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COMMUNITY REDEVELOPMENT PLAN FOR THE



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COMMUNITY REDEVELOPMENT AREA

Developed by:

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Chapter 1 - Executive Summary

LPG Urban and Regional Planners, Inc. (LPG) in coordination with the City of Umatilla Community Redevelopment Agency developed the City of Umatilla Redevelopment Plan.

The approximately 998.5+/- acre CRA, including all land and water within the boundary, is located in the center of the city and extends to the most southerly point. The CRA boundaries are approximately located 751' +/- north of Bulldog Way on State Road 19 to Mills Street and State Road 19. The boundary spans towards the east ending at South Pine Street and spanning west at the furthest point of Owens Lane and tapering northward to Winogene Avenue and southward back to State Road 19 and Mills Street. For a more detailed description, please see the exact legal description in the Appendices.

The impetus to create the CRA was from the recommendations of the City of Umatilla. The purpose of creating the CRA was to identify and address blighting conditions and to enable the City to establish a mechanism to more efficiently finance redevelopment projects through Tax Increment Financing (TIF). The TIF will finance many of the redevelopment projects and programs identified in this Redevelopment Plan.

The following projects have been identified in the Redevelopment Plan:

Annual Budget

Adopt an annual CRA Budget, including annual caps for each of the CRA programs. In conjunction with adopting the annual budget, make revisions to the CRA “priority list” if necessary.

Redevelopment Incentives

Implement an incentive program to promote the redevelopment of existing buildings and sites.

Commercial Buildings and Sites

Implement a grant program to encourage property owners to make exterior improvements to their commercial buildings and sites.

Streetscape

Implement a program to improve the appearance and function of streetscapes within commercial and residential areas.

Public Property Improvements

Purchase, acquire and improve public property within the CRA, including but not limited to the following improvements: parking, restrooms, signage, sidewalks, pathways, trails, parks, meeting areas, drainage, lighting, utilities, and similar uses which benefit the general public.

Mitigation of “blighted” conditions that are highly visible

Implement a program to mitigate blighted situations that are highly visible or that have a disproportionate effect on the surrounding area.

187 Eco-Tourism, Economic Development and Ecology Friendly Opportunities
188 Promote the image of the City as “ecologically friendly” by focusing on the City’s surrounding
189 natural resources, wildlife, and recreational opportunities (a/k/a “eco-tourism”) and encourage
190 and facilitate projects that promote conservation, energy efficiency and similar concepts.
191

192 Residential Neighborhoods

193 Implement a grant program to encourage residential property owners to make exterior
194 improvements to their homes that benefit the surrounding neighborhood.
195

196 Sidewalks

197 Assist with the repair and/or installation of sidewalks within the CRA when deemed necessary to
198 fulfill the objectives of other CRA Programs (e.g. Streetscape Program and Residential
199 Neighborhood Improvement Program). To the extent that funds are available as determined by
200 the CRA Board, assist the City with sidewalk repair and installation within the CRA to promote
201 pedestrian safety and access.
202

203 Stormwater

204 To the extent that funds are available as determined by the CRA Board, assist the City with the
205 development and implementation of its Stormwater Basin Master Plan for areas within the CRA.
206

207 The Redevelopment Plan is expected to be updated on a regular basis, but not to exceed every
208 five years, to take into account changes in priorities, completed projects and identified future
209 projects. The annual CRA budget, approved by the Community Redevelopment Agency, will
210 determine the allocation of funds to the individual projects.
211

212

213 **Chapter 2 - Background**

214 **Previous Plans**

215
216 The City of Umatilla’s Redevelopment plan was spurred by the development of the City’s
217 comprehensive plan, which specifically identified the need to address redevelopment. It is an
218 expansion and modification of Resolution 97-5, adopted in May 1997. In addition, the City’s
219 Capital Improvements Element has identified improvements needed for the downtown area as
220 well as the within other areas of the City. A study committee was formed in 1996 to develop
221 recommendations regarding the future development of the redevelopment district. This
222 committee, in 1996, recommended and identified the need for improvements in areas of
223 transportation, parking, potable water, water facilities, sanitary sewer, stormwater, recreation and
224 parks, fire protection, landscape, structural conditions, residential housing impact, sidewalks and
225 land usage. This study also identified land development code and comprehensive plan
226 amendments to address the issues raised by the community.

227
228 In 2009, the committee has identified a need for improvements in the downtown area and the
229 City’s main corridor. The committee recognizes the need for financial assistance to business
230 owners as well as redevelopment incentives. The Redevelopment Plan is part of the process
231 used to implement the projects identified in Chapter 1.

232
233 The Redevelopment Plan is expected to be updated on a regular basis, to take into account
234 changes in priorities, completed projects and identified future projects.

235 **Authority to Undertake Community Redevelopment**

236
237 This plan has been prepared in accordance with the Community Redevelopment Act of 1969
238 (Florida Statutes, Part III, Chapter 163). This Act outlines specific required steps for
239 establishing a CRA. A summary of the required steps are listed below:

- 240
241 1. Provide public notice of proposed action to each taxing authority within the Redevelopment
242 Area (Section 163.346).
243 2. Make a "Finding of Necessity" and establish the boundaries of the CRA (Section 163.355);
244 adopted by Resolution No. 98-064.
245 3. Find the need for establishing a Community Redevelopment Agency (Section 163.356);
246 adopted by Resolution No. 98-064.
247 4. Create the Community Redevelopment Agency (Section 163.357); adopted by Resolution
248 No. 98-122.
249 5. Develop a Community Redevelopment Plan (Section 163.360), to be adopted by resolution.
250 6. Establish a redevelopment trust fund (Section 163.387), to be adopted by ordinance.

251
252 Finding of Necessity

253 The ability of a county or municipality to utilize the authority granted under the Community
254 Redevelopment Act is predicated upon the adoption of a "Finding of Necessity" by the

255 governing body. This finding must demonstrate that:

256

- 257 1. One or more slum or blighted areas, or one or more areas in which there is a shortage of
258 housing affordable to residents of low or moderate income, including the elderly, exist in the
259 county or municipality; and
- 260 2. The rehabilitation, conservation, redevelopment, or a combination thereof, of such an area or
261 areas is necessary in the interest of the public health, safety, morals or welfare of the
262 residents of the county or municipality.

263

264 The Finding of Necessity in the City of Umatilla centered on conditions of blight rather than
265 slum. Section 163.340(8) provides the following two definitions for "blighted area":

266

- 267 1. An area in which there are a substantial number of slum, deteriorated, or deteriorating
268 structures and conditions which endanger life or property by fire or other causes or one or
269 more of the following factors which substantially impairs or arrests the sound growth of a
270 county or municipality and is a menace to the public health, safety, morals, or welfare in its
271 present condition and use:
 - 272 a. Predominance of defective or inadequate street layout;
 - 273 b. Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
 - 274 c. Unsanitary or unsafe conditions;
 - 275 d. Deterioration of site or other improvements;
 - 276 e. Tax or special assessment delinquency exceeding the fair market value of the land; and
 - 277 f. Diversity of ownership or defective or unusual conditions of title which prevent the free
278 alienability of land within the deteriorated or hazardous area; or
- 279 2. An area in which there exists faulty or inadequate street layout or inadequate parking
280 facilities; or roadways, bridges, or public transportation facilities incapable of handling the
281 volume of traffic flow into or through the area, either at present or following proposed
282 construction.

283 Based upon these definitions an inadequate street layout, lack of parking, faulty lot layout, and a
284 deterioration of site improvements were found evident throughout the City of Umatilla CRA.
285 Community redevelopment assistance is necessary to remove blighting conditions, encourage
286 economic growth and improve living conditions.

287

288 City of Umatilla CRA Boundaries

289 The boundary of the City of Umatilla CRA is illustrated in Figure 1. The description for the
290 Community Redevelopment Area Boundary for the City of Umatilla is attached in the
291 Appendices portion of the plan.

292 Areas were included within the CRA based upon the overall need for physical redevelopment
293 and revitalization following research to determine the presence of one or more factors contained
294 in the statutory definition of "blight". Other areas that are included were necessary to prevent
295 the spread of blighting conditions, specifically, some physically sound areas were included to
296 maintain functional relationships that produce a sense of neighborhood. The necessity to nurture

297 the growth of existing mutually supportive relationships and linkages was also taken into
298 account.

299 Creation of the Community Redevelopment Agency

300 The purpose of the agency is to carry out the community redevelopment projects and programs
301 identified in the Redevelopment Plan. The City of Umatilla has three options in creating the
302 agency:

303 **Contents of the Redevelopment Plan as Required by Florida Statutes Chapter 163**

304
305 Chapter 163, Part III, Florida Statutes (2005) Sections 163.360, 163.361, and 163.362 provide
306 guidelines for the contents, processing, and making modifications to the Redevelopment Plan.

307
308 This Redevelopment Plan has been developed in accordance with these requirements. All public
309 redevelopment activities expressly authorized by the Community Redevelopment Act and
310 funded by tax increment financing must be in accordance with the adopted Community
311 Redevelopment Plan. Like the City of Umatilla's Comprehensive Plan, the Community
312 Redevelopment Plan is an evolving document. The Redevelopment Plan will be evaluated and
313 amended on a regular basis, but not to exceed every five years, in order to accurately respond to
314 changing conditions and community objectives.

315
316 Florida Statutes Chapter 163.360(10) states that all redevelopment activities funded by tax
317 increment financing shall be completed within 30 years from the date the governing body
318 approves or amends the redevelopment plan.

Chapter 3 – Existing Conditions

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321 **General Description**

322 The City of Umatilla is located in northeast Lake County and is known as the Gateway to the
323 Ocala National Forest. Umatilla is also the northern most incorporated City in Lake County.
324 Umatilla was discovered by Nathan Trowell while sailing down the St. Johns River and was
325 incorporated in 1904. According to local folklore, “Umatilla” is an Indian name meaning
326 “Laughing Waters”. Lakes and ponds are abundant within the City. The City is home to three
327 public schools; Umatilla Elementary, Umatilla Middle and Umatilla High. Agriculture has
328 played an important economic role not only in the State of Florida but also to area residents and
329 businesses within the City. The City of Umatilla has been subject to a number of changes in
330 recent years. In the citrus industry, a succession of freezes during the 1980s destroyed a number
331 of the citrus groves in the area, leaving land available for alternative uses. Major employers
332 within the City limits are the school system and banking industry.

333

334 The Community Redevelopment Area (CRA) is located adjacent to the heart of the City of
335 Umatilla. The area is largely single-family residential with commercial land uses bordering
336 State Road 19.

337

338 Demographics

339 The following demographic information is based on the 2000 U.S. Census:

340

Population	2,214
Persons per Household	2.48
Persons under 19	597 (27.1%)
Persons 20-64	1,162 (52.5%)
Persons 65 and over	455 (20.6%)
Median household income	\$29,628
Number of households below \$15,000	211 (24.5%)
Median value	\$69,800
Total housing units	987
Renter occupied dwelling units	267 (27%)
Owner occupied dwelling units	600 (60.8%)
Vacant housing units	120 (12.2%)

341

Year Structure Built:	
1939 or earlier	18.20%
1940 to 1969	26.60%
1970+	55.20%

342 * 2000 U.S. Census

343

345 **Zoning and Existing Land Use**

346 The current zoning of the CRA is illustrated on Figure 2 and Table 3-1. The majority of the land
347 is designated as residential (537.4 acres of 54%). Commercial properties account for 14%
348 (139.1 acres) of the area, institutional areas account for 13% (130.57 acres) while industrial areas
349 only account for .65% (6.52 acres).

350

351 The existing land use of the CRA as based on the future land use map is illustrated on Figure 3
352 and Table 3-2. Residential land uses account for 55% (550.1 acres) of the total land area.
353 Institutional and recreation land uses account for 14% (135.3 acres). Commercial land uses
354 account for 14.35% (143.3 acres) while industrial land uses only account for 3% (32.7 acres).

355

356 Residential

357 Residential land uses are designated as the majority of the CRA, accounting for 55% (550.1
358 acres) of the land area. Of the 550.1 acres, 159.8 acres (29%) is vacant or available for
359 development. Of the total residential land use area, Single Family Medium Density accounts for
360 78% (429.5 acres); Multi Family Low Rise accounts for 12% (63.7 acres); Single Family Low
361 Density accounts for 7% (38.6 acres); and Mobile Home High Density accounts for 3% (18.3
362 acres). Approximately half of the residential area is composed of single family detached housing
363 that was constructed in the 1970's or later, therefore, the remaining housing construction is
364 greater than 30 years old.

365

366 Commercial

367 Commercial land uses account for only 14% (143.3 acres) of the land area within the CRA and
368 are located along SR 19. Of the 143.3 acres, 33.1 acres (3%) is vacant or available for
369 development. The commercial entities consist of retail sales and service, convenience stores with
370 gas pumps, personal services, and medical services. The majority of the vacant parcels that are
371 designed for commercial uses (Figure 4) are located in the northern portion of the CRA along SR
372 19.

373

374 Industrial

375 Only 3.3% (32.7 acres) of the land within the CRA is designated for industrial uses. Of the 32.7
376 acres, 21.3 acres (65%) is vacant or available for development. These areas are located on the
377 east side of State Rd. 19 in the CRA.

378

379 Institutional

380 Institutional uses account for 9.3% (92.5 acres) of the land within the CRA. Of the 92.5 acres,
381 33 acres (36%) is vacant or available for development. Institutional include governmental
382 offices and services and schools.

383

384 Recreational

385 Recreational uses account for 4% (42.8 acres) of land within the CRA. Of the 42.8 acres, 37.9
386 acres (89%) is vacant or available for development. The Recreational area is mostly comprised
387 of parks. These areas are located to the east of State Road 19 in the CRA.

388

389 Vacant Lands

390 Approximately 84% of the land within the CRA has the ability to generate income from taxes
391 collected. The other 16% is designated as institutional or recreation. Of the 76% with the ability
392 to generate income from a tax base, only 20% are designated as commercial or industrial.
393 Therefore, the majority of the revenues are generated from the residential tax base. Commercial
394 and industrial uses are needed to provide a solid tax base in order to provide the public services
395 needed to serve the residential community.

396
397 Institutional vacant lands account for 33 acres (3%) and Recreational vacant lands account for
398 37.9 acres (4%). Commercial vacant lands account for 33.1 acres (3.3%). The majority of the
399 vacant commercial lands are designated as General Commercial (24.7 acres), Tourist
400 Commercial accounting for 7.3 acres and Commercial Wholesale accounting for 1.1 acres.
401 Vacant lands designated for Industrial use account for 21.3 acres (2%). See Figure 5 and Table
402 3-3 for a visual representation of vacant land by land use.

403 **Summary**

404 Approximately 84% of the land within the CRA has the ability to generate income from taxes
405 collected. The other 16% is designated as institutional or recreation. Of the 76% with the ability
406 to generate income from a tax base, only 20% are designated as commercial or industrial.
407 Therefore, the majority of the revenues are generated from the residential tax base. Commercial
408 and industrial uses are needed to provide a solid tax base in order to provide the public services
409 needed to serve the residential community.

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411

TABLE 3-1 - EXISTING ZONING

ZONING CATEGORY	ZONING CLASSIFICATION	ACRES	PERCENT OF TOTAL AREA
Commercial			
C-1	Neighborhood Commercial	28.96	3%
C-2	General Commercial	62.19	6%
TC	Tourist Commercial	47.95	5%
Subtotal		139.1	14%
Industrial			
LM	Light Manufacturing	6.52	.65%
Subtotal		6.52	.65%
Public Facilities			
PFD	Public Facilities District	130.57	13%
Subtotal		130.57	13%
Residential			
R-8	Single-Family Medium Density Residential	39.93	4%
R-10	Residential Single-Family	31.51	3.2%
R-12	Urban Residential District	243.77	24%
R-15	Single-Family Residential District	37.96	4.2%
R-18	Low Density Residential District	36.03	4%
MHRP	Mobile Home Rental Park	13.94	1.4%
PUD	Planned Unit Development	72.37	7%
RP	Residential Professional	61.89	6%
Subtotal		537.4	54%
TOTAL		813.59	81%
TOTAL CRA AREA		998.5	100%

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TABLE 3-2 - EXISTING LAND USE

LAND USE CATEGORY	LAND USE CLASSIFICATION	ACRES	PERCENT OF TOTAL AREA
Commercial			
CGENRL	General Commercial	90.4	9%
CTOUR	Tourist Commercial	50.2	5%
CWHOLSALE	Commercial Wholesale	2.7	0.3%
Subtotal		143.3	14.4%

Industrial			
INDST	Industrial	32.7	3%
Subtotal		32.7	3%

Institutional/Recreation			
INSTIT	Institutional	92.5	9.3%
REC	Recreation	42.8	4.3%
Subtotal		135.3	13.6%

Residential			
RM/HHI	Mobile Home – High Density	18.3	1.8%
RMFLR	Multi-Family Low Rise	63.7	6.4%
RSFLOW	Single-Family – Low Density	38.6	4%
RSMED	Single-Family – Medium Density	429.5	43%
Subtotal		550.1	55%
TOTAL		861.4	86%
TOTAL CRA AREA		998.5	100%

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TABLE 3-3 - VACANT LAND

LAND USE	LAND USE	ACRES	PERCENT OF
----------	----------	-------	------------

CATEGORY	CLASSIFICATION		TOTAL AREA
Commercial			
CGENRL	General Commercial	24.7	2.5%
CTOUR	Tourist Commercial	7.3	0.7%
WHOLESALE	Commercial Wholesale	1.1	0.1%
Subtotal		33.1	3.3%

Industrial			
INDST	Industrial	21.3	2%
Subtotal		21.3	2%

Institutional/Recreational			
INSTIT	Institutional	33	3%
REC	Recreational	37.9	4%
Subtotal		70.9	7%

Residential			
RMFLR	Multi-Family Low Rise	18.1	1.8%
RSFLOW	Single-Family – Low Density	18.2	1.8%
RSMED	Single-Family – Medium Density	123.5	12.4%
Subtotal		159.8	16%
TOTAL		285.1	30%
TOTAL CRA AREA		998.5	100%

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Chapter 4 - Analysis

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439 The purpose of this chapter is to provide a list of problems, needs and opportunities identified
440 within the City of Umatilla CRA. Items on the lists are categorized into the following
441 subheadings: land use, transportation, urban design, finance/implementation tool, marketing and
442 miscellaneous. Projects and programs have been developed to address many of the concerns
443 listed below. Chapter 6 lists the Redevelopment Project and Programs including the project
444 sheets with specific information.

445 **Problems**

446

447 Land Use

- 448 • High occurrence of vacant businesses and high vacancy rates of commercial facilities.
- 449 • Buildings occupied with businesses are in need of repair.
- 450 • Some housing units are in need of repair and rehabilitation.
- 451 • The SR 19 corridor lacks a meaningful streetscape.

452

453 Transportation

- 454 • There is a deficit of off-street parking spaces for commercial uses.
- 455 • Existing crosswalks on SR 19 are too dangerous to cross.
- 456 • The width of SR 19 visually separates the City into two halves.
- 457 • Traffic on local streets in residential areas conflict with truck traffic.

458

459 Urban Design

- 460 • Commercial properties have no clear definition between road, driveways, and parking areas.
- 461 • Commercial buildings are in need of repair and upgrades.
- 462 • Streetscape and medians are in need of enhancements.
- 463 • Existing landscaping is in need of enhancements.
- 464 • Utility poles and power lines are unsightly.
- 465 • Central sewer treatment is still not hooked up to 100% of the structures, septic tanks still
466 exist in the area.
- 467 • The stormwater system is inadequate during large rain events.

468

469 Finance/Implementation Tool

- 470 • The CRA currently has funds to devote to a portion of the projects outlined in this document

471

472 **Needs**

473

474 Land Use

- 475 • Upgrade the streetview of commercial buildings.
- 476 • Upgrade the streetview of deteriorated housing.
- 477 • Incentive programs and financial assistance programs for property owners wishing to
478 improve the streetview of their properties.
- 479 • Restore, replace, or find new uses for deteriorated and empty stores.
- 480 • Acquire, maintain and/or improve public property.
- 481 • Enforce or amend zoning codes to ensure that the character of the neighborhoods be
482 preserved.

483 Transportation

- 484 • Provide usable crosswalks across SR 19.
485 • Develop a parking plan for existing community businesses.

487 Urban Design

- 488 • Utilize the incentive programs for both commercial and residential redevelopment.
489 • Enhance the streetscapes and medians to enhance both commercial and residential areas.
490 • Continue to make improvements to central water, waste water treatment, and stormwater
491 systems.

493 Finance/Implementation Tool

- 494 • Provide financial help to rehabilitate commercial businesses
495 • Provide financial help to rehabilitate housing.
496 • Assist existing businesses and offer incentives for improving storefronts.
497 • Provide incentives to attract new businesses into the CRA.

499 Marketing

- 500 • Expand the employment opportunities and diversify the types of businesses.
501 • Coordinate a marketing strategy for commercial areas through the City's Economic
502 Development Commission.

504 Miscellaneous

- 505 • Expand Neighborhood Watch Programs.
506 • Expand and involve the private entities such as Habitat for Humanity and churches in
507 community wide issues.

509 **Opportunities**

511 Land Use

- 512 • Vacant lots throughout the CRA provide opportunities for development.
513 • The linkages between the school, churches, community, and city should be maintained.
514 • Multi-family residential can provide buffers between industrial, commercial, and the single-
515 family residential neighborhoods.

517 Transportation

- 518 • SR 19 can be evaluated for possible redesign and landscaping.

520 Urban Design

- 521 • Incentive programs can assist in upgrades to existing commercial businesses would make a
522 big impact to downtown.
523 • Incentive programs can assist in upgrades to existing blighted residential properties.
524 • There are medians along SR 19 that provide an area for streetscape enhancements.

526 Finance/Implementation Tool

- 527 • State and federal grants are available for redevelopment.

528

529 Marketing

- 530 • The Umatilla Chamber and the City of Umatilla are well organized and have established
531 redevelopment as a primary goal.
532 • Press coverage is ample and positive.

533

534 Miscellaneous

- 535 • The City Councilors are motivated concerning the revitalization effort throughout the City.
536 • Area neighborhood associations are supportive of the revitalization effort.

537

Chapter 5 – Redevelopment Goals and Objectives

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All projects recommended for the Redevelopment Plan must further the goals and objectives for the Umatilla CRA. The goals and objectives define the scope and nature of future growth, development, visual character, and physical improvements in the Community Redevelopment Area. The goals and objectives also provide the framework for proposed redevelopment projects and programs.

545 **Goals**

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- Maintain a budget for the CRA that is reevaluated annually
- Utilize the redevelopment incentive program to help with start-up costs associated with starting a new business
- Utilize the commercial improvement program to provide financial assistance to existing businesses.
- Work on the City’s streetscapes to enhance their appearance
- Acquire, maintain and/or improve public property within the CRA
- Recognize blighted areas and initiate improvements.
- Work with the residential improvement program to help home owners wishing to improve the streetview of their property.
- Help to facilitate improvements and encourage the use of local businesses by keeping a list of local vendors and contractors.
- Promote eco-tourism
- Continue to improve the stormwater system.
- Continue to improve the sidewalk system.

562 **Objectives**

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Administration and Finance

- Reevaluate the CRA budget annually.
- Utilize the financial incentive programs to encourage investment in the CRA by the private sector.
- Provide incentives to residential owners to rehabilitate and improve their properties.
- Strengthen and diversify the economic base of the CRA to stimulate new commercial expansion, employment, and economic growth.
- Seek alternative funding, such as grants, for private and public redevelopment projects.

573 Land Use

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- Utilize existing vacant land as an opportunity for redevelopment.
- Protect and enhance the historical sites and character of the CRA.
- Encourage mixed-use and higher density developments abutting the commercial and industrial area.
- Promote and improve the single-family residential atmosphere of the core area of the CRA.

580 Transportation

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- Develop parking and pedestrian systems that are convenient, safe, and pleasant.
- Continue to investigate options for SR 19, including functional crosswalks.

583 Urban Design

- 584 • Improve the overall physical image of the CRA through upgrades to buildings and
585 streetscape and median enhancements.
586 • Improve the physical image of the neighborhoods to convey a strong sense of place.
587

588 Marketing

- 589 • Work with Lake County's EDC to formulate economic and development, and redevelopment
590 incentives to encourage economic growth within the CRA.
591 • Coordinate with property owners and businesses to clarify the role that the City's CRA Plan
592 can play in improving their properties.

Chapter 6 - Redevelopment Projects and Programs

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595 **Priority List of Programs**

596
597 The projects and programs of the redevelopment plan are designed to (1) solve the underlying
598 problems that have a blighting influence on the City of Umatilla CRA, (2) satisfy basic needs of
599 the general public and (3) take advantage of opportunities for economic, social or aesthetic
600 improvement. The following projects and programs have been identified as essential to the
601 revitalization of the City of Umatilla and have been developed into detailed project sheets.

602 603 Annual Budget

604 Adopt an annual CRA Budget, including annual caps for each of the CRA programs. In
605 conjunction with adopting the annual budget, make revisions to the CRA “priority list” if
606 necessary.

607 608 Redevelopment Incentives

609 Implement an incentive program to promote the redevelopment of existing buildings and sites.

610 611 Commercial Buildings and Sites

612 Implement a grant program to encourage property owners to make exterior improvements to
613 their commercial buildings and sites.

614 615 Streetscape

616 Implement a program to improve the appearance and function of streetscapes within commercial
617 and residential areas.

618 619 Public Property Improvements

620 Purchase, acquire and improve public property within the CRA, including but not limited to the
621 following improvements: parking, restrooms, signage, sidewalks, pathways, trails, parks,
622 meeting areas, drainage, lighting, utilities, and similar uses which benefit the general public.

623 624 Mitigation of “blighted” conditions that are highly visible

625 Implement a program to mitigate blighted situations that are highly visible or that have a
626 disproportionate effect on the surrounding area.

627 628 Eco-Tourism, Economic Development and Ecology Friendly Opportunities

629 Promote the image of the City as “ecologically friendly” by focusing on the City’s surrounding
630 natural resources, wildlife, and recreational opportunities (a/k/a “eco-tourism”) and encourage
631 and facilitate projects that promote conservation, energy efficiency and similar concepts.

632 633 Residential Neighborhoods

634 Implement a grant program to encourage residential property owners to make exterior
635 improvements to their homes that benefit the surrounding neighborhood.

636 637 Sidewalks

638 Assist with the repair and/or installation of sidewalks within the CRA when deemed necessary to

639 fulfill the objectives of other CRA Programs (e.g. Streetscape Program and Residential
640 Neighborhood Improvement Program). To the extent that funds are available as determined by
641 the CRA Board, assist the City with sidewalk repair and installation within the CRA to promote
642 pedestrian safety and access.

643

644 Stormwater

645 To the extent that funds are available as determined by the CRA Board, assist the City with the
646 development and implementation of its Stormwater Basin Master Plan for areas within the CRA.

647 **Project Sheets**

648

649 The following project sheets provide detailed information including project description,
650 participants involved in implementing the project, time frame for programming in the budget and
651 preliminary costs. These sheets will provide guidance to the City when organizing the
652 implementation of each project and program, and when establishing the annual CRA budget.

653 **Sub-Districts and Modifications to District Boundaries**

654

655 To facilitate the planning process and the prioritization of particular projects, the original CRA
656 will be divided into four sub-districts. The CRA Board may elect to designate additional sub-
657 districts or modify the districts set forth below, or use overlay districts to target particular CRA
658 Programs. To the extent permitted by law, the CRA Board may elect to “release” designated
659 areas from inclusion in the CRA or otherwise “freeze” the collection of tax revenues for CRA
660 Programs in said areas thereby allowing additional tax revenues from those areas to flow into the
661 City’s general fund. Such changes would allow the District to focus its efforts within a smaller
662 geographical area. Until such changes are made, the following sub-districts will be recognized
663 within the original CRA:

664

- 665 1. Downtown – This area encompasses SR 19 from the northern end of Lakes Enola and
666 Umatilla to the traffic light at Bulldog Lane / W. Ocala St.
- 667 2. Midtown – This area is located along Umatilla Blvd.
- 668 3. Gateway North – This area is located north of the traffic light at Bulldog Lane / W. Ocala
669 Street to the northern boundary of the CRA.
- 670 4. Gateway South – This area is located south of Lakes and Enola and Umatilla to the southern
671 boundary of the CRA.

672

PROJECT SHEET #1

673

674

675 **PROJECT TITLE** – CRA Budget

676

677 **PROJECT BACKGROUND** – The City has developed a plan and budget for how money
678 within the CRA will be spent.

679

680 **PROJECT DESCRIPTION** – There is currently \$577,481.21 in the CRA Fund. During the
681 2009 and 2010 fiscal years, these funds shall be allocated to each of the CRA Programs and
682 “capped” as follows:

683

- 684 • \$200,000 Commercial Improvement Program
- 685 • \$ 50,000 Redevelopment Incentive Program
- 686 • \$200,000 Streetscape Program
- 687 • \$ 50,000 Public Property Property Program
- 688 • \$ 15,000 Blight Mitigation Program
- 689 • \$ 50,000 Residential Improvement Program
- 690 • Balance Eco-Tourism, Sidewalks, Stormwater, Utilities, All Programs

691

692 *These allocations may be adjusted by the CRA during the fiscal year if deemed necessary
693 depending on the effectiveness of each of the programs and community response.

694

695 Funds allocated to each Program may be used for the following uses:

696

- 697 • Consulting Fees, including but not limited to planners, engineers, architects, landscape
698 architects, graphic designers and attorneys.
- 699 • Salaries or compensation to City staff assigned to administer the CRA programs or projects.
- 700 • Compensation or reimbursement to the Chamber of Commerce for its assistance in
701 administering CRA programs or projects.
- 702 • Upgrades, improvements, and enhancements on private property and City owned or public
703 property within the CRA, including improvements within rights of way and publicly
704 dedicated land.

705

706 **PROJECT OBJECTIVES** - To ensure that money is spent prudently and legally in accordance
707 with the allocations and priorities established by the CRA.

708

STEPS REQUIRED TO IMPLEMENT

709

710

- 711 1. Establish an annual budget and revise the CRA’s priority list, if necessary. In order to
712 establish its annual budget, the CRA may consider recommendations made by City staff, the
713 Chamber of Commerce, volunteers, ad hoc committees, property owners, members of the
714 public and governmental agencies.

715

716 2. Monitor CRA funds during the implementation of each of the Programs. Make adjustments

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3. Follow the City of Umatilla Purchasing Policy and State Laws regarding utilization of public funds.

PROJECT PARTICIPANTS AND ADMINISTRATION

- City Manager and Staff
- Consultants
- Members of the Public
- Community Groups

PRELIMINARY COSTS – See budget allocations and caps above; the CRA shall aggressively seek to implement those programs with the highest priority, and shall confer with the City Manager regarding the amount of funds anticipated for each following year.

TIME FRAME

Short term, 1-5 years

740 **PROJECT SHEET #2**

741
742 **PROJECT TITLE -** Redevelopment Incentive Program

743
744 **PROJECT BACKGROUND** – “Start up” costs associated with redeveloping an existing
745 building or site may be a deterrent to the improvement of blighted conditions within the CRA.
746 Application fees and impact fees represent a significant portion of a business owner’s “start up”
747 costs. For example, a site plan is often required when a new business inhabits an existing
748 building depending on whether the new occupant is changing the use of the building or making
749 renovations or improvements to the building or site. Applicants are required to pay a “site plan”
750 review fee and may not begin improvements until the site plan is approved. In addition, the
751 owner may be required to pay impact fees depending on the nature of the business and the
752 modifications being made to a building.

753
754 **PROJECT DESCRIPTION** – The City will “fast track” its review of development applications
755 for buildings and sites within the CRA to the greatest extent possible. The City will waive all or
756 part of an owner’s development review fees and/ or impact fees based upon the amount of money
757 that the owner expends improving or renovating the building or site, subject to a cap of \$5,000
758 and approval by the City Manager. An owner may request an additional waiver from the CRA
759 (although the CRA is not bound to grant such a waiver). If an additional waiver is requested, the
760 CRA should apply the following criteria when making its decision:

- 761
762 1. The extent that the redevelopment of a building or site will have a positive impact on the
763 surrounding area or will further the goals of the CRA Plan;
764
765 2. Whether the type of business that is proposed will improve the quality of life for the residents
766 of Umatilla (including such considerations as to whether the business is unique or
767 duplicative, whether it will promote or encourage additional businesses to locate to the area,
768 whether it is likely to succeed, whether it will create jobs); and
769
770 3. The extent that the request will deplete funds available for other projects (including whether
771 other projects are anticipated or pending during the budget year, the effectiveness of this
772 program, and whether funds allocated to this program are needed for other projects).

773
774 **PROJECT OBJECTIVES** - Encourage the redevelopment of commercial buildings and sites
775 within the CRA.

776
777 **STEPS REQUIRED TO IMPLEMENT**

- 778
779 1. Request that the City Manager take the necessary steps to implement a “fast track”
780 development review process and procedure for waiving development fees and impact fees in
781 accordance with the parameters set forth above.
782
783 2. Request that the City Manager provide the CRA Board with updates regarding the “fast
784 track” development review process and waiver procedure, including specific information as
785 to number of applicants, nature of applications and the dollar amount of waivers granted

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3. Monitor the use of CRA funds for this program and determine the effectiveness of the program.
4. Consider all requests for waivers above the \$5,000.00 cap using the criteria set forth above.

PROJECT PARTICIPANTS AND ADMINISTRATION

City Manager and Staff

BUDGET - \$50,000 initial allocation and cap (subject to modification on an annual basis)

TIME FRAME

Short term, 1-5 years

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801

PROJECT SHEET #3

802

803 **PROJECT TITLE** – Commercial Improvement Program

804

805 **PROJECT BACKGROUND** – Many of the commercial buildings in the City are unsightly and
806 unattractive. Exterior renovations and repairs are too costly for many of the building owners to
807 undertake on their own. Exterior improvements to commercial buildings and sites within the
808 CRA would improve the appearance of the City’s commercial corridors and promote economic
809 activity within the City, and spur additional owner-initiated improvements.

810

811 **PROJECT DESCRIPTION** – The Commercial Improvement Program is described as follows:

812

813 1. **Grants.** Property and business owners will have the opportunity to apply for up to \$10,000
814 of unmatched funds to improve the exterior of individual commercial buildings or sites. The
815 CRA may award all or part of the amount requested, or may deny the application. In
816 addition, the CRA may establish requirements for matching funds depending on the
817 availability of funds.

818

819 2. **Downtown District “Pilot Project.”** The Downtown District shall be designated as a “Pilot
820 Project” with priority given to applications for property within the Downtown District. This
821 does not preclude the review of applications from other sub-districts, however, initial notices
822 and community meetings regarding the Commercial Improvement Program will be directed
823 to the Downtown District property owners. In addition, the CRA Board may request that the
824 City Manager or his designee directly contact Downtown District property owners to
825 encourage participation.

826

827 3. **Exterior Improvements Only.** Funds may be used for the following exterior
828 improvements: painting, architectural enhancements (doors, windows, awnings, storefronts,
829 shutters, trim, and similar items), signage, landscaping and decorative lighting. In addition,
830 funds may be used to pay the CRA’s design consultant to review or prepare individual
831 redevelopment plans, consult with property owners, and make recommendations to the CRA
832 Board regarding redevelopment plans.

833

834 4. **Additional Funding.** Additional funds may be requested depending on the size of the
835 building, timeframe for making improvements, phasing of improvements, visibility of the site
836 in relation to the Streetscape Program and the availability of funds.

837

838 5. **Preparation of Individual Redevelopment Plans.** Property owners may prepare their own
839 redevelopment plan or request that the CRA’s design consultant prepare their plan. This may
840 involve one or more meetings between the design consultant and the property owner.

841

842 6. **Main Street, U.S.A. and Similar Programs.** In addition to the grant program described
843 above, the CRA Board may consider providing matching funds for other grants that are
844 available for the objectives of the Commercial Improvement Program (e.g. Main Street
845 U.S.A. grants, historical grants, CDBG). The CRA may appoint one or more volunteers or a

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Criteria for Initial Grant Request. The CRA Board shall determine the amount of unmatched funds to be awarded to each individual project using the following criteria:

1. Whether the redevelopment plan is consistent with the objectives of this Program;
2. Whether the redevelopment plan will promote the attractiveness of the City’s commercial corridor and compliment surrounding buildings;
3. Whether the redevelopment plan will compliment the Streetscape Program or any other CRA Program;
4. The impact of the specific improvements being proposed on the overall appearance of the building (e.g. should other improvements to the building be undertaken first, will the intended appearance be realized);
5. The extent that redevelopment plan will generate interest in CRA Programs and serve as a catalyst for additional improvements in the District, including specifically the visibility of the site and the timeframe for completion;
6. Whether the subject property is within a Pilot Program or Overlay District targeted as a priority by the CRA Board;
7. Whether the CRA will receive a long-term benefit from investing funds in a building or site (including considerations regarding the structural integrity of the building, whether less expensive modifications should be considered in order to mitigate the building’s appearance, and the likelihood that the owner will undertake maintenance associated with the requested improvement); and
8. The number of applications received and the availability of funds.

Additional Criteria for Grant Requests Exceeding \$10,000. The CRA Board will determine whether such funds will be awarded to each individual project using the following criteria:

1. The size of the building or site;
2. Whether the redevelopment plan includes phases and the impact each phase has on the overall appearance of the building;
3. The impact of the proposed improvements on the surrounding area (including the visibility of the site in relation to the Streetscape Program);

- 892
893 4. Whether the property is within a pilot program or overlay district targeted as a priority by the
894 CRA Board; and
895
896 5. The number of applications received, the availability of funds, and whether there are unique
897 facts or circumstances that support allocating additional funds to the building or site.
898
899 4- **Discretion to Impose Matching Funds.** Depending upon the community response to this
900 Program and the availability of funds during implementation of the Program, the CRA Board
901 may impose matching fund requirements on each CRA grant awarded.
902

903 **PROJECT OBJECTIVES** - Encourage the renovation and improvement of individual
904 commercial buildings and sites.
905

906 **STEPS REQUIRED TO IMPLEMENT**
907

- 908 1. Formulate a “user friendly” application and review process.
909
910 2. Retain a design consultant to assist with reviewing redevelopment plans, preparing
911 redevelopment plans, consulting with individual property owners and making
912 recommendations to the CRA Board.
913
914 3. Establish an hourly rate for the Board’s design consultant and limit fees for each project to
915 \$650.00 unless prior approval is granted by the Board.
916 4. Formulate a list of local contractors, subcontractors and vendors who provide services or
917 goods related to the Program (e.g. painters, drywall, artists, electricians, etc.).
918
919 5. Require competitive pricing for services or goods that exceed \$2,500. Follow City’s
920 purchasing policy for services or goods that exceed \$2,500. CRA funds shall be paid directly
921 by the City to contractors, subcontractors and vendors.
922
923 6. Notify all property owners within Downtown District regarding the Program, hold one or
924 more meetings with property owners, and if necessary, directly contact property owners and
925 initiate application process. If the Board decides to target one or more additional sub-
926 districts as a pilot program, follow the same procedure by notifying property owners, meeting
927 with property owners and directly contacting property owners.
928
929 7. Upon receipt of applications, City staff will provide a copy of the application to the Board’s
930 design consultant. Depending on whether an applicant provides their own redevelopment
931 plan or seeks assistance with the formulation of a redevelopment plan, the Board’s design
932 consultant will schedule one or more meetings with the applicant for the purpose of
933 providing comments and suggestions for the applicant’s plan or obtaining information
934 necessary to formulate a plan.
935
936 8. Prior to presentation of an application to the CRA Board, the CRA’s design consultant will
937 prepare recommendations for the CRA Board and thereafter, the CRA Board will consider

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939
940 9. Monitor funds allocated to the program and evaluate the effectiveness of the program and the
941 availability of funds.
942
943 10. Establish matching fund requirements, if deemed necessary by the CRA Board.
944
945 11. With regard to other grant programs that may be available (e.g. Main Street, U.S.A., the
946 Board may appoint one or more volunteers to explore the availability of other funding
947 sources and assist with preparation of grant requests. In addition, the Board may hire a grant
948 writer or firm to find other funding sources and prepare grant requests on behalf of the
949 Board.

950
951 **PROJECT PARTICIPANTS AND ADMINISTRATION**
952 City Manager and Staff
953 Design Consultant
954 Property owners and business owners
955 Depending on scope of individual projects, the following consultants may be retained: engineer,
956 surveyor, landscape architect, architect, and land planner Contractors, Subcontractors and
957 Vendors

958
959 **BUDGET** - \$200,000 initial allocation and cap (subject to modification on an annual basis)
960

961 **TIME FRAME**
962 Short term, 1-5 years

963 **PROJECT SHEET #4**

964 **PROJECT TITLE** –Streetscape Program (Commercial and Neighborhood)

965
966 **PROJECT BACKGROUND** – The City’s commercial corridor and many of the neighborhood
967 streets and adjacent areas are unattractive. There are no recurring elements or characteristics
968 along the City’s main thoroughfares that define or identify the City’s business districts or
969 designate the “entrances” to the City. The purpose of a streetscape program is to create a “sense
970 of place” that is easily recognizable and consistent with a city’s character.
971

972 **PROJECT DESCRIPTION** – The Board will retain a design consultant to formulate a
973 streetscape plan for the Downtown District which shall serve as the “pilot” streetscape program.
974 The design consultant may utilize the services of one or more consultants as deemed necessary,
975 and may conduct meetings with the CRA Board, property owners, government agencies,
976 members of the public or City staff during the process of formulating a proposed streetscape
977 plan. In addition, the design consultant may include recommendations for projects outside of the
978 Downtown District that could be undertaken by the Board to further the objectives of the
979 Streetscape Program and compliment to Downtown District streetscape plan (e.g. new signage at
980 the City’s entrances, landscaping or improved medians within the South Gateway District, etc.).
981 The streetscape plan may include recommendations for such items as decorative lighting,
982 signage, landscaping in medians and other locations, pedestrian crossings, sidewalks, traffic
983 calming, artistic features, and architectural enhancements to public or private buildings. The
984 streetscape plan shall include pricing information for each of the various elements included in
985 the plan and may include recommendations regarding feasibility. The design consultant may
986 seek assistance from the City Staff in compiling pricing information. It is anticipated that
987 information will be provided regarding the following:
988

- 989 • Decorative street lamps and light fixtures within right of way and/or on buildings (and
990 related conditions such as above-ground utilities)
- 991 • FDOT limitations regarding medians, lighting, traffic calming mechanisms, curbing, parking
992 on SR 19, pedestrian crossings and similar issues
- 993 • Light post banners or similar products that promote various themes such as City festivals,
994 seasons and eco-tourism
- 995 • Signage
- 996 • Landscaping within medians, including use of one or more medians as “prototypes”
997 depending on cost and limitations related to the City’s current “median sponsor” program
- 998 • Suggestions for areas outside of the Downtown District that may compliment the pilot
999 streetscape program (e.g. median improvements within the South Gateway, new signage at
1000 the City’s entrances, etc.)
- 1001 • Use of “branding” or “themes” (ecology, wildlife, citrus, recreational opportunities)
- 1002 • Use of murals, artistic features or architectural enhancements on public or private buildings
- 1003 • Use of trees and landscaping in areas other than medians to “soften” buildings and “green
1004 up” the streetscape, and mitigate blight
1005

1006
1007 In addition to the pilot streetscape program, the Board may initiate design of streetscape plans
1008 for one or more of the sub-districts, including residential areas, following the procedure

1009 described above.

1010

1011 The Board may request City staff and any of the following consultants to assist with the
1012 formulation of land development regulations and design criteria for overlay districts within the
1013 CRA in an effort to facilitate implementation of the Streetscape Program (e.g. existing setback
1014 and site development requirements may impede implementation of the Program): design
1015 consultant, land planner, engineer, landscape architect, and attorney.

1016

1017 The Board may entertain requests from residential property owners for funding to design or
1018 improve particular streets within CRA residential neighborhoods.

1019

1020 The Board will follow the City's purchasing policy with regard to implementing any portion of
1021 the Streetscape Program. Utilization of existing contracts, "piggy backing" and economies of
1022 scale shall be encouraged. To the extent allowable by law, the selection of local contractors,
1023 subcontractor and vendors shall be encouraged through the bidding, grading and selection
1024 process.

1025

1026 **PROJECT OBJECTIVES** - Create a sense of place when one enters the City of Umatilla by
1027 adding recurring elements to the "streetscape" and improving the "gateways" to the City.
1028 Promote community events, outdoor activities, quality of life and economic prosperity by
1029 improving pedestrian access within the CRA. Improve safety and traffic conditions within the
1030 CRA by calming and slowing traffic. Assist local businesses by improving parking conditions
1031 and drawing attention to the City's commercial areas.

1032

1033 **STEPS REQUIRED TO IMPLEMENT**

1034

1035 1. Retain a design consultant to formulate a "Pilot" streetscape plan for the Downtown District
1036 which may include specific suggestions outside of the Downtown District that should be
1037 considered for implementation in conjunction with the Downtown District improvements.
1038 Request that the design consultant address the need for signage directing the public to
1039 Cadwell Park.

1040

1041 2. Review design consultant's proposed "Pilot" streetscape plan, including costs and options.
1042 Encourage public participation in the review process. Implement the "Pilot" streetscape plan
1043 in one or more phases.

1044

1045 3. Promote dialogue with regard to Lake County's SR 19 Corridor Study and explore ideas for
1046 alleviating traffic problems within the CRA.

1047

1048 4. Revisit FDOT's proposed reconfiguration of SR 19/Cassady intersection and direct City
1049 Staff and/or design consultant to determine whether FDOT would fund certain elements of
1050 the streetscape plan within the immediate vicinity of the SR 19/Cassady intersection if the
1051 City agrees to FDOT's proposed reconfiguration (for example, pedestrian bump outs and
1052 new curbing, landscaping in vicinity of improvements, pedestrian cross-walk, and striping).

1053

1054 5. Entertain requests and suggestions made by property owners and members of the public with

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1056
1057
1058 6. Consider retaining a graphic designer to design new signage for the City’s entrances and
1059 consider adding additional entrance sign locations or selecting new locations for entrance
1060 signs.
1061
1062 7. Consider retaining a graphic designer to design one or more designs for street light banners,
1063 logos or signage.
1064
1065 8. Consider retaining an artist to prepare proposals for murals or artistic enhancements, and
1066 commission one or more artists to undertake such projects.
1067
1068 9. Consider enhancing medians within the South Gateway District with wildflowers,
1069 ornamental grasses or native vegetations. Consider requesting assistance from the Native
1070 Plan Society, Garden Club, FDOT (wildflower program), or any other entity that may have
1071 expertise and interest in assisting with this project.
1072
1073 10. Assist with funding to formulate land development regulations or design criteria for the CRA
1074 that will promote and encourage the use of the community’s historical architecture such as
1075 Florida Bungalow, Craftsman, Florida Vernacular and “Cracker” Styles.
1076
1077 11. Research cost of removing overhead power lines and installing underground in one or more
1078 locations.
1079
1080 12. Explore grant opportunities (e.g. Mainstreet U.S.A.) and other funding opportunities,
1081 including hiring a grant writer or firm to locate funding and prepare grant applications, and
1082 use CRA funds as matching funds.
1083
1084 13. Monitor use of funds and determine most effective means for fulfilling objectives of the
1085 Streetscape Program.
1086

1087 **PROJECT PARTICIPANTS AND ADMINISTRATION**

- 1088 City Manager and City Staff
1089 Design Consultant
1090 Land Planner
1091 Landscape Architect
1092 Graphic Designer
1093 Civil Engineer or Traffic Consultant
1094 Median Sponsor Participants
1095 FDOT
1096 Progress Energy
1097 Property owners and members of the public
1098 Contractors, Subcontractors and Vendors
1099

1100 **BUDGET** - \$200,000 initial allocation and cap (subject to modification on an annual basis)

- 1101
- 1102 **TIME FRAME**
- 1103 Short term, 1-5 years

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PROJECT SHEET #5

1106

1107 **PROJECT TITLE** – Acquire, Maintain and/or Improve Public Property within the CRA.

1108

1109 **PROJECT BACKGROUND** – Several properties within the CRA are currently owned by the
1110 City of Umatilla, dedicated to the public or function as rights of way. Parking areas, public
1111 restrooms, public meeting places and parks are needed within the CRA in order to promote
1112 community events and activities and economic development. In addition, it may be critical to
1113 other CRA Programs such as the Commercial and Employment Improvement Program,
1114 Residential Neighborhood Improvement Program and Streetscape Program that work be
1115 undertaken within public rights of way (e.g. utility installation or relocation, tree trimming,
1116 paving or stabilization of roads, sidewalk repair or installation, etc.).

1117

1118 **PROJECT DESCRIPTION** – The City may have the opportunity to acquire, maintain and/or
1119 improve property within the CRA from time to time. Such improvements may include
1120 demolishing existing structures, clearing land and stabilizing or paving areas for parking areas or
1121 roads, relocating or improving stormwater retention areas, installing or repairing sidewalks,
1122 clearing debris, installing landscaping, trimming trees, relocating or installing utilities, and
1123 repairing, maintaining or installing signage and lighting. In addition to physical improvements,
1124 it may be necessary to retain consultants for such projects including engineers, planners,
1125 surveyors, and the City Attorney.

1126

1127 **PROJECT OBJECTIVES** - To allow the City to acquire property, maintain and/or improve
1128 property within the CRA for the purpose of assisting with the implementation of other CRA
1129 programs or meeting the objectives of such programs, including providing adequate parking,
1130 improving pedestrian access, and facilitating the use of the CRA for community events, activities
1131 and economic development.

1132

STEPS REQUIRED TO IMPLEMENT

1133

1135 1. Identify properties for acquisition to meet objectives of this Program and determine costs
1136 associated with acquisition, maintenance and/or improvement of the property (including but
1137 not limited to demolition, clearing, utility installation or relocation, engineering, surveying,
1138 appraisal fees, attorney's fees, and real estate closing costs).

1139

1140 2. Formulate improvement plans, determine costs associated with plan, obtain bids and select
1141 contractors, and implement plans.

1142

1143 3. Monitor funds available for Program.

1144

1145 4. At the discretion of the Board, seek additional funding sources for this Program, including
1146 grant programs which may involve the use of a grant writer or firm to locate funding and
1147 prepare grant applications and use of CRA funds for matching funds.

1148 **PROJECT PARTICIPANTS AND ADMINISTRATION**

1149 City Manager and City Staff

1150 Engineer

1151 Surveyor

1152 Land Planner

1153 Landscape Architect

1154 Design Consultant

1155 City Attorney

1156 Contractors, Subcontractors and Vendors

1157

1158 **BUDGET** - \$50,000 initial allocation and cap (subject to modification on an annual basis)

1159

1160 **TIME FRAME**

1161 Short term, 1-5 years

1162

1163

PROJECT SHEET #6

1164

1165 **PROJECT TITLE** – Blight Mitigation Program

1166

1167 **PROJECT BACKGROUND** – The City has blighted areas that due to their location and
1168 visibility have a disproportionate negative impact on the immediately surrounding area and the
1169 City’s appearance and image.

1170

1171 **PROJECT DESCRIPTION** – The CRA Board will identify highly visible blighted properties
1172 which may be accomplished by input from volunteers, the City’s Code Enforcement Officer,
1173 City staff, CRA Board members or the general public. After considering the visibility of the site,
1174 its impact on the surrounding area, and options for mitigating the appearance of the site, the
1175 CRA Board will decide whether to proceed with the mitigation subject to the permission of the
1176 property owners. The purpose of this Program is to *mitigate* the effect of the blighted properties
1177 rather than completely correct a situation through the most efficient and cost-effective means.
1178 For example, landscaping or screening might be installed in order to buffer a site from the plain
1179 view of the right of way or other public area; decorative painting or shutters might be used to
1180 “hide” windows that are broken or boarded up; old signage or awnings in disrepair could be
1181 removed; vacant buildings could be modified or improved to give the appearance that the
1182 building is not vacant; or “new” or improved signage could be provided.

1183

1184 **PROJECT OBJECTIVES** - Initiate repairs and improvements to mitigate the negative effect of
1185 blighted properties on the immediately surrounding area or on the City’s overall appearance and
1186 image.

1187

STEPS REQUIRED TO IMPLEMENT

1188

1189 1. Identify properties meeting objectives outlined above.

1190

1191 2. Request that the City’s Code Enforcement Officer assist with identification of properties
1192 where enforcement has been problematic due to a property owner’s circumstances or
1193 economic situation, or unwillingness to cooperate.

1194

1195 3. Ask for public input or designate a CRA member or one or more volunteers to identify such
1196 properties.

1197

1198 4. Utilize City Staff, members of the public or consultants to formulate ideas or plans for
1199 particular properties.

1200

1201 5. Explore most efficient and cost-effective way to mitigate the negative effect of the property.

1202

1203 6. Obtain permission from the property owner, including documentation deemed necessary by
1204 the City Attorney (e.g. waiver/release), prior to entering property.

1205

1206 7. Utilize volunteers when possible and practical (e.g. boy scouts, girl scouts, Rotary Club).

1207

1208
1209 8. Explore additional funding opportunities, including code enforcement liens (foreclosure),
1210 CDBG grants, Habitat for Humanity, civic organizations. At discretion of the Board, retain a
1211 grant writer or firm to locate funds and prepare grant applications, and utilize CRA funds as
1212 matching funds.

1213
1214 9. Monitor funds and evaluate effectiveness of program.

1215
1216 **PROJECT PARTICIPANTS AND ADMINISTRATION**

1217 City Manager and City Staff

1218 Volunteers

1219 Consultants

1220 Members of the Public

1221 Volunteer Organizations

1222 Contractors, subcontractors and vendors

1223

1224 **BUDGET** - \$15,000 initial allocation and cap (subject to modification on an annual basis)

1225

1226 **TIME FRAME**

1227 Short term, 1-5 years

1228

1229 **PROJECT SHEET #7**

1230
1231 **PROJECT TITLE** – Residential Improvement Program

1232
1233 **PROJECT BACKGROUND** – The City’s residential areas are in need of upgrades and many
1234 homes in the CRA are unattractive and in a state of disrepair. The cost of renovations exceeds
1235 what most local home owners can afford. A grant program would allow for exterior renovations
1236 that improve the appearance of homes from public streets or areas, while encouraging
1237 surrounding owners to upgrade their properties.

1238
1239 **PROJECT DESCRIPTION** – Offer grants to those wanting to improve the exterior appearance
1240 of their homes by focusing on those areas most visible to the public from adjacent streets, parks,
1241 or other public places. Provide technical assistance to homeowners seeking to improve the
1242 appearance of their home by allowing them to confer with the CRA’s design consultant.

1243
1244 Aesthetic improvements may include the replacement of deteriorated front porches, decorative
1245 fence improvements, paint, burying utilities underground, trim, landscaping, windows and
1246 similar improvements. The CRA Board shall consider whether certain improvements will create
1247 an inordinate burden for future maintenance when reviewing a grant request.

1248
1249 **PROJECT OBJECTIVES** – Assist homeowners with making renovations or repairs to their
1250 homes in order to improve the appearance of residential neighborhoods within the CRA. Repairs
1251 and renovations shall be limited to improvements that will be viewed by the public either from
1252 the street or other public areas adjacent to the home. Priority shall be given to improvements
1253 that have the greatest impact on improving the overall appearance of a home and positively
1254 impacting the surrounding neighborhood.

- 1255
1256 1. The CRA will review each application and proposed improvement plan, and determine
1257 whether to approve the request (and the extent of the grant to be awarded) using the
1258 following criteria:
1259
1260 2. Whether the proposed improvement plan is consistent with the objectives of the Residential
1261 Neighborhood Improvement Program;
1262
1263 3. Whether the proposed improvement plan will promote the attractiveness of the surrounding
1264 neighborhood (the CRA should seek a recommendation from its architect/designer in this
1265 regard);
1266
1267 4. Whether the proposed improvement plan will compliment the Streetscape Program or any
1268 other programs identified in the CRA Plan;
1269
1270 5. The extent that the proposed improvement will generate interest in the CRA program and
1271 serve as a catalyst for additional improvements in the CRA;
1272
1273 6. The impact of the proposed improvement in relation to any other improvements to the
1274 building that would have a greater impact on improving the exterior appearance of the home;

- 1275
1276 7. The viability of the improvement on a long-term basis (e.g. will it be difficult or costly for a
1277 homeowner to maintain the improvement in an attractive manner);
1278
1279 8. The community's response to the Residential Improvement Program and the extent that
1280 funds will be available for other projects that are anticipated or pending review (e.g. the CRA
1281 may decide to provide a smaller amount to each homeowner in order to provide grants to a
1282 greater number of homeowners depending on the community's response); and
1283
1284 9. The condition of the home and its impact on the surrounding property values (e.g. a
1285 particular project may warrant more funding due to the poor condition of the home and its
1286 impact on surrounding property values).
1287

1288 **STEPS REQUIRED TO IMPLEMENT**

- 1289
1290 1. Formulate a "user friendly" application and review process.
1291
1292 2. Notify property owners within the CRA of the Residential Improvement Program by mailing
1293 written notice and/or conducting one or more meetings.
1294
1295 3. Retain a design consultant to review improvement plans, prepare improvement plans (when
1296 requested by a property owner), consult with property owners and make recommendations
1297 regarding individual plans submitted to the CRA Board.
1298
1299 4. Establish an hourly rate for the Board's design consultant and limit fees for each residential
1300 project to \$250.00 unless prior approval is granted by the Board.
1301
1302 5. Formulate a list of local contractors, subcontractors and vendors who provide services or
1303 goods related to the Program (e.g. painters, drywall, artists, electricians, etc.).
1304
1305 6. Require competitive pricing for services or goods that exceed \$2,500. Follow City's
1306 purchasing policy for services or goods that exceed \$2,500. CRA funds shall be paid directly
1307 by the City to contractors, subcontractors and vendors.
1308
1309 7. Review individual applications at a duly advertised CRA meeting and determine extent of
1310 grant money to be awarded for each application received.
1311
1312 8. Monitor use of funds and determine most effective means for fulfilling objectives of the
1313 Program.
1314
1315 9. Consider using partnerships with Habitat for Humanity or other entities or volunteers that
1316 assist with low income housing needs to assist homeowners with making repairs or
1317 improvements.
1318 10. Seek funding through the CDBG program or any similar program to assist with residential
1319 improvements that meet the requirements of such programs (e.g. comprehensive program to
1320 bury power lines or make residential repairs, install new water and sewer systems, replace

1321
1322
1323 11. When applicable, seek funding from FEMA for residential repairs associated with natural
1324 disasters and/or assist homeowners with the application process.
1325

1326 **PROJECT PARTICIPANTS AND ADMINISTRATION**

1327 City Manager and Staff

1328 Design Consultant

1329 Property owners

1330 Government agencies or other organizations that assist with low income housing needs

1331 Volunteers

1332 CDBG administrators

1333 FEMA administrators

1334 Consultants (engineer, land planner, landscape architect, surveyor)

1335 Contractors, Subcontractors and Vendors

1336

1337 **BUDGET-** \$50,000 initial allocation and cap (subject to modification on an annual basis)

1338

1339 **TIME FRAME**

1340 Short term, 1-5 years

1341 **PROJECT SHEET #8**

1342
1343 **PROJECT TITLE** – Vendor and Subcontractor Selection

1344
1345 **PROJECT BACKGROUND** – Use of CRA funds should be monitored closely and
1346 expenditures should be made carefully. In order to assure that individuals or firms providing
1347 services or materials for projects that are funded by CRA funds are qualified and competitive in
1348 their pricing, and in order to assure that local individuals or firms are used whenever possible,
1349 the CRA will assist with the selection of vendors and subcontractors and will pay these parties
1350 directly. The selection of contractors, subcontractors or vendors shall comply with the City’s
1351 Purchasing Policy and State law requirements.

1352
1353 **PROJECT DESCRIPTION** – The City will prepare a list of vendors and licensed
1354 subcontractors located within the Umatilla area (e.g. the business has a Umatilla address, the
1355 subcontractor resides in the City or the owner of the business resides in the city). A property
1356 owner may defer to the City staff to obtain bids for a project or may obtain their own bids from
1357 the list of local vendors or subcontractors, provided that the goods or services that are needed for
1358 the project are available from local providers. This shall not preclude the City or a property
1359 owner from also obtaining bids from non-local vendors or subcontractors. The following factors
1360 will be used to select a vendor or subcontractor: (1) the cost of the goods or services; (2)
1361 likelihood that the provider can provide the goods or services in a timely manner; (3) the
1362 reasonableness of the proposal and the likelihood that quality materials or work will be provided
1363 in light of the cost; (4) the reputation of the provider and/or prior experience with the provider;
1364 (5) whether the goods or services are unique or specialized necessitating use of a provider not
1365 included on the local vendor list.; and (6) whether there are any special factors that justify use of
1366 a provider that is not included on the local vendor list.

1367
1368 The CRA Board may direct the City Manager to seek proposals from vendors or subcontractors
1369 through the public bidding process in an effort to secure the most competitive pricing available.
1370 For example, if multiple individual projects are to be undertaken simultaneously with regard to
1371 any of the CRA Programs, the public bidding process could be used to select a single vendor,
1372 subcontractor or contractor to particular components common to all of the projects (e.g. if more
1373 than one commercial building in the downtown district has requested funds for painting, doors,
1374 or windows; or the CRA selects a uniform decorative light fixture for use on buildings in the
1375 downtown district). If public bidding is used, the scoring system shall provide additional points
1376 for local vendors or subcontractors.

1377
1378 **PROJECT OBJECTIVES** - Assure that CRA funds are used in an efficient manner and provide
1379 financial opportunities to local vendors and subcontractors whenever possible in order to
1380 promote economic activity in the Umatilla area. Assure that all work performed with CRA
1381 funding is performed by qualified individuals or firms that are properly licensed (bonded and
1382 insured).

1383
1384
1385 **STEPS REQUIRED TO IMPLEMENT**

1386 1. Formulate list of local vendors and subcontractors that are properly licensed (bonded and

- 1387
1388
1389 2. Review applications that are submitted with bids/estimates to assure the work will be
1390 performed by licensed individuals or firms and determine whether bids are competitive and
1391 comply with the City's Purchasing Policy.
1392
1393 3. Obtain bids if requested by property owners and follow the City's Purchasing Policy.
1394
1395 4. Utilize the public bidding process when this process will result in most efficient use of CRA
1396 funds, or in those cases where public bidding is required by the City's Purchasing Policy or
1397 State law due to the size and nature the project.
1398

1399 **PROJECT PARTICIPANTS AND ADMINISTRATION**

1400 City of Umatilla – City Manager and City Staff
1401 Contractors, Subcontractors or Vendors
1402

1403 **BUDGET – not applicable**
1404

1405 **TIME FRAME**

1406 Short term, 1-5 years

1407 **PROJECT SHEET #9**

1408
1409 **PROJECT TITLE** – Promotion of Eco-Tourism, Economic Development and Ecology Friendly
1410 Opportunities

1411
1412 **PROJECT BACKGROUND** –The City’s proximity to natural resources, wildlife areas and
1413 recreational opportunities provides opportunities for local businesses to provide services to those
1414 visiting the City of Umatilla. Various CRA programs may present an opportunity to promote
1415 the image of the City as “ecologically friendly” including use of the slogan “Gateway to the
1416 National Forest” and references to the “Black Bear Festival.” In particular, the Streetscape and
1417 Gateway Program provides for the installation of banners and signage. These banners or signs
1418 could promote themes related to wildlife, recreational opportunities and native foliage.
1419 Vegetation used in the medians could also draw attention to the City’s proximity to the Ocala
1420 National Forest and reinforce the City’s “ecologically friendly” image. In addition, there may be
1421 other opportunities within the CRA that further the City’s “ecology friendly” image, such as
1422 programs that facilitate multi-modal transportation, alternative energy, water and natural
1423 resource conservation, “green” construction or landscape design, and similar concepts. The
1424 promotion of eco-tourism and ecology friendly programs will further economic development and
1425 provide a larger customer base for restaurants, lodging and retail providers.

1426
1427 **PROJECT DESCRIPTION** – Utilize CRA programs to project the City’s “ecologically
1428 friendly” image which may include drawing attention to recreational opportunities and related
1429 businesses, and conservation related programs. Banners and signage that utilize wildlife and
1430 native foliage in their colors and design should be selected when appropriate. The “Gateway to
1431 the National Forest” slogan should be incorporated into logos, signage or banners when
1432 appropriate. Architectural features, paint colors or sculptures and statues could be used to
1433 promote the “ecologically friendly” theme. Provide funding and improve trailheads originating
1434 in the CRA (if applicable) and provide one or more information kiosks within the CRA regarding
1435 recreational and/or ecological related opportunities. Install signage to designate events that
1436 promote ecological and recreational opportunities, or to otherwise designate the location of
1437 ecological and recreational opportunities. Encourage projects that promote conservation of
1438 energy and natural resources and similar concepts.

1439
1440 **PROJECT OBJECTIVES** - Draw people to the area that will patronize local businesses and
1441 undertake ecologically friendly projects that will promote conservation and awareness. Attract
1442 businesses to the community that will provide goods and services related to eco-tourism. For
1443 example, businesses such as camping and kayaking outfitters, hiking guides, bed & breakfast
1444 “inns”, and sporting goods retailers should be encouraged. If possible, provide trailheads, trails,
1445 bicycle paths (or crossings), and informational kiosks within the CRA or provide signage
1446 directing visitors to such locations. Facilitate and/or encourage the use of multi-modal
1447 transportation, “green” design and construction, and alternative energy usage within the CRA.

1448
1449
1450
1451 **STEPS REQUIRED TO IMPLEMENT**

- 1452 1. Identify and utilize other CRA Programs to project “eco-friendly” theme and image.

- 1453
1454 2. Consider the use of an “eco-friendly” logo to identify CRA projects or as a new logo for the
1455 City of Umatilla (e.g. “Gateway to the Forest”).
1456
1457 3. Determine whether any existing trails or bicycle routes are located within the CRA or in
1458 close proximity to the CRA, and determine whether a trail head, trail improvement, or
1459 bicycle path or crossing could be added within the CRA. Determine cost of adding signage
1460 directing visitors to such areas. City Staff, a committee or volunteers may be used to collect
1461 this information and make presentations to the CRA Board.
1462
1463 4. Consider placing information kiosks (regarding wildlife and recreational opportunities)
1464 within the CRA.
1465
1466 5. Seek additional funding or assistance that may be available for eco-tourism, including but not
1467 limited to opportunities available through the U.S. Forestry Service and Lake County.
1468
1469 6. Consider use of signage to direct the public to “eco-friendly” opportunities and events.
1470
1471 7. Consider suggestions made by City Staff, the Chamber of Commerce, or other groups to
1472 furthering the objectives of this Program.
1473
1474 8. Consider seeking input from outside groups, agencies, firms or individuals for promoting
1475 eco-tourism, conservation, multi-modal transportation, “green construction” or design,
1476 alternative energy usage, and similar projects that further the objectives of this Program.
1477
1478 9. Oversee the implementation of specific projects approved by the CRA as a result of
1479 suggestions, proposals or information received in paragraphs #7 and #8 above.
1480

1481 **PROJECT PARTICIPANTS AND ADMINISTRATION**

- 1482 City Manager and Staff
1483 Chamber of Commerce
1484 Volunteers and members of the public
1485 Civic Organizations
1486 Local Businesses
1487 U.S. Forestry Service
1488 Lake County
1489 Graphic Designer
1490 Land Planner
1491 Design Consultant
1492 Various Consultants, as needed (surveyor, engineer, traffic planner, landscape architect)
1493 Not for Profit Groups
1494 Private/Public Agencies
1495 Advertising or Public Relations Consultant
1496

1497 **BUDGET – See Sheet #1**
1498

1499 **TIME FRAME**
1500 Short term, 1-5 years
1501

1502

PROJECT SHEET #10

1503

1504

1505 **PROJECT TITLE** - Stormwater Basin Master Plan

1506

1507 **PROJECT BACKGROUND** - The City of Umatilla CDBG Plan identified several areas with
1508 flooding problems, water quality problems or both. Recommended improvements to alleviate
1509 level of service deficiencies are listed in the City of Umatilla CDBG Grant applications. Some
1510 of the projects have been identified, but due to a shortage in grant monies these projects are
1511 pending until additional funds are available. The City recently adopted a stormwater utility
1512 program to assist with funding stormwater improvements throughout the City.

1513

1514 **PROJECT DESCRIPTION** – Assist with stormwater related improvements within the CRA as
1515 needed.

1516

1517 **PROJECT OBJECTIVES** - Ensure the reduction of stormwater flooding within the CRA.

1518

STEPS REQUIRED TO IMPLEMENT

1520

1521 1. Consider requests made by the City Manager regarding stormwater related improvements
1522 that are needed with the CRA.

1523

1524 2. Determine whether funding is available from other sources (e.g. stormwater utility) or
1525 whether particular circumstances warrant use of CRA funds (location of the problem in
1526 relation to other CRA projects, the effect of the problem on the success of other CRA
1527 projects, the severity of the situation).

1528

1529 3. Determine availability of CRA funds to assist with stormwater improvements or to be used
1530 as matching funds for other grant programs.

1531

PROJECT PARTICIPANTS AND ADMINISTRATION

1532 City Manager and City Staff

1533 Engineer

1535 Governmental agencies that provide funding for stormwater improvements

1536 Contractors or Subcontractors

1537

1538 **BUDGET** – See Sheet #1; it is estimated that a total of \$400,000 will be required to develop and
1539 implement a stormwater basin plan. Various funds may be available from other sources,
1540 including grant programs and other governmental agencies.

1541

1542 **TIME FRAME** – This is an ongoing program that will be undertaken as funds are available and
1543 depending on the priority of individual projects.

1544

1545

PROJECT SHEET #11

1546

1547

1548 **PROJECT TITLE** –Sidewalk Program

1549

1550 **PROJECT BACKGROUND** - As noted in the "Finding of Necessity" Report, about 6.4 miles
1551 of sidewalk is needed within the CRA. In Figure B-3, the various areas of priority are illustrated
1552 according to their close proximity to schools, parks and other public areas of interest. This
1553 criterion was labeled as an "unsafe" condition and assisted in determining that blighted
1554 conditions within the CRA. Due to the urgency and need, the City continues to utilize funds
1555 available from the general fund or any other programs to install and repair sidewalks according
1556 to the City's Comprehensive Sidewalk Plan. The City provides approximately 1,200 to 2,000
1557 feet of new sidewalks or sidewalk repairs annually.

1558

1559 **PROJECT DESCRIPTION** – Utilize CRA funds when the installation or repair of particular
1560 sidewalks is integral to the success of other CRA Programs (e.g. Streetscape, Commercial and
1561 Employment Center Improvement Program, Residential Improvement Program). Consider
1562 specific requests from the City to assist with funding sidewalk projects, including the use of
1563 CRA funds as matching funds for other grant programs.

1564

1565 **PROJECT OBJECTIVES** – The objective of this Program is to provide safe access to schools,
1566 parks, residential areas, commercial opportunities and recreational activities. In addition, the
1567 Program is intended to assist with providing alternative modes of transportation.

1568

STEPS REQUIRED TO IMPLEMENT

1569

1570

- 1571 1. Consider requests made by the City Manager regarding sidewalk repairs or installation
1572 needed within the CRA.

1573

- 1574 2. Determine whether funding is available from other sources or whether the circumstances
1575 warrant use of CRA funds (location of the sidewalk in relation to other CRA projects, the
1576 severity of the situation).

1577

- 1578 3. Determine availability of CRA funds, taking into consideration funds that have been
1579 allocated to other CRA Programs, the success of those programs, future needs of other CRA
1580 Programs, and whether re-allocation of funds is justified.

1581

PROJECT PARTICIPANTS AND ADMINISTRATION

1582 City of Umatilla

1583 CDBG administrators

1584 Lake County

1585 FDOT

1586

1587

1588 **BUDGET** – See Sheet #1; the cost of providing 1,200 to 2,000 feet of new sidewalks or repairs
1589 is approximately \$30,000.

1590

1591 **TIME FRAME** – This is an ongoing program that will be undertaken as funds are available and
1592 depending on the priority of individual projects.

Chapter 7 – Financial Plan

1593
1594

Revenue Projections

1595
1596

Tax Increment Financing revenues that are expected to be deposited into the Redevelopment Trust Fund are illustrated in the table below, Umatilla CRA Increment Financing (TIF) Revenue Projections Table. The amounts are based on estimates of the taxable property values for the year 2009 (\$57,296,325) (Figure 6) and assume the historic annual increase of 3.00% on these valuations. The millage rate used for calculations is 12.836; it is applied to 95% of the increased amount over the base year (2009) estimated taxable values. This estimate is believed to be conservative since it does not take into consideration any new construction or new assessments. In addition the district has vacant land valued at \$3,931,896 that has the potential for development and therefore new added assessments (Figure 7). New development, especially on undeveloped property, will increase the total tax increment as they are completed and new (increase) valuations are entered on the tax roll.

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1608

TABLE 7-1 - UMATILLA CRA TIF REVENUE PROJECTIONS

1609
1610

Taxable Year	Total Taxable Value	Previous Year Increase in Taxable Value at a Rate of 3%/year	Amount of Taxes Raised from CRA Increase
2007	\$54,007,282	\$1,573,028	\$19,182
2008	\$55,627,500	\$3,193,246	\$38,939
2009	\$57,296,325	\$4,862,071	\$59,289
2010	\$59,015,215	\$6,580,961	\$80,250
2011	\$60,785,671	\$8,351,417	\$101,839
2012	\$62,609,241	\$10,174,987	\$124,076
2013	\$64,487,519	\$12,053,265	\$146,980
2014	\$66,422,144	\$13,987,890	\$170,571
2015	\$68,414,809	\$15,980,555	\$194,870
2016	\$70,467,253	\$18,032,999	\$219,898
2017	\$72,581,270	\$20,147,016	\$245,677
2018	\$74,758,708	\$22,324,454	\$272,229
2019	\$77,001,470	\$24,567,216	\$299,578
2020	\$79,311,514	\$26,877,260	\$327,747
2021	\$81,690,859	\$29,256,605	\$356,761
2022	\$84,141,585	\$31,707,331	\$386,646
2023	\$86,665,833	\$34,231,579	\$417,427
2024	\$89,265,808	\$36,831,554	\$449,131
2025	\$91,943,782	\$39,509,528	\$481,787
2026	\$94,702,095	\$42,267,841	\$515,423

1611

1612

1613 **Redevelopment Plan Budget and Project Phasing**

1614

1615 The Redevelopment Projects and Programs described in Chapter 6 that are to receive TIF funds
1616 have been programmed for implementation. Two guiding factors were used to program the
1617 timing of implementation: availability of funds and the priorities established by the CRA
1618 Advisory Board. Table 7-3, Umatilla CRA Redevelopment Plan Proposed Budget Table,
1619 illustrates when the projects and programs are programmed for the next nine years. It is
1620 expected that the Redevelopment Plan, however, will be updated regularly, but not to exceed
1621 every five years. As priorities change, projects are deleted, or new projects are created, this table
1622 will be amended.

1623

1624 The Proposed Budget Table is for planning purposes only and is not a guarantee of expenditure
1625 of funds on any given project. Actual project allocations are determined annually through the
1626 budget process. This proposed budget is intended to serve as a guide and is not intended to
1627 replace the annual budget adopted by the CRA.

1628

1629 Florida Statutes Chapter 163.360(10) states that all redevelopment activities funded by tax
1630 increment financing shall be completed within 30 years from the date the governing body
1631 approves or amends the redevelopment plan. The resolution to adopt the Umatilla
1632 Redevelopment Plan and the proposed Umatilla CRA trust fund is limited to 30 years.
1633 Furthermore, it is recommended that the Umatilla CRA will incur no additional debt or bonding
1634 after 20 years from the original adoption date.

1635

1636 **Redevelopment Plan Administration**

1637

1638 The successful implementation of the Redevelopment Plan will require the coordinated efforts of
1639 the Community Redevelopment Agency, the CRA Advisory Board, city government, local
1640 citizens, business organizations, and private developers. The coordinated efforts, however, must
1641 be guided by a leadership position, namely a CRA Program Coordinator. Without this position
1642 and the establishment of a local office, the redevelopment efforts will most likely wane rather
1643 than steadily move forward as they have been.

1644

1645 The CRA Advisory Board on implementing the redevelopment projects and programs and will
1646 report to the Community Redevelopment Agency/City for final approvals. The CRA will be the
1647 critical interface between the public sector and private sector. When necessary and appropriate,
1648 public workshops will be held to gather public input on a particular project or program. An
1649 annual CRA budget will be prepared by the Program Coordinator and adopted by the
1650 Community Redevelopment Agency.

1651

1652 **Publicly Funded Capital Improvement Projects in the CRA**

1653

1654 The City of Umatilla Government Capital Improvement Program for FY 2009 – FY 2013
1655 includes the following projects that are located in the Umatilla CRA:

1656

Road Resurfacing	\$413,304
Waste Water Plant Expansion and Rehab Sewer Lines	\$3,391,191
Water System	\$5,358,047
Law Enforcement Patrol Car Leases	\$90,000
Fire Truck Lease	\$75,000
Stormwater Drainage Basin Impact	\$320,000
Transportation Infrastructure Improvements	\$413,304
Parks and Recreation	\$151,000

1657

1658

1659

1660

1661

1662

The following projects have been included in Chapter 6 of the Redevelopment Plan. Some of the projects have detailed sheets explaining the process and some have not been given timelines or budgets as of yet. Currently, there are some financial sources for the below projects, they are listed above. Additional funding sources could be from the City's general fund, County gas tax or impact fees.

Chapter 8 – Finding of Necessity

1663
1664

1665 **Introduction**

1666

1667 The Umatilla Community Redevelopment Area (CRA) is located within the heart of the City of
1668 Umatilla. The area is largely single family residential with commercial land uses bordering State
1669 Road 19. This area is characterized as having a small-town atmosphere, generally slow-paced,
1670 with a predominately younger to middle-age population, school age children, and affordable
1671 housing.

1672

1673 The local business owners and residents of the City of Umatilla have indicated through surveys,
1674 a strong desire to improve their community and strengthen its economic viability while
1675 maintaining its atmosphere.

1676

1677 The Umatilla CRA Expansion Area plan was adopted in 2006 and was the second general plan
1678 prepared for the overall area. This study documents that "blighted" conditions existing in the
1679 Umatilla CRA Area, as defined by Section 163.340(8), Florida Statutes, and provides the basis
1680 for recommending the creation of a Community Redevelopment Agency to carry out the
1681 community redevelopment purposes of Chapter 163, Part III, Florida Statutes (2005).

1682 **History of Area**

1683

1684 Umatilla is known as the Gateway to Ocala National Forest and is also the northern most City in
1685 Lake County's Golden Triangle area. The town was discovered by Nathan Trowell while sailing
1686 down the St. Johns River and was incorporated in 1904. According to local folklore "Umatilla"
1687 is an Indian name meaning Land of Many Lakes. The City is also home to three local schools,
1688 Umatilla Elementary, Umatilla Middle and Umatilla High. Agriculture has played an important
1689 economic role not only in the State of Florida but also to area residents and businesses within the
1690 City.

1691 **Purpose of Establishing a Community Redevelopment Area**

1692

1693 In 1969, the Florida Legislature enacted Chapter 163, Part III, Florida Statutes, known as the
1694 "Community Redevelopment Act". This legislation enables local units of government to set up
1695 Community Redevelopment Areas (CRAs) where conditions of slum or blight exist. The overall
1696 goal of the legislation was to encourage local initiative in revitalizing older downtown areas and
1697 declining residential neighborhoods. The Community Redevelopment Act also provides to the
1698 creation of a Community Redevelopment Agency. The local redevelopment agencies are
1699 established to carry out two major activities. The first activity is to prepare a Community
1700 Redevelopment Plan for a slum or blighted area. This plan would identify the major factors
1701 causing physical, economic, and social decline in the CRA and then identify those actions
1702 needed to arrest the decline. Second, a local government is empowered to establish a
1703 redevelopment trust fund pursuant to Section 163.387 Florida Statutes. This trust fund would
1704 serve as a depository for tax increment revenues generated through increased property values in
1705 the designated CRA.

1706

1707 Although revitalization efforts have been made by both the private and public sector as part of
1708 the Revitalization Plan adopted in 2001, many of the projects identified in the Revitalization
1709 Plan require a funding mechanism. The establishment of tax increment financing in the CRA
1710 allows for the area to pay for its own projects.

1711 **Steps to Establishing a Community Redevelopment Area**

1712
1713 Chapter 163, Part III, Florida Statutes (2005), outlines specific required steps for establishing a
1714 Community Redevelopment Area. A summary of the required steps are listed below in the order
1715 they must be completed:

- 1716
1717 1. Provide public notice of proposed action to each taxing authority within the CRA
1718 (Section 163.346).
- 1719
1720 2. Make a "Finding of Necessity" and establish the boundaries of the CRA (Section
1721 163.355) adopted by resolution.
- 1722
1723 3. Find the need for establishing a Community Redevelopment Agency (Section 163.356)
1724 adopted by resolution.
- 1725
1726 4. Create the Community Redevelopment Agency (Section 163.357), adopted by
1727 resolution, if governing body is the agency.
- 1728
1729 5. Develop a Community Redevelopment Plan (Section 163.360), adopted by resolution.
- 1730
1731 6. Establish a redevelopment trust fund (Section 163.387), adopted by ordinance.
- 1732

1733 **Blight as Defined by Chapter 163, Part III, Florida Statutes (2005)**

1734
1735 As noted above, the first step in establishing a CRA is to make a finding and declaration of
1736 necessity. The purpose of this report is to present evidence of the conditions in the City of
1737 Umatilla CRA Expansion area as a basis for a finding by the City of Umatilla that one or more
1738 slum or blighted areas exist within the expansion area. A preliminary look at qualifying the
1739 expansion area as a CRA centered on conditions of blight. Section 163.340(8), Florida Statutes
1740 provides the following two definitions for "blighted areas":

- 1741
1742 1. An area in which there are a substantial number of slum, deteriorated, or deteriorating
1743 structures and conditions which endanger life or property by fire or other causes or one or
1744 more of the following factors which substantially impairs or arrests the sound growth of a
1745 county or municipality and is a menace to the public health, safety, morals, or welfare in its
1746 present condition and use:
 - 1747
1748 a. Predominance of defective or inadequate street layout;
 - 1749
1750 b. Aggregate assessed values of real property in the area for ad valorem tax purposes have
failed to show any appreciable increase over the 5 years prior to the finding of such

- 1751 conditions;
- 1752 c. Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;
- 1753 d. Unsanitary or unsafe conditions;
- 1754 e. Deterioration of site or other improvements;
- 1755 f. Inadequate and outdated building density patterns;
- 1756 g. Falling lease rates per square foot of office, commercial, or industrial space compared to
1757 the remainder of the county or municipality;
- 1758 h. Tax or special assessment delinquency exceeding the fair market value of the land;
- 1759 i. Residential and commercial vacancy rates higher in the area than in the remainder of the
1760 county or municipality;
- 1761 j. Incidence of crime in the area higher than in the remainder of the county or municipality;
- 1762 k. Fire and emergency medical service calls to the area proportionately higher than in the
1763 remainder of the county or municipality;
- 1764 l. A greater number of violations of the Florida Building Code in the area than the number
1765 of violations recorded in the remainder of the county or municipality;
- 1766 m. Diversity of ownership or defective or unusual conditions of title which prevent the free
1767 alienability of land within the deteriorated or hazardous area; or
- 1768 n. Governmentally owned property with adverse environmental conditions caused by a
1769 public or private entity.

1770 **Methodology**

1771

1772 A number of information sources and analytical techniques were used in the determination of
1773 need for the Umatilla CRA. Lake County's Property Appraiser's maps were used to examine
1774 rights-of-way widths and lot layouts. The Lake County Geographic Information System (GIS)
1775 Parcel Map (2009) was used to determine the number of lots, their existing uses, and the size of
1776 the Area. The City's Land Development Regulations were used in the evaluation of lot size,
1777 rights-of-way widths and parking facility adequacy. Field surveys were conducted in July 2006
1778 throughout the CRA to assess the location of sidewalks and the type of drainage systems. City
1779 Departments were used to assess the above information including the Public Works Department,
1780 Recreation Department and the Lake County Property Appraiser, during the June 2006 to August
1781 2006 timeframe.

1782 **Umatilla CRA Expansion Area Boundary (2006)**

1783

1784 The boundary of the Umatilla CRA Expansion Area, adopted in 2006, is illustrated in Figure 1.
1785 The CRA Expansion Area contains blighted areas which were included within the CRA based
1786 upon the overall need for physical redevelopment and revitalization, following research by LPG
1787 Urban and Regional Planners to determine the presence of one or more factors contained in the
1788 statutory definition of blight. Other areas that are included were necessary to the achievement of
1789 the objective to prevent the spread of blighting conditions, specifically, some physically sound
1790 areas were included in the CRA based on the need to recognize the existence of functional

1791 relationships in the area that produce a sense of neighborhood. The necessity to nurture the
1792 growth of existing mutually supportive relationships and linkages was also taken into account.

1793 **Conditions of Umatilla CRA Expansion Area (2006)**
1794

1795 Although all of the criteria listed in the definition of blighted area in Section 163.340(8) are
1796 present in the CRA expansion area to some degree, this report concentrates on finding conditions
1797 pertaining to: a predominance of defective or inadequate street layout; unsanitary or unsafe
1798 conditions; and inadequate water distribution lines and inadequate sewer within the CRA
1799 expansion area, as listed under subsection (a) and as listed under subsection (b).
1800

1801 **Predominance of Defective or Inadequate Street Layout**
1802

1803 The lack of adequate right-of-way for roads, based upon the minimum City standards set forth in
1804 the City of Umatilla Land Development Regulations was used in this study to determine a
1805 predominance of defective or inadequate street layout. The required minimum rights-of-way for
1806 roadways with an open drain system (prevalent in Umatilla) are 50'.
1807

1808 LPG Urban and Regional Planners staff evaluated the current street network against the
1809 minimum standards and found that forty-one (41) of the roads in the CRA Expansion Area have
1810 insufficient right-of-way. The majority of the roads with insufficient right-of-way are located
1811 within the eastern area of the CRA.. The narrow roadways present a difficult and unsafe
1812 situation for vehicular and pedestrian traffic to pass each other, especially when a deep open
1813 ditch is present alongside the road, as is common the area.
1814

TABLE 8-1 – Streets in CRA that do not meet the minimum right-of-way of fifty feet

Street Name	Number of Individual Street Segments	Cumulative Length of Street (ft)	Average Current Right of Way Width (ft)	Minimum Current Right of Way Width (ft)	Maximum Current Right of Way Width (ft)
Aragon Avenue	1	444	40.0	40.0	40.0
Ball Park Road	1	399	16.2	0.0	21.5
Budd Avenue	2	307	37.5	25.0	50.0
Buford Avenue	1	505	40.0	40.0	40.0
Bulldog Lane	1	887	25.0	25.0	25.0
Cassady Street	1	763	39.4	34.8	41.6
East Collins Street	4	2,226	34.0	25.0	46.0
East Ocala Street	1	303	25.0	25.0	25.0
Golden Gem Drive	1	1,342	26.5	20.0	33.0
Goodbar Avenue	1	529	40.0	40.0	40.0
Grandview Avenue	2	737	40.0	40.0	40.0
Grove Street	2	649	40.0	40.0	40.0
Guerrant Street	1	458	36.4	30.0	40.0
Highland Avenue	1	269	30.0	30.0	30.0
Hillside Avenue	2	739	30.0	30.0	30.0
Howard Avenue	1	305	10.0	10.0	10.0
Jim Daugherty Road	1	1,333	16.5	0.0	33.0
Lake Pearl Place	2	1,154	22.0	22.0	22.0
Lakeside Avenue	2	1,239	41.0	38.0	50.0
Line Street	1	950	26.5	17.0	41.7
Mallory Street	1	355	37.5	35.0	40.0
Mary Street	2	421	40.0	40.0	40.0
Maxwell Road	1	791	30.0	30.0	30.0
Mebane Street	1	718	59.5	38.5	100.0
Mills Street	1	728	26.9	25.1	28.7
North Orange Avenue	4	3,044	16.4	0.0	30.0
Orange Court	1	807	41.0	41.0	41.0
Outlook Street	1	562	31.7	30.0	33.0
Owens Lane	3	2,025	15.9	0.0	39.7
Oxford Street	2	490	40.0	40.0	40.0
Palm Court Drive	1	781	31.0	31.0	31.0
Parks Avenue	1	532	40.0	40.0	40.0
Pearl Street	4	1,056	28.4	6.7	46.3

South Oak Avenue	4	1,623	30.0	30.0	30.0
South Orange Avenue	1	348	37.0	34.0	39.5
South Pine Avenue	2	693	15.0	15.0	15.0
Tennessee Avenue	2	732	36.4	31.4	40.7
Thomas Street	1	490	14.7	0.0	21.5
Tutuola Avenue	1	153	40.0	40.0	40.0
West Ocala Street	1	201	25.5	24.8	26.3
Westside Avenue	1	334	28.4	23.0	32.0
Total Length		32,421			

Substandard Potable Water Lines

The criteria used to determine substandard potable water lines were lines that are less than 6" in diameter. A review of the city's master water distribution line maps was conducted. Results of the review indicated that 35% of the lines were less than 6" totaling approximately 37,327 feet (Figure 9).

Substandard Wastewater Service

The criteria used to determine areas of substandard wastewater service areas were those areas not currently serviced by the City's sanitary sewer. A review of the city's master sewer distribution line maps was conducted. Results of the review indicated that there were small areas throughout the CRA boundary that are not serviced by the City (See Figure 11).

Unsanitary or Unsafe Conditions

The criteria used to determine unsanitary or unsafe conditions were the lack of sidewalks, lack of streetlights and the storm drainage system.

A windshield field survey by LPG Urban and Regional Planners staff in August 2006 was used to locate any existing sidewalks and streetlights. The City annually adds sidewalks throughout Umatilla and the lighting is provided by each new development. The sidewalk priority list will be based on Figure 9, which color coordinates the order of importance. (See Table B-1 for sidewalks, Table B-2 for streetlights and Figure 9 for sidewalk needs.)

The storm drainage system in the Umatilla CRA Expansion Area creates another unsafe condition. The predominant storm drainage system is open ditches alongside roadways. As mentioned previously under Inadequate Street Layout, the combination of narrow roads, lack of sidewalks, and open ditches is unsafe for both pedestrians and vehicles. It is suggested that several roadways be inventoried and evaluated; examples are Umatilla Boulevard and near the Presbyterian Church. This area is heavily flooded after storm downpours.

TABLE 8-2 – SIDEWALKS

Street Name	Suggested Priority for Construction	Number of Individual Street Segments	Cumulative Length of Street (ft)
South Trowell Avenue	1	1	114
Winogene Avenue	1	4	1,306
Wisteria Avenue	1	4	1,299
North Kentucky Avenue	2	1	190
Aragon Avenue	3	1	444
East Lake Street	3	1	266
Grove Street	3	2	650
Howard Avenue	3	1	489
Kristin Court	3	1	167
North Orange Avenue	3	2	962
North Pine Avenue	3	1	547
North Winthrop Avenue	3	1	639
South Oak Avenue	3	5	1,459
West Collins Street	3	1	294
Hatfield Drive	4	2	637
Highland Avenue	4	1	295
Outlook Street	4	2	588
Rose Street	4	4	871
Ardlussa Street	5	1	173
East Ocala Street	5	3	426
Harris Street	5	1	350
Lori Court	5	1	194
Mitchner Street	5	1	348
North Kentucky Avenue	5	9	1,340
Pearl Street	5	1	64
Seminole Street	5	1	232
South Trowell Avenue	5	2	376
Wafford Street	5	2	979
Ball Park Road	6	2	750
Henry Street	6	3	713
Lakeshore Avenue	6	2	436
Ogden Avenue	6	4	1,353
Palmetto Street	6	5	650
Park Avenue	6	1	416
Pearl Street	6	5	836
South Oak Avenue	6	1	142
Wafford Street	6	3	837

West Collins Street	6	1	284
Westside Avenue	6	3	387
Blanche Avenue	7	2	569
Carroll Street	7	1	612
Grandview Avenue	7	2	764
Hillside Avenue	7	3	768
Lakeshore Avenue	7	3	369
Lakeview Street	7	2	2,740
Merrell Avenue	7	1	571
North Trowell Avenue	7	3	577
Pearl Street	7	3	935
Pine Street	7	3	1,288
Roberts Street	7	1	351
Sally Rolle Street	7	1	155
Seminole Street	7	2	273
Sunset Avenue	7	2	297
Thomas Street	7	1	506
Umatilla Boulevard	7	1	94
West Collins Street	7	1	300
Wisteria Avenue	7	1	8
TOTAL LENGTH			33,680

TABLE 8-3 – STREETLIGHTS

Total Number of Street Lights:	523
--------------------------------	-----

CRA Parcels with Tax Values Less Than \$10,000

Table 8-4 shows there are 179 parcels totaling \$316,982, in the CRA that have a tax value of less than \$10,000. This means that these parcels are available to greatly increase the revenue stream in the CRA. A number of these are residential parcels.

TABLE 8-4 - CRA Parcels with Tax Values Less Than \$10,000

Number Of Parcels	Zoning	Tax Value
9	PUD	\$15,958
15	C-1	\$7,819
5	C-2	\$17,362
77	R-12	\$121,651
8	RP	\$5,822
3	R-15	\$16,240
13	R-10	\$7,035
4	R-18	\$9,402

5	LM	\$5,547
40	PFD	\$110,146
179		\$316,982

TABLE 8-5 - City of Umatilla Public Works Department (2006)*

Housing Units

	Number #	Percent %
Total Housing Units	1126	N/A
Vacant Housing Units	106	9%
Owned	652	58%
Rented	368	33%
Built before 1970	442	40%

Source of Water

	Number #
Public system or private company	100% of CRA population
Individual well	N/A
Drilled	N/A
Dug	N/A
Some other source	N/A

Sewage Disposal

	Number #
Public sewer	1,605
Septic tank or cesspool	401
Other means	N/A

*Of the 2006 households that have some type of sewage disposal system, 80% are on public sewer and 20% are on a septic tank or use a cesspool.

Plumbing Facilities

Housing Units	Number #
Complete plumbing facilities	1,126

*The housing unit and plumbing facilities data contained in these charts were extracted from the 2000 U.S. Census Bureau data. Any inaccuracies or inconsistencies are due to error on the part of the census data.

Conclusions and Recommendations

The purpose of this report is to document the existence of conditions in the Umatilla CRA, as shown on Figure 1, which would support that the area is "blighted" based upon Section 163.40(8), Florida Statutes (2005). Inadequate street layout, substandard potable water lines, substandard wastewater service, and, unsafe and unsanitary conditions, are evident throughout the Umatilla CRA Expansion Area. Community redevelopment assistance is necessary within the area to remove blighting conditions, encourage economic growth and improve living conditions.

Key points found in the 2000 Census Data for the Umatilla CRA:

- The majority of the housing stock is owner occupied versus renter occupied (69.2% vs. 30.8%)
 - The majority of the housing stock is 30 years old or greater (58.9% vs. 41.1%)
 - Median value of the housing stock was \$69,800
 - Median household income was \$29,628
 - Households earning below \$15,000 was 211 (24.5%)
- Other Key points found in the CRA;
- The majority of the housing stock is owner occupied (69.2% vs. 39.8%)
 - Median household income was \$29,628
 - Nearly 45% of the homes were built prior to 1970
 - Of the 2006 households that have some type of sewage disposal system, 80% are on public sewer and 20% are on a septic tank or use a cesspool.
 - All of the City of Umatilla residents within the CRA utilize the City water sources, other sources are illegal.

Based upon the findings of this report, the staff recommends that the Council accept the "Finding of Necessity" Report.