



**A Citizens' Redevelopment Vision
for the Future
of the West Augustine CRA**

Prepared for:

St. Johns County
Housing and Community Services Division

Prepared by:



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Acknowledgements

County Commissioner

The Honorable Karen Stern, District 2

Growth Management Services Department

Thomas Crawford, Housing and Community Services Division

Scott Clem, AICP, Growth Management Services Department

Benjamin Coney, Housing and Community Services Division

Teresa Bishop, AICP, Planning Division

West Augustine CRA Steering Committee

Steve Crooms, Chairperson

Greg White, Vice-Chairperson, Affordable Housing Sub-committee chairperson

Lucy Wells, Secretary, Culture and Quality of Life Sub-committee chairperson

Rev. Eugene Israel, Environmental Blight Sub-committee chairperson

Walter Kelly, Economic Development Sub-committee

Planning Team - Prosser Hallock Inc. Planners and Engineers

Richard Prosser, AICP

Anthony Robbins, AICP

Buck Pittman, RLA

David Vickers, RLA

Bradley Brackett, ASLA

Cantrece Armstrong

Kurt Hyder

Nicole Koch

Paul Moss, RLA

Bradley Wester

Sherman Stewart

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Executive Summary

The West Augustine Community Redevelopment Area is an urban core community in a state of decline. There are numerous assets to this community that can be used as catalysts towards revitalization. *West Augustine Beyond Tomorrow* identifies these assets as the basis for suggested redevelopment strategies and incorporates the input from West Augustine residents, business owners, and community stakeholders to provide a plan of action.

The project was initiated as a partnership between St. Johns County government and the West Augustine community in consensus building and visioning. The project consisted of the preparation of a redevelopment plan representing how the CRA would be developed over the next twenty years. The Study Area, illustrated on the following page, consists of approximately 2,155 acres, most of it undeveloped and containing several impediments that hinder West Augustine from benefiting from the enormous growth in the rest of St. Johns County.

The Plan combines data and analyses and the desires of the community to provide a comprehensive revitalization strategy. Community participation was a major component in the development of the Plan, and will continue to be the cornerstone for the revitalization of the CRA. A sense of ownership in the proposed changes is essential for those affected.

Development of this Plan involved input and direction from West Augustine residents, business owners, community churches, and other stakeholders throughout the duration of the process. At the onset of the planning process in the autumn of 2003, a series of community workshops were held at Webster Elementary School and Calvin Peete Recreation Complex to gain substantial input from the community. As the Plan evolved, it was considered at various winter meetings of the CRA Steering Committee.

This Plan focuses on the issues defined by an initial workshop survey and the various input received at the community workshops. Issues foremost residents' minds when considering their future were crime prevention, economic development, neighborhood clean-up, and residential development.

The Plan recommends a blend of urban and planned suburban growth. This approach is a long-range vision that utilizes the neighborhood as a building block for future development. It proposes West Augustine becoming a self-supporting community that is made up of a mixture of recreational, commercial, civic and residential uses. The Plan is aimed at reducing the need to utilize the regional road network by providing a greater variety of land uses, preserving the area's natural resources, and creating opportunities for pedestrian and bicycle use. The Plan calls for the creation of a mixed-use community that is compact, compatible and complementary to the surrounding neighborhoods. The guiding principles forming the basis of the revitalization plan are discussed below.

This Plan suggests a series of zoning changes and land use amendments largely to "clean up" inconsistent spot zoning incidents and to provide transitional zoning districts between industrial and residential uses.

Economic development initiatives outlined in the Plan include infrastructure and aesthetic improvements, streetscape improvements, and overall financing through the CRA.

The Plan calls for a clean-up program will employ local youth and residents to manage the program. This program will require ongoing grassroots energy, largely due to the hard work and involvement of the residents. Residential development includes an infill housing and rehabilitation program. Estimates for phases of implementation are provided and areas to begin implementation are recommended.

Compact and Interactive Development Pattern

West Augustine Beyond Tomorrow provides an opportunity for St. Johns County to continue its commitment to growth management and compact development. The Plan is an opportunity to implement traditional neighborhood principles that govern the form, pattern, and character of development within the new community.

The Plan describes basic building types that will define unique districts including mixed-use commercial and residential buildings within a vibrant neighborhood center; residential buildings around neighborhood parks; single family homes on small lots within neighborhoods surrounding the neighborhood center; and urban campus buildings in an employment center.

Intensive Multi-Use Development Program

Another fundamental principle of the Plan is the creation of a higher intensity mixed-use community that will not depend solely upon automobiles for its transit needs. Residences and places of employment will be developed proximate of one another, along with shops, recreational open space, and future transit facilities. It is expected that many people will find this new community appealing because it will offer a level of convenience and the ability to avoid heavy traffic.

The Plan calls for a full range of land uses developed to promote a viable community of residents and employees. Some of the highlights of the Plan include new dwelling units including small lot single-family homes, townhouses, and apartments; retail, dining and entertainment uses distributed throughout the community with a particular concentration in a neighborhood center; and commercial office space in the CRA and in a mixed-use employment center located on the Florida Memorial College property.

Comprehensive System of Public Open Space and Pedestrian Ways

Features of the open space system will include expanding the existing community park, introducing a series of neighborhood and pocket parks, and the creation of a civic plaza in the CRA.

The Plan calls for open space accessible by a continuous network of streets and pedestrian ways that will give shape and structure to the community and permit residents and visitors to circulate to all areas by foot or bicycle.



Street Network Addresses Mobility and Extends Open Space System

Public streets have been configured to provide for efficient circulation, distributing traffic to the various areas of the new community without overburdening the existing perimeter streets or neighborhoods. The network will maintain acceptable levels of service on all existing streets and intersections according to County policies. The street system is designed to extend the network of open space and pedestrian linkages, offering a sequential and spatial experience within the community.

Utility and infrastructure improvements will be necessary to allow for West Augustine's transformation from purely residential uses to a multi-use urban community. Existing utilities and

infrastructure are not sufficient to accommodate the significant changes suggested in the Plan, therefore *West Augustine Beyond Tomorrow* calls for improvement and extension of the existing system of water distribution lines to overcome existing deficiencies in capacity and pressure; on-site drainage using a system of wet ponds that achieves water quality objectives, reduces the potential for downstream flooding and creek basin erosion, and contributes to the recreational and visual amenities of the community; and new wastewater lines to increase the capacity of the interceptors to serve new development and enhance the current system.

Introduction

West Augustine Beyond Tomorrow is a plan for the future, developed by the people who live and work in the community. Over a year in the making, the Plan represents a collaborative and proactive effort on behalf of West Augustine citizens, businesses and government to shape the growth and development of their community over a twenty-year horizon. The vision (preferred future) is a picture of the community in twenty years, as seen by citizens from a variety of backgrounds, cultures and interests. The scope of this endeavor is far-reaching and covers strengthening a common sense of community; enhancing all neighborhoods and land use; preserving the environment; fostering economic opportunity.

The Purpose and Content of the Plan

West Augustine Beyond Tomorrow (hereinafter referred to as "the Plan") is designed to address primary public concerns related to economic development, future land use, transportation, urban development, housing, recreation, and community aesthetics.

The Plan is presented through geographic reference with mapping and photo illustrations depicting the intent of stated proposals. It is described through a series of objective statements that refer to the concept plan followed by appropriate action strategies and a description of proposed capital improvement projects, plans, or programs required to fulfill the Plan objectives. Finally, the Plan describes anticipated costs, funding sources and phasing of the various projects and programs that have been identified.

Typically, central urban areas or core areas that are blighted contain deteriorated and deteriorating land use and vacant or underutilized properties that detract from development of a prosperous, viable urban center. The purpose of preparing *West Augustine Beyond Tomorrow* is to guide future development so as to eliminate existing conditions of blight and to create a condition for continued private reinvestment in West Augustine.

The Plan provides a framework for considering and facilitating public and private redevelopment of the West Augustine CRA. Development and implementation of the Plan involves the efforts of the County Commission, the Community Redevelopment Agency, the private sector financial and business community, and St. Johns County Administration.

The need to initiate a redevelopment effort lies in the difficulties presented in trying to undertake substantive new development in the area due to certain blighting influences that hamper timely progress towards making the area a thriving commercial and residential urban village. There is also a need under Chapter 163 Part III Section 335(4), F.S. to preserve and enhance the tax base. Certain conditions in the area make private investment difficult to achieve, which in turn delays the undertaking of public investment projects needed to promote the adequate functioning of the heart of West Augustine.

The Plan is designed to do away with unsafe conditions; eliminate obsolete and detrimental uses; and provide a framework that will increase the confidence of the private investor interested in investing in West Augustine and thereby generate the development that benefits the area.

What Will the Plan Mean to West Augustine?

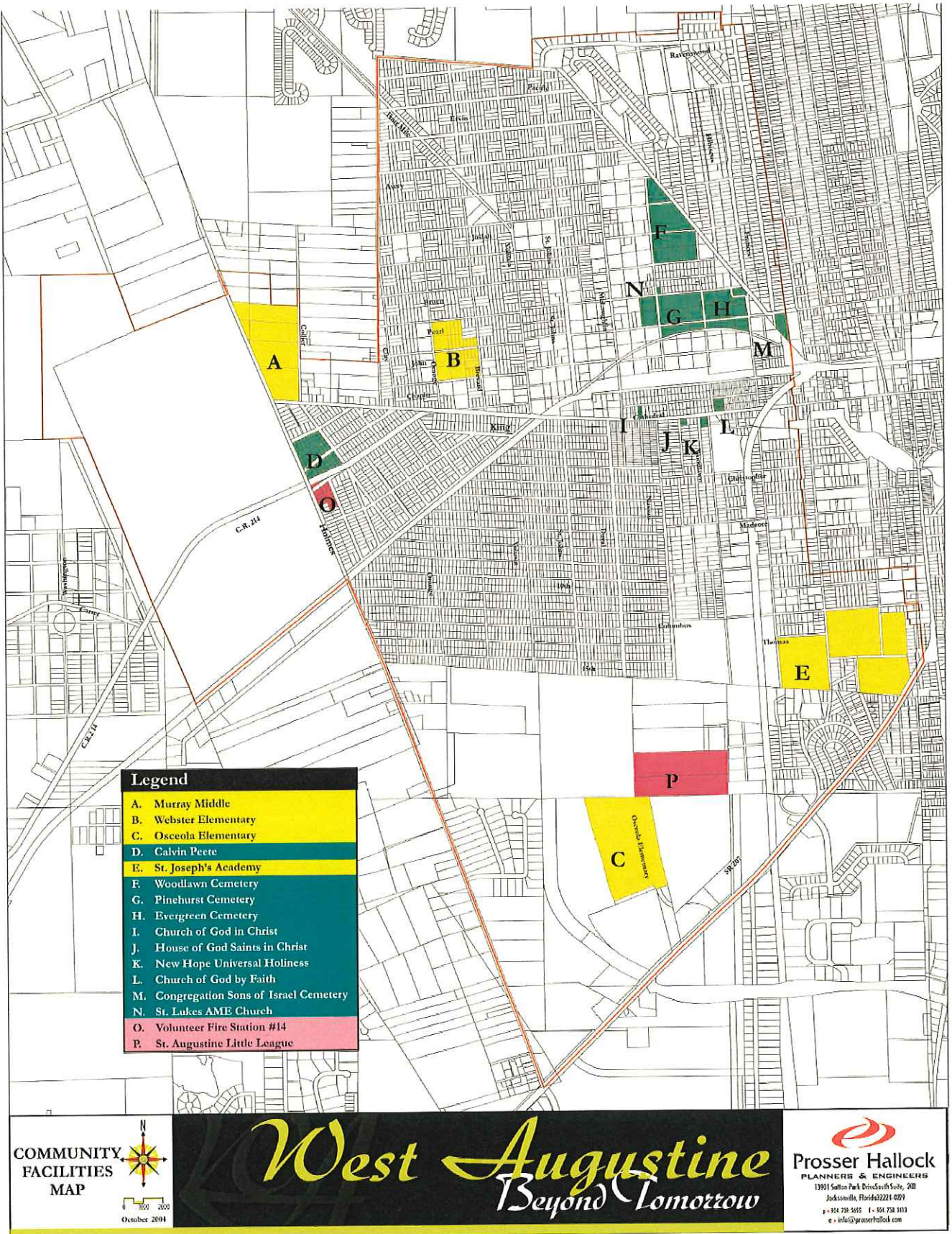
If successfully implemented, the Plan will make West Augustine a community every resident is proud to call home. The children will attend schools renowned for their educational excellence. Access to expanded arts and cultural offerings will be increased, as will the menu of recreational and social opportunities. People of all ages will be able to feel increasingly safe in their homes, offices, and schools - - and have access to high quality, affordable health care.

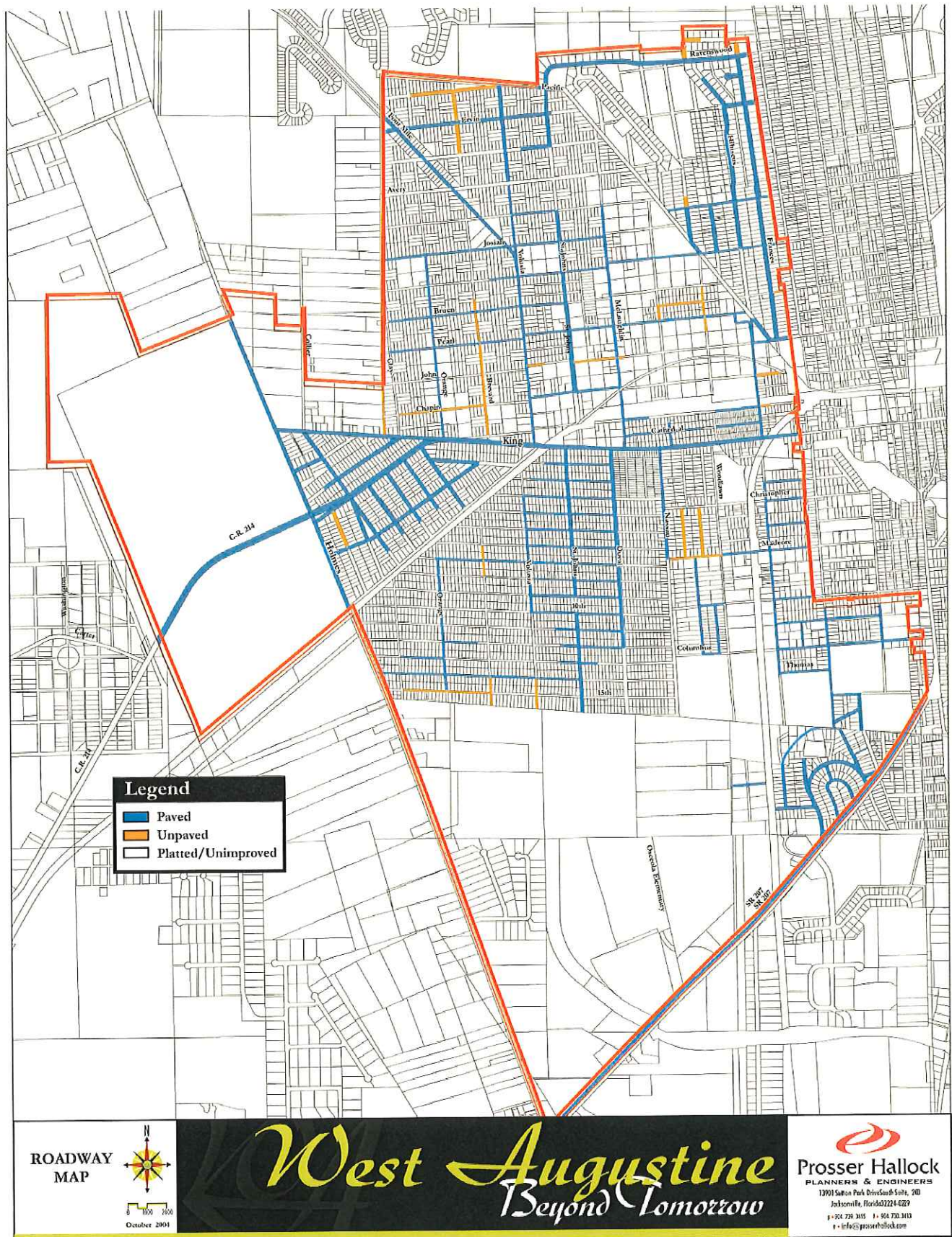
The CRA's base of jobs and businesses will be expanded, as will the technical and professional assistance needed to ensure a well-balanced, stable economy. The environment will be seen as an asset to community development - - not a roadblock. There will be an improved flow of people, goods, services, and information. West Augustine residents will have ample opportunity to participate in local decisions and contribute to the betterment of their own community.

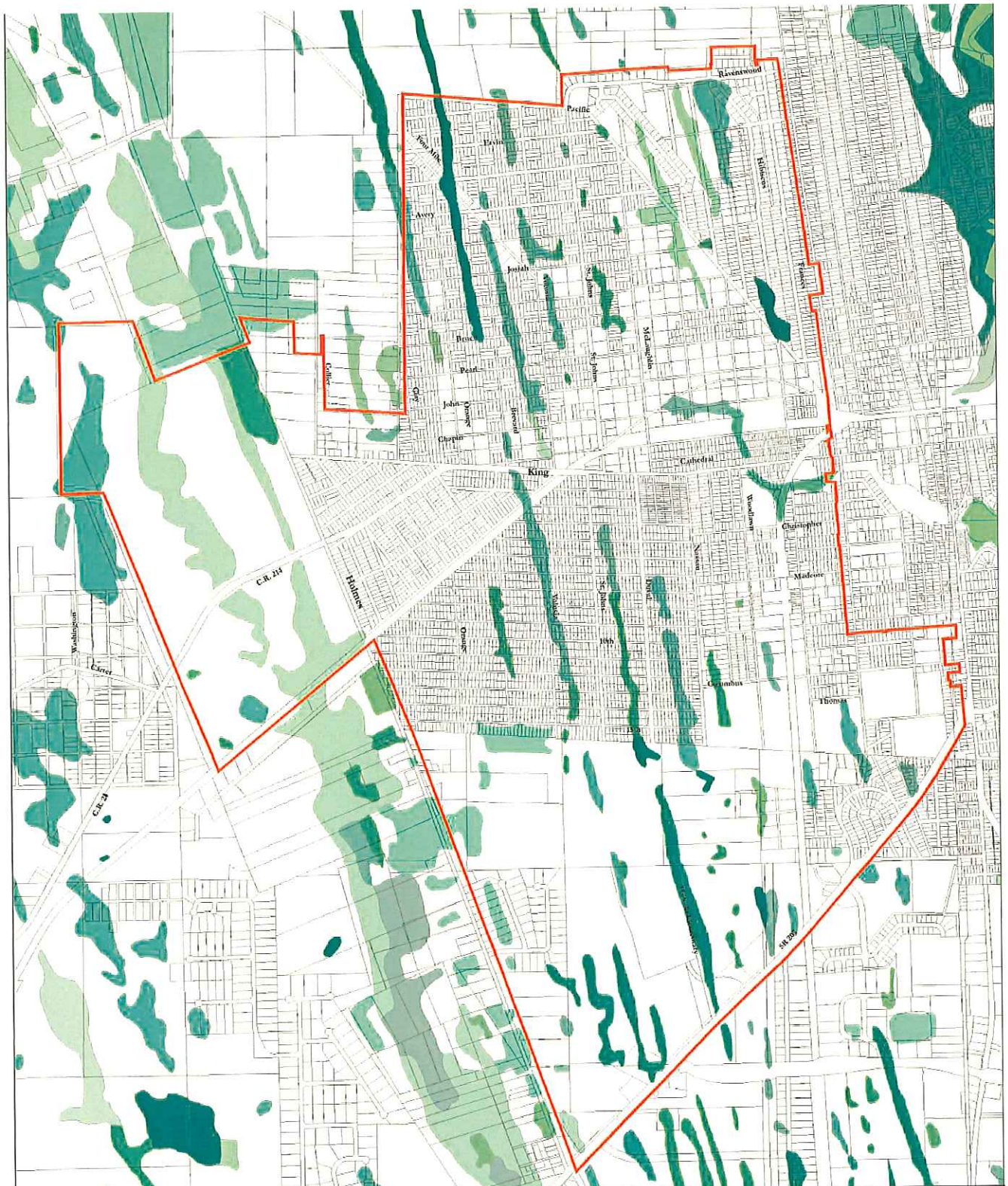
How will the public be involved?

Just as developing the Plan required input from a diverse array of stakeholders, so too will implementation. Volunteer groups, non-profit organizations, businesses and local government will share responsibility for bringing the Plan to life, and ensuring the rewards of this broad-based community investment reach and benefit all sectors of West Augustine.

These stakeholders will play an instrumental role in bringing the Plan to life - - by participating in a citizen-based implementation committee, providing feedback during Plan update workshops and assisting in the realization of Plan actions themselves. Periodic news releases and other literature will be issued to inform West Augustine residents and businesses of additional participation opportunities and to keep them apprised of progress as the *West Augustine Beyond Tomorrow* actions are implemented.







WETLAND
MAP



October 2004

West Augustine Beyond Tomorrow



Prosser Hallock
PLANNERS & ENGINEERS

13701 Sutton Park Drive Suite, 200
Jacksonville, Florida 32224-0229
p • 904.738.5555 f • 904.738.3113
e • info@prosserhallock.com

Existing Conditions

This section of the Plan is intended to document the existing conditions in the West Augustine Community Redevelopment Area (CRA). It also establishes the foundation for recommendations set forth in later sections of the Plan. The inventory pertains to both physical conditions and programs that will affect the future of the community.

The current land use pattern is one of decay, underutilized assets, and a malnourished environment. There is disincentive for property improvements and maintenance with the associated property decay and the existing development regulations that impede rather than encourage individuals to improve their land. The lack of an overall strategy of improvement has contributed to this decay. Close proximity of roadways to intermittent or non-existent sidewalks without sufficient buffer areas creates a dangerous situation. There exists a need to effectively separate motorized and non-motorized traffic. The community has been in a state of decline for years, with deteriorating housing conditions and declining quality of life. Census data has been obtained to create a general profile of the socioeconomic trends in the area. Additionally, data on the land uses and building conditions are analyzed to create a starting point for strategy development.

Population

The West Augustine CRA is located just west of the City of St. Augustine in unincorporated St. Johns County, Florida. West Augustine's population estimate for 2002 is 3,278, which is about 3% of the population in all of St. Johns County.

The following table shows the population breakdown in West Augustine. The CRA population is nearly equally divided among White/Caucasian and Black/African-American.

Table 1 CRA Population

Race/Ethnicity		
Black/African-American	1,683	52%
White/Caucasian	1,506	46%
Other	89	3%
Total	3,278	100%

The map on the following page shows the aerial view of the area designated as the CRA in unincorporated St. Johns County. The CRA is bounded for the most part by State Road 207 to the south, Holmes Boulevard to the southwest, the Florida Memorial College property's westernmost extent to the west, Pacific Boulevard and Ravenswood Drive to the north, and Francis Road and the City of St. Augustine to the east.

The population within the Tracts that lived below the federally defined poverty level in 2000 is dramatically higher than the County, with 14.7 percent for the Tracts compared to only 5.1 percent for the County. The percentage of persons unemployed is more than twice that of the County, while the median income is less than half that of the County (see Table 2).

Another important indicator of poverty is the percentage of female-headed households. The Tracts have disproportionately large percentages of female-headed households compared with the County: approximately 15.3 percent compared to 8.9 percent.

Table 2 Social Characteristics of the West Augustine Census Tracts

	Tract 203	Tract 210.01	Tract 210.02	Tract 211	St. Johns County
Population	3,277	6,971	2,811	7,603	123,135
Median Age (years)	38.8	35.5	33.1	37.0	40.6
Race					
White	2,205	5,314	1,519	5,889	111,995
Black	927	1,538	1,213	1,486	7,744
Other	145	119	79	228	3,436
Person per Household	2.31	2.69	2.81	2.72	2.43
Total Households	1,395	2,583	998	2,791	49,614
Female Headed Households	227	373	255	341	4,420
% High School Graduates*	36%	37.5%	30.3%	39.7%	85%
% College Graduates*	6.2%	6.0%	5.1%	9.1%	35%
Persons Aged 16 and Over in the Labor Force	1,550	3,373	1,246	3,443	59,394
Unemployed	127	146	77	140	2,013
Median Household Income**	\$24,085	\$39,561	\$33,576	\$40,122	\$50,099
% Persons Living Below Poverty***	13.5%	9.8%	24.4%	10.9%	5.10%

Source: U.S. Census of Population and Housing, 2000

Survey Findings

Several windshield surveys were conducted to assess all existing land uses within West Augustine, and all building conditions for single-family, multi-family, and commercial uses.

The surveys revealed that West Augustine is predominantly single-family homes, with some scattered multi-family development throughout the CRA. A large percentage of vacant lots provides significant development opportunities. However, many contain undevelopable wetlands and some of these lots may likely be contaminated with hazardous materials.

Most of the commercial uses within West Augustine are concentrated along West King Street and State Road 207, although there are numerous industrial uses on the periphery along Holmes Boulevard. Many of the industrial uses are located directly adjacent to residential uses, thus creating negative impacts on residents.

The existing conditions survey reveals some positive results. Many of the single-family homes in this area are in standard condition. A visual survey of the map shows pockets of standard homes. These are likely to be Habitat for Humanity homes or the recent development by the SHIP Program. On the other hand, many substandard homes are located throughout the CRA. The commercial uses have high percentages of dilapidated, deteriorated and vacant buildings.

It appears as though the greatest concentration of substandard and deteriorated housing is in the northern area of West Augustine. This area also has the greatest amount of single-family housing. Additionally, this area has smaller parcels and the parcels seem to have been split in some areas and combined in others, representing a less consistently aligned area than the southern portion.

The multi-family housing was also delineated to provide data on the number of units and the conditions of the buildings. The West Augustine CRA has a high percentage of renters (approximately 39%). This housing type will be a large consideration in this Plan.

Some large-scale multi-family buildings are concentrated in the southern edge and center of the area. These are all in good condition.

The amount of vacant dwellings, however, presents a development opportunity for affordable housing. Although vacant buildings are often considered as a blight on the community, these buildings also represent significant assets that can be acquired by the County to redevelop as affordable housing.

The following are general conclusions that can be drawn from the existing uses and conditions survey:

- ◆ The West King Street Corridor offers a unique opportunity for development. It has existing businesses and homes along with vacant parcels. This area is also a busy thoroughfare that is a destination for many of the residents and visitors alike. This corridor should be considered as an area to direct economic development activities.
- ◆ Because of the high rental population in West Augustine, this housing type should be considered carefully when determining recommendations for the area.
- ◆ The housing conditions are rather good considering the lack of private, for-profit investment in the area, and the high poverty rate. Housing is available in close proximity to existing infrastructure.
- ◆ Some lots within the area are potential contamination sites and may require a separate study.
- ◆ Numerous vacant lots provide opportunities for infill housing.

Recent and Proposed Development

West Augustine has experienced limited new development in recent years. Infill housing has been limited to Habitat for Humanity homes and the single-family homes constructed by the County. The area has some issues regarding property conditions and land uses. There is a considerable amount of industrial uses located adjacent to residential uses, as well as some contamination issues on vacant parcels. Property conditions are in deteriorating condition, especially with commercial properties. Numerous vacant lots throughout West Augustine present problems, especially in terms of illegal dumping, but could present opportunities for development.

There are, however, five major projects located within West Augustine that will likely have a significant impact on the West Augustine CRA:

- ♦ Ravenswood PUD in northeastern CRA; 136 single family units with associated recreation meant to jump start redevelopment activities
- ♦ Water and sewer expansion to Butler Street
- ♦ Several lots purchased by the County north of West King Street
- ♦ Whispering Pines PUD
- ♦ Hadley Village Habitat for Humanity community

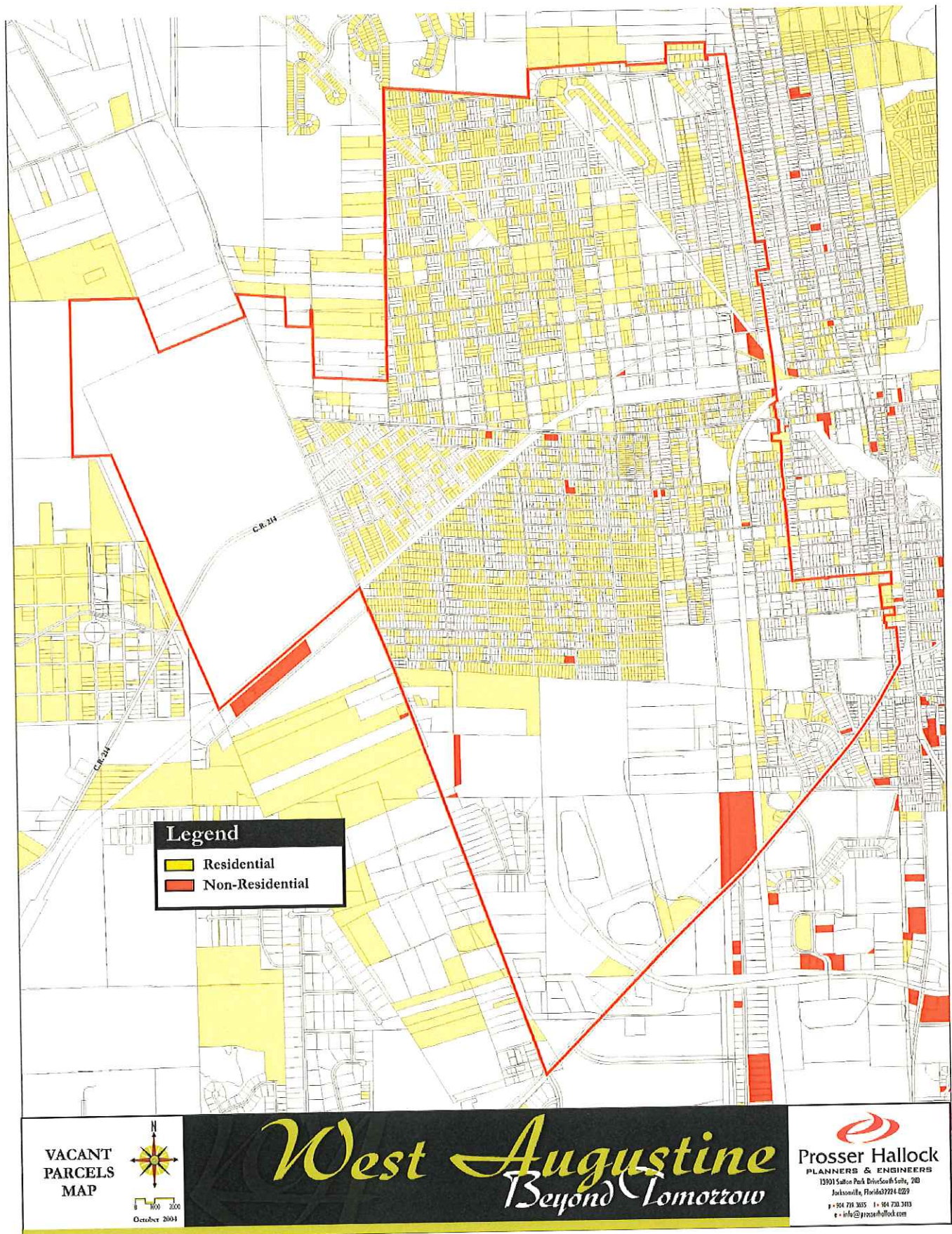
Current Land Use

Table 3 represents a detailed breakdown of the current land use categories and the acreage each covers. Land use in West Augustine consists of primarily 22% single family residential and ___% is vacant constituting the vast majority of CRA property in the area. The balance is made up of recreation/open space, public (schools), community commercial, and a mixture of multi-family, light industrial, and commercial uses.

The CRA is made up mostly of single family residential land uses. The majority of these single family homes fall within the low-medium price range and are largely owner occupied. The one land use that stands out as a major concern is the vacant parcels, which make up almost ___% of the total CRA acreage. The positive aspect to this is that it denotes great potential for redevelopment in the form of infill projects.

Table 3 Current Land Use

Land Use	Area	Portion	Land Use	Area	Portion
Apartments	23.89	2.12%	Open Storage	0.61	0.05%
Multi-Unit Homes	52.07	4.62%	Warehouse Storage	4.94	0.44%
Single Family Homes	252.69	22.42%	Wholesale Outlet	0.46	0.04%
Mobile Homes	180.95	16.06%	Recreation	44.53	3.95%
Churches	5.69	0.50%	Centrally Assess	13.89	1.23%
Clubs/Lodges/Halls	0.34	0.03%	Mortuary/Cemetery	46.13	4.09%
Nightclub/Bars	1.23	0.11%	Government	191.93	17.03%
Drive-In Restaurant	0.11	0.01%	Light Manufacture	1.59	0.14%
Repair Service	1.10	0.10%	Utilities	8.72	0.77%
Vehicle Sale/Repair	13.84	1.23%	Timberland	53.15	4.72%
Office Buildings	4.11	0.36%	Mineral Processing	7.38	0.65%
Store/Office/Resid	8.92	0.79%	No Ag Acreage	118.78	10.54%
Public Schools	66.86	5.93%	Parking Lots	0.65	0.06%
Private School/Day Care	22.47	1.99%			



Future Land Use

There are 25 parcels of **Residential Density C** in West Augustine, totaling 38 acres, or 1.8% of the total CRA area. There are 6,264 parcels of **Residential Density D** in West Augustine, totaling 1,822.6 acres, or 84.6% of the total CRA area. Existing land use in West Augustine is predominantly single family detached residential structures that are located on either side of West King Street.

There are 165 parcels of **Mixed Use District** in West Augustine, totaling 247.8 acres, or 11.5% of the total CRA area.

There are 45 parcels of **Public** in West Augustine, totaling 37.8 acres, or 1.8% of the total CRA area. There are three (3) schools that constitute this acreage: Webster Elementary School (420 North Orange Street), Osceola Elementary School (1605 Osceola Elementary Road), and Murray Middle School (150 North Holmes Boulevard).

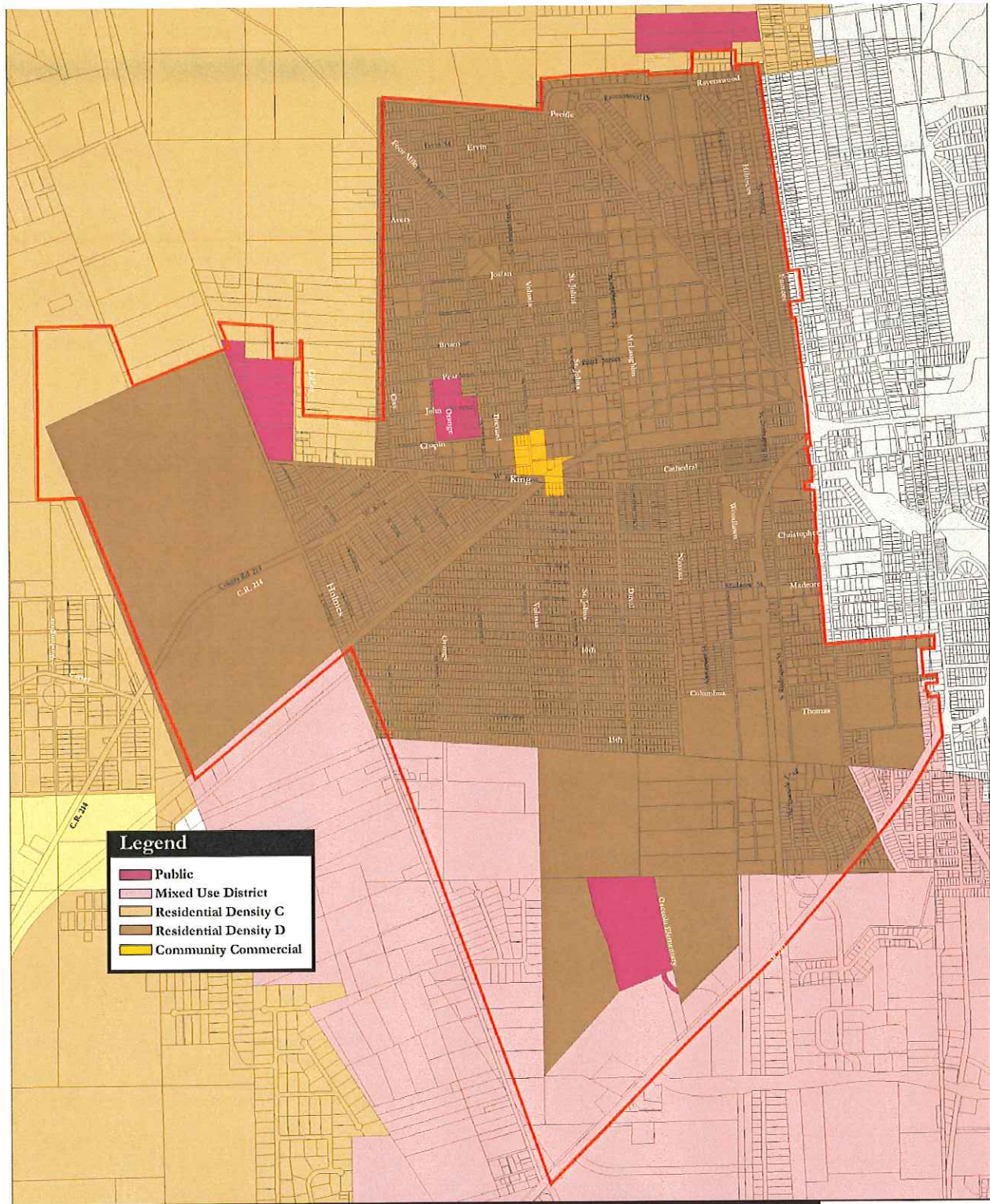
There are 35 parcels of **Community Commercial** in West Augustine, totaling 8.6 acres, or 0.4% of the total CRA area.

There are 2,891 parcels of **Vacant (Residential)** in West Augustine, totaling 536 acres, or 25% of the total CRA area. There are 30 parcels of **Vacant (Commercial)** in West Augustine, totaling 20.6 acres, or roughly 1% of the total CRA area. These parcels are available for development contingent on the parcel's future land use designation. These are high percentages of this category and indicates the need for redevelopment in the area. These parcels are scattered throughout the CRA and are illustrated on the following page.

As a traditional cornerstone of the Comprehensive Plan, the Future Land Use Element sets for the physical plan for future development in St. Johns County. This element designates the appropriate location for future land uses and promulgates the policies regulating the location and development of all land uses. The map on the following page depicts the Future Land Use Classifications for West Augustine and Table 4.

Table 4 Future Land Use

Category	Acres	Portion
Residential Density C	38.0	1.8%
Residential Density D	1,822.6	84.6%
Mixed Use District	247.8	11.5%
Public	37.8	1.8%
Community Commercial	8.6	0.4%
Total	2,154.8	100%



**FUTURE
LAND USE
MAP**

October 2004

West Augustine

Beyond Tomorrow

Prosser Hallock
PLANNERS & ENGINEERS
13901 Sutton Park Drive South Suite, 200
Jacksonville, Florida 32224-6229
P - 904.728.2455 F - 904.728.1473
E - info@prosserhallock.com

Any historic preservation activities in West Augustine should be approached holistically, considering resources both within the city limits of St. Augustine and those in adjacent unincorporated St. Johns County. The buildings in the 500 block of West King Street may contribute to a historic district that extends farther east into the city limits of St. Augustine. In addition, the 500 blocks of Anderson, Christopher, John, Lena, and Madeore Streets may contribute to a historic district that radiates farther east. Several dwellings on North Volusia Avenue (RNs 858-863) may contain sufficient integrity for a historic district. A small historic district may be possible to form around the Old Public School No. 6 and several adjacent buildings on McLaughlin Street (RNs 920-922). The 500 and 600 blocks of Railroad Street and the 500 block of Cathedral Place also appear to have enough integrity to form small historic districts. Individual buildings that appear to possess potential for listing in the National Register of Historic Places include:

- 850 1st Street
- 1021 Chapin Street
- A.L. Lewis Arch
- 791 West King Street
- 712 West King Street
- 616 West King Street
- 604 West King Street
- 545 West King Street
- 525 West King Street
- 405 McLaughlin Street
- 690 Pearl Street
- 570 Pearl Street
- 615 Railroad Street
- 750 West King Street (Church of God in Christ)
- 125 Woodlawn Street (New Hope Universal Holiness Church)

Solid Waste

The County collects household solid waste generated in West Augustine. Commercial solid waste is contracted with Waste Management, Inc. for the collection of dumpsters. It would appear that St. Johns County will have adequate solid waste disposal capacity.

Electricity

Florida Power and Light is the main provider of electricity to the West Augustine CRA.

Transportation

The First Coast Metropolitan Planning Organization (MPO) has primary responsibility for transportation planning throughout St. Johns County. This organization is comprised of representatives from Duval and Clay counties as well as the cities of St. Augustine, Atlantic Beach, Jacksonville Beach, Neptune Beach, and the towns of Orange Park and Baldwin.

Jacksonville International Airport and the St. Johns County-St. Augustine Municipal Airport serve the people of West Augustine, as there are no airports or high-speed rail lines within West Augustine. The existing rail line in West Augustine nearly bisects the CRA.

Major transportation routes in West Augustine include Holmes Boulevard, Four Mile Road, and Volusia Street which travel north-south; State Road 207, County Road 214, and West King Street which travel east-west; and a planned extension of State Road 312 that will begin at the western boundary of the CRA and travel south-north through the Florida Memorial College property to State Road 16 and terminate at U.S. 1. West King Street acts as a central spine of the CRA.

Preferred Future

Citizen participation is the cornerstone to any successful community revitalization initiative. West Augustine residents have participated in the creation of this Plan since the beginning of the planning process. This section outlines the results of the initial survey of residents and the desires stated by the stakeholders.

The consultant's approach to the *West Augustine Beyond Tomorrow* planning process was designed to help citizens envision the future by answering three basic questions:

1. What do we want our community to look like in the future?
2. What happens if we do not change the way the area is growing?
3. What shared values should guide our planning?

The goal of the process was to create a long-range vision for the area. The consultants focused on creating a forum that fostered open discussion and creative planning for future development. It was important that all voices were heard and weighed equally. This planning process was the impetus of a shared vision from which subsequent policies were written to implement that vision.

During the study, the challenge for the participants was to look beyond their own interests to reach a consensus on a collective vision. Successful planning starts with those areas the community can agree on with participants developing respect for each other by working on tasks together. Participants reached compromises on tougher issues to reach a final consensus. Three extensive community meetings served as forums for educating the public about relevant issues, addressing their concerns and enabling people to work with one another.

Workshop facilitators explained that to build and sustain a viable community, development must feature a mixture of land uses. This mixture, while not present in the area at this time, would in the future allow for increased accessibility to jobs and services, diversity and opportunities for social interaction along with a variety of amenities. Using the neighborhood as the basic building unit, the facilitators promoted the idea that public space and neighborhood-scale commercial and civic facilities should be present in residential communities. Employment, shopping and services should be concentrated in compact, walkable centers. There should be a strong connection between the natural environment and the built environment.

The public seeks to use this Plan as a tool to guide public and private actions that shall eliminate blighting conditions and provide for continued reinvestment in West Augustine. This Plan is designed to eliminate unsafe conditions and obsolete land uses while providing a framework that will increase investor confidence in the renewal of West Augustine.

The Planning Team held an introductory *West Augustine Beyond Tomorrow* workshop on October 16, 2003 to inform the residents of the revitalization initiative and to solicit their input. The Team administered a survey to those people who attended this workshop. The purpose of the survey was to assess the assets and constraints of the community from the perspective of the residents. The following analysis presents a summary of their responses.

Strengths

The proximity of West Augustine to the City of St. Augustine was one of the most frequently cited strengths of the neighborhood. However, residents also listed many of the negative aspects of the City, such as traffic through the neighborhood and the litter and noise associated with it.

Approximately half of all the strengths mentioned were related to social capital, such as strong community centers, churches, and schools. Churches play a very strong role in this community. The people of West Augustine are another key strength of the neighborhood. Citizens frequently cited neighborhood pride, stability, and a strong sense of community as strengths of their neighborhood.

Weaknesses

Poorly maintained streets and inadequate street lighting were two of the most frequently mentioned weaknesses of West Augustine. Inadequate street lighting relates to another key weakness of West Augustine: crime. Other weaknesses related to infrastructure are poor drainage and poorly maintained or absent curbs and sidewalks.

Vacant houses and homes in poor condition were other commonly cited weaknesses. Several residents indicated that absentee landlords are a contributing factor to the proliferation of substandard housing. Vacant houses are cited as weaknesses because they are "eyesores" and squatters and drug users frequently illegally occupy these structures.

Weaknesses associated with visual blight included litter, vacant lots that have become overgrown with weeds, and an overall lack of landscaping.

Crime is a major concern of residents. Drug activity was repeatedly cited as a major weakness of the neighborhood. Residents of West Augustine indicated that better lighting is one way that crime could be deterred. Another deterrent would be a Sheriff's Office substation. Other weaknesses residents listed were loud, speeding cars.

West Augustine has been largely left out of the County's recent growth and development. Though there are a few small businesses in the community, residents generally must travel outside of the neighborhood for goods and services. Most notably lacking are grocery stores and pharmacies. Residents recognize the potential for economic development, but cited the lack of business and shopping opportunities as a major weakness of their neighborhood.

Opportunities

The central location of West Augustine presents a major opportunity for its revitalization. As described above, West Augustine is located adjacent to downtown St. Augustine and their major employment centers and shall contain a new interchange for S.R. 312.

Though residents generally need to go outside of the neighborhood for shopping, the existing small businesses are considered an opportunity for the neighborhood. These establishments provide important community gathering points and also help establish a neighborhood identity. They are also important because they provide an economic base, although small, that keeps money within the community.

Residents also considered the many vacant homes and lots to be a key opportunity for West Augustine since they could be used for infill development and rehabilitation.

Threats

Out of the threats listed in the surveys, most were crime related. Drugs, specifically crack cocaine, are seen as the biggest threat to West Augustine. Residents repeatedly wrote of the intimidation they feel from drug dealers and users in the neighborhood, as well as what they perceive as the inadequate presence of the St. Johns County Sheriff's Department in the community. Residents indicated that a stronger police presence and improved street lighting are important first steps to reducing crime. Additionally, many residents also identified the lack of

youth activities as a major threat, since this is seen as a contributing factor to youth criminal activity.

Commercial encroachment was identified as a major threat to the neighborhood. Long-time residents fear that this could destroy the residential character and historic fabric of the neighborhood. Other key threats to West Augustine cited by residents include such nuisances as loitering, stray dogs, vacant and deteriorating buildings, and speeding cars.

Community Recommendations

West Augustine's strengths, weaknesses, opportunities, and threats cited by workshop participants point to a need for continued and increased partnerships between the County and residents. Based on this survey, initial revitalization efforts should be targeted toward crime prevention, economic development, neighborhood clean-up, and residential development.

Perhaps the most valuable strength of this community is its resident cohesion and social capital. These will be absolutely necessary when implementing strategies associated with crime and youth programs. Resident-led economic development should be a goal in the revitalization strategies. The strong community and prime location provide an excellent foundation to build on for the future.

Through the community workshops, the participants gained consensus on the following essential ingredients for the future of West Augustine:

- Neighbors shall watch out for each other and enjoy a sense of security within their homes and their neighborhood.
- Nearby businesses shall offer local jobs, along with products and services for everyday life.
- Residents and property owners shall invest time and money towards maintaining and enhancing their homes and neighborhood.
- Dignified entrances to the community shall be built.
- Ample parks and open space shall be accessible to residents for recreation and public celebration.
- Quality public schools are physically and socially connected to the neighborhood and nearby facilities.
- A network of walkways and bicycle routes should provide residents with safe alternatives to auto travel.
- Nearby civic facilities and spiritual centers offer residents community service and worship opportunities.
- Infill development and redevelopment can offer new commerce and housing options that enhance neighborhood character.
- Public art shall be located throughout West Augustine.
- The area shall consist primarily of single family residential neighborhoods with a limited number of multi-family dwellings.
- New higher density communities shall be master planned to provide for a mixture of uses that reduces traffic impacts and retains appearance standards.
- Commercial uses shall principally be concentrated in a central location with standards that create an attractive, well-landscaped appearance.

- Open space conservation areas that form recreational opportunities shall be evident in the area.
- The focus of activity shall be a neighborhood center surrounded by mixed use buildings on West King Street.
- Natural buffers shall exist between incompatible land uses and along wetlands.
- Neighborhood commercial development will not consist of strip malls or big box retailers, but shall emulate the surrounding neighborhood.

Collective Vision

The vision espoused below sets forth the aspirations of those who attended the workshops. In the future, the vision should be used when the Plan is amended or interpreted to ensure that the values it embodies are not lost. The vision should be read as describing West Augustine as the citizens wish it to become in the next twenty years.

West Augustine will be a locus of commerce, culture and community in St. Johns County. It will be a vibrant, clean and safe place to live, work or visit. Its urban edges will be clearly defined, and be in balance with surrounding land uses.

The neighborhood center will be economically healthy and self-sufficient. It will include office, residential, and entertainment functions in addition to retail shops and restaurants. West Augustine's core will have an abundance of life, color and variety that reflects the area's history and culture. West Augustine will be alive with local music, arts and crafts. Seasonal vendors, outdoor exhibits, produce markets, artists and musicians will provide a roster of events that draw local residents and visitors throughout the day and evening. Community festivals and special events will promote the area's traditions.

The urban landscape will be woven of many threads into a rich and varied tapestry that is compatible in scale and character. Each street will have its own unique identity. The pedestrian-oriented small town ambience will be maintained. West Augustine will remain true to itself.

You will find in West Augustine an emphasis on community values. Families, businesses, government, the land, and traditions will be bound together in a way that creates a strong sense of community. West Augustine's residents will cherish, protect and share their special place as a legacy for following generations.

A modern lifestyle will create an environment which fosters an opportunity for the community to fashion a viable traditional town atmosphere; a spirit of community with a sense of place where people live, work, shop and find entertainment within a defined area. The streets and buildings remind you of the pleasures of life in a small town; a place where you can live and work within the same building; a location where residents and visitors can comfortably stroll or socialize along pedestrian oriented streets.

Traffic passes smoothly, at comfortable speeds; where people know and communicate with their neighbors; where travelers can stop to eat, shop, find accommodations and recreation. It is an orderly and well-maintained community, offering a wide variety of opportunities for its neighbors, secure in the natural environment of its setting, with a distinct sense of place derived from its unique history.

Plan Content and Description

The concept plan was developed after analyzing the existing conditions in the CRA and determining the issues and concerns expressed. The descriptive narrative of the concept plan summarizes the general intent of the redevelopment program. It has been developed as a guideline for promoting the sound development and redevelopment of the properties in West Augustine.

The concept plan contains descriptions of several type of projects and programs, including capital projects, public/private projects, and government programs. The Plan supports stated land use and economic positioning strategies, including:

- ◆ Taking advantage of anticipated road improvements on West King Street and State Road 312
- ◆ Consolidation of retail, office, entertainment, and residential uses to a neighborhood center
- ◆ Infill, renovation and enhancement of residential areas and the prevention of commercial encroachment
- ◆ Maximizing use of natural resources and recreational assets
- ◆ Development of an integrated local pedestrian system of walkways and bikeways

The Plan is not intended to be static. Over time, this plan should be updated and revised based upon changes in the economy, public concerns and private development proposals. The Plan graphically and in general terms describes the required elements of a Community Redevelopment Plan as provided in Section 163.362, F.S.

Implementation

West Augustine Beyond Tomorrow is designed to be action-oriented with a set of action steps and recommendations for revitalization. Some recommendations provide the regulatory framework that will be necessary for the implementation of other recommendations. Therefore, it is strongly recommended that in the implementation of this Plan, each recommendation be considered an equal part in the overall comprehensive revitalization strategy for West Augustine.

There are numerous projects to complete in the West Augustine CRA. However, beginning with a project that will create a large initial impact can be the catalyst to private investment. Housing improvements should focus on the area north of West King Street, to provide consistency and to create a large impact. Additionally, this area has a higher concentration of vacant lots recently purchased by the County and is more susceptible to redevelopment.

Given that employment opportunities will attract new residents into the area, neighborhood center implementation should also be a priority. The regulatory changes for this area will be a necessary first step towards providing the financing and site control mechanisms necessary for improvements.

The first phases of this initiative are crucial to establishing the basis for economic and residential development. Future marketing efforts and the ability to attract new businesses and residents into the area will depend on the success of these projects. Additionally, the County has the opportunity to design the redevelopment process to include the needed participation of the residents to make the implementation of the Plan a comprehensive, resident-driven, revitalization initiative.

Redevelopment Goals and Objectives

Properly guided investment in new public and private improvements and facilities is essential for the successful revitalization of West Augustine and the elimination of blighting factors. Redevelopment of the area will benefit the overall County through improvements in the physical environment, a higher valued tax base, and additional employment opportunities and thus an improved quality of life.

The goal of *West Augustine Beyond Tomorrow* is to create a framework that will facilitate development and investment in private land as well as in public infrastructure, preserve the community's heritage, enhance its livability and sense of unity and maintain its design quality, both architecturally and urban. This section of the Plan identifies the general redevelopment goals and objectives to be adopted by the Community Redevelopment Agency.

Goal WA 1: An improved quality of life in West Augustine and the County and by eliminating the influences and manifestations of physical and economic deterioration and obsolescence within the CRA.

Objective WA 1.1: Reduce or eliminate those conditions which qualify the CRA as a blighted area.

Objective WA 1.2: Eliminate and prevent the spread of blight and deterioration, and to conserve, rehabilitate, and redevelop the area.

Objective WA 1.3: Provide well-planned community uses, facilities, pedestrian and vehicular circulation, and adequate parking.

Objective WA 1.4: Provide a basis for the location and programming of public service facilities, parks and recreational facilities.

Objective WA 1.3: Encourage the cooperation and participation of residents, property owners, business persons, public agencies, and community organizations in the revitalization of the area.

Goal WA 2: An environment within West Augustine which will contribute more positively to the health, safety and general welfare of the County, and preserve or enhance the value of properties within and adjacent to the CRA.

Objective WA 2.1: Encourage a high-quality appearance of buildings, rights-of-way, and open spaces and encourage high standards of design.

Objective WA 2.2: Strengthen the economic well-being of West Augustine and St. Johns County by increasing business activity, taxable values, and job opportunities.

Objective WA 2.3: Assemble land into parcels of sufficient shape and size for disposition and redevelopment in accordance with this Plan, the 2015 Comprehensive Plan, and contemporary development needs and standards.

Objective WA 2.4: Stimulate private investment in appropriate new construction and rehabilitation.

Objective WA 2.5: Achieve development which is integrated both functionally and aesthetically, and which contains a complementary mix of uses within the CRA.

Objective WA 2.6: Provide housing for various age, income, and ethnic groups of the community; to alleviate overcrowded, substandard housing conditions; and to develop a sufficient number of housing units for low- and moderate-income households.

Goal WA 3: Encourage sound economic development in West Augustine, thereby creating employment opportunities commensurate with the capacity of the area.

Objective WA 3.1: Provide needed public improvements or facilities in proper relationship to the projected demand for such facilities and in accordance with present-day design standards for such facilities.

Objective WA 3.2: Provide needed incentives to encourage a broad range of improvements.

Objective WA 3.3: Encourage a thriving commercial environment that will contribute to neighborhood improvement.

The following page illustrates the *West Augustine Beyond Tomorrow* Concept Plan and ensuing pages contain twelve proposals for using the aforementioned goals to bring citizens' vision to reality.

LEGEND

- Primary Gateway Feature
- Secondary Gateway Feature
- Public Parking
- State Road 312 Extension
- Schools
- Cemetery

Gateway Features

- ◆ Create Inviting Atmosphere
- ◆ Establish Identity
- ◆ Focal Points
- ◆ Lasting Impression

Enterprise Zones

- ◆ Florida Memorial College
- ◆ West King Street

Infill Single Family (Phase 1)

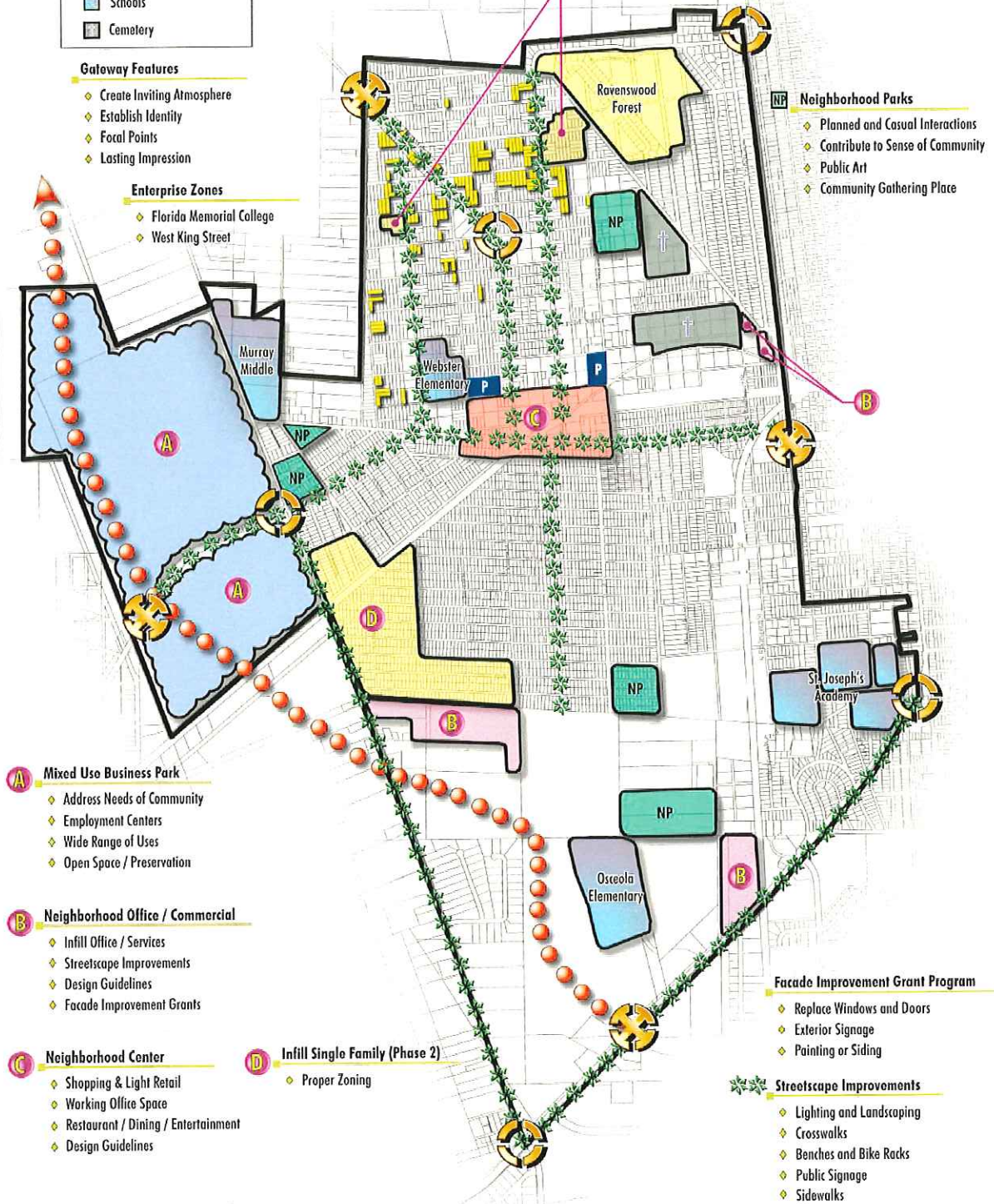
- ◆ No Major Impediments to Development
- ◆ County-Owned Property
- ◆ Proper Zoning

Infill Single or Multi-Family (Phase 1)

- ◆ Large Contiguous Tracts
- ◆ County-Owned Property
- ◆ Proper Zoning

Neighborhood Parks

- ◆ Planned and Casual Interactions
- ◆ Contribute to Sense of Community
- ◆ Public Art
- ◆ Community Gathering Place



CONCEPT
PLAN



October 2014

West Augustine
Beyond Tomorrow

Prosser Hallock
PLANNING & DESIGN
11008 Silver Park Drive, Suite 200
Jacksonville, Florida 32214-0228
P 904.724.1475 F 904.724.2413
info@prosserhallock.com

Proposal 1: Gateways



Gateway features strengthen the sense of identity for the community signifying the arrival to, and distinguishing the difference between, the various commercial centers and residential areas in the community. Projects involving directional signage, monumentation, lighting and landscaping are typical elements of gateway features.

The purpose of this project is to create gateways into West Augustine that will support the activities of the CRA and create an inviting atmosphere for visitors coming into the area. Gateways are major entry points that one enters - - they are focal points that create both a first and lasting impression for visitors as well as for those who live and work in West Augustine. Gateways should help to establish the identity of West Augustine and provide a link between the entrance and the heart of the community.

The benefits of such a project to West Augustine are:

- ♦ The conditions of slum and blight in the area will be arrested and replaced by a more stable and positive climate.
- ♦ The tax base of the redevelopment area will increase.
- ♦ The location of these gateways will spur additional private investment including office, retail, business, commercial, and residential development.

Action Strategies

It is recommended that Primary Gateways be established at the following locations:

- West King Street and Francis Street
- County Road 214 and western CRA limits
- Four Mile Road and northwest CRA limits
- County Road 214 and extension of State Road 312

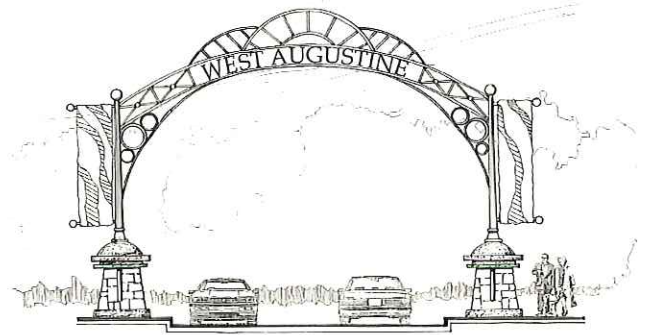
It is recommended that Secondary Gateways be established at the following locations:

- West King Street and Holmes Boulevard

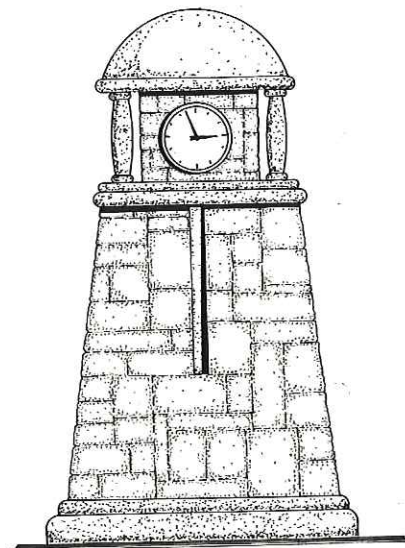
- Holmes Boulevard and State Road 207
- Ravenswood Drive and Francis Street
- State Road 207 and eastern CRA limits
- Four Mile Road and Volusia Street



C.R. 214 and western CRA limits



Potential Primary Gateway



Potential Secondary Gateway

Proposal 2: Infill Housing

The purpose of this proposal is to preserve and enhance neighborhoods through revitalization of the housing stock, establishing a safe, functional, and aesthetically pleasing community environment.

West Augustine is an urban neighborhood that has experienced a tremendous amount of decline and deterioration in the housing stock. The County is committed to preserving the existing housing stock and to increasing homeownership opportunities in the CRA. The housing stock of the community is an extremely valuable resource to the neighborhood and attracting new families to the neighborhood through the rehabilitation of the existing homes and the construction of new homes on vacant lots will bring new residents that will support existing and future West Augustine businesses.

St. Johns County should consider providing incentives in the form of technical and financial assistance to developers interested in building new infill housing and rehabilitating vacant houses. Consideration should also be given to providing incentives to first time, low- to moderate-income homebuyers in an effort to encourage affordable homeownership. This Plan proposes an infill new construction and housing rehabilitation strategy that can begin to transform the vacant lots and deteriorating housing stock into a viable community resource. The proposed program addresses new construction of single and multi-family homes.

Currently, there is very little investment for the construction of new single-family homes within the CRA. New construction development has been limited to Whispering Woods and Whispering Pines apartment homes and some Habitat for Humanity homes, most recently the Hadley community. The consultant's windshield surveys did not identify any new construction of single-family homes built by for-profit developers; however, there is some scattered acquisition and rehabilitation development. Generally, a for-profit developer, and some non-profit developers, will simply view neighborhoods comparable to the CRA as risky.

The risk associated with development within West Augustine is primarily because development costs often exceed market value, and the target market of purchasers has difficulty qualifying for a convenient first mortgage in an amount sufficient to purchase a new or rehabilitated home. The recommended infill housing and rehabilitation program is designed to reduce the risk of investing in West Augustine by creating a subsidy program that will compensate developers and builders for the difference between development costs and the fair market value or sale price of the home.

Although vacant lots are typically viewed by residents as nuisances due to frequent dumping of trash on the lots, vacant lots are considered excellent resources when planning an infill development program. West Augustine has a wealth of vacant lots that can be redeveloped to provide homeownership opportunities for new residents.

The *West Augustine Beyond Tomorrow* infill housing program is designed to encourage small developers and builders to invest in the CRA by providing development subsidies through qualified owner-occupant purchasers. Development subsidies would fund the difference between the construction costs and the actual selling price of the new homes through a soft second mortgage to a qualified purchaser. In some instances, the County may be required to assist in assembling vacant lots as a form of subsidy to the builder's overall project cost. Vacant lots assembled by the County and subsequently passed on the developer/builder would take the form of a subsidy through a "write-down" of the vacant lot's market value to an amount needed to help make the project cost more affordable to the purchaser.

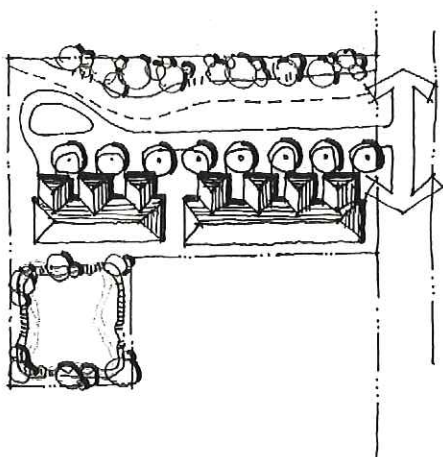
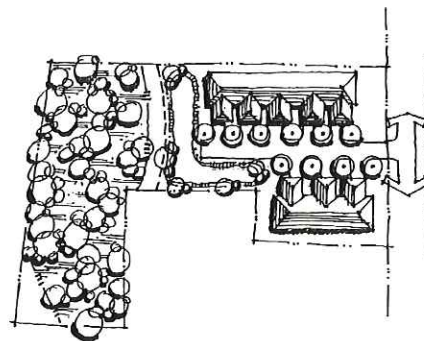
The County has acquired 388 lots in the northwestern portion of the Study Area. These lots have been evaluated as to their suitability for construction of single family homes. It was determined that 281 could be built upon. The other 107 would require significant wetland mitigation

permitting from the U.S. Army Corps of Engineers and St. Johns River Water Management District in order to develop them. The Infill Parcels Map identifies the location of all 388 lots. Those that are not developable are colored red. The yellow lots could be developed under a nationwide permit as they each contain less than ½ acre of wetlands. The green lots constitute those that are developable with no major impediments. These green lots should be the first infill projects.

Single Family Residential

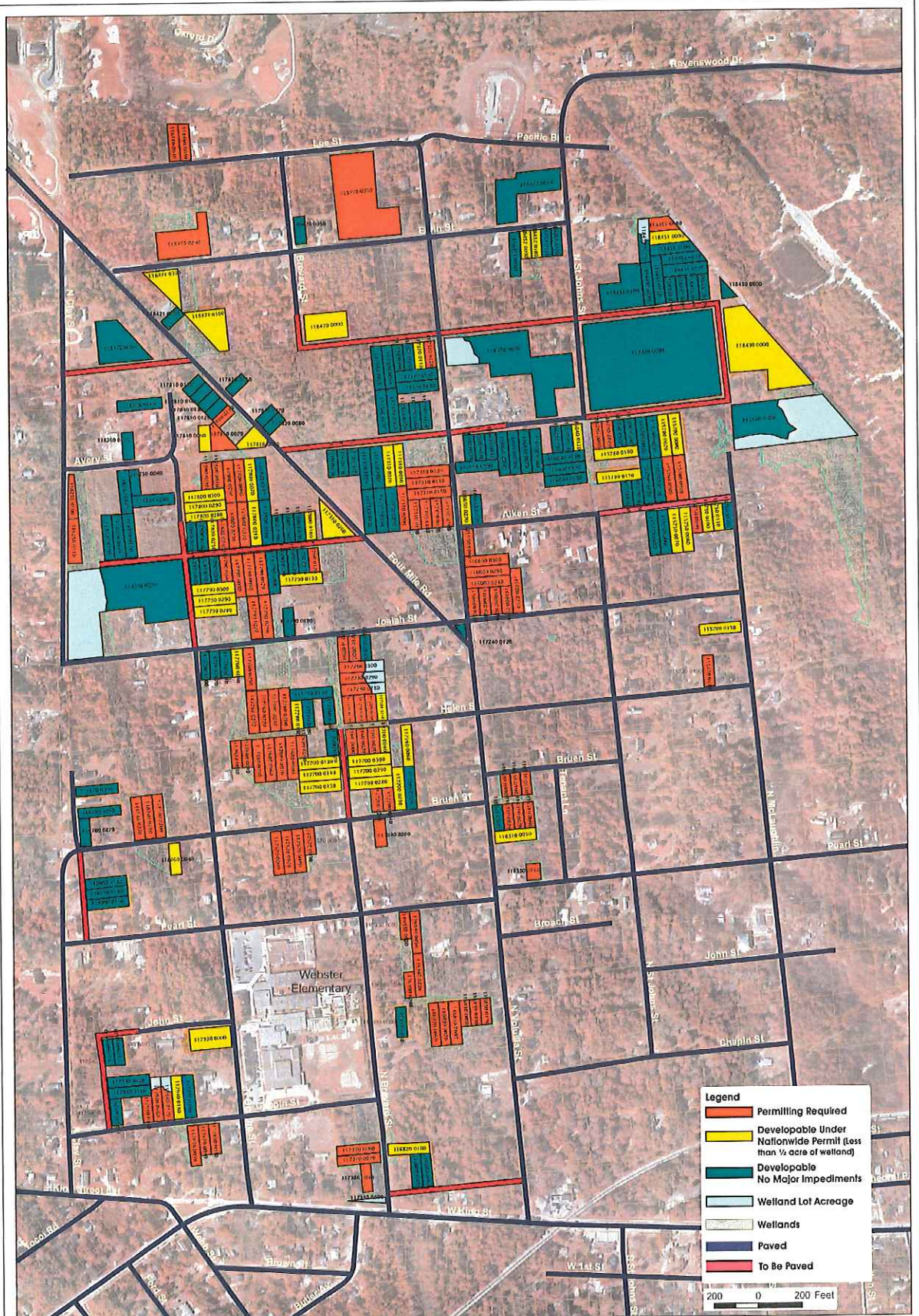
One of the most important goals of the redevelopment program is to enhance and preserve the historic neighborhoods in the vicinity of the neighborhood center. Drainage, streetlights, and other infrastructure improvements are recommended, with the goal of better connecting neighborhoods to the public activity and buildings on the main streets while enhancing private spaces and making them more usable.

Housing in the residential areas consists primarily of single family older homes. Additional multi-family housing units are found along State Road 207 and off of West King Street. The population residing in the neighborhoods surrounding the central core represents the primary market for local business. The residential areas are currently jeopardized by a combination of conflicting land use problems and traffic circulation patterns which can negatively affect private investment, which is critical to the overall success of West Augustine's redevelopment effort.



Assets include narrow streets; proximity to downtown St. Augustine and recreational amenities; and the presence of several schools and places of worship. Issues to be considered in this proposal include encroachment by non-residential land uses; substandard lot sizes necessary to support commercial activities, causing overflow parking into the residential areas; lack of buffering between uses; insufficient street lighting in some areas; deteriorating physical conditions in some areas; lack of sidewalks; and deteriorating conditions of housing stock in some areas.

Housing infill opportunities avail themselves in conjunction with neighborhood parks and open space systems, neighborhood gateway features; identity signage, and creating buffer zones between conflicting land uses.



INFILL
PARCELS
MAP



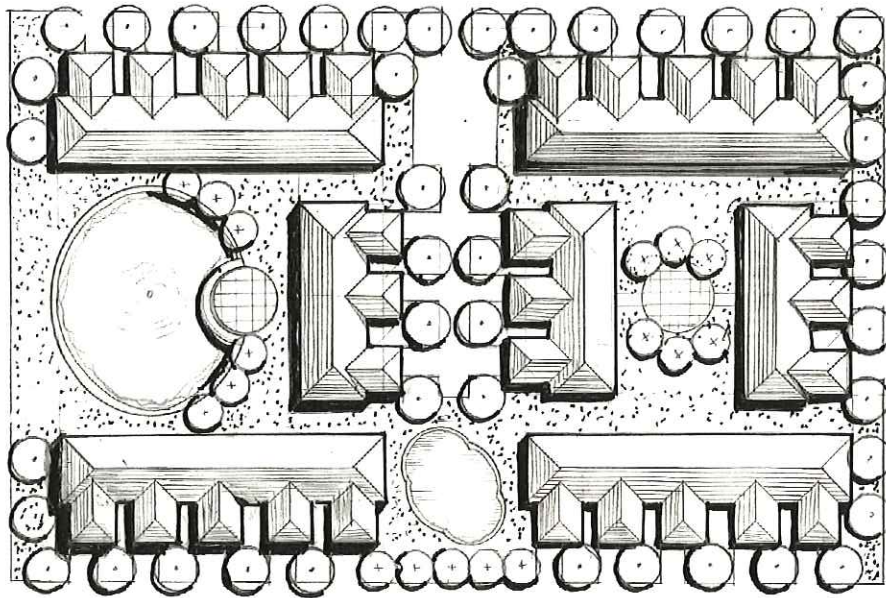
October 2004

West Augustine
Beyond Tomorrow

Prosser Hallock
PLANNING & ENGINEERING
1900 Sutton Park Drive South Suite 200
Jacksonville, Florida 32224-9729
p 904.758.3835 f 904.758.3410
e info@prosserhallock.com

Multi-family Residential

Small scale townhome or garden apartment units should be developed in other areas adjacent to West King Street to blend more appropriately into the surrounding residential areas. It is anticipated that investment in multi-family housing refurbishment will continue along the north side of West King Street particularly as improvements to the street occur. While the community preferred single family detached housing in their vision, there exists some viable parcels for small multi-family development, such as the triplex and quadplex example below, that could be located on Property Identification Number 118520-0000.



Action Strategies

- ◆ Consider beginning infill housing efforts, as well as acquisition and rehabilitation efforts in the northern section of West Augustine. This area has the most vacant lots, as well as vacant and abandoned homes, and will also be benefiting from commercial revitalization along West King Street.
- ◆ Use incentives in the form of developer subsidies and land write-downs to attract private investment in their neighborhood. Incentives would enable the County to specify certain design criteria, especially the criteria that will be created for the proposed neighborhood conservation district that will allow the new homes to be constructed in a manner consistent with the historical pattern of development in the neighborhood. Additionally, private investors could produce new homes in larger quantities, which would be extremely beneficial to the neighborhood.
- ◆ Act upon issues identified by residents and invest in infrastructure improvements such as drainage, sidewalks, street lighting and neighborhood entrance signage that support the stabilization of residential areas.
- ◆ Working with local real estate professionals, identify and market areas where private interests can develop infill housing and necessary support facilities in West Augustine.

- ◆ Discourage the intrusion of inappropriate office, commercial, and industrial uses in neighborhoods.
- ◆ Devise land acquisition, demolition and housing rehabilitation strategies to remove or refurbish unsafe or dilapidated structures.
- ◆ Using tax increment revenues, initiate infill housing development projects on existing and newly vacated properties.
- ◆ Work with community volunteers to clean up vacant, unattended properties.
- ◆ Introduce multi-family development in close proximity to the neighborhood center strengthening the local market for retail and services.

Proposal 3: West King Street

West King Street is a strong focal point for neighborhood revitalization. The roadway's character alternates from commercial within the city limits of St. Augustine to residential in the eastern part of the CRA, to commercial in the center of the CRA, back to residential and finally recreational and civic. The community stakeholders created a vision for the corridor, which includes the following:

- ♦ West King Street should contain a major commercial center for the neighborhood, with multiple uses that will allow the preservation of the historical development patterns, including commercial retail on the ground floor of the buildings, and residential uses on the additional floors.

In the effort to achieve this vision, the strategy for the neighborhood center will focus on three areas:

- ♦ Creating a retail and commercial node for the community that will offer employment opportunities for the residents through a model block approach;
- ♦ Providing the regulatory environment that will facilitate mixed-use development, with ground floor retail and second floor office or residential space; and
- ♦ Outlining the appropriate infrastructure needs that will enhance the visual appearance of the corridor.

This corridor has many assets and very few constraints. The corridor has a historical character and seems to be a gathering place for the residents of the neighborhood. Although there are vacant buildings and lots, the businesses along the corridor reveal a potentially vibrant commercial base for the neighborhood that could be capitalized on in economic development activities.

Many, if not all, of the businesses in the neighborhood are well established, locally owned enterprises. Given the impending change due to the recent programmed road improvements, the local businesses in the area could become the greatest asset to the corridor, simply because they represent the ability of small enterprises to thrive in the area. This, in turn, could be used as a basis to attract more resident-owned businesses. Additionally, the County would have an opportunity to help the existing businesses expand and grow.



The assets of the corridor are numerous and give the County an excellent starting point for commercial revitalization:

- ♦ The basis for the infrastructure is already there, with wide sidewalks, planted trees along the sidewalks, and on-street parking along parts of the road.
- ♦ The corridor links West Augustine to downtown St. Augustine and is within walking distance to Calvin Peete Recreation Complex and the Florida Memorial College property.

- ♦ The historical character of the corridor gives the area an identity and the pedestrian orientation creates an atmosphere conducive to retail shopping that could, not only be the major commercial node for the neighborhood, but a destination for persons outside of the neighborhood as well.
- ♦ Vacant lots along the corridor, as well as buildings, represent opportunities to develop the area significantly.

West Augustine has a significant drug and crime problem; therefore, future redevelopment should be designed to begin at the point of greatest impact. This area is the central portion of West Augustine, between the railroad tracks and Orange Street. The planned improvements to the roadway and the planned State Road 312 extension will increase the likelihood that persons outside of the CRA will come into the corridor for shopping and entertainment.

The proposed neighborhood center will be the central gathering place and function as the heart of the West Augustine community. The neighborhood center located along West King Street and between N. Brevard and N. McLaughlin streets is highly visible and is expected to draw business from local residents and travelers going west along the highway. Suggested uses include shopping, entertainment, civic, office and dining, that which represent the traditional uses found in a neighborhood center. The opportunity to develop this planning district as a neighborhood center would help in creating a central focus area where the residents could congregate.

Projects that improve the function of the area as improving parking and pedestrian access will also support development in the downtown. Wherever possible, angled on-street parking should be provided in the neighborhood center, sidewalks should be widened and streetscape elements added to expand the urban edge and provide safe access from surrounding neighborhoods.

Another proposal for the area includes a gateway giving the neighborhood center both a sense of identity and place. Restoration of the historic structures with the help of historic preservation grants is recommended along with adaptive reuse of these buildings.



Assets include an urban environment (appropriate mass, scale, and form of buildings), proximity to residential areas, potential for growth of the tax base, and open space. Issues that need to be considered with this proposal include a viable retail mix; excessive volume and speed of through

traffic; lack of streetscape; vacant property, need for ongoing special events and activities, need for nighttime entertainment and more restaurants.

Opportunities exist for this proposal including the extension of streetscape program to encourage pedestrian connectivity between focal points and activity centers; the ability to master plan a large site to integrate appropriate land uses and create positive synergies between residential, commercial, and institutional uses; develop architectural design guidelines; and Façade Improvement Grants.

The neighborhood center has the opportunity to become a retail center for the residents and become a unique destination for visitors. The infrastructure improvements needed to create an atmosphere that will encourage casual shopping and entertainment would be pedestrian walkways, aesthetic amenities, and traffic calming. Currently, the sidewalks are large enough to create a pedestrian atmosphere that would feel safe from traffic. However, the sidewalks are in disrepair and lack benches or other street furniture that would encourage high pedestrian traffic.

The roadway width is wide enough for through-traffic and planned improvements to the road are currently in design. Additionally, crime is a major problem for existing businesses. Drug activity is active all along the corridor. Crime can be deterred through the creation of a pedestrian friendly atmosphere, street lighting, and the elimination of pay phones along the corridor.

Although there are numerous lots and vacant buildings, streetscape improvements can be a catalyst for new investments in the area.

Action Strategies

- ◆ Install historic lighting between the existing street lights to add illumination, as well as aesthetic enhancement.
- ◆ Provide street furniture, such as benches and trash receptacles.
- ◆ Move power lines underground or behind buildings to improve the visual appearance of the area.
- ◆ Create a "central" bus stop, which would have a kiosk, public telephone, and bus shelter.
- ◆ Use brick accents in the sidewalks to create a texture and increase visual appearance.
- ◆ Provide an entrance sign to the neighborhood at both ends of West King Street.
- ◆ Plant trees along the roadway that will provide shade for pedestrians.
- ◆ Follow the design pattern that will occur along West King Street east of the CRA to allow the part of King Street within the CRA to draw in the population that will be patronizing St. Augustine's businesses.
- ◆ Create a multi-use retail and residential neighborhood center that will attract both residents and visitors.
- ◆ Provide retail and commercial services within the neighborhood to provide employment opportunities to residents.
- ◆ Use site-specific PUD zoning on a project-by-project basis.
- ◆ Implement the recommended streetscape improvements that will attract new businesses into the area and continue the design from the City of St. Augustine into the CRA.
- ◆ Ensure that new development in the neighborhood center consists of appropriate land uses that will stabilize and enhance the area while representing the desires and interests of area residents and property owners.

- ◆ Evaluate locating government offices providing public services such as an expanded library or post office in the neighborhood center to attract patrons and encourage spin-off economic activity.
- ◆ Seek out attractions such as the Ft. Mose Historical Museum.
- ◆ Devise strategies including land assembly and other means of participating in land development to partner with the private sector in initiating development activity at appropriate locations in the neighborhood center area.
- ◆ Work closely with area businesses, merchants' associations, and the St. Augustine - St. Johns County Chamber of Commerce to address the needs of existing businesses through the redevelopment process.
- ◆ Ensure sufficient parking for anticipated neighborhood center activity by providing angled on-street parking throughout the area where possible.
- ◆ Secure CDBG grant funding and any other revenue source to pursue improvements.
- ◆ Work with existing property owners to replace dilapidated, nonconforming structures through property assembly to enable development of higher and better uses at appropriate locations.
- ◆ Utilizing tools made available through Chapter 162, F.S., and target sites for public/private projects in the neighborhood center for infill mixed-use development to serve as anchors to attract further investment.
- ◆ Undertake streetscape projects along the primary road network grid in the neighborhood center creating an attractive pedestrian environment.
- ◆ When undertaking streetscape improvements, new private construction, and building rehabilitation, place utility lines underground or behind buildings where it is feasible to improve visual qualities and remove impediments to safe pedestrian access.
- ◆ Utilize a façade improvement program providing design assistance and financial incentives to encourage building renovations that will provide compatible design and strengthen existing architectural features.
- ◆ Ensure architectural integrity of future development through design standards and the establishment of an architectural review board for West Augustine development and renovation projects.
- ◆ Enforce County codes to ensure proper maintenance of vacant lots and buildings.
- ◆ Speed zone through center of corridor (maximum 20 mph) to allow time for drivers to anticipate conflicts and to stop for pedestrians at crosswalks.

Proposal 4: Administrative Rezoning

There are numerous zoning districts within West Augustine, including industrial, commercial, single-family, planned development. West Augustine is an urban neighborhood with zoning districts incompatible with a residential neighborhood. The zoning issues in West Augustine are as follows:

- ◆ Incompatible adjacent zoning districts and related land uses;
- ◆ A lack of transitional zoning districts between incompatible land uses;
- ◆ "Spot zoning", in which one parcel is zoned a district while all surrounding parcels are zoned another district; and
- ◆ Areas with nonconforming uses.

Incompatible adjacent zoning districts exist throughout West Augustine and most commonly take the form of industrial districts next to a residential district without a transitional district of intermediate intensity. This trend negatively affects the residential areas by creating a visual blight and nuisances from heavy industrial uses that typically include storage of heavy equipment and industrial materials, noise, emissions of noxious odors, and barbed wire fencing. Buffering these uses from residential areas can be accomplished through the use of transitional zoning districts that allow less intense uses, such as commercial or light manufacturing. Additionally, landscaping buffers and opaque fencing can be used to lessen the impact of these uses on residential areas.

It is not unusual for deteriorating neighborhoods to have incompatible land uses and zoning districts, and West Augustine is no exception. Typically, this CRA allows almost all residential and commercial-related uses. Most of the existing businesses are retail and restaurant oriented. Zoning districts can greatly influence the growth and development of neighborhoods. Therefore, designating the appropriate zoning district to encourage mixed-use development in West Augustine is very important. However, St. Johns County does not have a zoning district in place to allow for ground-floor commercial retail and residential uses on the second floor, other than PUD. Therefore, a more creative approach should be taken to fulfill the vision of the community.

The County should allow the corridor to remain as is and add the Beyond Tomorrow Plan Overlay to the area. The strategy would allow for multi-use development and will give the County more control over the development and the design. This is especially important in terms of the design guidelines that will require more review on the County's part when new development begins to locate along the corridor.

Zoning practices have a profound impact on the growth and development of a neighborhood. This impact can be seen in the types of uses that develop, as well as their location. This section will detail the numerous zoning issues of West Augustine, as well as recommend specific strategies to facilitate more community oriented uses.

Instances of "spot zoning" where one parcel is zoned out of character with the surrounding uses, are especially problematic when a parcel is zoned industrial and is in a residential neighborhood. It is highly unlikely that an industrial use will be located on a small parcel within a residential area, leaving the property with a relatively useless zoning district. Renovation of the property would require a rezoning if the property were to lie vacant for a year or more. Therefore, these districts should be rezoned to be consistent with the surrounding uses.

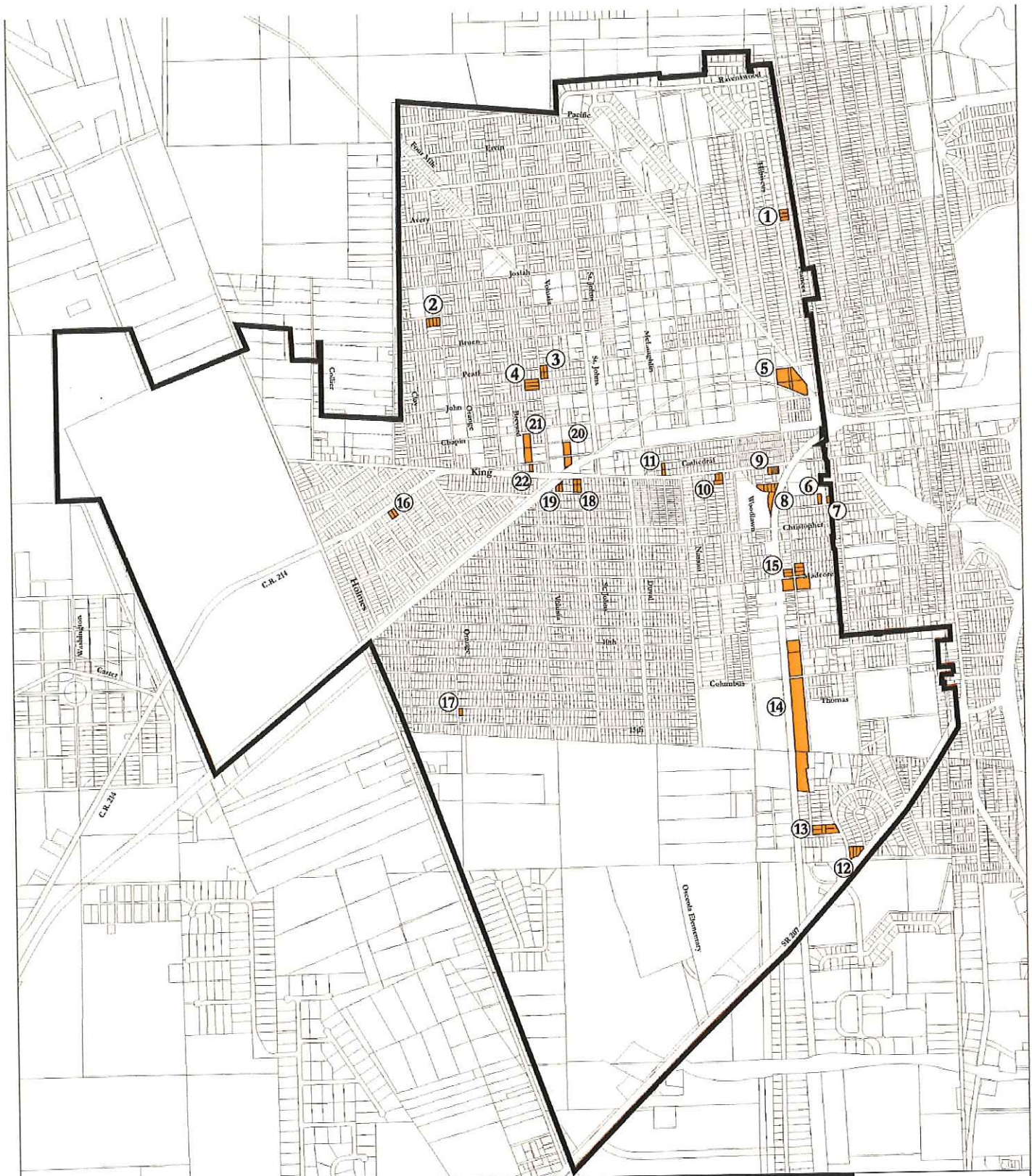
It appears as though portions of West Augustine were expected to transition from a residential area to an industrial area. Therefore, there are pockets of residential uses zoned for industrial use. However, these sections have not experienced much change, leaving areas with residential uses zoned for industrial use. Some residents and developers interested in rehabilitating single-

family homes are unable to complete renovations without a zoning change, making the redevelopment of industrial-zoned parcels difficult and time consuming.

Table 5 illustrates zoning conflicts with the Future Land Use Map (FLUM) classifications were identified and proposed changes are recommended as solutions to the issues outlined above:

Table 5 Zoning – FLUM Conflicts

Site No.	County Appraiser Property Identification Number	Zoning	Future Land Use	Proposed Change
2	118140-0090	CG	RES D	Rezone to RS-3
3	116090-0000 116110-0000	CN	RES D	Rezone to RS-3
6	121095-0000	CG	RES D	Rezone to RS-3
8	121450-0000 121460-0000	CG	RES D	Rezone to RS-3
9	121360-0000 121340-0000 121350-0000	CG	RES D	Amend to CC
17	134100-0000	CN	RES D	Rezone to RS-3
21	116770-0050 116770-0000	RS-3	COM COMM	Amend to RES D



**ZONING
CONFLICTS
MAP**



West Augustine Beyond Tomorrow

Prosser Hallock
PLANNERS & ENGINEERS
13001 Sutton Park Drive South Suite, 200
Jacksonville, Florida 32224-0229
p • 904.730.3555 f • 904.730.3073
e • info@prosserhallock.com

Proposal 5: Florida Memorial College Property

The purpose of this proposal is to cooperate with the owners of the Florida Memorial College property to develop the land as a mixed-use community with a full range of uses, services, amenities and activities to address the everyday needs of families from all walks of life in West Augustine (local shopping and services, businesses and professional offices for employment, and civic spaces).

The Florida Memorial College property offers a large, undeveloped tract under single ownership that can be master planned as a mixed-use business park located at an interchange with State Road 312. The CRA's largest vacant area is a very desirable, yet underutilized asset that has the potential to invigorate activity in West Augustine while providing revenues to support additional redevelopment projects and programs. This can be accomplished through a combination of improvements to the site's assets and the potential development of a mixed-use business park or other professional activity center.

To create the character desired, building facades should be more closely related to the street with parking behind the buildings. As the market allows, some residential units could be located on the upper levels of the buildings.



A full range of uses, services, amenities and activities are permissible in the Florida Memorial College property to meet the needs of the future population. This master planned activity center can serve as the primary employment base within the WACRA. This property master planned could provide local shopping and civic spaces for the West Augustine neighborhood.

The property has high concentrations of wetlands and a great diversity of plants and wildlife, many of which are protected by the County Comprehensive Plan's Conservation Element as well as state and federal regulations. An opportunity exists to create a protected ecological system that maintains the integrity of on-site drainage and wildlife corridors. Envisioned as a conservation network, this area may also become a mitigation bank that allows smaller wetland areas outside the network to be transferred to areas of increased importance and viability. Careful siting of trails, parks and ponds will allow residents and visitors to utilize the network as community amenity.

As the redevelopment program evolves and the investment community witnesses the success of the Agency's initial projects, there will be opportunities to introduce new land uses and activity centers. The area at the southeast end of the CRA is a suburban area, which includes a heavy commercial/retail presence



currently. The concept plan proposes more mixed-use development along State Road 207. The purpose of this is to prevent segmentation of uses and design more integrated facilities providing options for working and living. By mixing the land uses, some vehicle trips can be captured that would otherwise end up on external roads. Mixed use areas often provide those who cannot drive goods and services within walking distance. Mixed use areas offer activities and happenings throughout the day and create a greater sense of community when people are coming and going at all hours.

A large scale comprehensive plan map amendment for the Florida Memorial College Property from its current classification of Residential D to Mixed Use District would allow for more opportunities for the owners of the tract to realize a better use of the land. As it stands now, the property could be developed as another residential subdivision of approximately 3,900 dwelling units and not really add anything to the community. However, the Mixed Use District classification on the property would allow at least 30 acres to be set aside for recreation and/or preserved open space; 135 acres of commercial development for office campuses, restaurants, professional services; and 780 dwelling units to house the workers and new residents of the land that can prevent some vehicle trips from leaving the property, add a level of sustainability to the development, and allow the property to increase in value benefiting both the owners (selling price) and the CRA (TIF revenue).

Action Strategies

- ◆ Large scale comprehensive plan map amendment from Residential D to Mixed Use District.
- ◆ Insist residential areas have a mix of housing types, be of compact form, and contain pedestrian-oriented circulation to fill market niches as the property is a prime location for new office and commercial development.
- ◆ Place limited office and retail uses along with civic and principal recreational facilities in the center or at the "entrance" to a planned community.
- ◆ Provide common areas such as parks, plazas, town squares, and greens to serve as a community focal point for civic gatherings and special events.
- ◆ Contiguous wetlands should form the definable edge of new development.
- ◆ Insist on a variety in building types, clustering, variations in setbacks, and reserve areas for open space. If more development can be grouped together, then more of the landscape can be preserved.
- ◆ Encourage a variety of roof heights and gable orientations in new buildings to prevent "cookie cutter" developments.
- ◆ Prohibit strip commercial development.
- ◆ Locate non-residential buildings along the right-of-way edge (suggested minimum and maximum setbacks of 0 and 20 feet, respectively).



- ◆ Buildings within the centers of the property should not be more than 2½ stories tall. Promote ground floors devoted to retailing, while upper stories can house offices, residential units, or specialty services.

Proposal 6: Streetscape Improvements

The intent of this proposal is to create a more uniform and visually appealing design in public and private improvements. In an effort to erase the dividing line between the City of St. Augustine and West Augustine, the CRA could implement an overall streetscape improvement program along primary and secondary roadways throughout the CRA. Design requirements should also be incorporated in the County's Land Development Regulations. Streetscapes on these roadways should be designed to soften the appearance of older physically declining commercial areas and provide visual continuity for the most visible transportation routes to West Augustine. Effective design of the streetscape system will dramatically improve the aesthetics of the community and establish a more attractive investment image to the private sector. It is recommended that streetscape improvements be undertaken on West King Street, Four Mile Road, SR 207, Holmes Boulevard, St. Johns Street, Volusia Street, Orange Street, and County Road 214. The remaining streets should also be systematically improved through tree planting and street lighting programs.

Ultimately the private sector, through investments in redevelopment and renovation, will have the greatest impact on the physical appearance of these roadways. The development of an enhanced pedestrian environment is one of the primary objectives of a streetscape plan. Whenever possible, an increase in the overall available pedestrian space, such as sidewalks, public plazas, and open space, should be used to facilitate this goal.

Design standards enumerated below should be used to review, direct and regulate site improvements, rehabilitation, maintenance, new construction and demolition. Their purpose is to protect and preserve the continuum of architectural heritage and in turn enhance the overall visual character. These standards are considered to be an enhancement of, and supplementary to, existing comprehensive planning and zoning requirements maintained by St. Johns County. The Land Development Code directs permitted land uses, lot dimensions, area, lot coverage, building size, height, required yards (setbacks), parking lot landscaping, outdoor displays of merchandise signs, building codes, and environmental protection.

Sidewalks

Activities involving retrofitting or repairing of a sidewalk should match with the existing design. For example, a gray concrete sidewalk should be retrofitted or repaired with a gray or concrete sidewalk. In the case of a complete redo, the conditions stated below shall apply.

Gray concrete with a broom finish and tooled score joints shall be standard material for sidewalks. The concrete sidewalk shall have a minimum width of six (6) feet, wherever space permits. Alternative paving such as full sized brick paver or historic St. Augustine brick (Reynolds block) shall be permitted as the exclusive paving surface if it is on one side of a full street block or three hundred (300) linear feet. All brick paving in this case should be full-sized, laid on a concrete slab. Alternative brick paving, Reynolds block may also be used as accent detail around tree wells and as edging to the sidewalks.

Landscape Material

Landscaping can soften a harsh and stark place, provide a sense of scale and contrast, reduce heat, visually narrow the street, and indirectly calm the intensity of traffic. Landscaping will also establish a sense of rhythm along streets, screen and buffer intensive uses and provide color and shade.



(50) to seventy-five (75) feet on center (depending on site conditions) in areas that accommodate a minimum landscape strip of five (5) feet. Tree pits should be a minimum of five (5) feet in width and twenty-five (25) square feet in area. Palms should be planted at a spacing of approximately thirty-five (35) to fifty (50) feet on center in areas that do not have landscape strips but wider sidewalks with two (2) feet by two (2) feet tree wells. Accent trees such as Holly, Crape Myrtle, and Magnolia should be planted in gathering areas of interest. These trees should be planted in clusters of odd numbers at approximately twenty-five (25) feet on center. A balanced planting pattern should be adopted on both sides of the street where possible.

Shrubs such as Florida Anise, Dwarf Yaupon Holly, Indian Hawthorn, Pittosporum and Laurestinus should be planted to screen unsightly views shall be planted to screen unsightly views such as parking and utilities.

Groundcovers such as Shore juniper, Lirope, Azalea and Asiatic Star Jasmine should be planted in the landscape strips to reduce maintenance operations. Refer to Appendix B for plant materials.

Lighting



Lighting standards of all rights-of-way must meet the FDOT photometric requirements. High-pressure sodium lamps on cast-concrete poles are the standard adopted in St. Augustine for the King Street corridor. Fixtures at intersections on the corridor should have banner arms. These banners may identify the West Augustine area.

The St. Augustine standard "Victorian gaslight type" fixture with high-pressure sodium vapor lamps shall be mounted on a twelve (12) to eighteen (18) foot fluted, cast, decorative concrete pole. The fixtures at the gateways to the main corridor should be mounted on concrete/coquina aggregate pedestals as shown in the figure below. The light shall be installed with a spacing of approximately fifty (50) to seventy-five (75) feet on center, depending on the conditions.

Utilities

In the case of a complete redo, the overhead utilities should be relocated underground or behind buildings. When retrofitting or repairing an attempt shall be made to consolidate the utility cables. Another alternative in the case of retrofitting is to increase the height of the utility poles

to fifty (50) feet and to mount wires vertically and luminaries at pedestrian height to lessen the visual impact from the street and reduce conflict with street tree plantings. Transformers should not be suspended on the utility poles where possible. The utility poles shall be painted black.

Traffic Signals

Traffic signals shall be the existing FDOT standard pole and arm painted brown. Street signs should be affixed to the mast arm. The traffic control boxes shall be painted the same color as the pole and arm and setback away from pedestrian thorough ways. Pre-case concrete poles matching the design described above can also be used. Illuminated street signs shall be mounted on traffic cross arms at signalized intersections.

Benches

The name "West Augustine" should be stamped at both ends of the benches. The bench slats should be painted wood or recycled material. The finish should ensure durability. The benches should be installed near intersections and wherever pedestrians are likely to gather. The benches should be painted Charleston green.



Trash Receptacles

The trash receptacles should be cylindrical made from concrete with coquina aggregate and be installed near seating and easement areas near busy intersections.

Bicycle Racks

Bicycle racks should be metal, coated with a resistant vinyl finish. Bicycle racks should be sited at institutional facilities and in recreation and open spaces where pedestrians are likely to gather. The "reverse U" type racks are preferred. Bicycle racks should be painted Charleston green.

Newspaper Kiosks

Newspaper kiosks should allow multiple publications to reduce street clutter. Individual kiosks should not be allowed. The location of these grouped kiosks is to be determined by the County based on availability of sidewalk area, safe passage of pedestrians, vehicular visibility and other criteria as may be used by the County to ensure "safe siting". The kiosks should be secured and adjacent to the wall of a building not more than six (6) inches away, provided that such placement does not interfere with access or reasonable use of windows for display purposes. The kiosks should be painted brown.

Crosswalks, Intersection Treatments, and Street Paving

Brick intersections should be in a running bond pattern. Repair of intersection paving should match the existing color and materials. In the case of a retrofit or a complete redo, the conditions stated below shall apply. If historic street brick is found and determined financially feasible, the appropriate street sections may be restored. All designs for intersection treatments shall comply with FDOT standards.



Clearly marked crosswalks should be installed at all intersections and side streets. Stamped concrete or stamped asphalt is preferred. The material should be integrally colored and well stamped. A twelve (12) inch wide concrete band should border edges of concrete pavers. Paver joints shall be "hand tight" and grouting is not permitted. An additional color or stamp should be installed at the center of the crosswalks to identify primary intersections. The primary intersections include West King Street's intersections with Holmes Boulevard, Volusia Street, and Orange Street.

Transit Facilities

Transit facilities should be similar to that existing at the City of St. Augustine Visitor Information Center and the Lightner Museum. Facilities should be strategically located to optimize ridership.

Public Signage

Public signing should be coordinated with the Heritage Tourism Signage Program to address the size, shape, type, style, color, construction. And placement of public sign elements in West Augustine. These may include directional, interpretive, informational, street name signs, and banners.

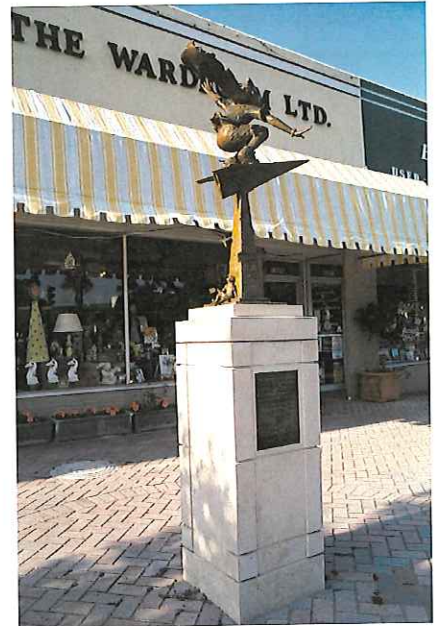
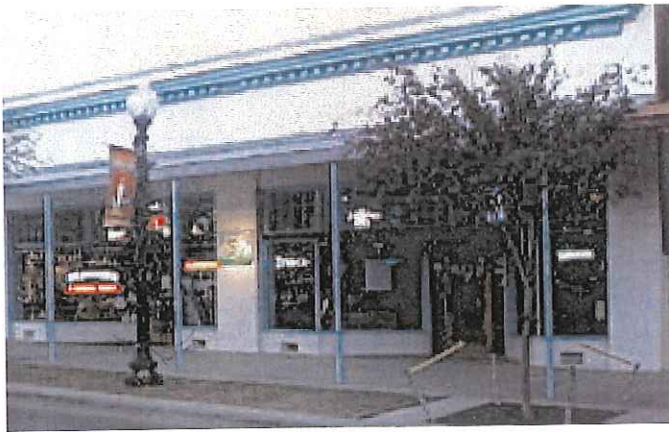
Roads

Road designs should comply with the FDOT Plans Preparation Manual. Retrofitting and repair of all roads should be done well and matched with the existing materials and design. For example, an asphalt road should be retrofitted or repaired with asphalt; a cold-mix road should be

retrofitted or repaired with cold-mix. Generally, the roadway shall consist of a standard curb. A complete redo should incorporate standard FDOT concrete curb and gutter.

Walkways and Plazas

Walkways and plazas should link all public sidewalks to front door entries. Fountains, water features, public art and trellis are encouraged. Walkways should span over existing continuous curb cuts. Walkways should connect public buildings with public sidewalks, therefore, the material selected shall be compatible with the menu of materials represented in the sidewalk condition. Appropriate paving includes gray concrete and Reynolds pavers.



Site Lighting

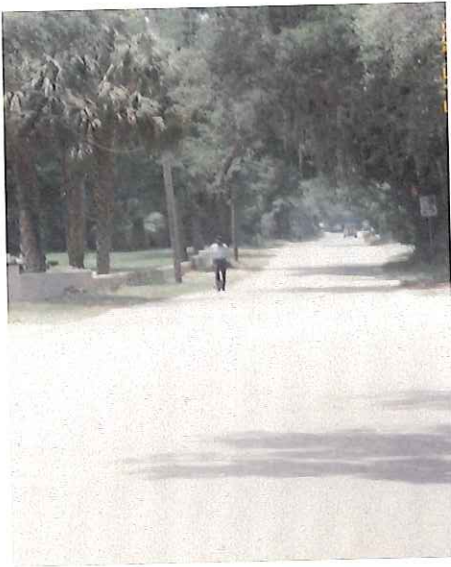
Site lighting placement may also vary due to the adjacent roadway condition. On site lighting should be guided by the following design principles. Because of the traditional nature of these corridors and their close proximity to adjacent public streets, pole-type lighting is discouraged in front yards. Indirect lighting such as up and down lighting on buildings and landscaping is preferred. Pole lighting may be allowed inside rear yards, or parking areas that are not visible from the primary street frontage.

Site Furnishings

Site furnishings may vary based on the roadway character. Furnishings should be compatible with the character of the district or neighborhood in size, scale, materials, and color. Because of the traditional nature of King Street and its close proximity to adjacent public streets, traditional furnishings and planters are most appropriate in front yards.

Proposal 7: Transportation Improvements

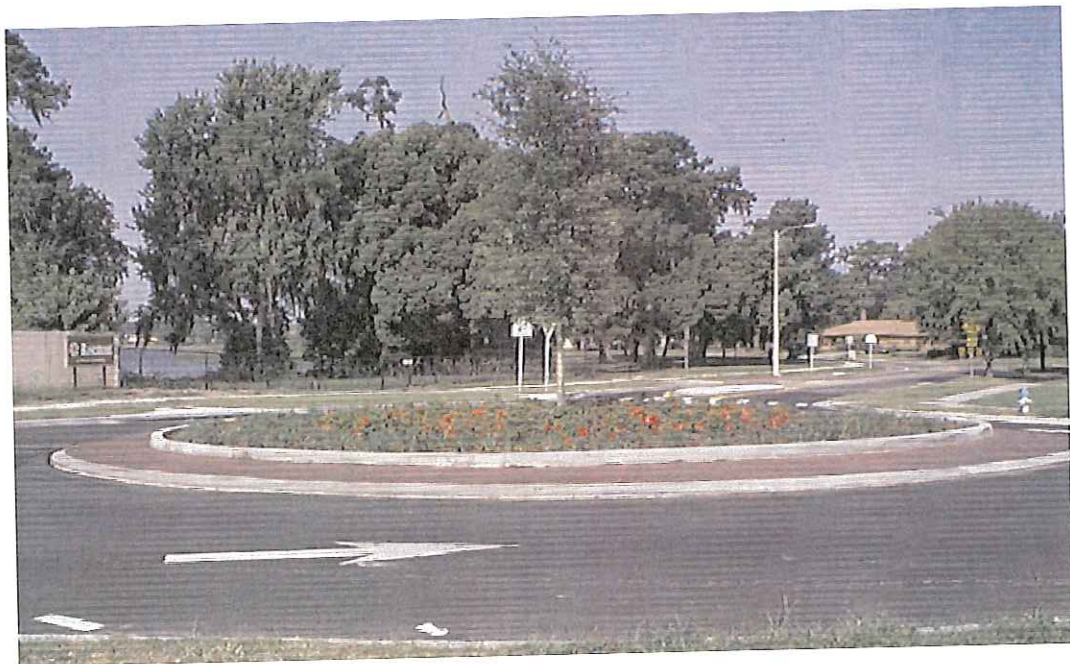
The intent of this proposal is to create a safe, efficient traffic circulation system that provides sufficient access by all modes of transportation between activity centers within the redevelopment area and the balance of the community.



To create market synergy among West Augustine's functions, people must be able to walk between activity centers. Convenient links should be direct, physically attractive, and edged by interesting activity. Since vehicles are an integral part of the street environment, reducing their impact is key to creating a friendly and safe pedestrian experience. Methods should be employed in the design of streets and sidewalks to slow down traffic and to provide safe pedestrian crossings. Slowing traffic increases pedestrian safety and provides vehicle occupants time to casually browse the street scene. Establish a safe and efficient roadway network by discouraging through traffic, minimizing conflicts between parking and traffic movements, signalizing intersections and providing left-turn lanes where justified by traffic volumes and safety concerns. Sidewalks extend the public realm beyond the street itself. Marked and lighted crosswalks and raised medians or refuge

islands allow for lower accident rates. Street closures, restrictive one-way street patterns, diverters at intersections, and turn restrictions control volume.

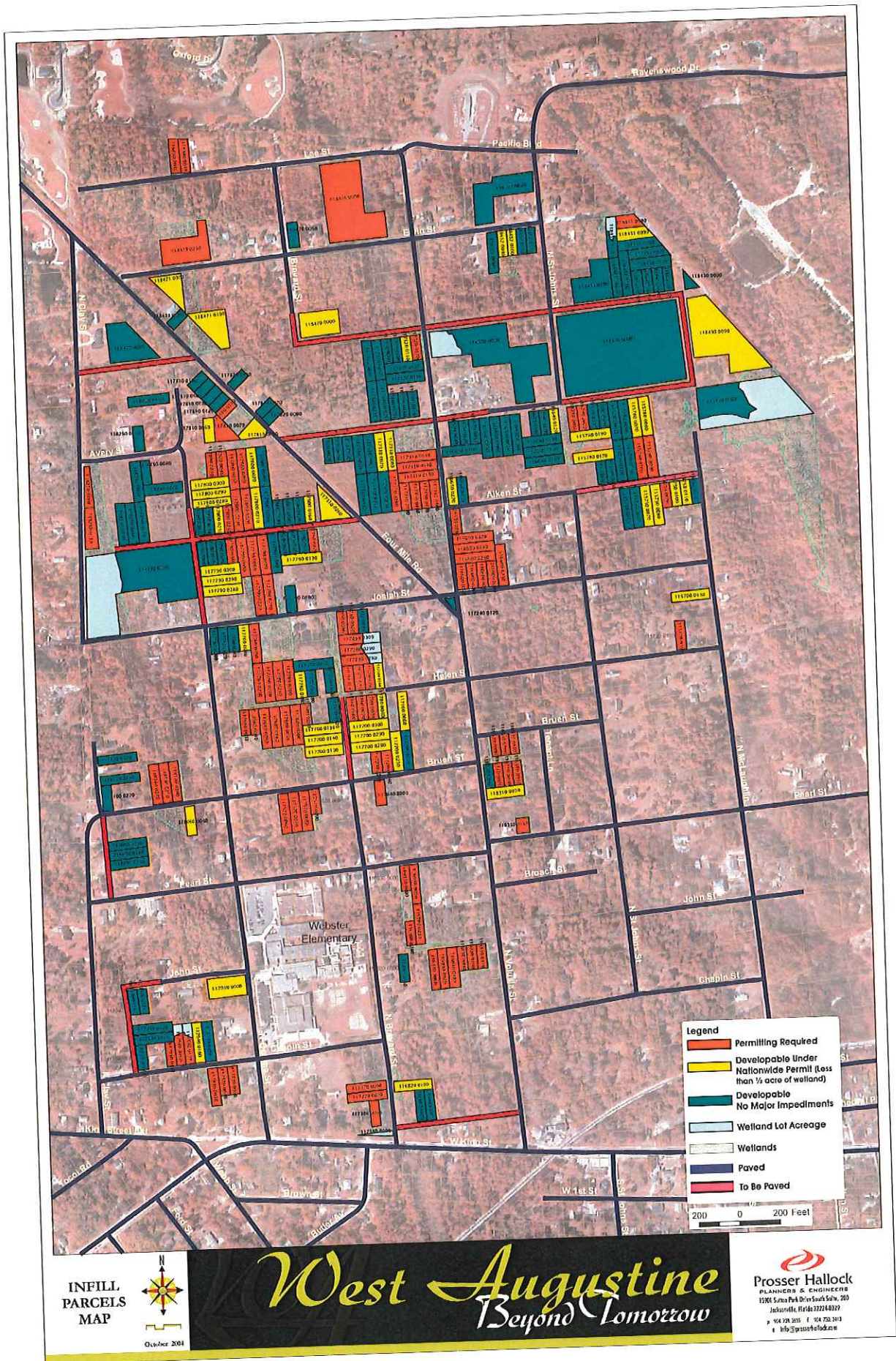
Roundabouts may be less expensive to install and maintain than traffic signals and can be more aesthetically pleasing. The three-way intersection of Four Mile Road, Josiah Street and Volusia Street is a very hazardous juncture that the community contends would benefit from a roundabout, similar to the one illustrated below.



A clear emphasis on pedestrian use must be established within West Augustine's commercial core if walking and street activity are to be encouraged. A positive balance between vehicular and pedestrian use of the street must be established. Opportunities for bicycle, bus, and other modes of transit should be encouraged. Priority should be given to short-term, shopper-oriented parking to give support to the retail uses located within the CRA's core.

Action Strategies

- ◆ To gain access to the Phase I Infill Housing lots, pave the following roadway segments, illustrated on the Infill Parcels Map:
 - ❑ N. Brevard St. from existing pavement south to unnamed road betw Ervin and Avery;
 - ❑ Unnamed road between Ervin and Avery from N. Clay Street to Four Mile Road
 - ❑ Unnamed road between Ervin and Avery from N. Brevard Street to N. McLaughlin St.
 - ❑ N. McLaughlin Street from unnamed road between Ervin and Avery to Avery Street
 - ❑ Avery Street from Four Mile Road to N. McLaughlin Street
 - ❑ Aiken Street from Four Mile Road to wetlands
 - ❑ N. Orange Street from existing pavement to Josiah Street
 - ❑ Aiken Street from N. St. Johns Street to N. McLaughlin Street
 - ❑ N. Clay Street from Bruen Street to Pearl Street
 - ❑ N. Brevard Street from Helen Street to Bruen Street
 - ❑ John Street from existing pavement west to unnamed road between Clay and Orange
 - ❑ Unnamed road between N. Clay and N. Orange Street south to Chapin Street
 - ❑ Unnamed road between W. King St. and Pearl St. from Brevard St. to Volusia St.
- ◆ Minimize the impacts of increased traffic and activity levels on residential areas.
- ◆ Create a safe, secure, appealing, and efficient pedestrian system linking all major activity centers, parking facilities, and other interchange points.
- ◆ Construct sidewalks, bikeways and trails throughout West Augustine, appropriately designed and separated from auto circulation for safety purposes, to be used as positive tools to improve the area's environment through the use of landscaping and other visual treatments.
- ◆ Roundabout at Four Mile Road/Volusia Street/Josiah Street intersection.
- ◆ Convert the following segments to one-way streets in an effort to make available sufficient room for pedestrian sidewalks to and from the neighborhood center:
 - ❑ Northbound travel: N. Brevard St. & N. St. Johns St. from W. King St. to Helen St.
 - ❑ Southbound travel: N. Volusia St. & N. McLaughlin St. from W. King St. to Helen St.
 - ❑ Eastbound travel: Bruen St. & John St. from N. Brevard St. to N. McLaughlin St.
 - ❑ Westbound travel: Helen St. & Pearl St. from N. Brevard St. to N. McLaughlin St.



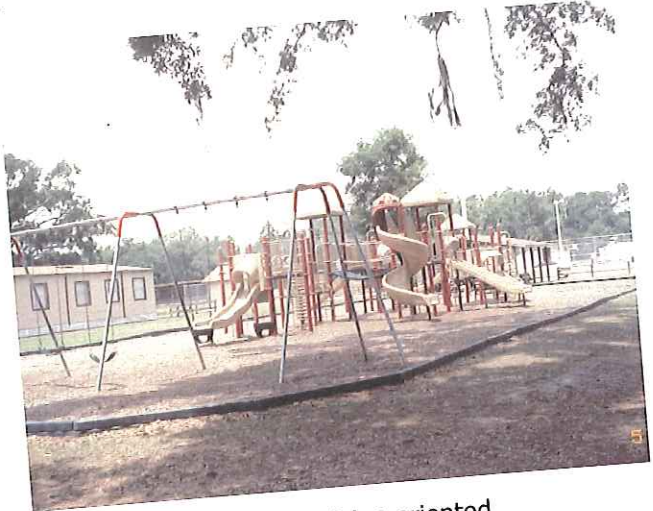
Proposal 8: Recreation and Open Space

The purpose of this proposal is to provide recreational opportunities for the citizens of West Augustine which are readily accessible and improve the quality of life for residents. Preserve land to serve as public parks and open space for current and future neighborhoods.

The redevelopment program proposes an alternative source of revenues for future improvements to Calvin Peete Recreation Complex facilities. The park is an important recreational amenity that should be expanding over time to provide recreational services in the future as the community continues to grow.

The benefits received by the CRA would include:

- ♦ The slum and blight conditions along West King Street will be arrested and replaced by a more positive climate.
- ♦ The improved physical appearance will help to spur additional private investment, including office, retail, entertainment, business and commercial development.
- ♦ The renovation will help to attract increased levels of pedestrians and activity, which will also be supportive of the development of a retail district in the CRA.
- ♦ The project will provide residents, employees, and visitors with amenities that are exceptionally pedestrian oriented.
- ♦ There will be an increase in property values and the tax base in the CRA over what is anticipated to occur.



Successful communities have unique or special buildings, views, and special features that attract pedestrians and shoppers. Public gathering places and architecturally interesting places give people a reason to congregate, socialize or shop. A plaza in a designated public space can provide a setting for planned and casual interactions among neighbors, contributing to a sense of community and neighborliness. With three schools and several churches all in close proximity to one another, the Plan supports a community plaza within a neighborhood park.

This would be the kind of park that nobody but the residents really know about because they are tucked into the fabric. Their relative locations are not relevant to the success of the parks themselves. What becomes crucial is to maintain accessibility and visual connection, so each of the suggested neighborhood parks is fronted by at least three streets. These small pocket parks provide a sense of ownership and West Augustine pride for the neighbors and with a grid system, like the community's, they become valuable points of orientation.

Action Strategies

- ◆ Identify potential revenues including tax increment financing, grants, impact fees and other assessments to provide adequate funding for proposed improvements and maintenance of public facilities.
- ◆ Institute creative measures, such as land set aside requirements in subdivision regulations to secure land for parks, trails and open space as determined by the Comprehensive Plan.
- ◆ Provide safe connection to the CRA's primary activity centers including the neighborhood center, Calvin Peete Recreation Complex, schools, and neighborhoods through sidewalks and bikeways.
- ◆ Create an active and interesting street scene by developing a public plaza or meeting places, utilizing sidewalks, providing public art and encouraging open markets and cafes.
- ◆ The goal of the project is to create and establish a high quality pedestrian oriented area.
- ◆ Set aside land for neighborhood parks where people can safely walk and ride their bicycles.



Proposal 9: Social Development

Social development is a necessary component of revitalizing West Augustine. Although many declining neighborhoods are in desperate need of physical improvement, social development fosters the necessary social capital needed to energize community groups and County agencies toward redeveloping the neighborhood. This proposal outlines ways to provide a youth activity for the neighborhood, create a program that will help elderly homeowners clean up their yards maintained and make repairs to their homes; and provide the social network needed to fight crime and drugs.

West Augustine Pride Program

The idea for this program came in response to residents who brought up elderly persons who are unable to care for their yards, as well as the overgrown vacant lots and yards of absentee owners. Additionally, the community participants were very concerned about the lack of youth programs and activities in the neighborhood. The following aspects of the future West Augustine Pride program are outlined below:

- ♦ One organization that has a 501-C3 (non-profit) status should be the entity that houses or manages the program and receives the funding sources.
- ♦ The program would need a paid staff member to administer the program, due to the heavy amount of organizational and community outreach work that would need to be done to kick-off the program and to sustain the program for the long-term.
- ♦ The block captains should serve as contact people for their areas as a way to determine which lots and yards would need work.
- ♦ The program should pay the participating youth a stipend for their work as a way to reward the youth for their efforts, to enable them to purchase items they might want or need, and as a way to teach the children about work ethics and money management.
- ♦ The details of the program will be thought out in future meetings, but the program organizers felt that identifying the program administrator in the near future was necessary as a first step in the organization and planning of the program.

Neighborhood Watch Area

The Neighborhood Watch Program would help the neighborhood begin to take control of the crime and drug problem that is currently plaguing the neighborhood. It is recommended that the following elements be established in the program:

- ♦ The program should include established block captains in the neighborhood in order to keep a consistency with the property clean up program and to continue the well-established communication between the block captains and the County Staff; and
- ♦ The Neighborhood Watch Program should include West Augustine businesses in an effort to decrease crime as well as increased communication among businesses in the area.

A Neighborhood Watch Program would provide an important mechanism for residents to help officers control the drug and crime problems that are occurring in the community. Many residents have stated that the drug dealers are not residents and come into West Augustine to sell and purchase drugs and/or solicit prostitution. Therefore, establishing a Neighborhood Watch Program could send an important historical message to these criminals that drugs and crime will not be tolerated in this important historical community.

Action Strategies

- ◆ Budget for additional staffing as revenues increase resulting from the success of proposed public/private redevelopment efforts.
- ◆ Incorporate accredited safe neighborhood design techniques for all public places and for proposed public/private redevelopment projects.
- ◆ Whenever possible, increase the visibility of the police force in the area to prevent crime.
- ◆ Increase code enforcement efforts and evaluate policies to ensure effective enforcement practices to improve conditions and stabilize neighborhoods.

Proposal 10: Public Facilities and Infrastructure

The intent of this proposal is to provide necessary public facilities at acceptable levels of service to accommodate existing needs as well as new demands as proposed development occurs within West Augustine.

In setting the framework for the revitalization of West Augustine, there needs to be a focus on practices that are environmentally sound, economically vital, and encourage a desirable living environment. A key element is to ensure that the physical infrastructure and public services needed to support existing demand are available and that new infrastructure and services are provided concurrently with new demand.

Action Strategies

- ◆ Water and sewer line expansion should be first directed towards the Phase I Infill Housing locations and the West King Street corridor. After those areas are supported, expansion of the utility lines should be towards Florida Memorial College property and the Phase II Infill Housing location.
- ◆ Work with appropriate government and private utilities to ensure the provision of adequate services including electricity, telecommunications, cable television, water, stormwater, sanitary sewer, gas, and solid waste.
- ◆ Secure grant funding when possible to leverage tax increment revenues to accomplish stated goals related to the provision of adequate infrastructure.
- ◆ Assess existing infrastructure conditions to identify specific needs for upgrading older systems in conjunction with proposed improvements within West Augustine.
- ◆ Provide adequate water capacity to meet current and future demand.
- ◆ Maintain and upgrade wastewater systems to protect health and safety and safeguard environmental resources.
- ◆ Provide adequate drainage capacity to prevent flooding, protect public health and safety and meet future drainage requirements.

Proposal 11: Façade Improvement Grant Program

A *West Augustine Beyond Tomorrow* Façade Improvement Grant Program would encourage visible, exterior improvements to any existing building (residential or commercial) and encourage private investment within West Augustine. The program should provide up to \$4,000 of public funds per building to match private funds to pay for the design and completion of façade improvements within the CRA. Funds would be appropriated annually in the CRA budget, and funding would be available on a first-come/first-serve basis. The program should be subject to availability of budgeted funds in the CRA budget.

Eligible Improvements

All property owners within the CRA would be eligible for the program. The Façade Improvement Program could provide matching funds for exterior (street-side) improvements that are consistent with and further the implementation of the *West Augustine Beyond Tomorrow*. Funds should be used for the following types of improvements:

- ◆ Replacement of windows and doors
- ◆ Exterior painting or siding (as part of an overall improvement plan)
- ◆ Exterior signage
- ◆ Landscaping (as part of an overall improvement plan)
- ◆ Exterior architectural amenities (e.g. addition of improvement of balconies, porches, or arcades)
- ◆ Awnings and shutters
- ◆ Other exterior (street-side) façade improvements (considered by the CRA Steering Committee on a case-by-case basis)
- ◆ Architectural, engineering or landscape architectural services to design improvements to be funded through this program (maximum of 10% of total improvement)



Maintain Existing Residential Uses

This program should not be applicable in any instance where an applicant proposes to convert residentially-used space to a non-residential use or where an applicant proposes to reduce the number of units on the property. If residential units exist on the property, the number of residential units should be required to be retained not less than ten (10) years. In these instances, a lien should exist against the property for the value of the grant, and the property owner should be responsible for repayment of the entire grant if any residential units cease to exist during the ten-year period.

Funding and Matching

For the construction of improvements, up to \$4,000 should be available for an individual property on a two-to-one basis (e.g. a grant for \$500 shall require a \$1,000 match from the property owner). There should be two (2) application cycles per year.

Selection Criteria

The following selection criteria should be reviewed and used to rate the application for the grant program. Criteria are derived from the goals and objectives of *West Augustine Beyond Tomorrow*. Criteria are weighted with a maximum of 100 points.

- (1) **Quality of site design and materials (Up to 25 points):** Degree to which the proposed project promotes the unique character of West Augustine and promotes harmony with neighboring structures through the implementation of the Land Development Code and the use of urban design principles, site design, architecture, materials, color, landscaping, and other visual and physical amenities.
- (2) **Streetscape aesthetics and functionality (Up to 25 points):** Degree to which the proposed project enhances the streetscape of West Augustine, including the addition or enhancement of display windows, awnings, landscaping, handicapped accessibility and architectural amenities such as arcades, balconies, and porches and degree to which the proposed project improves the aesthetic appearance of the streetscape through the use of architectural material, color, signage, landscaping and other amenities.
- (3) **Defensible space and CPTED (Up to 25 points):** Degree to which the proposed project will promote safety, create defensible space, and employ the principles of crime prevention through environmental design (CPTED).
- (4) **Removal of slum and blight and positive impact to neighborhood (Up to 25 points):** Degree to which the proposed project upgrades or eliminates substandard structures or eliminates non-conforming uses.

Program Implementation

- (1) The applicant receives a Façade Improvement Grant Program application form from the Housing and Community Services Division and participates in a pre-application meeting with County Staff.
- (2) The applicant completes the application package and submits it to the Planning Division. The application package shall include the following:
 - ♦ Completed application form;
 - ♦ Proof of ownership of the property;
 - ♦ Copies of cost estimates for the work to be completed;
 - ♦ Photographs of areas to be improved; and
 - ♦ \$25 application fee.

The applicant is responsible for all building and other permits and fees that are associated with the proposed project.

- (3) The application is reviewed by County Staff for completeness and consistency with *West Augustine Beyond Tomorrow* and the application is scheduled for a presentation before the Community Redevelopment Agency at a pre-scheduled meeting.
- (4) The Community Redevelopment Agency reviews the application according to the program selection criteria, considers the recommendations made by County Staff to the applicant, and makes a recommendation of funding amount based upon a competitive review of all applications submitted for the cycle utilizing the program selection criteria.

- (5) The CRA Board of Commissioners reviews the application based upon the selection criteria, considers the recommendations of County Staff, and approves, approves with modifications, or denies the application and funding amount.
- (6) The applicant and the CRA shall enter into a contract to specify the obligation of the applicant for grant reimbursement. The contract may be recorded in the public records of St. Johns County, Florida. Prior lienholders may be required to subrogate their lien interests as a condition of the grant.
- (7) For approved applications, after any site or remodeling plans have been reviewed and approved by County Staff, the applicant submits any applicable permit applications to the County for approval, and upon issuance of a permit, completes the improvements according to County rules and regulations.
- (8) For the duration of the improvements, the applicant shall post a sign to be provided by the County that indicates the project has received Façade Improvement Grant Program grant and relevant program information.
- (9) Upon completion of the improvements, final inspection by the County, and issuance of a certificate of occupancy (if applicable), the applicant submits a "reimbursement package" to the County which includes the following:
 - ◆ Completed reimbursement form;
 - ◆ Copies of applicable invoices or receipts;
 - ◆ Proof of payment for improvements; and
 - ◆ Photos of improvements.

The County reviews the reimbursement package and if it is found to be complete, the applicant will receive a reimbursement in the amount of the grant.

- (10) If the project is not completed, is not approved in its final inspection, or does not receive its certificate of occupancy (if applicable) within one (1) year of award, the grant award shall expire.

Proposal 12: Enterprise Zone Designation

Several members of the community inquired about the possibility of designating portions of West Augustine as an enterprise zone, a specific geographic area targeted for economic revitalizing. Enterprise zones encourage economic growth and investment in distressed areas by offering tax advantages and incentives to businesses locating within the zone boundaries. Areas such as the Florida Memorial College property and the center of West King Street may be ideal locations for an enterprise zone.

The Governor's Office of Tourism, Trade, and Economic Development (OTTED) administers the Florida Enterprise Zone Program. OTTED is responsible for overseeing the activities of the local enterprise zones and providing them with technical assistance and information. OTTED has been authorized by the Florida Legislature to review and approve eligible enterprise zone application packages. Enterprise Florida plays an important role in marketing the Enterprise Zone program to existing businesses within a zone or to those who are looking to locate in a zone. Enterprise Florida works with OTTED in developing zone approval guidelines and determining which communities would qualify for a zone designation.

At the local level an Enterprise Zone Development Agency governs an enterprise zone. This agency oversees the implementation of the strategic plan and makes important decisions concerning the zone. The Enterprise Zone Development Agency also appoints a local enterprise zone coordinator that maintains the day-to-day operations of the zone. This key contact for the zone answers questions and distributes materials to businesses, OTTED, and the local government. The local coordinator is responsible for verifying enterprise zone addresses. All tax incentive applications must be certified at a local office before the applications are sent to the Department of Revenue to be processed.

The Florida Enterprise Zone Program offers various tax incentives to businesses located within the designated enterprise zones. In addition, local governments may also offer their own incentives.

Jobs Tax Credit (Sales Tax): Urban Enterprise Zones (s.212.096, F.S.) allows businesses located in an enterprise zone a monthly credit against their tax due on wages paid to new employees. It provides a credit of 20% of wages paid to new eligible employees who are residents of the enterprise zone. If more than 20% of the employees are residents of the enterprise zone, the credit is 30%.

Jobs Tax Credit (Corporate Income Tax): Urban Enterprise Zones (s.220.181, F.S.) allows business located in an enterprise zone a corporate income tax credit for the wages paid to new employees. It provides a credit of 20% of wages paid to new eligible employees who are residents of the enterprise zone. If more than 20% of the employees are residents of a Florida Enterprise Zone, the credit is 30%.

Community Contribution Tax Credit Program (s.220.183, F.S.) allows businesses anywhere in Florida a 50% credit on Florida corporate income tax, insurance premium tax, or sales tax refund for donation to local community development projects. For each dollar donated, business may receive a \$.555 (\$.50 from the credit, \$.055 from the deductibility of the donation). The donation may also be deducted from Federal taxable income. A 5 year carry forward provision is available for any unused portion of the corporate income tax credit (sales tax refunds are available for up to 3 years after the first application).

Sales Tax Exemption for Electrical Energy (s.212.08(15), F.S.) allows for a 50% sales tax exemption to qualified businesses located in an enterprise zone on the purchase of electrical energy. The tax exemption is available for up to five years. However, the tax exemption is limited to municipalities that have passed an ordinance to reduce the municipal utility tax for enterprise zone businesses.

Property Tax Credit (Corporate Income Tax) (s.220.182, F.S.) pertains to new or expanded business located in an enterprise zone and allows a credit on Florida corporate income tax equal to 96% of ad valorem taxes paid on the new or improved property. Any unused portion of the credit may be carried forward to five years.

Building Materials Sales Tax Refund (s.212.08(5)(g), F.S.) is a refund is available for sales taxes paid on the purchase of building materials used to rehabilitate real property located in an enterprise zone. It reduces the cost of rehabilitating real property.

Business Equipment Sales Tax Refund (s.212.08(5)(h), F.S.) is a refund is available for sales taxes paid on the purchase of certain business property, which is used exclusively in an enterprise zone for at least three years. It reduces the cost of purchasing new and used qualified tangible personal property.

Administration

The success of this Plan will depend on its ability to be implemented economically and socially within a designated timeframe. The general recommendations throughout this Plan have been created as independent but interrelated projects. In this section, management and responsibility of execution are identified. Potential funding sources are identified in the next section.

Implementation Committee

The charge of the West Augustine Beyond Tomorrow Implementation Committee is to monitor the progress of the adopted Plan, encourage implementation of actions, and recommend minor modifications to the plan as necessary. The committee's activities will include:

1. A minimum of two committee meetings per year.
2. An annual progress report to the Community Redevelopment Agency.
3. Within the first year:
 - Develop a clear understanding of lead partner roles.
 - Prepare Plan evaluation process and criteria.
 - Develop a Memorandum of Understanding between lead partners stating their commitment to *West Augustine Beyond Tomorrow* and their respective roles.
4. Host an annual "town hall" meeting for public discussion of the Plan.
5. Maintain two-way communication with lead partners to track and encourage action implementation.
6. If necessary, recommend proposed changes to the Plan for County Commission consideration.

The Community Redevelopment Agency will appoint the members of the Implementation Committee. The membership will reflect the composition of the West Augustine population with a cross-section of key interests and lead entities.

The committee will have a chair, appointed by the County Commission, who will serve a two year term. The chair will represent the public-at-large. Member terms will also be two years except for half of the initial committee that will serve three years to allow for continuity of membership. The chair and members may be re-appointed by the County Commission.

The membership shall include one representative for each interest or lead partner:

1. Public-at-Large (Chair's position)
2. St. Johns County Planning Division
3. St. Augustine - St. Johns County Chamber of Commerce
4. St. Johns County Utility Department
5. City of St. Augustine Public Works Department
6. CRA Steering Committee
7. Faith-Based Organization
8. Public Safety
9. Public-at-Large

10. Public-at-Large

11. Public-at-Large

Staff support shall be provided by St. Johns County and include the following activities:

- ◆ Communications with committee members;
- ◆ Development of committee agendas (in consultation with chair);
- ◆ Coordination with Community Redevelopment Agency;
- ◆ Meeting facilitation and logistics including town hall meeting;
- ◆ Preparing meeting summaries;
- ◆ Media notifications; and
- ◆ Production of written reports and other vision documents.

Relocation Assistance

The CRA should formulate a relocation assistance policy providing equitable treatment for all property owners and tenants in the event of displacement resulting from property acquisition by the Community Redevelopment Agency. It is anticipated that property acquisitions within the redevelopment area will also occur through private enterprise. Private sector land acquisition and redevelopment projects are not subject to the same provisions. If a voluntary sale is made, relocation of occupants, whether tenants or owners, is the responsibility of the parties to that sale. In the case of tenants displaced as a consequence of a voluntary sale, the CRA, if requested, will assist by providing technical assistance and by referring the displaced parties to known local private and public housing providers to assure that replacement housing is available to them.

Element of Residential Use

There are residential uses of various types and character, including single family, multi-family, rental units, owner-occupied units, and detached units in existence in West Augustine at present. It is a matter of policy that the efforts described in the Plan, are intended to retain and enhance a high quality of residential use, particularly with regard to developing and maintaining sustainable neighborhoods. Redevelopment program activities will strive to cultivate the positive neighborhood characteristics cited by the community during public workshops and reduce or eliminate the negative characteristics.

Plan Approval

In accordance with Chapter 163.360, Florida Statutes, the Community Redevelopment Agency shall submit any redevelopment plan it recommends for approval together with its written recommendation, to the governing body. The governing body shall hold a public hearing on the redevelopment plan after public notice thereof by publication in a newspaper having a general circulation in the area of operation of the county or municipality. The notice shall describe the time, date, place, and purpose of the hearing, identify generally the redevelopment area covered in the Plan, and outline the general scope of the redevelopment plan under consideration. Following such a hearing, the governing body may approve the Plan therefore if it finds that:

1. A feasible method exists for the location of families who will be displaced from the redevelopment area in decent, safe, and sanitary dwelling accommodations within their means and without undue hardship to such families;
2. The redevelopment plan conforms to the general or Comprehensive Plan of the county or municipality as a whole;
3. The redevelopment plan gives due consideration to the provision of adequate park and recreational areas and facilities that may be desirable for neighborhood improvement, with special consideration for the health, safety, and welfare of children residing in the general vicinity of the site covered by the Plan; and
4. The redevelopment plan will afford maximum opportunity consistent with the sound needs of the county or municipality as a whole, for the rehabilitation or redevelopment of the redevelopment area by private enterprise.

Upon approval by the County Commission, the Plan shall be considered in full force and effect for the respective redevelopment area and the County may then cause the Community Redevelopment Agency to carry out the implementation of such Plan.

Duration of Plan

The provisions of this Plan shall remain in effect and serve as a guide for the future redevelopment activities in the entire designated West Augustine Community Redevelopment Area through 2030. All redevelopment financed by increment revenues shall be completed by 2033. The Plan may be modified, changed, or amended at any time by the County Commission in accordance with the requirements of Section 163.361, F.S.

Safeguards and Retention of Control

This Plan is the guiding document for future development, redevelopment and ancillary programs, projects and activities in and for West Augustine. In order to assure that redevelopment will take place in conformance with the projects, goals and policies expressed in this Plan, the CRA will utilize the regulatory devices, instruments and systems used by St. Johns County to permit development and redevelopment within its jurisdiction. These regulatory devices include but are not limited to the Comprehensive Plan, the Land Development Code, adopted design guidelines, performance standards and County authorized development review, permitting and approval processes. In accordance with the requirements of Section 163.362(2)(b), F.S. and the County's regulatory controls determine the limitations on building height, structure size and use. The Plan sets forth proposed uses in the description of the concept plan and illustrates them on the accompanying maps. The County Commission retains the vested authority and responsibility for:

1. The power to grant final approval to redevelopment plans and modifications.
2. The power to authorize issuance of revenue bonds as set forth in Section 163.385, F.S.
3. The power to approve the acquisition, demolition, removal or disposal of responsibility to bear loss as provided in Section I 163.370(3), F.S.

The CRA shall provide adequate safeguards or any other provisions necessary to carry out the goals and objectives of the Plan to ensure that all leases, deeds, contracts, agreements, and declarations of restrictions relative to any real property conveyed shall contain restrictions and/or covenants to run with the land and its uses.

Reporting Requirements

The Community Redevelopment Agency shall comply with the reporting requirements of Section 163.353(3)(c), F.S. This includes filing a report of its activities for the preceding fiscal year with the Auditor General and the County Commission. The report shall include a complete financial statement setting forth its assets, liabilities, and income and operating expenses as of the end of such fiscal year. Additionally, the CRA shall comply with the auditing requirements, as set forth in Section 163.387(8), F.S., which mandates an independent financial audit of the trust fund each fiscal year and a report of such audit.

Severability

Should any provision, section, subsection, sentence, clause, or phrase of this Plan be declared by the courts to be invalid or unconstitutional such declaration shall not affect the validity of the remaining portion of this Plan.

Indicators of Success

The success of the *West Augustine Beyond Tomorrow* initiative depends on a holistic approach and sustained long-term efforts. It is important to know that progress is being made toward improving the quality of life in West Augustine. Listed below are twelve basic indicators to measure progress in the CRA. These indicators measure desired characteristics of great communities and are linked to the principles of this Plan.

1. Improved measures of public safety (crime rate), public school performance, the percent of people in poverty; and the unemployment rate
2. Adequate, and eventually improved, level of service for public facilities in the CRA, such as transit, parks, water and sewer service.
3. An increasing share of the region's public and private investment in the CRA.
4. An increasing share of trips using transportation alternatives, such as public transit, biking, and walking, instead of single occupant vehicles.
5. An increasing number of residential and commercial projects featuring pedestrian-friendly, energy-efficient, and transit-oriented design.
6. An increasing percentage of home ownership in the CRA.
7. A decreasing per capita consumption rate of resources such as water and electricity.
8. An increasing number of local residents participating in community activities.
9. Adoption of state/federal/local legislation and regulations to provide incentives and resources to improve the CRA.
10. An increasing percentage share of the region's population growth in the CRA.
11. An increasing percentage share of the region's employment growth in areas within the CRA.
12. An increasing personal income in every socioeconomic group.

Capital Projects

This section illustrates how the Plan translates to capital improvements, public/private sector opportunities, and program administrative and regulatory requirements. The community should understand that the Community Redevelopment Agency, working closely with other governmental entities, will be pursuing multiple elements of the Plan at all times.

Tax Increment Financing

Tax increment financing was originally developed over thirty years ago as a method to meet the local match requirements of federal grant programs. With the reduction in federal funds available for local projects, however, tax increment financing is standing on its own as a method to finance local redevelopment.

In tax increment financing, CRA property values are capped or frozen at the assessed value for a particular base year. Thereafter, any tax revenues due to increases in value in excess of the base year are dedicated to the redevelopment area. The County continues to receive property tax revenues based on the frozen value. These base revenues are available for general government purposes.

The tax increment revenues can be used immediately, saved for particular projects, or can be bonded to maximize the funds available. Any funds received from a tax increment financing district, however, must be used for the redevelopment of the area and not for general government purposes. Table 6 contains the anticipated TIF revenues that were compiled by the County assuming no change in the existing plan of development for West Augustine.

Table 6 Tax Increment Revenue Projection

TIF Year	Fiscal Year	Total Taxable Value (1000s)	Annual TIF	TIF Year	Fiscal Year	Total Taxable Value (1000s)	Annual TIF
1	2001/02	\$51,394,341	\$54,502	16	2016/17	\$141,461,475	\$486,048
2	2002/03	\$54,861,199	\$71,406	17	2017/18	\$151,363,778	\$533,460
3	2003/04	\$58,701,483	\$89,793	18	2018/19	\$161,959,243	\$584,191
4	2004/05	\$62,810,587	\$109,467	19	2019/20	\$173,296,390	\$638,473
5	2005/06	\$67,207,328	\$130,519	20	2020/21	\$185,427,137	\$696,556
6	2006/07	\$71,911,841	\$153,044	21	2021/22	\$198,407,037	\$758,703
7	2007/08	\$76,945,670	\$177,146	22	2022/23	\$212,295,529	\$825,201
8	2008/09	\$82,331,866	\$202,935	23	2023/24	\$227,156,216	\$896,354
9	2009/10	\$88,095,097	\$230,530	24	2024/25	\$243,057,152	\$972,488
10	2010/11	\$94,261,754	\$260,056	25	2025/26	\$260,071,152	\$1,053,951
11	2011/12	\$100,860,077	\$291,648	26	2026/27	\$278,276,133	\$1,141,117
12	2012/13	\$107,920,282	\$325,453	27	2027/28	\$297,755,462	\$1,234,384
13	2013/14	\$115,474,702	\$361,623	28	2028/29	\$318,598,344	\$1,334,179
14	2014/15	\$123,557,931	\$400,326	29	2029/30	\$340,900,229	\$1,440,961
15	2015/16	\$132,206,986	\$441,737	30	2030/31	\$364,763,245	\$1,555,217

Source: St. Johns County Housing and Community Services Division

Types of Expenses Allowed

There are five major types of expenses allowed under Florida Statutes 163.387(6) for tax increment revenues:

- ♦ Establishment of Operations – they can be first used for the implementation and administrative expenses of the Community Redevelopment Agency
- ♦ Planning and Analysis – they can be used to develop the necessary engineering, architectural, and financial plans
- ♦ Financing – the revenues may be used to issue and repay debt for proposed capital improvements contained in the Community Redevelopment Plan
- ♦ Acquisition – the revenues may be used to acquire real property
- ♦ Preparation – finally, the revenues may be used for site preparation, including the relocation of existing residents

According to 163.370(2), F.S., however, the funds may not be used for the following purposes:

- ♦ To construct or expand administration buildings for public bodies unless each taxing authority involved agrees;
- ♦ Any publicly-owned capital improvements which are not an integral part of the redevelopment if the improvements are normally financed by user fees, and if the improvements would have otherwise been made without the CRA within three years; or
- ♦ General government operating expenses unrelated to the CRA.

Tax increment revenue is typically the major source of funding for redevelopment projects under the State of Florida Community Redevelopment Act.

The following is a list of potential funding sources that could be used to finance Plan projects:

- ♦ Community Development Block Grant Program
- ♦ Urban Development Action Grant Program
- ♦ Department of Transportation Programs
- ♦ Tax Increment Financing

Other Funding Sources

Transportation Enhancement Funds – use of these funds must involve projects associated with the development of Corridor Management Plans after eligibility has been determined. For more information, contact the Transportation Enhancement Coordinator who can be reached at (850) 922-7221.

Community Development Block Grant – an entitlement grant awarded to the CRA through the U.S. Department of Housing and Urban Development that is based upon need factors including population, income, unemployment level and housing conditions. Most, if not all, of the projects listed in this Plan would be eligible for CDBG funding.

CDBG grants are to be used for a wide range of housing and community development activities directed toward neighborhood revitalization, economic development, and improved community facilities and services, and must give "maximum feasible priority" to activities that will benefit low- and moderate-income persons or aid in the prevention or elimination of slums or blight. Funds may also be used to meet other community development needs that present a serious and immediate threat to the health and welfare of the community.

ISTEA Enhancement Program – transportation enhancement projects including bike and pedestrian trails. The Transportation Enhancement Program (TEP) is a federal program administered by the Florida Department of Transportation (FDOT). TEP guidance and direction are provided by the Environmental Management Office, whereas the selection and implementation of most enhancement projects are handled by FDOT District Offices with input from Metropolitan Planning Organizations or County Commissions.

Funding for transportation enhancement projects is provided by the Federal Highway Administration (FHWA) through the Federal Transportation Equity Act for the 21st Century (TEA-21). This funding is intended for projects or features that go beyond what has been customarily provided with transportation improvements. This program is for projects that are related to the transportation system but are beyond what is required through normal mitigation or routinely provided features transportation improvements. TEP is not a grant program, rather projects are undertaken by project sponsors, and eligible costs are reimbursed. TE activities include the following:

1. Provision of facilities for pedestrians and bicycles.
2. Provision of safety and educational activities for pedestrians and bicyclists.
3. Acquisition of scenic easements and scenic or historic sites.
4. Scenic or historic highway programs including the provision of tourist and welcome center facilities.
5. Landscaping and other scenic beautification.
6. Historic preservation.
7. Rehabilitation and operation of historic transportation buildings, structures, or facilities.
8. Preservation of abandoned railway corridors including the conversion and use thereof for pedestrian or bicycle trails.
9. Control and removal of outdoor advertising.
10. Archaeological planning and research.
11. Environmental mitigation to address water pollution due to highway runoff or reduce vehicle-caused wildlife mortality while maintaining habitat connectivity.
12. Establishment of transportation museums.

The current TE program provides enhancement funds for improvements that are recommended in this Plan.

Florida Communities Trust – a state land acquisition grant program housed at the Florida Department of Community Affairs. FCT provides funding to local governments and eligible non-profit environmental organizations for acquisition of community-based parks, open space and greenways that further outdoor recreation and natural resource protection needs identified in local government comprehensive plans.

State Apartment Incentive Loan (SAIL) Program – low interest loans for apartment developers.

HOME Investment Partnerships Program – zero- or low-interest loans for housing developers who pass them on to homebuyers and renters.

Single-Family Mortgage Revenue Bond Program – below market interest mortgage loans for first-time homebuyers.

Cultural Grants Program – these funds are provided to non-profit organizations and political subdivisions engaged in cultural programming, including dance, folk, arts, theater, visual arts, literature and media arts. For more information, contact the Bureau of Grants Services at (850) 487-2980.

Historic Preservation Grants-in-Aid – these funds are used to assist in the identification and preservation of Florida's historic resources. For more information, contact the Grants and Education Section of the Bureau of Historic Preservation at (850) 487-2333.

Rental Housing Bond Program – below market interest mortgage loans for developers of rental housing.

Low-Interest Housing Tax Credit Program – Federal tax credits for developers of rental housing.

State Housing Initiatives (SHIP) Program – downpayment, closing cost, and other assistance for homebuyers.

The Plan urges the County Administration to establish the administrative, financial and programmatic mechanisms necessary to achieve the goals and objectives of *West Augustine Beyond Tomorrow*. Action strategies to accomplish this are as follows:

- ♦ Work with the County Administrator and Finance Director to strategically devise annual operating and capital improvements budgets to maximize the use of anticipated tax increment revenues.
- ♦ Annual budgets must address the need to provide funding for ongoing staff support, requisite planning studies, operations, and maintenance for CRA and agency activities.
- ♦ Through successful implementation of projects and programs, as described in the Plan, increase the tax base to generate additional revenue for capital improvements and public services.
- ♦ The CRA should leverage tax increment revenues through grants, commercial loans, or other financial mechanisms to expedite the completion of projects.
- ♦ Based on revenue projections in the Plan the CRA should seek short-term interim project financing with anticipation of long-term bond financing.
- ♦ The CRA should work with the St. Johns County Property Appraiser to ensure updated property valuations that are consistent with valuation assessments in neighboring communities.
- ♦ The CRA must continue to oversee the planning process and develop the appropriate strategies and policies necessary to implement the Plan.
- ♦ The CRA should provide public information concerning all aspects of the redevelopment program such as newsletters, radio, television, and newspaper reporting, as well as neighborhood and civic organization meetings to generate public support.