



**Agenda
City of Cocoa
Regular Meeting**

**April 7, 2025
6:00 PM**

65 Stone Street, Cocoa, FL 32922

I. CALL TO ORDER

1. Invocation
2. Pledge of Allegiance
3. Roll Call

II. APPROVAL OF AGENDA AND MINUTES

1. Agenda: Regular Meeting of the Cocoa CRA held on Monday, April 7, 2025.
2. Minutes: Regular Meeting of the Cocoa CRA held on Monday, March 3, 2025.

III. DELEGATIONS

IV. PRESENTATIONS

V. ACTION ITEMS

1. Request Agency acceptance of the FINAL DRAFT of the CRA Plan Update (2024-25) produced by Inspire Placemaking Collective for the Cocoa CRA and provide any recommended changes.
2. Request Agency consider additional compensation for Inspire Placemaking Collective to compensate them for extra time and effort required to complete the Cocoa CRA Plan Update, due to factors, including two hurricanes, that caused rescheduled public input meetings. Authorize City Manager to complete a BAF to adjust the budget to pay for the Change Order, if approved. Staff fully support the additional funds as fair compensation to an outstanding performing consultant who we wish to be able to maintain positive relationship with for possible future projects. Request is for \$9,000 in additional funds, representing a 15% increase in total cost.

VI. ATTORNEY'S REPORT

VII. UPDATES AND STAFF REPORTS

VIII. NEXT MEETING DATE

IX. ADJOURNMENT

NOTICE TO THE PUBLIC:

This is a public meeting. All interested parties may attend. The facility wherein this meeting will be held is accessible to the physically handicapped. Please be advised that more than one member of the City Council may attend.

Pursuant to Section 286.0105, Florida Statutes, the City hereby advises the public that: if a person decides to appeal any decision made by this board with respect to any matter considered at its meeting or hearing, that person will need a record of the proceedings and for such purpose, affected persons may need to insure that a verbatim record of the proceedings is made, and such record shall include the testimony and evidence upon which the appeal is to be based. This notice does not constitute consent by the City for the introduction or admission into evidence of otherwise inadmissible or irrelevant evidence, nor does it authorize challenges or appeals otherwise allowed by law. This agenda is posted on the Municipal Bulletin Board and at the Central Brevard Library and Reference Center in Cocoa for public review.

COCOA REDEVELOPMENT AGENCY AGENDA ITEM

Memo Date: 02/26/2025
Agenda Date: 4/7/2025
Prepared By: Ryan Browne, Redevelopment Coordinator
Through: Charlene Neuterman, Community Services Director
Requested Action: Request Agency approval of the Agenda for the Regular Meeting of the Cocoa CRA held on Monday, April 7, 2025.

BACKGROUND:

At the beginning of the meeting the Agency Members approve the Agenda.

PRIORITY AREA CONNECTION:

BUDGETARY IMPACT:

None,

PREVIOUS ACTION:

N/A.

RECOMMENDED MOTION:

Request Agency approval of the Agenda for the Regular Meeting of the Cocoa CRA held on Monday, April 7, 2025.



**COCOA COMMUNITY REDEVELOPMENT AGENCY BOARD
REGULAR MEETING AGENDA**

DATE: Monday, April 7, 2025

LOCATION: Cocoa City Hall, 65 Stone Street

TIME: 6:00 p.m.

I. CALL TO ORDER
INVOCATION
PLEDGE OF ALLEGIANCE
ROLL CALL

II. APPROVAL OF AGENDA AND MINUTES

AGENDA: Regular Meeting of the Cocoa CRA held on Monday, April 7, 2025.

MINUTES: Regular Meeting of the Cocoa CRA held on Monday, March 3, 2025.

III. DELEGATIONS

IV. PRESENTATIONS

V. ACTION ITEMS

1. Request Agency acceptance of the FINAL DRAFT of the CRA Plan Update (2024-25) produced by Inspire Placemaking Collective for the Cocoa CRA and provide any recommended changes.
2. Request Agency consider additional compensation for Inspire Placemaking Collective to compensate them for extra time and effort required to complete the Cocoa CRA Plan Update, due to factors, including two hurricanes, that caused rescheduled public input meetings. Authorize City Manager to complete a BAF to adjust the budget to pay for the Change Order, if approved. Staff fully support the additional funds as fair compensation to an outstanding performing consultant who we wish to be able to maintain positive relationship with for possible future projects. Request is for \$9,000 in additional funds, representing a 15% increase in total cost.

VI. ATTORNEY'S REPORT

VII. UPDATES AND STAFF REPORTS

VIII. NEXT MEETING DATE

The next meeting of the Cocoa Community Redevelopment Agency will be on **Monday, May 5, 2025 at 6:00 pm**, Cocoa, Florida.

IX. ADJOURNMENT

NOTICE TO THE PUBLIC:

This is a public meeting. All interested parties may attend. The facility wherein this meeting will be held is accessible to the physically handicapped. Please be advised that more than one member of the City Council may attend.

Pursuant to Section 286.0105, *Florida Statutes*, the City hereby advises the public that: if a person decides to appeal any decision made by this board with respect to any matter considered at its meeting or hearing, that person will need a record of the proceedings and for such purpose, affected persons may need to insure that a verbatim record of the proceedings is made, and such record shall include the testimony and evidence upon which the appeal is to be based. This notice does not constitute consent by the City for the introduction or admission into evidence of otherwise inadmissible or irrelevant evidence, nor does it authorize challenges or appeals otherwise allowed by law. This agenda is posted on the Municipal Bulletin Board and at the Central Brevard Library and Reference Center in Cocoa for public review.

COCOA REDEVELOPMENT AGENCY AGENDA ITEM

Memo Date: 02/26/2025
Agenda Date: 4/7/2025
Prepared By: Ryan Browne, Redevelopment Coordinator
Through: Charlene Neuterman, Community Services Director
Requested Action: Request Agency approval of the Minutes from the Regular Meeting of the Cocoa CRA held on March 3, 2025.

BACKGROUND:

Agency Members approve the Minutes at the beginning of the meeting.

PRIORITY AREA CONNECTION:

BUDGETARY IMPACT:

None.

PREVIOUS ACTION:

N/A.

RECOMMENDED MOTION:

Request Agency approval of the Minutes from the Regular Meeting of the Cocoa CRA held on March 3, 2025.

**MINUTES
COCOA CRA
March 3, 2025**

DRAFT

The Regular Meeting of the Cocoa Community Redevelopment Agency was held on March 3, 2025, at City Hall, 65 Stone Street, Cocoa, FL, as publicly noticed.

I. CALL TO ORDER:

Chairperson BLAKE called the meeting to order at **6:00 pm**.

INVOCATION: Vice Chairperson WEEKS led the assembly in the Invocation.

PLEDGE OF ALLEGIANCE: Cocoa Police Department **Lieutenant MILLS** led the assembly in the Pledge of Allegiance to the flag of the United States of America.

ROLL CALL:

Michael C. Blake	Chairperson
Patricia Weeks	Vice Chairperson
Janne Etz	Agency Member
Alex Goins	Agency Member
Lavander Hearn	Agency Member
Lorraine Koss	Agency Member
Candace Rogers	Agency Member
Anthony Garganese	Agency Attorney
Ryan Browne	Recording Secretary

PRESENT:

Michael C. Blake	Chairperson
Patricia Weeks	Vice Chairperson
Janne Etz	Agency Member
Lorraine Koss	Agency Member
Candace Rogers	Agency Member
Anthony Garganese	Agency Attorney
Ryan Browne	Recording Secretary

ABSENT:

Alex Goins	Agency Member
Lavander Hearn	Agency Member

STAFF PRESENT:

Community Services Director NEUTERMAN and City Manager WHITTEN.

II. APPROVAL OF AGENDA AND MINUTES:

AGENDA: Regular Meeting held on March 3, 2025, either as written, or with amendments.

***MOTION by Vice Chairperson WEEKS; SECONDED by Agency Member ETZ to approve the Agenda for the Regular Meeting of March 3, 2025, as written.**

AYES: BLAKE, WEEKS, ETZ, KOSS, ROGERS.

MOTION PASSED UNANIMOUSLY (5-0)

MINUTES: Regular Meeting held on February 3, 2025, either as written, or with amendments.

***MOTION by Agency Member KOSS; SECONDED by Vice Chairperson WEEKS to approve the Minutes for the Regular Meeting of February 3, 2025, as written.**

AYES: BLAKE, WEEKS, ETZ, KOSS, ROGERS.

MOTION PASSED UNANIMOUSLY (5-0)

III. DELEGATIONS: Two cards; spoke under Action Item 1.

IV. PRESENTATIONS: None.

V. ACTION ITEMS:

1. Staff to provide a status update on the negotiations with 360 Hospitality Group, LLC for the property located at 603 Brevard Avenue. Request Agency authorization of an extension not to exceed ninety (90) days to complete the negotiations.
 - i. Introduction. Manager WHITTEN.
 1. Working on the Redevelopment Agreement, multi-step process; with certain milestones; three phases; financing and parking; 360 group is here tonight to answer questions; working on a draft redevelopment agreement; parking analysis; feasibility study; we will show you elevations; we will discuss the parking; requests to us for TIF Rebates; significant to them; can we get the project across the finish line. Parking. John Garrin 67 spaces; Factory 65 spaces; on-site parking 29 spaces total of 121 spaces; need these extra spaces; we propose they

- contribute to a Village Parking Fund to assist us in building up the parking availability in the Village; Oleander West, for example, is a parking area we are actively working on; soon to be designs for on-street parking; contribution toward the land; \$500k – contribution (number fluctuates; still in negotiation, depending on other factors considered); taking some parking away; Traffic Impact Analysis; Parking Analysis; Economic Impact; Pool – enclosed (rendering); walkable; corner of Brevard and Factory. Timeline for Development Agreement; does not show evidence of Financing project; they want to talk to us about TIF; we are in 2025; CRA expires in 2041; not a long life; not as big a TIF (look at TIF estimate handout); second phase – hotel brand approval – Marriott brand letter (interest; not an approval); we’ve been working on this for ten years; we want to know that this project can be funded; move Evidence of Project Financing (move to Phase I to help us see that); Draft there; more to be done; takes time; each side has schedules to consider; we are requesting additional time;
2. Agency Member ETZ asked for clarification: 29 spaces on-site (surface); no garage. Total of 121 spaces; for 103 rooms plus employees; sounds like a deficit; plus loss of the 75; we don’t net out a positive; trade-offs for public parking; \$500k for the no net increase; Marriott requires them to have Valet Parking; they are seeking a lot for that. Closest parking for southside is John Guerin; for customers. So far removed from trade off of land for parking; we are now at a parking deficit.
 3. Vice Chairperson WEEKS asked: so, underneath parking went away. The RFP talked about replied parking land for parking; curious where that went. Manager WHITTEN: original yes, but, has been modified. Height? Constraints. They can discuss that.
 4. Agency Member ROGERS asked: shared not dedicated; are we not fulfilling parking spaces, no state statute; that is City Code. Manager WHITTEN: you can exempt yourself out of it. Free transportation from Oleander to shuttle? Recurring expense that the CRA will not want to get into. CRA and City purchased six lots at Oleander West; we do have other on-site – behind Tin Whiskey; doing parallel parking; additional spots on John Guerin; several locations contemplated under the parking plan to generate spots; due to the easements – along with this fund to fund spaces. Agency Member ROGERS: same conclusion of parking studies; pay into parking bank fund; first I’ve heard; variances is an issue. You will need to shuttle people; reality; its in the parking studies. Manager WHITTEN: not disagreeing with you.
 5. Agency Member KOSS: just deciding tonight an extension? Manager WHITTEN: yes. KOSS: want to understand the Financing Request; TIF Request; \$3.3M over 16 years. Wouldn’t take effect until completion (CO issued); plus property – appraisal \$1.275 M, several

years ago. Chunk for \$20M project. Developer can answer that. You're asking for 20% - a sizeable chunk;

6. 360 Hospitality Group, LLC

- Victor Watson, Real Estate Attorney
- Deek Patel (ASing)
- Delish (spelling ?)
- \$30,000 per parking space – not feasible; working hard; good process back and forth; the developer is looking to secure a parking lot for Valet Parking; looked at a location in Consent Decree Area – so can't do; they are now looking at other potential sites; tried to layout the site plan to configure – Marriott requires dedicated Valet; don't go west of Florida Avenue.
- Vice Chairperson WEEKS: why not west of Florida Ave. Director NEUTERMAN: Consent decree area; Manager WHITTEN: sites limited in CRA for parking use. Attorney GARGANESE: Federal Consent Decree – we have to maintain area “Heart of Cocoa” – court-ordered; by feds; under that for decades.
- Agency Member ROGERS: secure additional parking?
- Deep Patel. Actively looking to find a lot; regulations for lot for right price, actively looking;
- Agency Member ROGERS: Jack Brown's two lots? Patel: financially purchasing. Patel: not ideal to lease (WEEKS question)
- Financial Evidence; Patel: from Developer standpoint; can we make our debt service; operate it for the long-haul; during that process – construction team and requirements numbers: can build; risky to put in a building to 5-6 years to stabilize a hotel; especially a hotel from ground up; want to address – financial model we put 25% - 30 % down; they need to see the profit eventually return to them. Attorney: clarified to KOSS – TIF actual cost is \$25M, taxable value \$20M. Value Engineer; pool on roof; due diligence on parking; land constraint; work together to get it done.
- Vice Chairperson WEEKS; TIF for seven years. \$1.4 M. Manager WHITTEN: Deep Patel – evidencing how would we address that question? Some assurance you can fund. Patel: approval letter from the bank. More – is this going to make enough profit for our investors are happy with the return. No issues getting an approval letter. We can show the down payment;
- Depak Patidaa (spelling) – we built four hotels in county; Marriott won't come to aid you. We can show you the equity; two three months to get bank note; 30 years in hotel business. Underground retention – interferes with parking

also; \$24-26M project. Deep – pro formas – are you going to be able to sustain \$200/nite; financially the bank would not add up – what can we do – we’re putting in 5% more; can city help more too.

- Chairperson BLAKE: financing reassurance helpful.
- Agency Member ROGERS: I have a lot of concerns still; are we looking at too small of a lot? Could this be relocated to the five acres; not prepared – too many unknowns for careful consideration; look at another lot for dedicated parking – would make it easier; parking has always been a tremendous problem. I know that you’ve worked really hard; my concern is: Marriott Tribute down to Fairfield after awarded; TIF don’t know to supplement the financing? Maybe a bigger lot. City vs. CRA – as to entertain that as a possibility. The two lots not at a reasonable price; don’t feel good about continuing to extend; are we forcing for something that should not be forced.
- Agency Member KOSS: Ms. Rogers hit it on the head; initially site was parking garage; does seem like square peg in round hole; we have the five acres; the issue with the hotel; how will we fill 100 rooms, with parking issues; better land another place? Deep Patel - .82 acres – challenging site; two acres would be ideal; feasible – has not been easy to get thread needle; Florida Ave is five acres; regretted that we did not try to push for event center; we don’t have that; would be ideal for that use; you still have to do the Economic Analysis. Deep Patel – able to do that. KOSS: hotel by US 1 would be better.
- Vice Chairperson WEEKS: other lot? Deepak allure is a hotel in Cocoa; the question is parking; why don’t we work; create a garage; plus surface parking for the village; look for a win-win; identify for a place to put;
- Chairperson BLAKE: we are getting close. But, we need them to collaborate. Let’s give them the extension to keep negotiating.
- Vice Chairperson WEEKS: I would support an extension.
- Deepak – five acres – make part of that parking
- Vice Chairperson WEEKS: in favor of this project.
- Agency Member ETZ: no one who is a bigger cheerleader; I have a business here for 32 years; always wanted it; confident in your financing; issue is with the TIF money; that is not the city; it s the CRA – TIF is all we get for all of our projects; this is a great one; but we only have so much time; nervous giving any of that away; with so little time left in the CRA; we would be setting new precedent – there

are others who might want to come in and say we want TIF – small money – but large for us. TIF, plus the property. \$1.4 M & 1.2 M for the property. \$2.6M; I have concerns.

- Deep: we appreciate that ; economic study; through direct and indirect contribution - \$12M in revenue for the city for the long-run.
- Chairperson BLAKE: a bill to eliminate all CRAs – we need to capitalize; I was born here; the challenges; we know – please, lets not get bogged down; lets move forward; all will benefit.
- Agency Member KOSS: Framework (BOA) they want TIF too; infrastructure expenses; that will not relieve.
- Chairperson BLAKE: CRAs – lets not lose it.

ii. Discussion.

1. Delegations:

- Pam Shaia – speaking on item no. 1
 - i. Own two businesses in the Village; celebrated 18 years and 9 at another;
 - ii. 21 hotels opened in Brevard – five have opened in Cape Canaveral.
 - iii. Average of three nights in hotels
 - iv. 1500 rooms hotel properties.
 - v. Mayor Parrish; Mayor Williams; Mayor Blake - 9 years we have been talking about this hotel; how much more can the CRA – I’m hearing – no parking. Now: tough to tell the community – 100 parking from the village. Rooftop experience goes away – Like using another area; ask the CRA – give 30 more days to look at another property; five acres – could use three acres; walking distance of the village.
 - vi. Chairperson BLAKE – as second term as Mayor; “Emerald Lakes: would not survive – now Adamsons Creek. Phase III – build it people will come. These gentlemen have the financial backing; lets proceed forward; growing pain; we address day-by-day;
- Alex Greenwood -speaking on item no. 1
 - i. Give an extension for them to put their funding together; not your position; they are experienced; don’t insult successful people – the five acres is not in the down town – actions lauder that words; bad idea, to move; still develops; still involved; they’ve done the homework – let them do their job. Condo project; banks will lend; building a business – work with them. They are experienced. Parking is an issue. They have

to answer to Marriott and the City and the CRA – give them more time; they have the money. Let’s not delay them anymore; I’ve been here more than 40 years; this is glad we are redeveloping CRA. Thank you.

- ii. Chairperson BLAKE: 90 days to finish. 120 days, I’d give you.
- iii. Agency Member KOSS: Mr. Greenwood is who brought us the last hotel project; I don’t think anyone here is being disrespectful of these developers.
- iv. Vice Chairperson WEEKS: open?
- v. Deep: break ground. 18-24 to complete.
- vi. Vice Chairperson WEEKS: two to three years to figure out.
- vii. Attorney – Victor – doing everything together; moving promptly.

iii. Vote.

***MOTION by Vice Chairperson WEEKS; SECONDED by Chairperson BLAKE to approve the motion.**

AYES: BLAKE, WEEKS, ETZ, KOSS, ROGERS.

MOTION PASSED – (5-0)

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***(Note for the Record: KOSS and ROGERS were silent; which defaults to an AYE because they did not voice a vote of NAY; abstention is not allowed unless a conflict of interest exists and was filed with the Recording Secretary by a deadline certain prior to the meeting. No such conflict exists or was reported. This ruling was confirmed with the City Clerk.)**
=====

2. Request Agency direction of the Community Policing Program Update to add Armed Security Guards in addition to Cocoa Police Officers to improve Public Safety Services to the Cocoa CRA.

- i. Introduction. Director NEUTERMAN. FY23 added Community Police in CRA. Interlocal agreement. Contribute to funding. Since April 2023;
 - 1. Differences in cost to us as Officers choosing whether to use Comp Time vs. Overtime; or straight officer time.
 - 2. We are asking to supplement with Armed Security Guards. Agency Member ROGERS referenced “Ambassadors” used in Orlando.
 - 3. We are seeking direction. We have an agency that provides to City Hall; proposal; three security officers; Principal for St. Marks; School

Resource Officer (8-3 PM) 10 AM -2 AM; get direction to pursue engaging with security company; \$300k for three officers, with one used for St. Mark's. Manager WHITTEN: Lt. MILLS is here. In lieu of CPD Officers; we've been budgeting – use part.

4. Lt. MILLS: discontinue CPD – special detail; overtime; Manager WHITTEN: 72.8k could supplement the \$300k.

ii. Discussion.

1. Chairperson BLAKE
2. (Need Delegation Card) Cerrano: Jay Cerrano – Board of St. Marks. Increased security concerns; three incidents; Commander Marchicha (spelling) – automated call 15 mins. In morning and afternoon; homeless behind the school; Matthew's Hope providing food behind the Academy – making it difficult for the kids to play; another incident – a man drove by to yell obscenities and telling the kids they were “going to hell;” another incident shooting during school while parent grown concerns; Jan 27 roll of duct tape after hours trying to force entry to school;
3. Vice Chairperson WEEKS: \$300k for armed security officers; longer hours? Manager WHITTEN: increase the time; Lt. School resource officer; and downtown detail;
4. Agency Member ETZ: in addition to police; Stockton – instead of? Manager WHITTEN: armed security would replace CPD. Security Guard – dedicated to the Village? Yes. Enhanced Law enforcement; Private school pay for? The school is in the district; during daytime only; Lt. Officers working the detail – their primary focus is downtown; they may respond to a high priority;
5. Agency Member ROGERS; can they issue a ticket? Lt. MILLS – no arrest authority whatsoever; security officers – they call PD; they cannot detain; no legal authority. Example: Lee Wenner Park: camping issues. How would they address that? Manager WHITTEN: they would call PD. Not a criminal offence for being in park after hours; can fish in the dark; Manager WHITTEN: state statute not to park; PD does a morning sweep; Agency Member ROGERS: can you lock the wheels? Lt. MILLS – we can look at that; and come up with a plan. Lost control of the park; if you have laws but don't enforce it's been the “wild west” down there.
6. Agency Member KOSS: is this a cost issue? Manager WHITTEN: we struggle with the numbers – takes officers away from other needs in the city; fund three more PD would be salary costs; additional costs; this is the most cost-efficient in village. Having the presence of Cocoa PD is helpful. Dedicated security guards vs. Cocoa PD. Trying to understand. Cost issue? Public relations and building our own department; Manager WHITTEN: officers cost more; expansion of more hours; not just night watch that CPD is only. Thu. – Sat. 11 PM – 3 AM; This is 10 AM – 2 AM; expansion of time. Calling officers

in from outside; this is a getting you seven days a week and expanding timeframe; huge cost -efficiency gained; and our officers can concentrate elsewhere.

7. Vice Chairperson WEEKS: how long for contract sign for? Manager WHITTEN: proposal one year; contract; multi- if cost less.
8. Agency Member ETZ: preventative measure that would save PD from having to come down to the village. Deter Shoplifters; saves PD time. PD more intimidating – provide security less scaring people.
9. Attorney GARGANESE: agenda item; different; supplemental; not consistent with the Interlocal – agenda is about getting direction; St. Marks is going to cover the cost – another issue -he did not hear that; use existing to retain additional; multiple questions – he has. Give staff direction; he needs to look more at it. Manager WHITTEN: we can work with those concerns; did not go over the agenda; was meant to be in lieu of; but interlocal was for law enforcement; give us direction to work with agency attorney.

iii. **Vote.**

1. **Motion: Vice Chairperson WEEKS – Staff work with Attorney to determine feasibility of Security Guard detail for the Village. Second Chairperson BLAKE.**

- **AYEs have it. (5-0): BLAKE, WEEKS, ETZ, KOSS, ROGERS.**

(Amended)

3. Request Agency approval for the City to Prepare and Submit a Grant Application for Repairing the Cocoa Waterfront Utilizing the Florida Inland Navigation District (FIND) Grant (Phase II – Build Protective Barrier System). The FIND Grant application for \$3,005,925.00, with a 50% match requirement of \$1,502,962.50, would be awarded for Fiscal Year 2026.
 - i. Introduction. Director NEUTERMAN.
 - ii. Discussion.
 - iii. Vote.

***MOTION by Chairperson BLAKE; SECONDED by Vice Chairperson WEEKS to approve the motion.**

AYES: BLAKE, WEEKS, ETZ, KOSS, ROGERS.

MOTION PASSED UNANIMOUSLY (5-0)

VI. ATTORNEY REPORT: Pending legislation; we will need to keep track of.

VII. UPDATES AND STAFF REPORTS:

1. Director NEUTERMAN
 - i. - no report

VIII. NEXT MEETING DATE:

Monday, April 7, 2024, at 6:00 pm in the Council Chambers located in Cocoa City Hall, 65 Stone Street, Cocoa, Florida.

IX. ADJOURNMENT:

*** MOTION by Vice Chairperson WEEKS; SECONDED by Chairperson BLAKE, to adjourn the meeting.**

AYES: BLAKE, WEEKS, ETZ, KOSS, ROGERS

MOTION PASSED UNANIMOUSLY (5-0)

THE MEETING WAS ADJOURNED AT 7:53 PM.

Respectfully Submitted by:

Michael C. Blake, Chairperson

Ryan Browne, Recording Secretary

COCOA REDEVELOPMENT AGENCY AGENDA ITEM

Memo Date: 03/28/2025
Agenda Date: 4/7/2025
Prepared By: Ryan Browne, Redevelopment Coordinator
Through: Charlene Neuterman, Community Services Director
Requested Action: Request Agency acceptance of the FINAL DRAFT of the CRA Plan Update (2024-25) produced by Inspire Placemaking Collective for the Cocoa CRA and provide any recommended changes.

BACKGROUND:

Request Agency acceptance of the FINAL DRAFT of the CRA Plan Update (2024-25) produced by Inspire Placemaking Collective for the Cocoa CRA and provide any recommended changes.

PRIORITY AREA CONNECTION:

Organizational Effectiveness

BUDGETARY IMPACT:

None.

PREVIOUS ACTION:

N/A.

RECOMMENDED MOTION:

Request Agency acceptance of the FINAL DRAFT of the CRA Plan Update (2024-25) produced by Inspire Placemaking Collective for the Cocoa CRA and provide any recommended changes.



DRAFT



2



COCOA

ACKNOWLEDGMENTS

COMMUNITY REDEVELOPMENT ADMINISTRATORS

Community Services Director Charlene Neuterman
Redevelopment Coordinator Ryan Browne

CITY COUNCIL

Mayor Michael C. Blake
Deputy Mayor Lavander Hearn
Deputy Mayor Patricia Weeks
Council Member Lorraine Koss
Council Member Alex Goins

CITY MANAGER

City Manager Stockton Whitten

CITY OF COCOA STAKEHOLDERS

CITY OF COCOA STAFF

*Communications and Economic
Development Director* Samantha Senger

CITY OF COCOA CITIZENS



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INTRODUCTION

PURPOSE

This Community Redevelopment Plan update focuses on the Cocoa CRA, aiming to revitalize and enhance its economic and social vitality. By implementing strategic improvements in infrastructure, promoting local businesses, and creating more inclusive public spaces, the CRA aims to foster a thriving environment that not only attracts new investments but also strengthens community ties. Through this comprehensive approach, stakeholders hope to stimulate economic growth while simultaneously improving quality of life for residents, thereby ensuring that Cocoa remains a vibrant and engaging place to live and work. Most importantly, the Plan must align with the City's vision, mission, and goals, ensuring that changes contribute positively to the community's long-term objectives. By integrating these elements, the Plan seeks to foster sustainable development while addressing the community's specific needs and aspirations.



Cocoa Village Riverfront Park

MISSION STATEMENT

To enrich the quality of life for our unique and diverse community by delivering Professional, Responsive, Innovative, Dedicated and Exceptional public services!

Serving our community with P.R.I.D.E.

VALUES

Integrity

Conducting ourselves in a moral, ethical, and honest manner.

Accountability

Citizens, Staff and City Council taking ownership and responsibility to promote public trust.

Community Engagement

Encouraging community participation, inclusivity and awareness so that all residents feel they have an opportunity to participate in their city government.

Professionalism

Serving the community competently and efficiently with character and a positive attitude.

Excellence

Providing responsive and exceptional customer service.

Respect

Treating the public and one another with dignity, consideration and compassion.

VISION

We envision Cocoa as a safe, vibrant, and diverse city that values its rich history and environmental resources, while promoting an engaged and inclusive community with ample employment, housing, recreational, and social opportunities for all.

The Cocoa CRA supports the City's mission, values and vision to develop a safe, vibrant and diverse CRA.



CONTEXT



01



01

CONTEXT



HISTORY

The City of Cocoa is situated on the western shore of the Indian River in Brevard County, Florida. Cocoa is a coastal community bordered by Rockledge to the south, the Indian River to the east, and unincorporated Brevard County to the north and west. Originally settled in the 1860s under names such as ‘Scrub City’ and ‘Magnolia Point’, Cocoa was officially platted as Indian River City in 1882, and incorporated in 1895. The City began as an agricultural hub producing oranges, lemons, pineapples, bananas, and cane syrup. The advent of steamships revolutionized transportation logistics and attracted businesses that relied on regional transportation. Thus, Cocoa saw further growth with Henry Flagler’s Florida East Coast Railway arriving in 1896.

By 1905, Cocoa’s prosperity was evident through its diverse stores, attractive homes, wide sidewalks, and numerous schools downtown. Commercial developments concentrated around the Waterfront while residential areas expanded outwardly beyond core business district boundaries thanks largely due to increased automobile ownership rates which rose dramatically between years spanning the early-mid century timeframe. An African-American community known as “The Heart of Cocoa” emerged west of Florida Avenue due to its proximity to citrus fields; this area developed several black-owned businesses and churches serving local residents.

By the middle of the century, the population of the area had grown to about three thousand residents. This period marked a significant turning point as the rapid expansion was largely driven by

developments in the space program. Cape Canaveral became a hub of activity, attracting an influx of skilled workers from various fields. This sudden growth necessitated swift and substantial infrastructural adaptations to meet the increasing demands for housing and transportation. The existing infrastructure was quickly overwhelmed, prompting urgent responses to accommodate the burgeoning population.

This rapid expansion came with additional challenges. Initially, there was little consideration given to the potential impacts on the existing tightly-knit communities that had formed organically over the preceding decades. The influx of new residents and the swift pace of development disrupted the social fabric of these communities. Long-standing residents faced the reality of change as their neighborhoods transformed almost overnight. The pressure to adapt to new circumstances tested the resilience of these communities, as they sought to balance growth with preserving their unique cultural and social identities.

During the mid-20th century, the City of Cocoa also experienced significant changes as automobiles began to shape the urban form in the United States. This shift led to a decline in traditional industries such as citrus farming and a decrease in downtown populations. The 1970s witnessed reduced funding for the Space program, resulting in substantial job losses that adversely affected both regional and local economies. By the 1980s, Cocoa faced challenges with high unemployment rates and increased crime.

In response, efforts were made to diversify the economy and rejuvenate tourism. The end of the Cold War and later cessation of the

Space Shuttle program further impacted Cocoa and Brevard County; funding cuts at Kennedy Space Center led to job reductions, leaving behind an infrastructure primarily designed for rapid coastal access. Despite these challenges, Cocoa’s downtown area—Cocoa Village—managed relatively well compared to other parts of the county due to its preserved historic core. While some streets thrive commercially and waterfront condominium developments have emerged, there remains a disconnect between Cocoa Village and its historical link to the Indian River.

The Great Recession posed additional setbacks with plummeting property values and a stagnant real estate market hindering redevelopment efforts. Projects were shelved until recovery began around 2014—later than many neighboring jurisdictions—but by then most initiatives had been abandoned.

As interest in redeveloping Cocoa Village grew once more, Hurricane Irma struck in September 2017, causing extensive damage along with flooding on several streets. Nevertheless, these adversities present opportunities for refining visions concerning the Waterfront, historic Cocoa Village and surrounding neighborhoods.



Brevard Avenue in downtown Cocoa Village, 1930s

CONTEXT

TIMELINE

**SETTLEMENT AND AGRICULTURE BEGINNINGS**

Cocoa is settled as “Scrub City, Magnolia Point,” with agriculture as the mainstay, including over 20,000 citrus trees producing oranges, lemons, pineapples, and bananas.

**INCORPORATION AND RAILWAY ARRIVAL**

Following two harsh freezes, Cocoa incorporates as a city in 1895. The arrival of the Florida East Coast Railway in 1896 quickly replaces steamship transport, leading to economic growth.

**INDIAN RIVER BRIDGE COMPLETION**

A 5,840-foot bridge is completed across the Indian River, enabling direct road access to Merritt Island, followed by a road to Cocoa Beach by 1923.

>1860s

>1894-96

>1917

>1882

>1910s

>1920s

**CITY FORMATION AND STEAMSHIP ERA**

Platted as “Indian River City,” Cocoa’s logistics improve with steamships, attracting ice plants, packing houses, and canneries.

**CITRUS INDUSTRY RESURGENCE**

Cocoa recovers from freezes and becomes the headquarters of the Florida Citrus Exchange, cementing its role as a citrus hub in Florida.

LAND BOOM AND COCOA DRAINAGE DISTRICT

Cocoa experiences a real estate surge; the Cocoa Drainage District enables further development, and auto ownership leads to new roads, filling stations, and “auto camps.”





INFRASTRUCTURE AND GROWTH

Cocoa's population reaches 3,014. Key streets, including King Street and Fiske Boulevard, expand to support increased residential and commercial activity.



ECONOMIC SHIFTS AND DIVERSIFICATION EFFORTS

A reduction in space funding leads to high unemployment and crime. The county begins diversifying its economy, focusing on tourism and other industries. On April 14, 1981, the City of Cocoa Council forms the Community Redevelopment Agency to further these efforts.



WATERFRONT PRESERVATION AND PARK REDEVELOPMENT

Cocoa voters approve designating Cocoa Riverfront Park as a scenic landmark. Major redevelopment is planned, including Lee Wenner Park improvements, to enhance public spaces.

>1940

>1970s-80s

>2014-18

>1950s

>1996

>2024



SPACE PROGRAM IMPACT

The Space Program brings rapid growth, increasing Cocoa's population from 3,538 in 1950 to 12,294 in 1960, but leads to economic dependency on aerospace.



CRA PLAN REVISION AND NEW PROJECT INITIATIVES

As Cocoa's original Community Redevelopment Agency (CRA) Plan no longer reflects current conditions, the plan is revised to allow for new projects targeting economic revitalization, infrastructure improvements, and community development in line with Cocoa's changing needs.

UPDATING THE PLAN

The Cocoa Community Redevelopment Agency directs an update to the Community Redevelopment Plan.

CONTEXT

ADMINISTRATIVE

This document has been prepared under the guidance of the Cocoa Community Redevelopment Agency, in compliance with the Community Redevelopment Act of 1969, F.S. 163, Part III. Recognizing the necessity to address and eradicate slum and blighted conditions within our community, this Act grants counties and municipalities the authority to engage in “Community Redevelopment.” For this Cocoa CRA Redevelopment Plan, we adhere to the definition provided by Florida Statutes: “Community Redevelopment” or “Redevelopment” encompasses activities or projects undertaken by a county, municipality, or community redevelopment agency within a designated area. These efforts aim at eliminating and preventing slums and blight or providing affordable housing options for low- or moderate-income residents, including seniors. This may involve slum clearance and redevelopment or rehabilitation and conservation within such areas as outlined in a community redevelopment plan.

The Cocoa Community Redevelopment Agency (CRA) operates under Florida Statutes, which require that a redevelopment area be identified as a slum, blighted, or lacking affordable housing for low to moderate-income residents, including seniors. On July 8, 1980, the City of Cocoa adopted a resolution recognizing the need to redevelop blighted areas. Following a Blight Study, a resolution was passed on April 14, 1981, establishing a redevelopment area based on specific findings under Section 163.355 of the Florida Statutes.

These findings stipulate that the City of Cocoa cannot exercise redevelopment authority until a resolution, backed by data and analysis, confirms that the area’s conditions meet the criteria outlined in sections 163.340(7) or (8). The resolution must declare that: (1) One or more slum or blighted areas, or areas with a shortage of affordable housing for low to moderate-income residents, including the elderly, exist within the city; and (2) The rehabilitation, conservation, redevelopment, or a combination of these efforts, including the development of affordable housing, is necessary for the public health, safety, morals, or welfare of the city’s residents. The redevelopment boundaries were defined to include properties identified as slum and blighted.

ESTABLISHMENT OF THE COMMUNITY REDEVELOPMENT AGENCY

Following a “Finding of Necessity” by the governing body and recognizing the need for a Community Redevelopment Agency to operate within the county or municipality for redevelopment purposes, any such entity may establish a public body known as the “Community Redevelopment Agency.” This agency is considered a public instrumentality, and its powers under F.S. Chapter 163, Part III are regarded as essential public functions.

The City of Cocoa Council officially formed the Community Redevelopment Agency on April 14, 1981, through Ordinance No. 10-81. The agency’s organizational structure was defined at that time. Subsequent resolutions by the City Council on December 10, 1985, and April 22, 1986, along with Section 163.357 of Florida Statutes, led to changes in its governing board composition. The current board includes all five Council Members plus two additional members appointed by the City Council.

The Cocoa Community Redevelopment Agency (CRA) operates under a redevelopment plan approved by the City Council, as required by the Community Redevelopment Act and funded through tax increment financing. Similar to the City’s Comprehensive Plan, this document is dynamic and requires regular evaluation and amendments to align with evolving conditions and community goals. The updated Cocoa CRA Redevelopment Plan sets new action priorities, shaped by both necessity—such as addressing the impacts of Hurricane Irma—and insights gathered from a thorough public strategic planning process. This process involved significant contributions from city residents, businesses, property owners, and other stakeholders within the redevelopment area.

The Cocoa Community Redevelopment Agency (CRA) was established to oversee redevelopment activities within the designated Redevelopment Area, as defined in the April 14, 1981, Resolution. The boundaries of this area are as follows:

-  **North:** A straight line along the northern edge of Mitchell Street’s right-of-way.
-  **South:** A straight line along the southern boundary of the City of Cocoa.
-  **East:** The center line of the Indian River channel along Rosa L. Jones Drive.
-  **West:** The eastern edge of the Florida East Coast right-of-way.

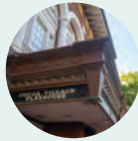
PLANNING

The Cocoa Community Redevelopment Area (CRA) encompasses approximately 248 acres, or 0.45 square miles, representing just 2% of the city's total area of 8,960 acres (14 square miles). This redevelopment zone features a diverse mix of land uses and structures and serves as the historic downtown core. It is home to an array of distinctive retail shops, restaurants, bed & breakfasts, and personal service establishments. Notable historic buildings in this area include the Historic Cocoa Village Playhouse and Porcher House. Additionally, key community institutions such as Cocoa City Hall, the U.S. Post Office, and the Florida Historical Society are located here. The downtown area also boasts recreational amenities like Cocoa Riverfront Park, Taylor Park, and Lee Wenner Park that enhance its appeal.

DOWNTOWN WATERFRONT DISTRICT MASTER PLAN

A *Downtown Waterfront District Master Plan* was created in 2008 to assess the Waterfront Overlay District for environmental, structural, and permitting issues, as well as to develop a Master Plan that would provide direction for improvements. Through this Master Plan, nine sub-districts were outlined, each with distinct characteristics and expectations of urban form and land uses.

These sub-districts are:



Cocoa Village:

Bounded by Center Street to the north; Forrest Avenue and Florida Avenue to the west; Rosa L. Jones Blvd and Derby Street to the south; Indian River to the east.



King Street and Willard Street Corridor:

Situated north along SR 520 from Forrest Avenue extending eastward along Peachtree Street to Indian River.



Uptown Neighborhood:

Positioned north from King Street Corridor up to U.S. 1 along Mitchell Street towards Indian River.



North of the Village:

Enclosed between St. Johns Street on its southern edge with U.S. 1 on its western side extending through Ridgeway Avenue/Forrest Avenue easterly up until Carmalt Street.



South End:

Lies just below Rosa L. Jones Boulevard stretching eastward from U.S. 1 till Brevard Ave at southern city limits.



Heart of Cocoa Neighborhood (HCN):

Located immediately west of historic Cocoa Village with boundaries generally east of Florida Avenue; south of SR 520; west of U.S. 1; north of Rosa L. Jones Blvd.



South Of The Village:

Extends across southern city limits bordered by Brevard Ave westwards reaching Indian river eastwards while being capped off by Derby/Church streets northerly.



Waterfront District:

Part central business district nestled alongside Intracoastal Waterway bounded easterly via Delannoy avenue westerly, flanked northerly via marina whilst southerly ends near riverfront park/church street.



US Highway One Regional Corridor:

Traverses entire western portion CRA following highway route continuing until reaching FEC railway line further outwards.

CONTEXT

RESILIENT COCOA PLAN

The **Resilient Cocoa Plan** was prepared in 2020 by the East Central Florida Regional Planning Council for the City of Cocoa, and addresses resiliency concerns such as storm surge, flooding, and sea level rise. The Plan included a vulnerability assessment, identifying the City's exposure to natural hazard events; public engagement efforts to identify the community's priority areas, an Economic Impact Analysis using the REMI PI+ model to estimate the economic costs of not addressing natural hazard events versus the mitigation costs, and ultimately an Action Plan and formulation of policies based on the analyses and input conducted.

One of the key findings of the Resilient Cocoa analysis was that Cocoa Village is among one of the most vulnerable areas of the City. Public engagement efforts revealed that the public's priority included the need to address inadequate stormwater infrastructure, protect business operations, and address concerns of flooding. The Action Plan establishes a series of tasks organized around four main areas: Leadership and Strategy, Economic and Society, Infrastructure and Environment, and Health and Well-Being. The Action Plan also established the City Department that will lead each task.

Key Findings affecting Cocoa CRA:



Storm surge Zone 1, 2, 3, and 4, particularly east of the Cocoa City Hall



Several major roadways affected by storm surge including segments of Indian River Dr, Riverside Dr, King St and Willard St., and Delannoy Ave



Failure to address flooding could cause Brevard County's Gross Regional Product (GRP) \$2.7 million through job loss, sales reduction, and personal income loss if the City fails to adopt Low Impact Development features such as rain gardens, permeable materials, and other methods to mitigate stormwater flooding

COCOA

SUSTAINABILITY ACTION PLAN: GOALS AND OBJECTIVES

GOAL #1

Leadership & Strategy

Promote leadership, education, and empowerment to foster resiliency

- Incorporate resiliency into local plans, policies and objectives.
- Plan fiscally to implement resilient and sustainable solutions to long term impacts.
- Implement strategies to promote adaptive measures that keep people and property safe.
- Engage and educate private sector stakeholders, elected officials, and others about ways to increase community resiliency.

GOAL #2

Economic & Society

Provide opportunities to foster economic prosperity and social equity

- Protect high value assets from natural hazards.
- Educate businesses about access to funding and financial services related to resiliency.
- Facilitate and support the efficient recovery of business operations after an event.
- Improve social inclusion in decision making processes.

GOAL #3

Infrastructure & Environment

Encourage responsible development and infrastructure solutions

- Improve water quality in surface water bodies.
- Incorporate resiliency into local plans, policies and objectives.
- Preserve and adapt the built environment to keep people and property safe.
- Improve community mobility while improving vulnerable transportation infrastructure.

GOAL #4

Health & Well Being

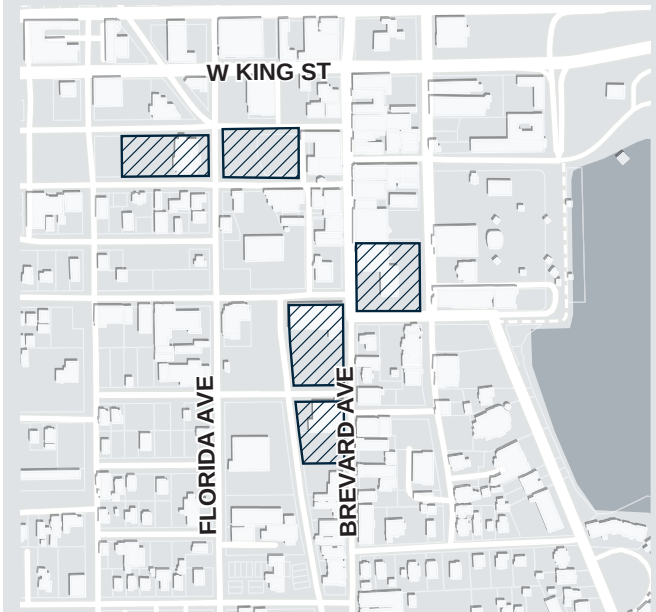
Facilitate opportunities to improve community and environmental health

- Improve the capacity of the City to better respond to hazard events.
- Improve the capacity of medical facility operations to prepare for and recover from hazards.
- Promote sustainable practices in government-owned facilities.
- Engage residents and business owners with locally relevant information.
- Improve access to resources for the homeless, special needs, elderly and poor.

CRA PLAN

A Parking Study was conducted in 2017 to assess the parking needs of the Historic Cocoa Village and Downtown Core, which composes the majority of the Cocoa CRA area. The study determined there were five (5) opportunities to construct parking structures ranging from 440 to 530 spaces for a total of up to 2,368 parking spaces added to serve the downtown core.

2017 PARKING STUDY





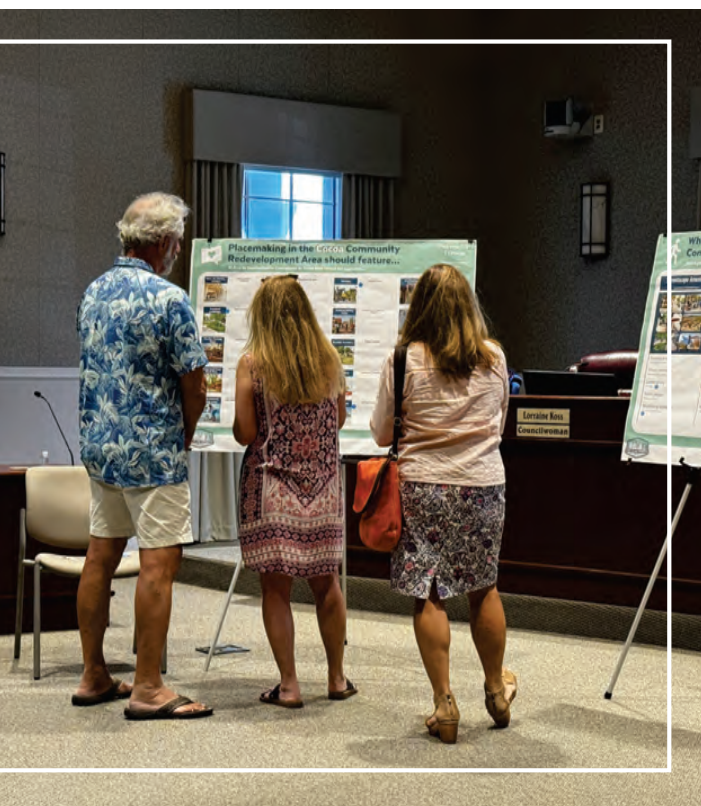
ANALYSIS



02



PUBLIC INPUT



Open House Community Engagement

The City of Cocoa hosted two public engagement events as part of the update to the Plan. The first event, an Open House, was held on October 30th, 2024, at the City of Cocoa Council Chambers. The purpose of this first event was to introduce the project team, provide an overview of the project scope, and gather initial feedback from the community regarding their priorities and vision for the CRA. Approximately 20-30 attendees, including residents, business owners, CRA Board members, and project team representatives, participated.

At the Open House, several boards and activities were introduced to engage the public. A PowerPoint presentation provided an overview of the CRA and Tax Increment Financing (TIF). A series of interactive boards prompted participants to share their thoughts on topics such as where they live, work, and play, what they'd like to see in the CRA, and their preferences for placemaking features. The CRA Prioritization board prompted participants to rank the areas they felt the redevelopment efforts should prioritize, and the Placemaking board explored preferred elements of public spaces, like parks, transit improvements, and public art.

A follow-up Workshop was held on November 6th, 2024 at the City Chambers. This workshop focused on presenting the findings from the previous public engagement and aligning the community with the identified priorities while focusing on specific challenges and opportunities in the CRA. At the Workshop, more focused discussions took place based on the results of the Open House, where attendees engaged with a "Focus Areas Map" and "Focus Areas Budget Exercise." These activities helped to refine priorities by allocating coins

to specific projects across six focus areas: Public Spaces, Housing, Transportation/Mobility, Safety, Infrastructure & Resilience, Economic Development, and the Waterfront.

The events were promoted through various outreach methods, including mailed postcards, yard signs, City newsletters, and social media channels in both English and Spanish.



At the Workshop, **feedback further emphasized the need for better infrastructure maintenance, increased public safety, and a balance between development and preserving Cocoa Village's historic character.** The input also underscored the importance of community engagement through cultural and recreational programming, as well as attracting visitors while maintaining the unique charm of the area.



The input gathered from both events highlighted several key priorities and concerns for the future of the Cocoa CRA. The Open House revealed a community desire to create an attractive, interactive Village that serves both residents and visitors, with a strong focus on enhancing the waterfront with recreational opportunities like kayaking and paddleboarding, and improving public spaces with features such as shade, better lighting, and walkability. Participants expressed interest in revitalizing vacant or underutilized properties and strengthening parks and community facilities to make the CRA safer, more walkable, and appealing to diverse groups.

The project website was published in the beginning of September before the official launch of the public engagement process to gather comments, questions, and concerns from residents. The project website also served as a repository of relevant project data, event dates, and other information. Participants could answer a survey, participate in an interactive map, and do a funding activity to illustrate priorities.



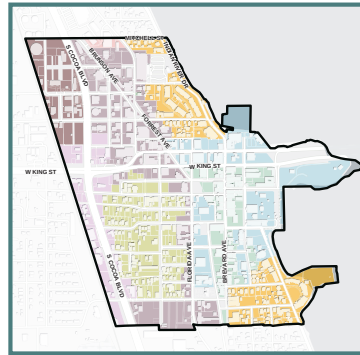
CRA PLAN

The project website hosted an **interactive map, a survey, and a funding activity** to help understand resident's opinions of the CRA.

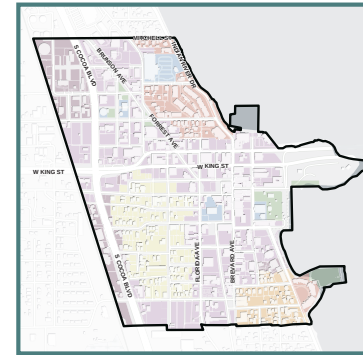
EXISTING CONDITIONS

After we listened to and documented the concerns and aspirations of the local community through the public engagement process, we gathered the relevant quantitative data. These geographic information datasets are pulled from governmental agencies and form the basis for analysis. Layers like zoning and future land use help to understand the extents of the Comprehensive Plan and Land Development Codes and show how the City expects a particular area to grow. Parcel data is used to display vacant areas, parks, housing densities, and the various existing land uses.

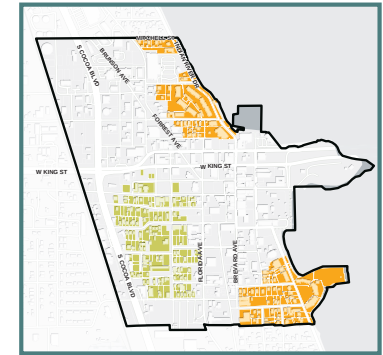
After taking an inventory of the relevant data, we can view these datasets and begin to layer and investigate them through the perspective of the residents and qualitative placemaking theory to develop goals and criteria that will help guide the improvements for the Cocoa CRA.



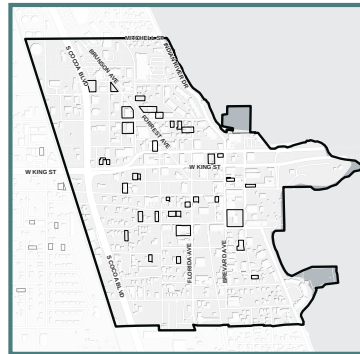
Existing Zoning



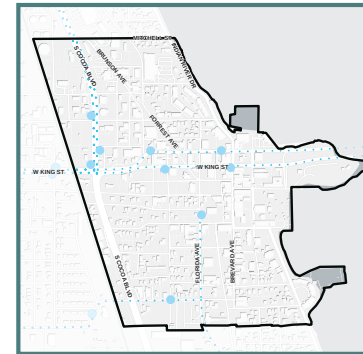
Future Land Use Map



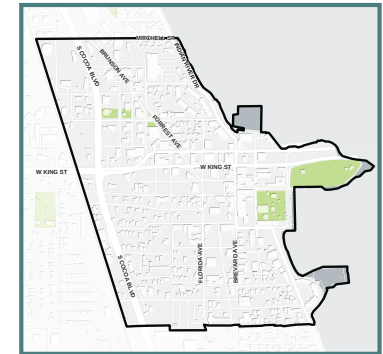
Housing Density



Vacant Parcels



Bus Stops and bus Routes



Recreation and Open Space

COCOA

THE THEMES BELOW REPRESENT THE COLLECTIVE PRIORITIES OF COCOA RESIDENTS THAT EMERGED FROM THE COLLABORATIVE COMMUNITY ENGAGEMENT PROCESS.



PLACEMAKING

- Proximity to Parks
- Variety of active recreation
- Access to healthcare centers
- Civic spaces
- Services
- Lifelong learning
- Public spaces
- Art visibility from the street and publicly accessible
- Streets have an identifiable character



CONNECTIVITY

- Grid street layout
- Street connections
- Connection to surroundings
- Permeable, visible blocks
- Residential connectivity through sidewalks
- Pedestrian network
- Bike network
- Public transit - access and quality
- Micromobility Infrastructure
- Prevent accidents on streets
- Lighting



HOUSING

- Housing variety
- Owner vs renter diversity
- Building form and approachability
- Proximity to destinations
- Vacant vs occupied homes
- Living density
- Unique character/identity
- Homes with porch spaces or communal social spaces



ECONOMIC DEVELOPMENT

- Public access to charging stations
- Density near transit
- Warehouse vs Retail
- Retail and commercial diversity
- Supporting programs for economic growth
- Local employment opportunities
- Professional businesses
- Low Impact Environmental Design (LEED)



ENVIRONMENTAL RESILIENCY

- Streets provide places of refuge
- Streets have an identifiable character
- Low impact infrastructure
- Streets without floods
- Multi-functional green spaces
- Streets lined with trees

PLACEMAKING

The Cocoa CRA is the anchor of the City's multifaceted identity. A waterfront community with a quaint and historic urban core, juxtaposed with the future-facing Aerospace industry – the CRA has a lot to offer. Bringing the CRA to life with a variety of leisure and entertainment options for all visitors, and a high quality of life for residents is key to the desired quality of growth. The Cocoa Village is home to several historic landmarks including the Playhouse, Myrt Tharpe Square, Taylor Park and the Cocoa Riverfront Park, the Florida Historical Society state headquarters, the Civic Center, and the Historic Porcher House – all within a five-minute walking distance from each other.

Disjointed from these attractions are the Brevard County Public Library and Symphony Orchestra House. These are separated from Historic Cocoa Village by State Road 520, and further disconnected by an uninviting riverfront sidewalk. Pedestrians or bicyclists who do cross the thoroughfare are met by blank facades and service uses that present a noticeable break from the historic character they originated from. Creating authentic, safe, and enjoyable connections between culturally significant places will expand the walkable footprint where visitors and residents alike want to spend time and money.



The Historic Cocoa Village Playhouse is a unique identity marker for the area and encourages art and culture.



Cocoa Village Riverfront Park ties the city together as an event and gathering space for all ages.

ARTS & CULTURE

Space Coast Symphony
Orchestra House
Cocoa Village Playhouse

INSTITUTIONAL

Cocoa Civic Center
City Hall

EDUCATION

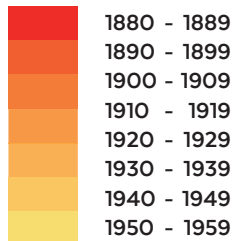
Florida Historical Society
State Headquarters
Catherine Schweinsberg
Rood Central Library

PUBLIC SPACES

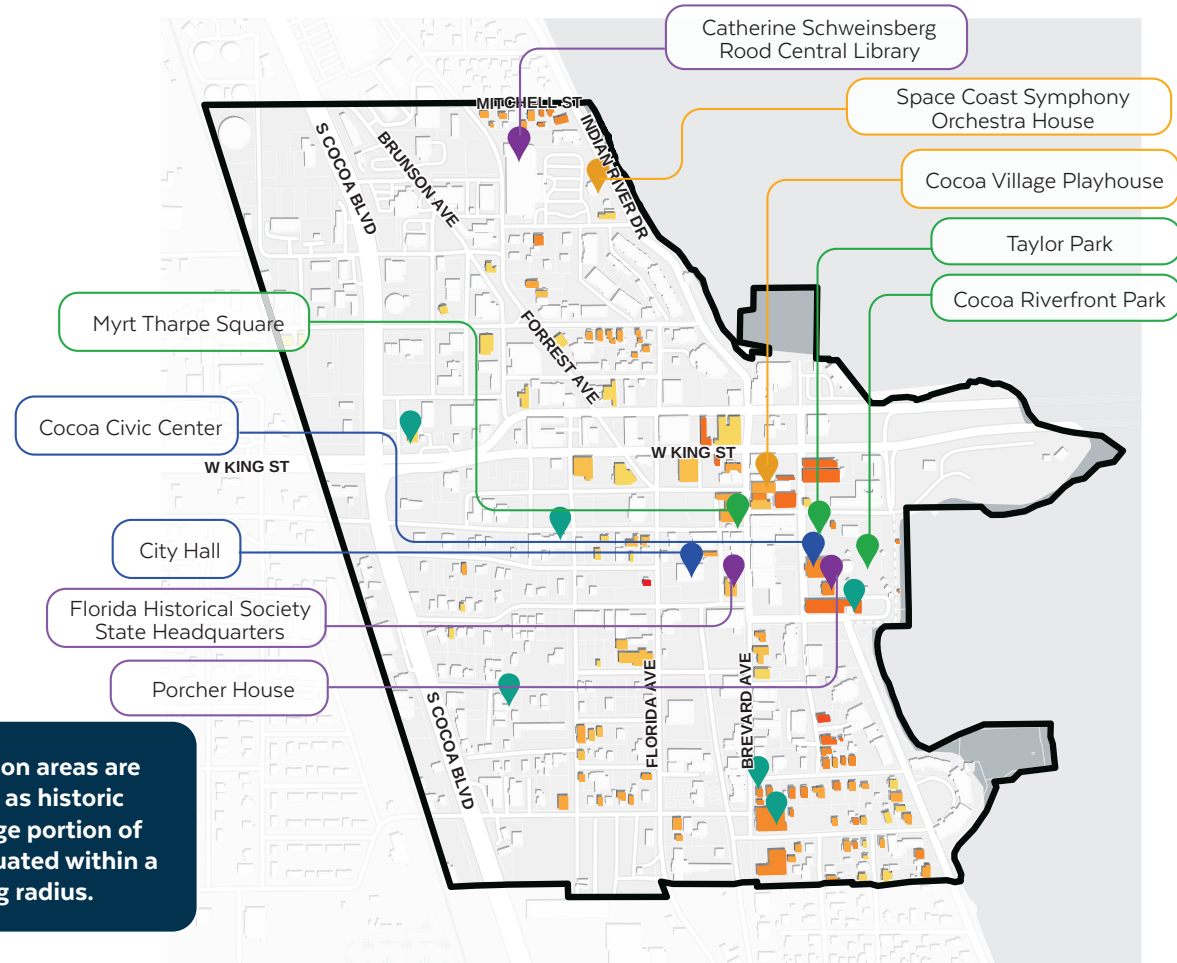
Cocoa Riverfront Park
Myrt Tharpe Square

PLACES OF WORSHIP

Derby Street Chapel
First Baptist Church of Cocoa
Metropolitan Baptist Church
Greater St. Paul Baptist Church
Bethel Seventh-Day Adventist Church
St. Mark's Episcopal Church

HISTORIC STRUCTURES

The current destination areas are
in the same vicinity as historic
structures, with a large portion of
these destinations situated within a
5-minute walking radius.



CONNECTIVITY

The Cocoa CRA is at the core of the City. Therefore, high quality transportation and mobility services are essential to supporting the flow of people to and through it. The CRA has direct access to major roadways including Cocoa Boulevard/U.S. 1 (30,000 AADT), W King Street/State Road 520 (28,000 AADT), Willard Street/State Road 520 (14,000 AADT), as well as internal corridors including Forrest Avenue (9,000 AADT), and Florida Avenue (3,300 AADT). The local roads resemble a traditional grid network, but closer review reveals many disconnections and misalignments to the secondary and tertiary roads.

Crash data for vehicular, pedestrian, and bicyclist incidents, indicate that Cocoa Boulevard (U.S. 1) and W King Street/Willard Street (S.R. 520) have high occurrences of accidents. FDOT has implemented improvements to State Road 520 by widening the sidewalks to allow more room bicyclists and pedestrians which should decrease these crashes in the future. Improvements to the supporting intersections could improve the safety of the community, and support culture and commerce.

At the pedestrian scale, safer walkability is particularly important for the CRA, given that a higher rate of workers commute to work via walking or biking as compared to the rest of the City (U.S. Environmental Protection Agency, Office of Research and Development-Sustainable and Healthy Communities Research Program, EnviroAtlas, 2024). One of the CRA's strengths is the higher density of intersections, which can be improved upon by enhancing pedestrian-friendly crossing improvements. Additionally, several connecting streets through Historic Cocoa Village are one-way which creates a more predictable traffic flow for pedestrians to

perceive. Implementation of an updated streetscape was made along Florida Avenue, where improvements created a consistent and more accessible public realm for future development. Consistent pedestrian scale lighting was installed, as well as permeable pavers in parallel parking areas. The CRA also has a visible presence of performance cyclists. Although there are no formal bike routes within the CRA, this could be leveraged as an opportunity to promote the CRA as a destination for residents and visitors interested in an active lifestyle.

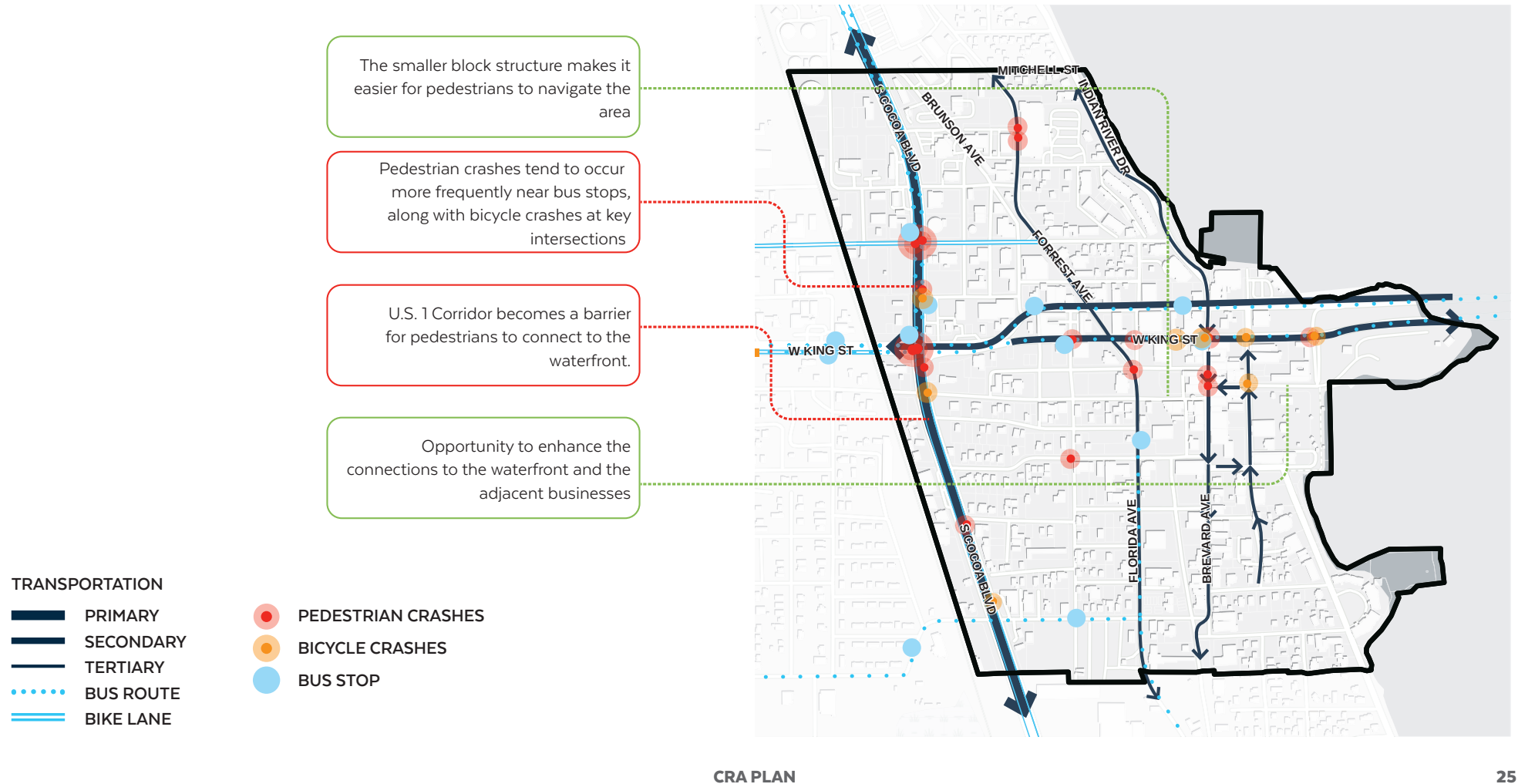
With the anticipated Brightline station nearby, the CRA has an opportunity to reap transformational benefits, contingent on careful planning and preparation. Expanding and enhancing the pedestrian experience will be among the more important investments to support this and to enhance the Cocoa CRA as a destination. The train has become an alternate mode of transportation for commuters where CRA and City investment in the public realm may enhance Cocoa's desirability as home for those who may see more value in its housing stock yet work elsewhere in proximity to a train station. Wider sidewalks, shade trees, and a large variety of destinations that appeal to all visitors are elements the CRA and City should pursue on an ongoing basis. Supplementing the pedestrian experience with micro-transit options that are both age and ability inclusive should also be incorporated, especially given the existing residential demographics. Micro-transit options such as a trolley system, improved bus stops and services, e-bikes and e-scooters, as well as golf cart-friendly areas provide support for locals and visitors that are eager to explore the area.



Offset curb extensions on Harrison Street have helped to create more pedestrian friendly connections



Connections on the King Street - Willard Street corridor encourage safety and comfort using multi-modal transportation



HOUSING

Nearly 40 percent of the Cocoa CRA is dedicated to 'Multi-family dwelling' (23%) and 'Low-Density Single & Multi-family Residential' (16%) zoning. However, the desire for more housing, particularly a wider range of housing types and affordability, is ever present as younger residents, retirees, and workers seek urban living. Currently, the Cocoa CRA contains little variation of housing types and is limited in housing options other than high-rise apartments or single-family housing. Additionally, those seeking single-family housing find limited availability in price variation, square footage and community character.

A Consent Decree, originally established in 1990, requires future developments to maintain the historic residential character of the Heart of Cocoa Village. To protect the historic African American neighborhoods, housing in this area should develop to accommodate housing types more representative of the local economics. This diversification of housing would include Live-Work units, townhouse, duplexes and triplexes. It is important that new development preserve the character of the area through the implementation of architectural guidelines. It is anticipated that compatible redevelopment or infill will help strengthen the connection between residential and the commercial uses of Cocoa Village while helping to attract new businesses along Florida Avenue.



Cocoa Village Existing Garden Apartments



Multifamily within Consent Decree designation



Condominium living in Cocoa Village near the waterfront



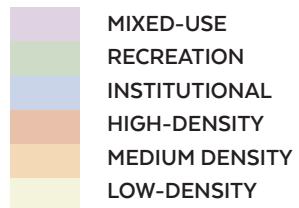
Single family home within Consent Decree designation

Architectural guidelines can help to develop compatible development within Cocoa Village as well as encourage engagement within neighborhood streets.

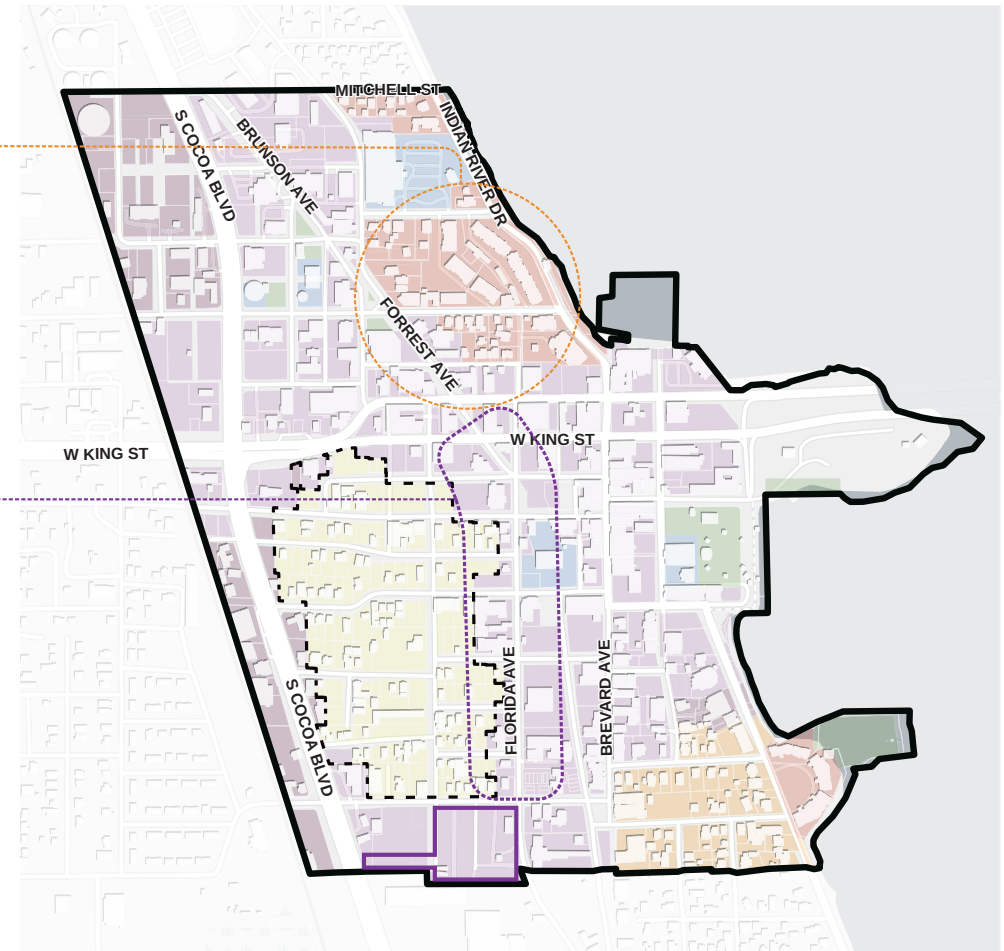
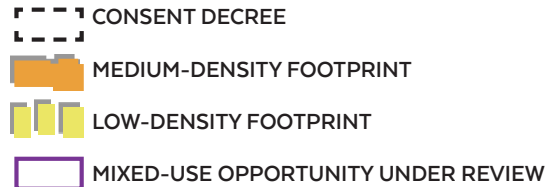
Current clusters of medium density housing anchors the CRA and transitions to the future mixed-use core. Future land use designates this cluster as high density, and this can be the driver of higher intensity uses in the northern part of the CRA.

Mixed use development needs to consider the transition of building forms to the consent decree area.

FUTURE LAND USE



CURRENT & PROPOSED HOUSING



CRA PLAN

ECONOMIC DEVELOPMENT

The Cocoa CRA is the urban core for the City of Cocoa, attracting visitors both local and from afar. Enhancing the area for both residents and visitors is crucial to boosting the local economy. Unique local economies exist in the area, particularly the aerospace industry, offer a distinct character to attract tourists and position the Cocoa CRA as a regional hub for arts, culture, and recreation. The CRA offers an array of cultural attractions such as the historic Playhouse, shops and boutiques, parks and family-friendly events.

Currently the area of the Cocoa CRA that attracts visitors is limited primarily to the Cocoa Village neighborhood and waterfront. Expanding the destination area beyond the existing subdistrict will allow the thriving sector of tourism to grow. The various commercial zonings can help designate the types and scales of developments, aligning with the character of each subdistrict while still broadening the possibilities for the local economy to grow. Encouraging mixed-use developments and infill efforts could be used to create a larger contiguous space for tourists and residents to enjoy. Functional and aesthetic enhancements to public space, particularly in commercial and retail buildings, can be a promising way to attract new niche or specialized businesses to the core and beyond.

Transforming the warehouse area into a specialized fabrication district or converting these spaces into creative gallery areas could significantly benefit local and aspiring artists and engineers. A specialized fabrication district could serve as a hub for engineering activities, offering the necessary infrastructure and resources for development. Meanwhile, creative gallery spaces could attract diverse talent and ideas, encouraging a vibrant community of creators and engineers. This dual-purpose approach could drive economic growth, support local talent, and enhance the area's appeal as a center for creativity and technological advancement.



Dog N Bone British Pub invites gathering and activates the Historic Downtown area



Ryan's Pizza and Pub faces the Cocoa riverfront park creating a key commercial anchor location for residents and visitors alike

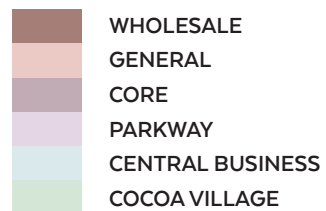


Reimagining industrial/warehouse space

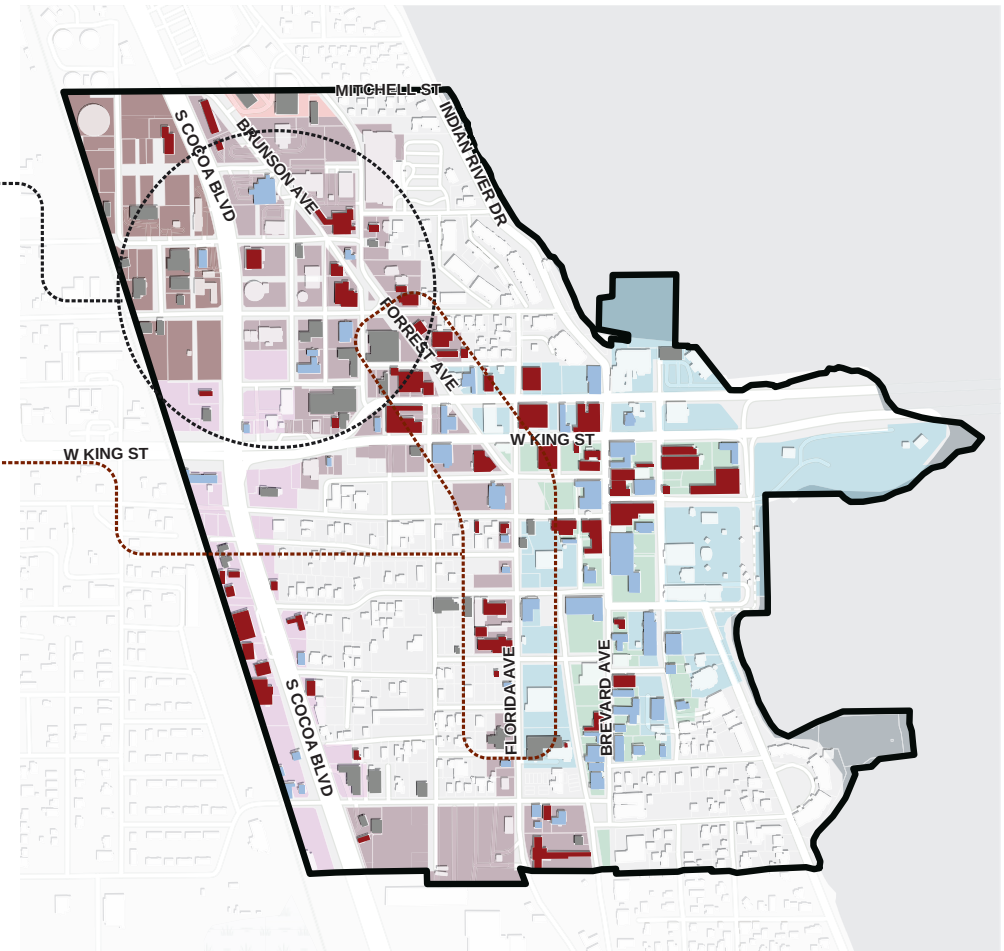
The north-west area of the CRA is primarily warehouse commercial, blending into retail as you approach the residential and mixed-use areas.

While Forrest Avenue has a concentration of retail, it lacks connectivity to the historic core; Florida Avenue has strong connections to the historic core but lacks the commercial activity.

COMMERCIAL ZONING



CURRENT COMMERCIAL LAND USE



CRA PLAN

ENVIRONMENTAL RESILIENCY

Cocoa CRA's major attracting factor, the Waterfront, also happens to be its biggest threat to its resources. Therefore, it is crucial for the City and Cocoa CRA to keep environmental resilience as a consideration in any development occurring along the Waterfront and beyond. Impervious surfaces excluding roads account for 110 acres, which represents 38% of the total CRA area. The majority of pervious surfaces are in the residential areas of Heart of Cocoa Village. The 100-year flood plain causes some issues on the northern side of Cocoa Village, the Cocoa Riverfront park edge, and Lee Wenner Park. At present, the pervious park spaces in these areas will help absorb and percolate the water, but the hardened and steep edges found along the Waterfront will only hold for so long until a bigger storm comes. The consistent wake energy from boats makes the Waterfront uninviting for small watercraft, and combined with the hardened edges also lessens the aquatic habitat for marine species. However, being that the Waterfront, South End, Uptown, and Cocoa Village subdistricts are more directly impacted by storm surge and extreme weather events, efforts to bolster resilience throughout the CRA cannot be understated.



Fortify Cocoa Village Marina by improving its resilience to coastal flooding.



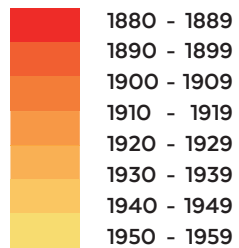
Waterfront Living at 100 Riverside Drive is especially vulnerable to the effects of storm surge.

Current green spaces have the potential to absorb stormwater runoff and mitigate storm surge impacts if they are properly designed.

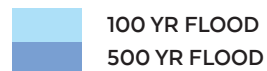
A large part of the central business district is vulnerable to floods from 100 and 500 year storms.

Category 4 storm surges can impact up to Brevard Avenue. These heights need to be considered within the strong boating culture of Cocoa Village.

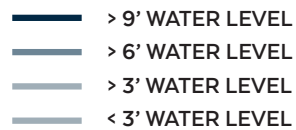
HISTORIC STRUCTURES



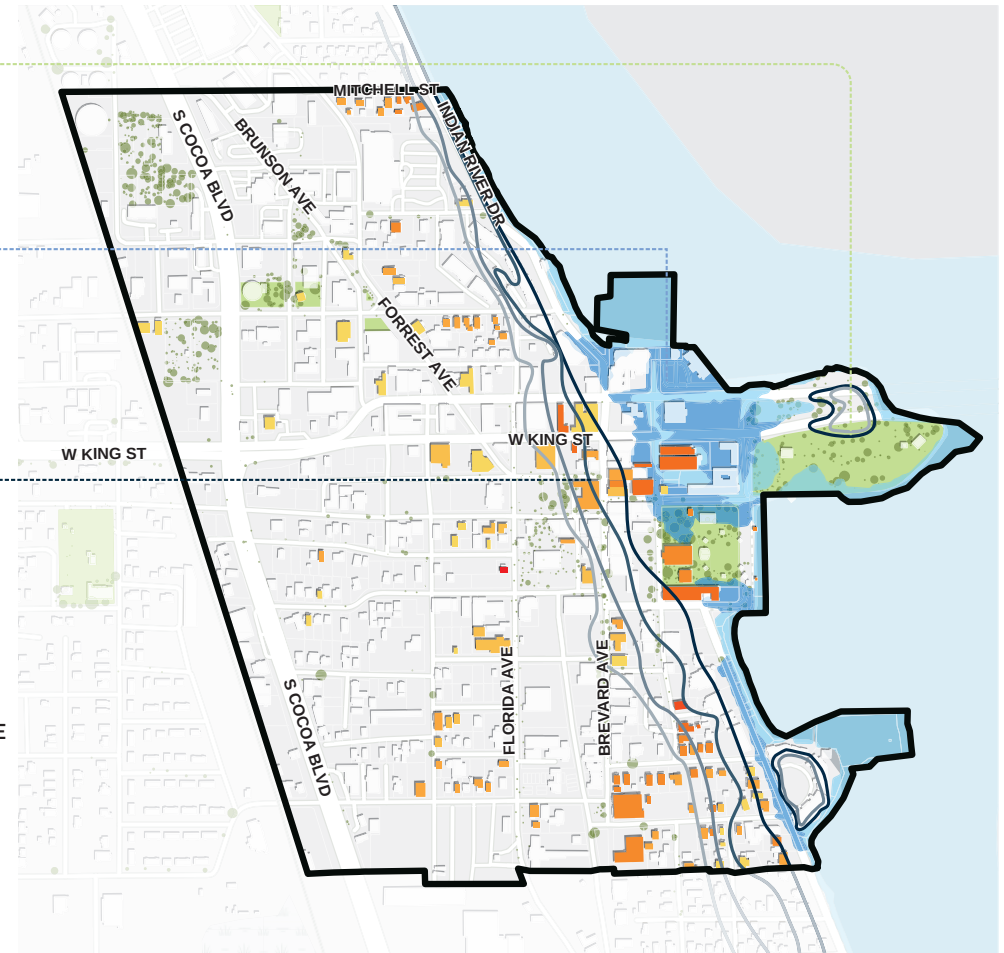
COASTAL FLOOD RISKS



CAT 4 STORM SURGE

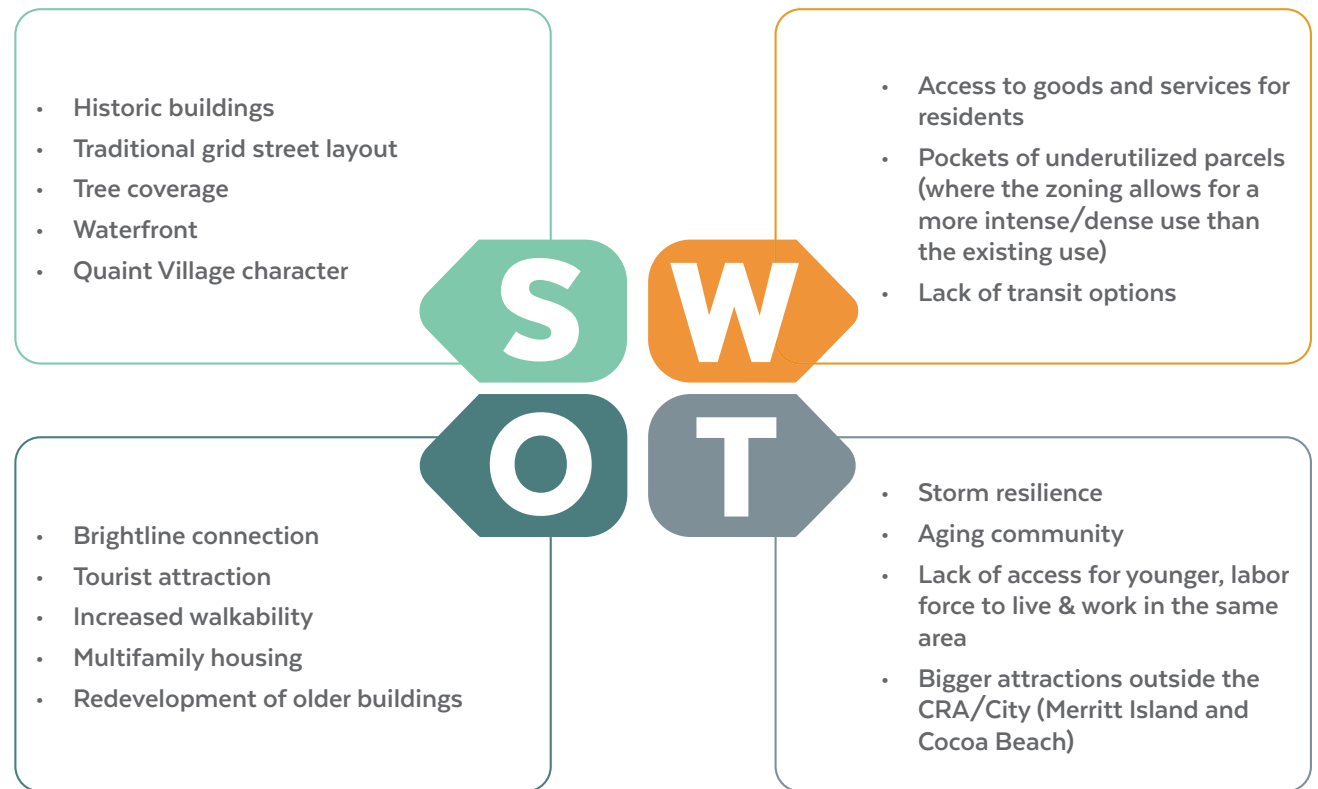


PERVIOUS AREAS

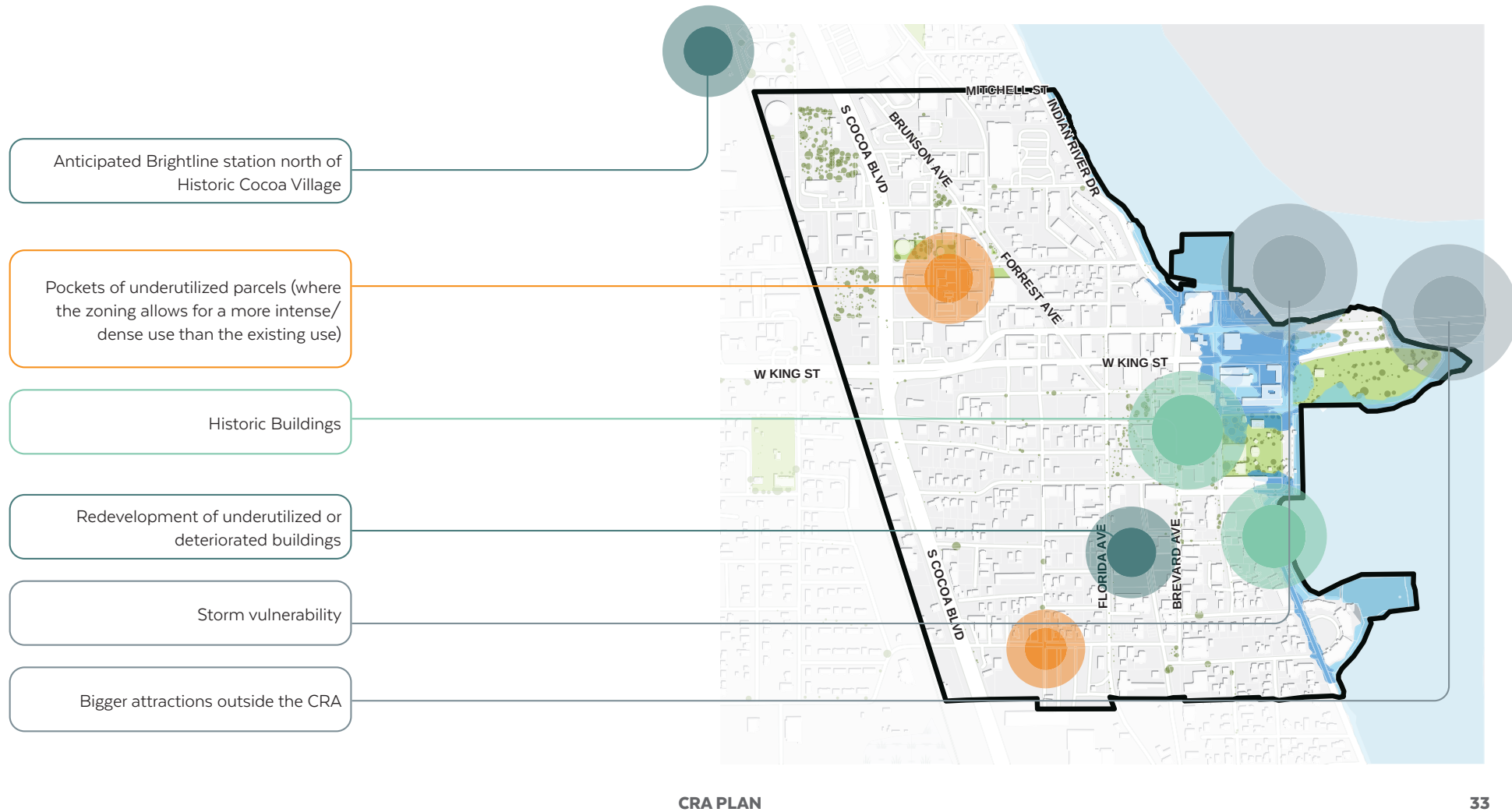


STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

The previous analyses are then categorized into the SWOT diagram to broadly understand the strengths, weaknesses, opportunities and threats for the Cocoa CRA. Through the SWOT summary, we are able to understand what areas need attention, what's working well and brings visitors and residents. This is also where some of the larger opportunities for improvement start to stand out, and the threats that endanger future improvements and existing strengths.



COCOA





STRATEGIC

FRAMEWORK



03



STRATEGIC FRAMEWORK

The following strategic goals support the overall vision for the Cocoa CRA and align with City-wide initiatives by enhancing placemaking, improving connectivity, diversifying housing options, and fostering economic development and resilience.

UPDATED CRA GOALS:



INVEST IN PLACEMAKING INITIATIVES

Create a vibrant and accessible environment in the Cocoa CRA through placemaking initiatives that celebrate the area's history and foster a strong sense of community. This goal focuses on enhancing Cocoa Village's identity as a historical and artistic destination, increasing cultural tourism, activating underutilized spaces, enhancing the Waterfront, and building pride. These efforts will create a revitalized public realm that supports recreation, connectivity, and community engagement.



IMPROVE CONNECTIVITY

Establish a place where residents and visitors can move freely and safely, while interacting with local attractions, businesses, events, and each other. All modalities should be considered in the design of Cocoa's streetscapes, including people walking, biking, rollerblading, skateboarding, people using accessibility aids, e-scooters, e-bikes, golf carts, and people arriving via the Brightline train.



DIVERSIFY AND IMPROVE HOUSING STOCK

Prioritize the development of high-quality, diverse housing options within the Cocoa CRA to support a resilient community. This includes encouraging the development of missing middle housing options, restoring underutilized building space for residential use and focuses on improving the aesthetics of both residential and commercial properties through added paint and beautification grants, as well as promoting façade improvement programs to enhance the overall appeal and livability of the area.



FOSTER SUSTAINABLE ECONOMIC DEVELOPMENT

Foster sustainable economic growth in the Cocoa CRA by supporting businesses, encouraging mixed-use development, and enhancing the area's appeal to investors, visitors, and residents. This goal includes attracting niche businesses through targeted outreach strategies and providing innovative support programs. It also promotes mixed-use development by offering incentives, zoning adjustments, and fostering relationships with high-quality developers. Additionally, it focuses on enhancing the area's appeal, activating the waterfront, and pursuing redevelopment opportunities that support local economic prosperity.



STRENGTHEN RESILIENCE

Strengthen the resilience of the Cocoa CRA by upgrading infrastructure and Waterfront development to better withstand the impacts of rising sea levels and extreme weather events. The goal also emphasizes the protection of vulnerable residential and historic buildings, reducing the risk of damage to vulnerable populations and significant features from flooding and other climate-related challenges.

INVEST IN PLACEMAKING INITIATIVES

Create a vibrant and accessible environment in the Cocoa CRA through placemaking initiatives that celebrate the area's history and foster a strong sense of community.

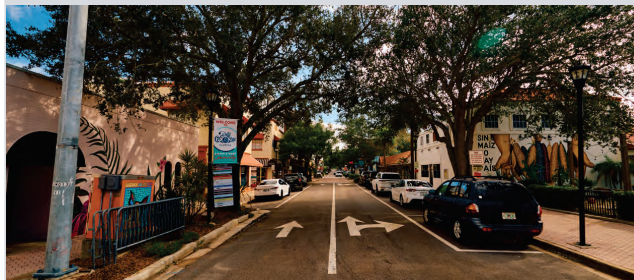
- Make it fun! Get the community involved with placemaking efforts by getting local organizations, schools, and businesses to give ideas for crosswalk art, murals, and imaginative uses for underutilized spaces.
- Provide Wayfinding, signage, and gateways with a uniform, recognizable Cocoa branding to orient visitors and highlight key destinations in the CRA.
- Establish parks, pocket parks, and pedestrian plazas throughout the CRA, particularly in the residential neighborhoods of Heart of Cocoa and South of the Village to encourage community gathering.
- Restore historic buildings and preserve heritage trees throughout the Cocoa CRA.



IMPROVE CONNECTIVITY

Enhance mobility through consistent and incremental improvements to non-vehicular transportation options that foster a culture of active mobility and ensure access to safe, efficient transportation for all residents.

- Enhance the pedestrian experience: widen sidewalks, provide bike lanes, bike anchors.
- Address parking during events: wayfinding, shared parking, identify parking garage from parking study.
- Streetscape safety improvements: activate crosswalks, pedestrian islands, yield signage.
- Identify a future Brightline connection stop.
- Offer alternative mobility options: e-scooter, e-bikes, and golf cart shuttles for visitors.



DIVERSIFY AND IMPROVE HOUSING STOCK

Prioritize the development of high-quality, diverse housing options within the Cocoa CRA to support a resilient community. This includes encouraging the development of missing middle housing options and restoring underutilized building space for residential use.

- Encourage the development of Live-Work housing units within the Cocoa Village subdistrict to attract entrepreneurship, local businesses, and younger residents in the labor force.
- Incorporate missing middle housing such as townhomes and multiplexes within the Heart of Cocoa subdistrict.
- Restore underutilized space on upper levels of buildings for residential use for artists, students.
- Initiate Residential Paint and Beautification Grants to assist homeowners with exterior improvements.
- Promote façade improvement programs for both residential and commercial properties through targeted marketing and outreach.



STRATEGIC FRAMEWORK

FOSTER SUSTAINABLE ECONOMIC DEVELOPMENT

Foster sustainable economic growth in the Cocoa CRA by supporting businesses, encouraging mixed-use development, and enhancing the area's appeal to investors, visitors, and residents.

- Attract new niche local businesses through pop-up locations for small businesses, entrepreneurship incubators, and targeted marketing strategies to inform potential beneficiaries of the programs offered.
- Encourage mixed-use development through incentives, zoning regulations, and through outreach and relationship-building with mixed-use developers.
- Develop and implement Architectural design standards appropriate for each subdistrict in the Cocoa CRA to produce more desirable location for investors.
- Waterfront Activation: provide more opportunities for interaction with the Waterfront such as swan boats, kayaks, and paddleboard rental to operate in the Cocoa Yacht basin.
- Procure vacant parcels to prepare RFP's for catalytic redevelopment opportunities.



COCOA

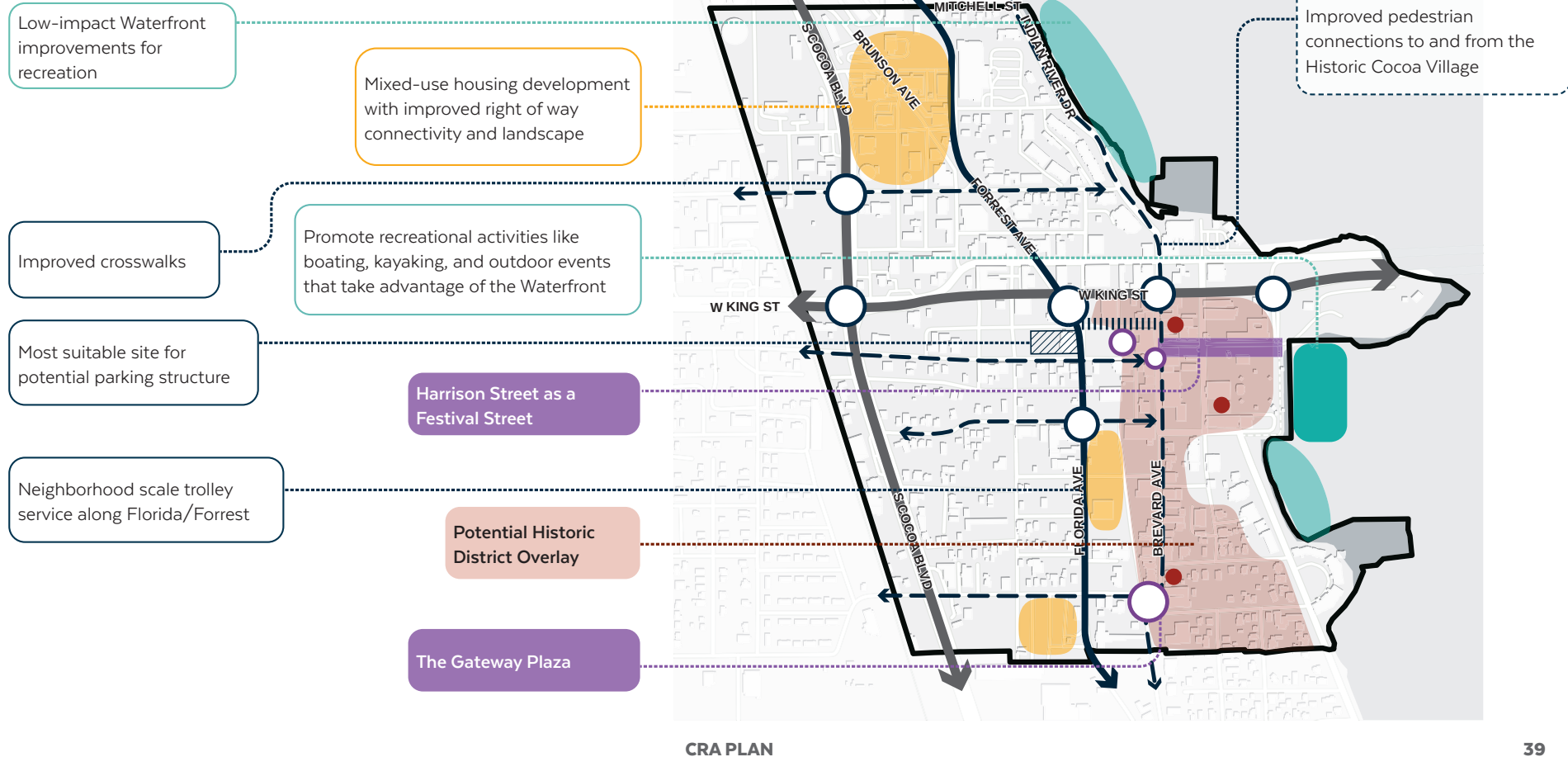
STRENGTHEN RESILIENCE

Strengthen the resilience of the CRA by upgrading its infrastructure and Waterfront development

- Bring in resilience specialists to the table for Waterfront activation projects.
- Consider engineering or designing with natural processes in mind to passively create a living shoreline.
- Upgrade and maintain existing infrastructure, such as sidewalks, roads, and public facilities.
- Promote resilience in Waterfront development, including an elevated seawall, installation of marsh and bay fill, and other innovative strategies to mitigate the impacts of rising sea levels and extreme weather events.
- Protect and support existing infrastructure, particularly residential and historic buildings, that are more vulnerable to flooding and extreme weather events.



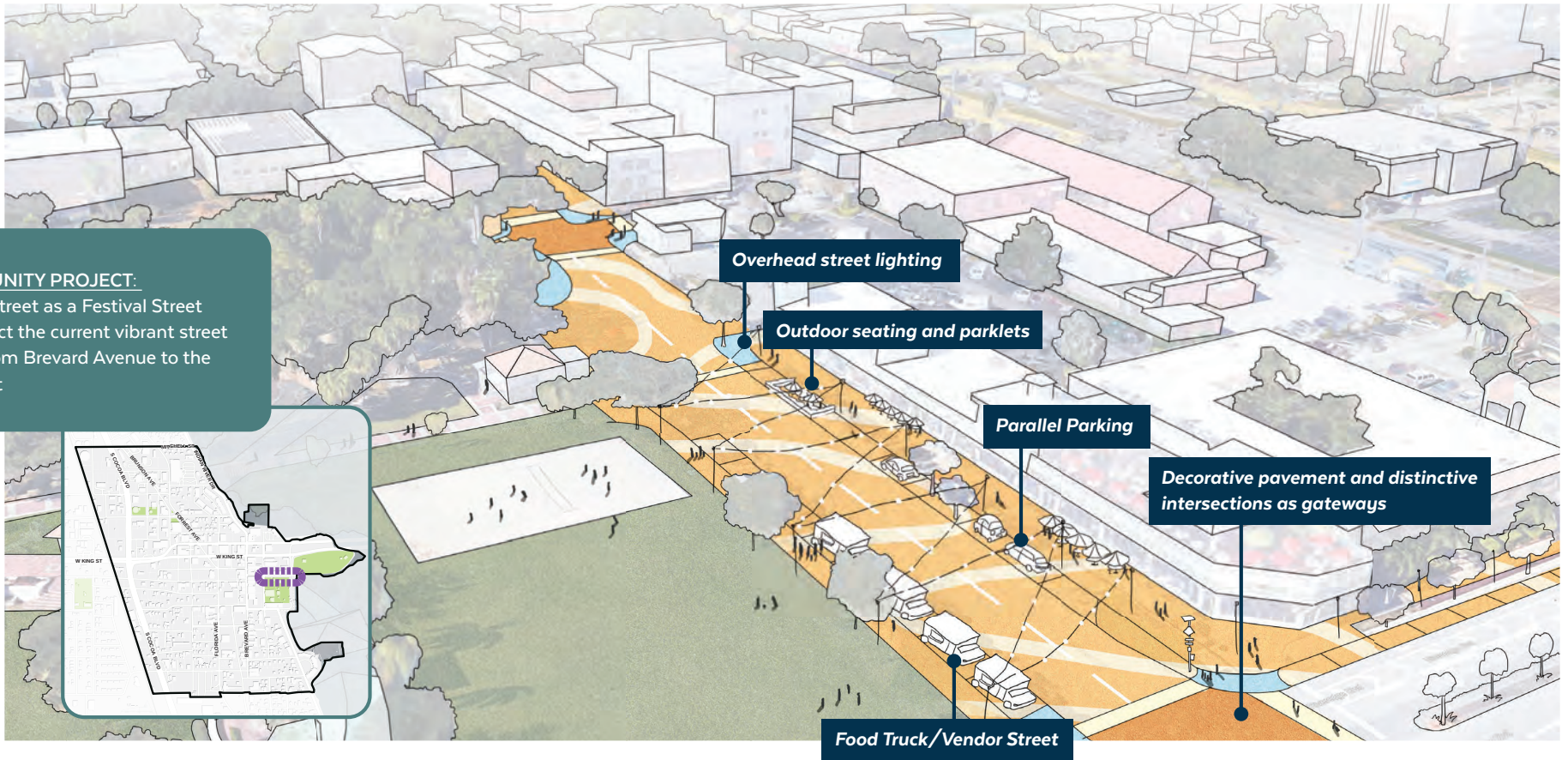
CRA OPPORTUNITIES



CRA OPPORTUNITIES

OPPORTUNITY PROJECT:

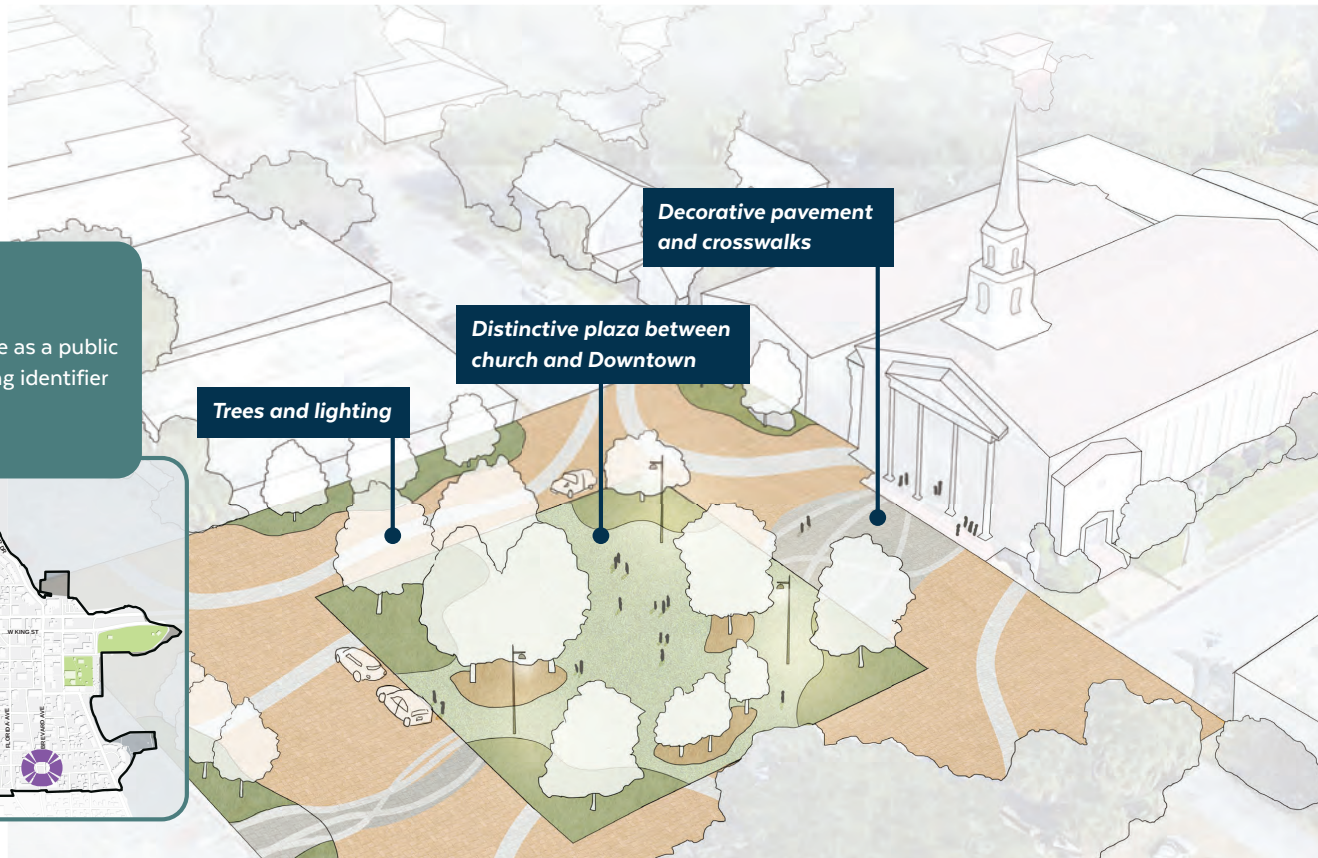
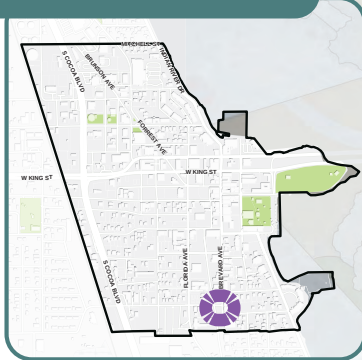
Harrison Street as a Festival Street can connect the current vibrant street activity from Brevard Avenue to the Waterfront



CRA OPPORTUNITIES

OPPORTUNITY PROJECT:

The Gateway Plaza can serve as a public gathering space and branding identifier for Cocoa Village.



CRA PLAN



IMPLEMENTATION



04



IMPLEMENTATION

IMPLEMENTATION MATRIX

The Plan update focuses on implementing a series of potential projects, each highlighted in the accompanying table. This table outlines the district locations and estimated cost ranges for these improvements. The matrix is designed to provide the CRA with flexibility in prioritizing and allocating funds to various projects. By doing so, it ensures that investments are strategically directed to areas that will yield the most impactful benefits.

Market conditions, along with the costs of materials and labor, will inevitably influence the implementation of these projects. The key to success lies in maximizing opportunities and continuously leveraging these investments to foster economic growth and well-being within the Cocoa CRA. This adaptability allows the CRA to respond effectively to changing circumstances and maintain momentum in its development efforts.

All projects and initiatives align with the strategic framework and themes, including Placemaking, Connectivity, Housing, Economic Development, and Environmental Resilience. This alignment ensures that each project contributes to the overarching goals of the CRA, promoting a cohesive and sustainable approach to redevelopment.



COCOA

	PROPOSED PROJECT	STRATEGIC FRAMEWORK THEME	PROJECT DESCRIPTION	SUB-DISTRICT	EST. COST	POTENTIAL FUNDING SOURCE
1	Brand Guidelines, Signage & Wayfinding	PLACEMAKING	Establish a branding design guideline that is used for signage, wayfinding, and furnishings throughout CRA.	All	\$\$\$	CRA; City
2	Parks and Public Spaces	PLACEMAKING	Identify smaller parcels that may be suitable for acquisition and development as a pocket park or dog park.	All	\$\$\$\$	CRA; City
3	Develop and Implement Architectural Design Guidelines	PLACEMAKING	Develop and implement Architectural design standards appropriate for each subdistrict in the Cocoa CRA to produce more desirable location for investors.	All	\$\$	CRA; City; Private Sector
4	Micromobility Improvements	CONNECTIVITY	Complete gaps in sidewalk network and widen where foot traffic warrants, improve crosswalks, install gateway and wayfinding signage and increase access to e-mobility.	All	\$\$\$\$	CRA; City; Brevard County; SCAT; FDOT
5	Parking Mitigation	CONNECTIVITY	Complete construction of a parking garage identified from the 2017 Parking Study. Increase wayfinding signage for parking garages, encourage shared parking agreements.	Cocoa Village	\$\$\$\$	CRA; City
6	Complete Streets	CONNECTIVITY	Identify ROWs that merit non-vehicular safety improvements and/or Complete Street redesign and pursue funding accordingly.	All	\$\$\$\$	CRA; City
7	Brightline Connectivity	CONNECTIVITY	Evaluate opportunities to provide transit between Cocoa Village and the future Brightline station.	U.S. 1 Corridor	\$\$\$\$	CRA; City; Brevard County; SCAT; FDOT
8	Live-Work Housing Development	HOUSING	Develop strategies for attracting specialized housing developers through planning incentives, and relationship-building.	North of the Village; South of the Village; South End	\$\$\$\$	CRA; City; Housing Authority
9	Missing Middle Housing Development	HOUSING	Develop strategies for attracting specialized housing developers through planning incentives, and relationship-building.	Heart of Cocoa; All	\$\$\$\$	CRA; City; Housing Authority
10	Underutilized Upper Level Restoration	HOUSING	Provide incentives and guidelines for the restoration of underutilized upper levels as residential units.	All	\$\$\$	CRA; City; Private Sector
EST. Cost: \$=<\$50K \$\$=\$50K-\$100K \$\$\$=\$100K-\$500K \$\$\$\$=\$500K-\$1M \$\$\$\$\$=>\$1M						

IMPLEMENTATION

	PROPOSED PROJECT	STRATEGIC FRAMEWORK THEME	PROJECT DESCRIPTION	SUB-DISTRICT	EST. COST	POTENTIAL FUNDING SOURCE
11	Commercial Façade Improvement Program	ECONOMIC DEVELOPMENT	Promote targeted marketing of the program, as well as technical assistance for the application of the program.	All	\$\$\$	CRA
12	Small Business Support	ECONOMIC DEVELOPMENT	Attract new niche businesses through avant-garde methods such as establishing business pop-up locations with short-term leases, entrepreneurship incubators and mentorship.	Cocoa Village, Waterfront	\$\$\$	CRA
13	Catalytic Mixed-use Development	ECONOMIC DEVELOPMENT	Procure vacant parcels to prepare RFP's and encourage mixed-use development through planning incentives, zoning regulations, and relationship-building with specialized developers.	All	\$\$\$\$	CRA; City
14	Waterfront Activation	ECONOMIC DEVELOPMENT	Provide more opportunities for interaction with the Waterfront such as swan boats, kayaks, and paddleboard rental to operate in the Cocoa Yacht basin.	Waterfront	\$\$\$\$	CRA; City
15	Waterfront Resilience	ENVIRONMENTAL RESILIENCE	Bolster resilience in waterfront development, including an elevated seawall, installation of marsh and bay fill, and other innovative strategies to mitigate the impacts of rising sea levels and extreme weather events.	Waterfront	\$\$\$\$	CRA; City; Brevard County
16	Preservation of Structures & Sites	ENVIRONMENTAL RESILIENCE	Undertake restoration, preservation, and resilience projects to protect critical existing infrastructure, historic buildings, and heritage trees.	All	\$\$\$\$	CRA; City; Brevard County
EST. Cost: \$=<\$50K \$\$=\$50K-\$100K \$\$\$=\$100K-\$500K \$\$\$\$=\$500K-\$1M \$\$\$\$\$=>\$1M						

IMPLEMENTATION

CRA BUDGET WORKSHEET

The following proposed CRA 5-Year Budget worksheet presents an outline of the potential projects and associated costs identified during the Community Redevelopment Plan update, the current and proposed redevelopment programming, and the estimated administrative and operational costs for the CRA. The capital projects and programming address the Strategic Goals and encourage private sector investment. The proposed CRA Budget worksheet provides a snapshot of the CRA's anticipated expenditures and revenues through the remainder of the CRA's operational timeframe. The expenditures component of the Cocoa CRA's 5-Year Budget is based on the adopted FY 24/25 CRA Operational Budget. Future years of the budget anticipate a 4% annual increase in operational expenses, coupled with proposed capital improvements projects and programming costs. The revenue component of the CRA Budget is based on the actual TIF collected and the TIF cash balance of FY 24/25. The worksheet projects an annual increase of 3% for future years' TIF revenue. The proposed 5-Year CRA Budget worksheet may be used to prioritize projects, identify alternate sources of revenue, and assist with the CRA's development of Annual Work Plans and Budgets.

COCOA BUDGET WORKSHEET	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
CAPITAL PROJECTS	\$ 1,651,493	\$ 750,000	\$ 850,000	\$ 875,000	\$ 950,000	\$ 1,150,000
Cocoa Village Parking	\$ 1,001,493	\$ -	\$ -	\$ -	\$ -	\$ -
Civic Center Restoration/Upgrades Phase I	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -
Riverfront Park	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -
Micromobility and Transit Improvements	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 125,000	\$ 175,000
Parking Enhancements	\$ -	\$ 150,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 200,000
Housing (Missing Middle & Live-Work)	\$ -	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Mixed-Use Infill	\$ -	\$ 150,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000
Streetscape Parking Improvements	\$ -	\$ -	\$ -	\$ 100,000	\$ 150,000	\$ 200,000
Waterfront Activation	\$ -	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Improved Landscaping	\$ -	\$ 75,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Wayfinding and Signage	\$ -	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ 75,000
ADMINISTRATION	\$ 1,651,493	\$ 750,000	\$ 850,000	\$ 875,000	\$ 950,000	\$ 1,150,000
Personnel Services	\$ 83,004	\$ 86,324	\$ 89,777	\$ 93,368	\$ 97,103	\$ 100,987
Operating	\$ 61,731	\$ 64,200	\$ 66,768	\$ 69,439	\$ 72,217	\$ 75,105
PROGRAMMING	\$ 172,000	\$ 425,000	\$ 425,000	\$ 450,000	\$ 450,000	\$ 450,000
Commercial Façade Grant Program	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Innovative Community Policing	\$ 72,000	\$ 75,000	\$ 75,000	\$ 100,000	\$ 100,000	\$ 100,000
Historic Preservation and Cultural Identity	\$ -	\$ 75,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Small Business Incubator	\$ -	\$ 75,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Catalytic Redevelopment Sites Program	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
DEBT SERVICE	\$ 64,045	\$ 64,045	\$ 64,045	\$ 64,045	\$ 64,045	\$ 64,045
Debt Service Principal & Interest	\$ 64,045	\$ 64,045	\$ 64,045	\$ 64,045	\$ 64,045	\$ 64,045
EXPENDITURES GRAND TOTAL	\$ 3,539,031	\$ 1,989,045	\$ 2,125,000	\$ 2,200,000	\$ 2,350,000	\$ 2,750,000
CONTINGENCY	\$ 1,501,493	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUE	\$ 3,533,709	\$ 2,060,854	\$ 2,202,503	\$ 2,280,132	\$ 2,356,854	\$ 2,359,891
TIF Revenue	\$ 2,032,216	\$ 2,060,854	\$ 2,130,694	\$ 2,202,629	\$ 2,276,722	\$ 2,353,037
Miscellaneous Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Prior Year Carry Forward/Beginning Fund Balance	\$ -	\$ 1,496,171	\$ 71,809	\$ 77,503	\$ 80,132	\$ 6,854

The implementation of the Plan should strategically focus on leveraging and layering funding sources to maximize project impact. This involves not only making incremental improvements and investments but also acquiring, preparing, and disposing of real estate within the Cocoa CRA. Collaborating with the private sector to redevelop these areas is crucial. The projects identified will use potential Tax Increment Financing (TIF) revenue projections to guide prioritization. By investing in placemaking initiatives, the Plan aims to create a vibrant and accessible environment in the Cocoa CRA. These initiatives will celebrate the area's history and foster a strong sense of community, enhancing Cocoa Village's identity as a historical and artistic destination. The goal is to increase cultural tourism, activate underutilized spaces, and build pride among residents, thereby revitalizing the public realm to support recreation, connectivity, and community engagement.

Improving connectivity within the Cocoa CRA is essential as it serves as the centerpiece of the City of Cocoa. Creating a space where residents and visitors can move freely and safely, while interacting with local attractions, businesses, and events, is key to making Cocoa a desirable place to live and visit. The design of Cocoa's streetscapes should accommodate all modalities, including walking, biking, rollerblading, and various electric vehicles, as well as accessibility aids. This comprehensive approach ensures that everyone, including those arriving via the Brightline train, can navigate the area with ease. Additionally, diversifying and improving the housing stock is a priority, with a focus on developing high-quality, diverse housing options. Encouraging the development of missing middle housing, restoring underutilized spaces for residential use, and enhancing the aesthetics of properties through grants and façade improvement programs will improve the overall appeal and livability of the area.

Fostering sustainable economic development in the Cocoa CRA is another critical component of the Plan. Supporting businesses, encouraging mixed-use development, and enhancing the area's appeal to investors, visitors, and residents will drive local economic prosperity. This includes attracting niche businesses through targeted outreach and providing innovative support programs. Offering incentives, zoning adjustments, and building relationships with high-quality developers will promote mixed-use development. Additionally, activating the Waterfront and pursuing redevelopment opportunities will create a dynamic, attractive environment. Strengthening the resilience of the Cocoa CRA by upgrading infrastructure and Waterfront development is vital to withstand rising sea levels and extreme weather. Protecting vulnerable residential and historic buildings will reduce the risk of damage from flooding and other climate-related challenges, ensuring the area remains a sustainable and thriving community.



CRA PLAN



APPENDIX



05



GOVERNANCE AND COMPLIANCE

COMPLETENESS OF THE PLAN

The Cocoa CRA Plan (Plan) is sufficiently complete and provides necessary elements controls as required by Chapter 163, Part III, of the Florida Statutes.

CONSISTENCY WITH THE COMPREHENSIVE PLAN

The Cocoa CRA Plan conforms to the City of Cocoa Comprehensive Plan 2020-2030.

STATUTORY CRITERIA

F.S. 163.362 requires certain contents in a Plan. The 2024 Plan update content satisfies the Florida Statute requirements. The following pages list the requirements (**BOLD**) and outline the items within the Plan that specifically address these requirements.

1. **Contain a legal description of the boundaries of the community redevelopment area and the reasons for establishing such boundaries shown in the plan.**
The boundaries of the Cocoa CRA are shown on **page 8** and remain unchanged as previously established.
2. **Show by diagram and in general terms:**
 - a. **The approximate amount of open space to be provided and the street layout.**
The amount of open space is approximately **12.96 acres**. The open space and street layout are **indicated throughout the Plan in narrative and illustrative format where appropriate.**
 - b. **Limitations on the type, size, height, number, and proposed use of buildings.**
The limitations on type, size, height, number, and

proposed use of buildings is regulated by the City of Cocoa Comprehensive Plan and Land Development Code.

- c. **The approximate number of dwelling units.**
There are approximately **826** dwelling units within the CRA, as shown on page 27.
- d. **Such property as is intended for use as public parks, recreation areas, streets, public utilities, and public improvements of any nature.**
Public parks, recreation areas, streets, public utilities, and other proposed improvements are indicated throughout the Plan in narrative and illustrative format where appropriate.
3. **If the redevelopment area contains low- or moderate-income housing, contain a neighborhood impact element which describes in detail the impact of the redevelopment upon the residents of the redevelopment area and the surrounding areas in terms of relocation, traffic circulation, environmental quality, availability of community facilities and services, effect on school population, and other matters affecting the physical and social quality of the neighborhood.**
No negative impact on low or moderate-income housing is anticipated because of this Plan. However, a neighborhood impact element has been included in a following section.
4. **Identify specifically any publicly funded capital projects to be undertaken within the community redevelopment area.**
Publicly funded capital projects are identified within the Proposed Budget list, as shown on page 48.
5. **Contain adequate safeguards that the work of redevelopment will be carried out pursuant to the plan.**
The Plan is the guiding document for future redevelopment and ancillary programs, projects and activities

in the Cocoa CRA. To ensure that redevelopment will take place in conformance with the projects expressed in this plan, the CRA will utilize the regulatory devices, instruments and systems used by the City of Cocoa to permit development and redevelopment within its jurisdiction. These regulatory devices include but are not limited to the adopted Comprehensive Plan, the Land Development Code and any adopted design guidelines, performance standards and City authorized development review, permitting, and approval processes that encompass the CRA.

6. **Provide for the retention of controls and the establishment of any restrictions or covenants running with land sold or leased for private use for such periods of time and under such conditions as the governing body deems necessary to effectuate the purposes of this part.**

This provision of the Plan will be satisfied on a case-by-case basis as each project is carried out through final documentation and approval by the Governing Body of the Cocoa CRA. Control of land, covenants, and any restrictions on land sold or leased by the Cocoa CRA shall be in accordance with Chapter 163, Part III of the Florida Statutes, and applicable City of Cocoa processes and requirements.

7. **Provide assurances that there will be replacement housing for the relocation of persons temporarily or permanently displaced from housing facilities within the community redevelopment area.**

The implementation of the Plan does not anticipate the displacement or potential relocation of residents living within the Cocoa CRA boundaries. However, if, because of implementation of projects contained within the Plan,

relocation of persons necessary on either a temporary or permanent basis, the CRA will be responsible for the timely provision of replacement housing for those affected persons.

8. **Provide an element of residential use in the redevelopment area if such use exists in the area prior to adoption of the Plan or if the Plan is intended to remedy a shortage of housing affordable to residents of low or moderate income, including the elderly, or if the plan is not intended to remedy such shortage, the reasons therefore.**

The Plan is not intended to remedy a shortage of housing for residents of low or moderate income. The residential uses will generally exist in their current locations and will be minimally impacted by the proposed improvements. The Plan does consider the development of additional housing stock that may provide additional housing options to residents that may be of low to moderate incomes.

9. **Contain a detailed statement of the projected costs of the redevelopment, including the amount to be expended on publicly funded capital projects in the community redevelopment area and any indebtedness of the community redevelopment agency, the county, or the municipality proposed to be incurred for such redevelopment if such indebtedness is to be repaid with increment revenues.**

A detailed statement of project costs is presented within the Proposed Budget. Detailed project costs for each project, program, and activity will be specified each year during the Agency's annual budget and work program. Funding for projects may include some form of indebtedness by the CRA and / or the City.

10. **Provide a time certain for completing all redevelopment financed by increment revenues. Such time certain shall occur no later than 30 years after the fiscal year in which the Plan is approved, adopted, or amended pursuant to F.S. 163.361(1). However, for any agency created after July 1, 2002, the time certain for completing all redevelopment financed by increment revenues must occur within 40 years after the fiscal year in which the plan is approved or adopted.**

The Cocoa CRA was established in 1981 and will expire in 2041.

NEIGHBORHOOD IMPACT

Florida statutes require a neighborhood impact element if the redevelopment area contains low moderate-income housing. Considerations to be included in the element, where relevant, may include things such as relocation, traffic circulation, environmental quality, availability of community facilities and services, effect on school population, and other factors affecting the physical and social quality of the neighborhood.

Within the Cocoa CRA, there are no projects of individual or collective size that would significantly alter or adversely impact the existing housing supply or environmental quality. Identified capital projects and related initiatives aim to improve micromobility for residents, area employees, and visitors, without significantly changing existing traffic circulation patterns or demand. Additional projects are expected to enhance the usefulness of community and public facilities and improve the physical and social quality of the neighborhood. There is no anticipated effect on the school population.

COMMUNITY REDEVELOPMENT PLAN APPROVAL PROCESS

In accordance with F.S. 163.360, the Cocoa CRA shall submit its updated Plan to the City's Planning and Zoning Board (PZB) for review and recommendations as to its conformity with the Comprehensive Plan. The PZB shall submit its written recommendations with respect to conformity of the proposed Plan to the CRA within 60 days after receipt of the Plan for review. Upon receipt of the recommendations, the CRA may proceed with its consideration of the proposed Plan. The CRA shall submit its Plan with its written recommendations to the governing body (City Council) and to each taxing authority that levies ad valorem taxes on taxable real property contained within the geographic boundaries of the Cocoa CRA. The City Council shall hold a public hearing on the 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 CRA covered by the Plan, and outline the general scope of the Plan update under consideration.

Following such a hearing, the City Council may approve the Plan if it finds that:

1. A feasible method exists for the location of families who will be displaced from the CRA in decent, safe, and sanitary dwelling accommodations within their means and without undue hardship to such families;
2. The Plan conforms to the general plan of the county or municipality as a whole;
3. The Plan gives due consideration to the utilization of

GOVERNANCE AND COMPLIANCE

community policing innovations, and 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 plans;

4. The 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 CRA by private enterprise; and
5. The Plan and resulting revitalization and redevelopment for a coastal tourist area that is deteriorating and economically distressed will reduce or maintain evacuation time, as appropriate, and ensure protection for property against exposure to natural disasters.

Upon the approval by the City Council, the Plan shall be considered in full force and effect for the CRA and the City may then cause the CRA to carry out the implementation of the Plan.

AMENDMENT OF THE PLAN

The Plan may be modified, changed, or amended in the future consistent with Florida law.

SEVERABILITY

Should any provision, section, subsection, sentence, clause, or phrase of the Plan be declared by the courts to be invalid or unconstitutional, such declaration shall not affect validity of the remaining portion or portions of the 2024 Cocoa Community Redevelopment Plan.

COMPLIANCE

The Cocoa CRA is committed to maintaining cost-effective operations in alignment with the Florida Statutes. The primary goal is to effectively utilize tax increment financing (TIF) revenues and other sources to fund capital improvements and activities as outlined in the Plan.

The CRA will continue to use TIF revenue generated within the district as a primary funding source for both administrative costs and the execution of capital projects and redevelopment programs.

Regular updates on projects and programming within the CRA are provided to the CRA Board during scheduled meetings to ensure transparency and for enabling the board's informed decision-making. In adherence to Special District requirements as required by the Florida Statutes, the CRA will maintain an up-to-date digital map of the area, made accessible to the public via the CRA's webpage.

The CRA's operations shall undergo an annual review through the Annual Report (see below for report details) and Audit to ensure accountability and provide insights into the CRA's performance and financial health (to be posted to the CRA website by March 31st each year). The Annual Budget and Report shall also be published on the CRA website.

Information regarding the CRA Board and the Agency's meeting schedule must be available on the webpage.

The CRA's operations are structured around a framework of actions and strategies that prioritize cost-effectiveness, transparency, and community engagement.

Projects, improvements or goals not specifically described or amended remain valid as depicted in the Redevelopment Plan.

ANNUAL REPORTING & PERFORMANCE METRICS

CRA's must file an annual report with the Department of Economic Opportunity and the county or municipality that created the agency and must publish the report on the agency's website annually by March 31st.

Effective from 2020, annual reports must detail specific data and activities through December 31st of the reporting year.

- Total number of projects started and completed and the estimated cost for each project.
- Total expenditures from the redevelopment trust fund.
- Original assessed real property values within the community redevelopment agency's are of authority as of the day the agency was created.
- Total assessed real property values of property within the boundaries of the community redevelopment agency as of January 1 or the reporting year.
- Total amount expended for affordable housing for low-income and middle-income residents.
- Summary indicating to what extent, if any, the community redevelopment agency has achieved the goals set out in its community redevelopment plan.

Effective December 1, 2025, annual reports must also include the following performance metrics:

- Increase in taxable value of properties participating in CRA programs.
- The increase in taxable value of those properties that have participated in CRA programs compared to the amount of funds contributed to those properties.
- The number of (and amount provided to) businesses that have received grants and/or loans, and the number of those businesses that were able to open and stay in business for a set period, or to expand their businesses.
- Number (dollar) of projects completed on time or on budget.
- Reduced vacancy rates in commercial and industrial properties.

Projects, improvements or goals not specifically described or amended remain valid as depicted in the Redevelopment Plan.

ANNUAL AUDIT

The most recent complete audit report of the redevelopment trust fund for the prior year shall also be posted to the CRA website by March 31st of each year, or within 45 days after completion of it.

OPERATIONAL TIMEFRAME - EXTENSION

Established in 1981, the Cocoa CRA operates under the mandate of F.S.S. 363 Part III, which stipulates a maximum operational period of 60 years for such entities. This legislative framework ensures that CRAs are periodically reviewed and renewed to meet evolving community needs and development goals.

As the current term is set to expire in 2041, the CRA may evaluate the possibility of extending its operational timeframe. This provides an opportunity to reassess and realign the Agency's strategic objectives with the long-term vision for community revitalization.

In anticipation of the approaching term expiration, the Agency may initiate a formal process to request an extension. This process would involve collaboration with Brevard County, a comprehensive review of past achievements, current initiatives, and future plans. The outcome of this review would inform the decision-making process, ensuring that the CRA continues to serve.

NEIGHBORHOOD IMPACT ELEMENT

The following neighborhood impact element describes the potential impact of the redevelopment upon residents of the redevelopment area and the surrounding area. The neighborhood impact element describes potential impacts upon housing relocation, traffic circulation, environmental quality, availability of community facilities and services and the effect on school population.

While specific impacts cannot be determined until concrete redevelopment proposals are submitted for review, this section attempts to quantify the range of impacts that could be expected in the areas of housing relocation, traffic circulation, environmental quality, the availability of community facilities, and the effect upon the school population.

HOUSING RELOCATION

The implementation of the Cocoa Community Redevelopment Plan does not anticipate the displacement or potential relocation of residents living within the Community Redevelopment Area boundaries. However, if as a result of implementation of projects contained in this Cocoa Community Redevelopment Plan relocation of persons becomes necessary on either a temporary or permanent basis, the Cocoa Community Redevelopment Agency will be responsible for the timely provision of replacement housing for those affected persons.

TRAFFIC CIRCULATION

The implementation of the Cocoa Community Redevelopment Plan does not propose to change or modify any of the existing traffic patterns within the Community Redevelopment Area. The implementation of the Cocoa Community Redevelopment Plan does propose Complete Street improvements to existing roadways and corridors to improve public safety, accessibility and to safely accommodate additional modes of transportation (bicycle and pedestrian modes).

ENVIRONMENTAL QUALITY

The implementation of the Cocoa Community Redevelopment Plan proposed infrastructure improvements will seek to improve the environmental quality of the Community Redevelopment Area. Specific infrastructure improvements that will have a positive effect upon the environmental quality of the Cocoa Community Redevelopment Area include stormwater system improvements (reduce flooding and water-borne diseases) and roadway improvements to encourage non-automobile modes of transportation (reduce traffic levels, reduce automobile emissions, and improve air quality). The implementation of Cocoa Community Redevelopment Plan also seeks to increase the amount and availability of green spaces and open spaces within the Cocoa Community Redevelopment Area, effectively improving the quality of the environment by adding green spaces and open spaces.

AVAILABILITY OF COMMUNITY FACILITIES

The implementation of the Cocoa Community Redevelopment Plan seeks to consolidate the provision of public services at community facilities within the Community Redevelopment Area through the revitalization of Downtown Cocoa. This area is anchored by several community facilities and public agencies, including but not limited to: City Hall, Hernando County Courthouse; and Public Parks and Recreational facilities. The implementation of the Cocoa Community Redevelopment Plan will increase the accessibility and availability of community facilities within the Community Redevelopment Area.

EFFECT ON SCHOOL POPULATION

The implementation of the Cocoa Community Redevelopment Plan proposes the potential increase in residential densities in appropriate areas and the commensurate population increase within the Community Redevelopment Area. Currently the effects on school population within the City of Cocoa and the Cocoa Community Redevelopment Area associated with development and population growth are accommodated on a case-by-case basis through the Future Land Use Element and Public School Facilities Element in the City's Comprehensive Plan. Additionally, the City coordinates with the Brevard County School Board and Brevard County Government through joint-planning agreements and public school Interlocal Agreements to ensure adequate provision of public school facilities within the Cocoa Community Redevelopment Area and throughout the City. Through the use of these administrative mechanisms, future development or redevelopment within the Cocoa Community Redevelopment Area must demonstrate accommodation of school facility level of service standards before development or redevelopment may occur.



CRA PLAN

COCOA REDEVELOPMENT AGENCY AGENDA ITEM

Memo Date: 04/02/2025
Agenda Date: 4/7/2025
Prepared By: Ryan Browne, Redevelopment Coordinator
Through: Charlene Neuterman, Community Services Director
Requested Action: Request Agency consider additional compensation for Inspire Placemaking Collective to compensate them for extra time and effort required to complete the Cocoa CRA Plan Update, due to factors, including two hurricanes, that caused rescheduled public input meetings. Authorize City Manager to complete a BAF to adjust the budget to pay for the Change Order, if approved. Staff fully support the additional funds as fair compensation to an outstanding performing consultant who we wish to be able to maintain positive relationship with for possible future projects. Request is for \$9,000 in additional funds, representing a 15% increase in total cost.

BACKGROUND:

Request Agency consider additional compensation for Inspire Placemaking Collective to compensate them for extra time and effort required to complete the Cocoa CRA Plan Update, due to factors, including two hurricanes, that caused rescheduled public input meetings. Authorize City Manager to complete a BAF to adjust the budget to pay for the Change Order, if approved. Staff fully support the additional funds as fair compensation to an outstanding performing consultant who we wish to be able to maintain positive relationship with for possible future projects. Request is for \$9,000 in additional funds, representing a 15% increase in total cost.

PRIORITY AREA CONNECTION:

Organizational Effectiveness

BUDGETARY IMPACT:

Budgeted? No

If not budgeted, is amendment / transfer attached? No.

Source/Use of Funds

<u>Account Number</u>	<u>Amount</u>
TBD	\$9,000

If a P.O. Change Order is involved, please complete the following:

Change Order Amount: \$9,000

Original Purchase Order Amount: \$60,000

For this Agenda Item note Prior Change Order Information:

Total Number of change orders to date: 0

Total amount in change orders to date: \$0

PREVIOUS ACTION:

N/A.

RECOMMENDED MOTION:

Request Agency consider additional compensation for Inspire Placemaking Collective to compensate them for extra time and effort required to complete the Cocoa CRA Plan Update, due to factors, including two hurricanes, that caused rescheduled public input meetings. Authorize City Manager to complete a BAF to adjust the budget to pay for the Change Order, if approved. Staff fully support the additional funds as fair compensation to an outstanding performing consultant who we wish to be able to maintain positive relationship with for possible future projects. Request is for \$9,000 in additional funds, representing a 15% increase in total cost.

TO: Charlene Neuterman, *Community Services Director*
FROM: George Kramer, *President*
CC: Laura Martinez, Ryan Browne
DATE: February 20, 2025
SUBJECT: Contract Change Order Requests

Inspire initiated the planning processes for both Cocoa and Diamond Square CRAs on June 12, 2024. These projects were planned for a swift 7.5-month schedule that included back-to-back open houses to maximize the efficiencies needed to accommodate a tight budget of \$120,000 (\$60,000 for each plan) to complete two redevelopment plans. As discussed during our call on February 13th, 2025, the schedules for both the Cocoa and Diamond Square CRA projects have since been delayed by 3.5 months, shifting our completion date from late-January 2025 to mid-May 2025. This delay has significantly impacted our project budgets.

The Diamond Square CRA Open House was scheduled for September 25th and the Cocoa CRA Open House for September 26th. While the Diamond Square event proceeded as planned, Hurricane Helene forced us to reschedule the Cocoa CRA Open House to October 30, 2024. This rescheduling eliminated the budgeted efficiencies of holding back-to-back meetings as it required additional time and costs to plan logistics for the project team to travel across the state a second time. Inspire also had to recreate and reprint promotional materials.

City staff's recent request for additional time to review the draft reports resulted in the postponement of publicly noticed meetings for the CRA Board, Planning & Zoning, and City Council from March until at least April of this year.

Given these unforeseen delays and the associated costs, we respectfully request a change order for an additional \$9,000 per project, totaling \$18,000, to cover the extra time and expenses incurred. This adjustment reflects a 15% increase in the original fee, corresponding to a 46% increase in the overall project timeline.