florida Recreation Development Assistance Program** -- DEP administers grants to local governments through the Florida Recreation Development Assistance Program (FRDAP) and the

Land and Water Conservation Fund (LWCF). These are competitive, reimbursement grant programs which provide financial assistance for acquisition or development of land for public outdoor recreation.

31. **Florida Communities Trust** -- The Florida Forever program is a state land acquisition grant program that provides funding to local governments and eligible non-profit environmental organizations for acquisition of community-based parks, open space and greenways that further outdoor recreation and natural resource protection needs identified in local government comprehensive plans. Small cities with populations less than 75,000 are eligible for a 100 percent grant award.
32. **Economic Development Transportation Fund** -- The Economic Development Transportation Fund, commonly referred to as the "Road Fund," is an incentive tool designed to alleviate transportation problems that adversely impact a specific company's location or expansion decision. The award amount is based on the number of new and retained jobs and the eligible transportation project costs, up to \$3 million. The award is made to the local government on behalf of a specific business for public transportation improvements.
33. **Highway Safety Grant Program** -- The Florida Department of Transportation Safety Office (FDOT) administers funding for various grant programs that address traffic safety priority areas. Grants are awarded to state and local safety-related agencies as "seed" money to assist in the development and implementation of programs that address traffic safety deficiencies or expand ongoing safety program activities in safety priority program areas.
34. **Rural Community Water and Wastewater Disposal Loan and Grant Program** -- RECD program. For small cities under 10,000. Funds new or upgraded water storage or distribution systems, wastewater systems and storm drainage problems. Federal money. Offers no-match grants or 40-year loans with 4.5-6.25% interest. This program could be used to improve water quality and water pressure in older sections of town, including streetscaping areas.
35. **Historic Preservation Grants-in-Aid** -- The Division of Historical Resources provides small matching grants up to \$50,000 and Special Category grants up to \$350,000 to assist in the identification and preservation of Florida's historic resources. Special Category funds are used to assist major local, regional and state-wide efforts to preserve significant historic structures and archaeological sites, assist major archaeological excavations, and assist in the development, fabrication and installation of major museum exhibits that will promote knowledge and appreciation of the history of Florida.
36. **State Revolving Fund (SRF) Loan Program** -- Provides 20-year loans three percent below current market value for wastewater facilities.
37. **Financing Pools** -- The Florida League of Cities offers loans at various rates and limits.
38. **State Budget Allotment** -- Work with State legislators to determine the feasibility of State appropriations for specific projects in Brooksville to assist in the redevelopment/revitalization efforts.

39. **Florida Department of Transportation Highway Beautification Grant** -- Available to communities impacted by state highways. The City is currently receiving \$30,000 per year to maintain existing landscaping within State ROW. Future availability of funding should be monitored.

Other Grants and Funding:

40. **Public/Private Partnerships** -- The public/private funded projects are those that tend to involve direct real estate development, with the City acting as an agent to spur private sector developers to undertake designated desirable projects or those in which the land is owned by the City or the CRA and construction is implemented by the private sector.
41. **Trust for Public Land** -- Financial and technical support for development of greenways, with particular interest in projects of a historic, recreational and cultural nature.
42. **National Historic Trust** -- Has funded projects promoting stylistic preservation; for example, maintaining an area's southern theme.
43. **Knight Foundation** -- Knight Foundation funds a wide range of programs and initiatives based on transformational ideas that promote quality journalism, advance media innovation, engage communities and foster the arts.

As demonstrated by the list above, the number and variety of financial sources for assistance with revitalization efforts is extensive. However, competition for funding is strong, and resources are scarce. The pursuit of outside funding must be both ambitious and realistic – the CRA should seek out as much assistance as it qualifies for from as many sources as possible, but critical actions should not be dependent solely on outside funding unless no viable alternatives exist. Ideally, the funding and implementation of projects should proceed on multiple fronts simultaneously, so that progress in different areas at different times can maintain an overall sense of momentum and change that attracts interest and investment.

Planning is the critical first step in the effective use of financial resources for revitalization. A detailed planning and implementation framework provides the guidance needed to put funding to work where it is needed most. Successful revitalization is often achieved incrementally over time, so planning provides the long-term context for the many individual decisions and actions that go into a redeveloped downtown. Planning also provides community leaders, stakeholders, developers, and investors with the means for visualizing the end results and benefits of revitalization. Financial resources are usually made available only when there is reasonable confidence in the outcomes that will be accomplished. Every funding source wants to see its resources make a difference, whether through a business profit, community benefit or social good. The CRA must be prepared to show how it will make use of its financial resources and how they will contribute to real change in the downtown.

The concept of leverage also will be important in achieving downtown redevelopment. Much like a developer uses a small amount of starting funds (equity) to obtain the additional financing that makes a project possible, so too should the CRA use its resources, policies and actions (both financial and otherwise) to stimulate activity and create conditions that contribute positively to the momentum of

redevelopment in the downtown. The idea is to get the most “bang for the buck” from every spending or policy decision that in some way influences revitalization. Public actions have significant opportunities for positive leverage, as decisions on infrastructure, development codes, incentives, and the like can have wide-ranging and long-lasting effects on the location and amount of private investment in a community.